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GREEN AND SUSTAINABLE MANAGEMENT – A DECIDING FACTOR FOR TOMORROW'S BUSINESS**HARDEEP SINGH****MEMBER, INTERNATIONAL ASSOCIATION OF COMPUTER SCIENCE & INFORMATION TECHNOLOGY, SINGAPORE****MEMBER, INDIAN SOCIETY OF BUSINESS MANAGEMENT, CHENNAI****MEMBER, INDIAN SOCIETY OF TRAINING & DEVELOPMENT, NEW DELHI****MEMBER, PUNJAB COMMERCE & MANAGEMENT ASSOCIATION, CHANDIGARH****MEMBER, INTERNATIONAL INSTITUTE OF EDUCATION & MANAGEMENT, DELHI****MEMBER, THE INSTITUTION OF ELECTRONICS & TELECOMMUNICATIONS ENGINEERS****ASST. PROFESSOR AND TRAINING & PLACEMENT OFFICER****DEPARTMENT OF TRAINING & PLACEMENT****BABA KUMA SINGH JI ENGINEERING COLLEGE****AMRITSAR****BIKRAM PAL SINGH****ASST. PROFESSOR****DEPARTMENT OF TRAINING & PLACEMENT****BABA KUMA SINGH JI ENGINEERING COLLEGE****AMRITSAR****ABSTRACT**

In the modern era of globalization, it has become a challenge to keep the customers as well as consumers in fold and even keep our natural environment safe and that is the biggest need of the time. As the society is becoming more and more aware and concerned with natural resources and environment, business organizations have begun to modify their working in attempt to increase the greenery to the maximum possible and to attain sustainability in business that becomes a deciding factor for tomorrow's business. Green management means implementation of management systems directed at the environmentally conscious segments. Keeping in mind all the points related to green environment protection, the role of green and sustainability management is expected to be observed at all levels and in all departments of management (may be Human Resource Management / Marketing Management / Finance Management / Operations Management / Production Management / IT Management) in this modern world of globalization and innovative hi-tech advancements. In this research paper, main emphasis has been made on analysis of concept and need of green and sustainability management. Research Methodology to be used while conducting this study takes qualitative approach. Data has to be collected from multiple sources of evidence to understand the importance of green and sustainability management, in addition to books, journals and news papers; we have to rely on different websites and other professional magazines. Additional data has to be collected through questionnaires and personal interviews with management experts of large companies and environment specialists along with some support personnel (consumers and customers). The interviewees have to be identified through prior knowledge of green and sustainability management. Coming to the findings, there is utmost need to create awareness, implement and follow green and sustainability management as much as possible in today's business world of innovative technology so as to make the business of tomorrow better.

KEYWORDS

Globalization, Green Management, Green Natural Environment,, Human Friendly Environment, Sustainability Management.

INTRODUCTION

In the present scenario of globalization and innovative technical advancements, we all are missing one thing-very important day by day and that is greenery. And second thing is sustainability. Increasing levels of green house gasses in atmosphere, widespread destruction of rain and forests, and a growing list of endangered species are just a few of the indicators that are not well. Since few decades the depletion of ozone layer is becoming more and more detrimental against sustenance of life on earth, may be in form of flora or fauna. Day by day increase of temperature and extra normal effect of ultraviolet rays are becoming harmful for life on earth. The effect is increasing in direct proportion to decrease of forestation on earth. One billion trees are used to build disposable diapers every year. Making a new can from scratch uses energy equal to half a can of gasoline. In a year the average Americans use as much wood in form of paper as the average resident of developing world burns as fuel. This is a fact that Americans only throw away 44 million newspapers everyday that means 5 lac trees a week. In one minute 50 acres of rain forests are destroyed. As society becomes more concerned with the natural environment, business has begun to modify their behavior in attempt to increase greenery all over. To do all this every company has a green story. For a company to survive and prosper it must be able to offer enough value with its products and services. With "green" becoming a big concern, the environment and traditional economic drivers are becoming twin dominant forces facing companies. This is welcomed by environmental groups and the community because it helps internalize solutions to the external environmental problems of a product that have been caused by company activities. Other pressures on companies are starting to appear and intensify. The political agenda now includes legislation, standards, voluntary initiatives and even financial penalties. Community pressure (often through Non Governmental Organizations (NGOs) is increasing; as are green demands from within companies, from staff and shareholders. No doubt the development and offering of green products and services positively impact consumer and natural environment. Green management is very well considered most essential in business organizations now a days. Green management means sustainable management that actually delivers on green objectives, not green washing. Green management is growing greatly as increasing number of customers are willing to back their environmental consciousness with their rupees. The consumer or public tends to be skeptical of green claims to begin with and companies can seriously damage their brands and their sales, if a green claim is discovered to be false or contradicted by a companies' other products or practices. Majority of green jobs in India are coming from managing natural resources such as water and land, not just from deploying renewable energy like wind and solar power. These employees are called green collar employees. Presenting a product or service as green when it is not, is called green washing. So it is the time to implement true green and sustainability management.

LITERATURE REVIEW

A number of empirical studies have attempted to identify various determinants at the level of firm as well as aggregated industries (Jaffe and Palmer, 1997; Hemmelskamp, 1999; Brunnermeier and Cohen, 2003; Zeigler and Rennings, 2004; Rennings et al., 2005; Rennings et al., 2006).

Jaffe and Palmer (1997) analyze the influence of environmental expenditures on innovation activities based on panel data for the U.S. manufacturing sector. They find a positive influence of environmental expenditure on future research and development (R&D) expenditure, but not on the number of patent applications. However, Brunnermeier and Cohen (2003) criticize that the simultaneous influence of environmental expenditure on R&D expenditure and patent applications was not modeled and that the number of patent applications did not focus on environmental innovations only.

Hemmelskamp (1999) analyses data from the Mannheim Innovation Panel of 1993 based on ordered probit models with regard to the influence of a number of variables on five innovation objectives which he identified by means of factor analysis, amongst which are "development of environment friendly products", "reduction of environmental impacts from production", "reduction of energy inputs", and "improvement of working conditions". A focus of the analysis was an assessment of the influence of environmental regulation on innovation activities.

A limitation of the research of Hemmelskamp (1999) is that the underlying Mannheim Innovation Panel survey which generated the empirical data was not specifically oriented towards environmental innovations (Rehfeld et al., 2007), that the study did not involve panel data which may result in unobserved heterogeneity being a problem and that the regulatory instrument measure applied was empirically gathered somewhat casual.

Rennings et al. (2003; 2005; 2006) analyze in their broad-based empirical survey the effects of environmental management system on firm-level innovation activities and competitiveness based on the European Eco-Audit and Management Scheme (EMAS). Using survey data and detailed case studies, they show that a stronger integration of innovation and environmental management can increase the competitiveness of firms. This finding is based on a telephone survey of 1277 EMAS-validated firms as well as detailed case studies. The analysis finds a positive effect on the realization of environmental innovations and shows, that the environmental statements required under EMAS strengthen information spillovers in that they are used by other firms to generate ideas for own environmental innovations. A limitation of the study is that data was only collected for EMAS-verified firms which limit generalisability of identified determinants and links.

Ziegler and Rennings (2004), in another study cast doubt on the effects of EMS implementation and if they are related to EMAS validation, since they do not find a significant effect of the latter. They analyze a sample of German firms with regard to the effect of EMS and of specific measures such as life-cycle analysis or existence of recycling systems on environmental product or process innovations. They apply binary probit and multinomial logit models. In the case of former, only certification according to ISO 14001 has a significant positive effect on firms carrying out either environmental product or process innovation only and simultaneously product and process innovation, respectively) neither ISO certification nor EMAS has an effect.

Individual measures however do have a significant positive effect. These measures also have significant positive association with simultaneous product and process innovation in the multinomial logit model analyzed. In these, also ISO 14001 certification has a significant positive effect.

MEANING OF GREEN AND SUSTAINABILITY MANAGEMENT

Green management means a process of managing business processes based on their environmental benefits. Sustainability Management means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future. Green and sustainable management presents unique challenges, not the least of which is the lack of standards determining what is meant to be a green and sustainable product or a green company. Along with rise of green consumers, the rise of ecolabelling, green advertising and importance of environmental reporting clearly observed. Green management is a golden goose. Green management involves managing business processes in such a way that satisfy customers' wants and needs for quality, performance, affordable price and convenience without having a detrimental input on an environment.

NEED OF STUDY

In the present scenario, challenge is to keep the customers as well as consumers in fold and even keep our natural environment safe – which is the biggest need of the time. Companies may lose many loyal and profitable customers and consumers due to absence of green management. There has been a great urgency of green management as best as possible to compete well in today's innovative business world of high technology due to growing community and consumer interests in green and socially responsible products, increased community pressure on companies to internalize externalities because communities do not want to bear the consequences such as health issues, loss of neighborhood amenity, waste or climate change; environmental and governmental legalizations and initiatives; innovative technologies and approaches that minimize the sort of dealing with pollution and improved resource and energy efficiency. So to save our natural environment, to create new customers and consumers and to retain old (loyal and profitable) customers and consumers, it is very much urgent to implement green marketing. Green marketing leads to human friendly environment and saves natural resources. Further more to say, as green management put in practicality produces new environment friendly customers and consumers and retains old environment friendly customers and consumers, leads to increase in sales and profits of an organization that leads to growth and development of business. The major importance of green management is that it also leads to good public image of the organization as it saves our natural environment, without which no business is possible. Lastly it is very much right to say that green management is deciding factor for tomorrow's business and for sustenance of life.

OBJECTIVES OF STUDY

1. To realize the importance of green and sustainability management to save our natural environment in present scenario of globalization.
2. To create awareness about green and sustainability management.
3. To prove how green and sustainability management satisfies the needs and wants of today's customers and consumers.
4. To realize the role of green and sustainability management in retaining old environment friendly customers and producing new environment friendly customers and consumers in this tough competitive business world.
5. To realize the contribution of green and sustainability management in creating good public image of the company in this highly innovative scenario.
6. To realize the importance of green and sustainability management to understand organizations to know their impact on people, clients, suppliers, society and environment.
7. To highlight the role of green and sustainability management in creating human friendly environment and proper usage of natural resources.
8. To disclose the importance of green and sustainability management in sustaining of life.
9. To make aware that green and sustainability management significantly affects a company's public image.

RESEARCH METHODOLOGY

Research Methodology used while conducting this study takes qualitative approach. Data has been collected from multiple sources of evidence to understand the importance of green and sustainability management, in addition to books, journals and news papers; we had to rely on different websites and other professional magazines. Additional data was collected through questionnaires and personal interviews with management experts of large companies and environment specialists along with some support personnel (consumers and customers). The interviewees were identified through prior knowledge of green and sustainability management. The questionnaire before sending was first tested and refined after consulting with management experts and environment specialists.

EMPIRICAL DATA

Empirical Data is the detail of facts that are factual and reliably acceptable. We have discussed here the empirical data of Cadbury, PepsiCo and Nestle.

GREEN AND SUSTAINABILITY MANAGEMENT BY CADBURY

Cadbury is one of the world's largest confectionary manufacturers. John Cadbury opened for business in 1824. Cadbury operates in over 60 countries; work with around 35,000 direct and indirect suppliers and around 50,000 employees. It creates chocolate, gum and candy brands. The Cadbury Purple Goes Green initiative launched in July 2007 set a 2020 vision for company to tackle climate change. The company intend to shrink its global environment footprint by cutting our energy use, reducing excess packaging and managing the water use. The company has established a 'culture change' programme in order to create environmental awareness amongst employees at all levels of the organization. This programme is being led by 'green activists', who are committed to create environmental awareness within their sites. They operate in the form of a network that regularly shares information and tools through intranet and emails. The expanding network has around 65 members covering over 20 Cadbury sites across the globe. Cadbury is also designing 'Building Sustainability Development Programme' with forum for the future.

The company aims to reduce absolute carbon emissions by 50% by 2020. By end 2007, the company has reduced the carbon emissions by 3%, as compared to 2006- equivalent to almost 24,000 tonnes. The company estimates to reduce emissions by 10% by 2010 end. To support the rollout of energy reduction strategy and ensure transfer of knowledge across the global business, Cadbury has developed a toolkit for carbon and energy reduction. This toolkit has been shared with employees with the Supply Chain function through workshops in the first half of 2008. It covers areas such as how to structure an energy management programme and how to reduce energy.

In 2007, the company changed all the electricity in Ireland to power provided by wind turbines, reducing the carbon emissions for the Irish business by almost 40%. In 2008, the company launched the largest roof top solar installation in New South Wales, Australia, in Huntingwood factory. This system is made up of a total 640 solar panels manufactured locally at BP Solar facility in Sydney Olympic Park. It is capable of producing enough energy to power 21 homes while saving 140 tonnes of greenhouse gas emissions. A new feeding system for boilers in Cali plant in Colombia led to a 10.5% reduction in the consumption of gas in 2007. The full range of packaging commitments are: 100% recoverable or biodegradable packaging; 10% reduction in packaging with a more stretching target of 25% for seasonal and gifting ranges; 60% biodegradable packaging including paper, board and biodegradable plastics.; 100% of secondary packaging to be recyclable where practicable; all paperboard packaging to be supplied by certificated sustainable forest sources by 2010 end.

In 2008, Cadbury North America launched a new display case for products such as Trident Xtra Care, using 50% less cardboard. Cadbury Buttons Easter Chick was a new product for Easter 2007, and was not sold in a carton. But instead was simply wrapped in aluminum foil on existing equipment and then sold in a plastic forming loaded directly into a low-wall shelf ready pack. This considerably reduced the packaging used.

The company has reduced water consumption by 10% between 2006 and 2007. Cadbury business used approximately 9 million tonnes of water in 2007 compared with 10 million in 2006. The water track is being sponsored by John Christophersen, who is Supply Chain Director for Asia Pacific region and is led by David Fell, who is Quality, Environment, Health and Safety Director for Asia Pacific. Huntingwood site of Cadbury in Australia was awarded a Sydney Water Innovation Award for introducing waterless lubrication in the production. This has now been introduced across 12 lines in Australia and New Zealand, saving tens of millions of liters of water a year.

Cadbury India aims for a goal of zero water discharge. Bangalore factory of Cadbury has harvested, cleaned and filtered rainwater for recharging the aquifer, providing assistance for 40% of the population dependant on ground water. The factory has implemented two forms of capturing this water for recovery and re-use from the 60 hectare site. The storm water from the roof of the factory is collected and is re-used directly into cooling towers and boilers.

GREEN AND SUSTAINABILITY MANAGEMENT BY PEPSICO

PepsiCo entered in India in 1989 and has grown to become one of the country's leading food and beverage companies. One of the largest multinational investors in the country, PepsiCo has established a business which aims to serve the long term dynamic needs of consumers in India. PepsiCo nourishes consumers with a range of products from treats to healthy eats, that deliver joy as well as nutrition and always, good taste. PepsiCo India's extensive portfolio includes iconic refreshment beverages. PepsiCo's foods company, Frito-Lay, is the leader in the branded salty snack market.

PepsiCo believes that its performance represents the commitment to give back, as the company grows. Its CSR agenda, titled Performance with Purpose, encompasses the areas of Human Sustainability, Environmental Sustainability and Talent Sustainability.

Human Sustainability reflects PepsiCo's goal of nourishing consumers with products that range from treats to healthy eats. PepsiCo partners with governments, health officials and non-governmental organizations to help address obesity concerns as it continues to provide consumers with new product choices and innovations. In this domain of CSR, PepsiCo India continues to strengthen its Get Active programme.

Environmental Sustainability is based on PepsiCo's commitment to strive to replenish the resources used and minimize the impact on the environment. Across the world, PepsiCo has re-used water from its processing plants, converting waste to wealth. It has worked with local communities to provide access to clean water, while supporting farmers to deliver "more crop per drop".

Talent Sustainability is founded on PepsiCo's belief that cherishing its extraordinary group of people is crucial to building an empowered work force. PepsiCo pursues diversity and creates an inclusive environment which encourages associates to bring their whole selves to work

PepsiCo is committed to reduce its impact on climate change and to reduce its emissions of green house gases. Over the next fifteen years it will work to radically transform its business model, replacing its existing use of oil, gas and fossil fuels in manufacturing and distribution with energy from renewable sources. This objective is challenging and will involve much of its existing manufacturing and distribution infrastructure. It will require significant exploration of renewable alternatives such as hydrogen-powered vehicles, bio-mass generators and new power sources. The company needs to work with its suppliers, experts in these fields, retail customers and other PepsiCo markets to make this pledge a reality. The total Carbon footprint in 2007 was 209,797 tonnes CO₂e. The largest contribution to its Carbon footprint comes from the energy used at its manufacturing sites. Its direct energy used during 2007, the oil and gas burnt at its sites, was 501,959,311kWh. In addition to its indirect energy use, the electricity used to power its facilities, was 144,848,084 kWh.

As well as reducing the overall amount of energy the company uses, it is increasing the proportion of renewable energy. Currently 8% of the electricity is from renewable, and will increase this to 14% over the next three years. The new boiler which is around five times more expensive than a conventional fossil fuel boiler will generate enough steam and electricity to power the site, reducing the carbon dioxide emissions by 9m kg a year. In addition, for the first three years of operation, the site will prevent a further 1.8m kg of carbon dioxide a year being released as it will export over 1,300 megawatt hours of renewable energy back to National Grid. The move will further reduce carbon emissions by cutting 172,000 road miles, as the oat husks will no longer have to be transported from the site, eliminating further 600,000 kg carbon dioxide emissions annually.

Marketing of Aquafina – Mineral water is very good example of green marketing. Water is mankind's most precious resource. At PepsiCo India, the company is committed to give back the nature they use in their plant. Over the last two years, the company has reduced its water consumption by recycling efficiently. This has helped the company to save over 2 billions of water.

PepsiCo India has also recharged over 40% of the water it consumes through roof water harvesting and surface water ponds. The company targets to achieve "Zero Water Balance" with these initiatives.

GREEN AND SUSTAINABILITY MANAGEMENT BY NESTLE

Nestle is the world's leading nutrition, health and wellness company. With over 276,000 employees, the company has operations in almost every country in the world. The people know more by brands and the portfolio covers practically all food and beverage categories, with market leaders like Nestle, DRUMSTICK, NESCAFE, STOUFFERS, KITKAT, Nestle GOODSTART, Nestle PURE LIFE and PURINA, to name a few. Nestle has been awarded "Best in Class" status in the Dow Jones Sustainability Index, with the highest possible score for environmental policy.

Right from the beginning, the company has recognized the importance of protecting the environment in the business activities. Exercising this commitment, which is part of company's commitment towards Creating Shared Value, remain central to its business, today and tomorrow. Nestlé's commitment to the

environment is articulated in the Nestle Policy on the Environment - in place since 1991 – and is enshrined in the core Nestle Business Principles. The actions are targeted at improving the environmental sustainability of Nestle products throughout their life cycle, sourcing sustainable raw materials, reducing packaging, managing-by-products and waste and every step between.

In 1996, Nestle implemented the Nestle Environmental Management System (NEMS). NEMS helps ensure compliance with legislation and with the Nestle Policy on the Environment, helps the company to achieve continuous performance improvement, and contributes towards sustainable development. By 2010, Nestle targets to have 100% of factories certified with ISO 14001, the environmental management system standard.

Water is essential to life-for basic health and survival as well as food production and industry. Water is a top priority for nestle worldwide. Respecting the three Rs – reduce, reuse and recycle – is a way of life for everyone at Nestle. Nestle continually works to reduce the amount of water it uses, respect local water resources and ensure that all the water it uses, is returned clean to the environment. Nestle has reduced water withdrawal in its direct operations worldwide by 28%, since 1998. At the same time, its production volume has increased by 76%. Water consumption per tonne of product is targeted to be reduced by 2%-3% more, over the next five years. In its ice cream factory in London, Ontario, it reduced its water use by 9% or 20.3 million litres in 2007, as compared to 2006, through cooling water reduction initiatives and increasing production efficiency to 91.6%. Confectionary factory in Toronto, Ontario, began removing ozone-depleting refrigerants more than 10 years ago, with complete removal and safe disposal.

Nestle is deeply engaged in seeking packaging solutions that contribute to an improved environment. In 1991, the company initiated a continuous review and assessment of packaging source reduction opportunities, which resulted in packaging materials savings of 315,000 tonnes, from 1991 to 2006. IN 2007, Nestle issued new packaging guidelines to assist markets in selecting materials from renewable resources, increase the use of recycled materials, increase recyclables and decrease the entire supply chain.

Nestle endeavors to reduce the environmental impact of transporting and distributing its products from factories and distribution centers to customers and consumers. To achieve this, the company has introduced methods to ensure that vehicles, containers, etc., are used in the most efficient way, improving load utilization and reducing both the number of vehicles and trips. Improved processes and practices have found new, more efficient ways to get its products to market. Through these efforts, fuel consumption has been lowered, and the company creates less traffic congestion, fewer emissions and less waste.

The Nestle Policy on the Environment commits to Nestle commitment to environmentally sound business practices include open dialogue with the suppliers, staff, customers, and the community on products and activities related to environmental issues; accurate environmental claims based on scientific evidence; encouraging the development and diffusion of environment friendly technologies.

SURVEY RESULTS

- Green and Sustainability Management is associated with reduction of carbon emissions thus minimizing the use of energy by improving processes and efficiency. More than 82% of the CIOs are of this opinion.
- Excellence, perfection and sustainability in the modern dynamic and global world is a serious challenge. 45% of the CIOs rated it as a serious challenge in the modern dynamic and global world, while 59% of CEOs rated - it may or may not be a serious challenge in the modern dynamic and global world.
- Green and Sustainability Management is a “top line” opportunity to enhance brand promises. Only 59% of CEOs and 46% of CIOs are of this opinion.
- Green and Sustainability Management is associated with recoverable or biodegradable packaging. More than 68% the CIOs are of this opinion.
- Green and Sustainability Management is associated with reduction of water consumption. More than 62% the CIOs are of this opinion.
- Need of human friendly environment is the reason to adopt Green and Sustainability Management. Only 57% of respondents are of this opinion.
- Green and Sustainability Management needs environmental awareness programmes for employees and other officials. . Only 50% of CIOs and 55% of CEOs are of this opinion.
- Green and Sustainability Management is being practiced. About 17% of the organizations contacted in the CIOs survey and 37% of the organizations contacted in the CEOs survey claim to be using green and sustainability management.
- Not so many companies are prepared about Green and Sustainability Management; thus leading to a healthier environment. But now industries have started feeling it a need of hour.
- Lack of environment awareness within the company (35%) and lack of funds (29%) are the factors impeding the implementation of Green and Sustainability Management in companies

FINDINGS

- Green and Sustainability Management is an effective tool to satisfy the needs and wants of environment friendly consumers and customers leading to customer and consumer loyalty.
- In the globalized hi-tech business world, Green and Sustainability Management significantly affects a company's public image.
- Standardized Green and Sustainability Management increases the profits and market share of an organization.
- Green and Sustainability Management acts as an effective tool to minimize the risk of environment friendly customer and consumer loss in this tough competitive business world.
- Green and Sustainability Management helps in sustaining business as well as life by saving natural environment.

SUGGESTIONS

- Bring openness to change amongst the employees in the organization, which is essential to introduce changes to meet the environmental commitments.
- Tap into the passion of the people within the organization to bring about changes which are beneficial to the environment and society.
- Think global, act local.
- Connect people and ideas in order to make relevant impact.

CONCLUSION

Consumers and customers are becoming aware about the environment day by day. Based on the research study conducted in this paper through questionnaires, market survey and personal interviews with various management experts and environment research scholars we conclude that along with rise of green consumers and customers, green and sustainability management is the need of today to save our environment, natural resources, energy and water. Every company is trying to get green. Everyone is getting aware and is looking for green products. The rise of ecolabelling, green advertising and environment reporting are clearly observed during the conduct of study, which radically reduces material, energy, waste, saves environment and finally helps sustain life. Green and Sustainability Management is growing greatly as increasing number of consumers and customers are willing to back their environmental consciousness with their rupees. Green and Sustainability Management also effects company's public image. Green washing (presenting a product or service as green when it's not) should not be practiced as it leads to loss of customers and decrease in profit levels. Lastly in few words we conclude – in present scenario of competition Green and Sustainability Management becomes the deciding factor for tomorrow's business.

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