

REVISITING GREEN MARKETING STRATEGY FROM STAKEHOLDERS' PERSPECTIVES: A REVIEW

Dr. Abhishek Saxena¹ and Dr Shilpa²

Assistant Professor, Galgotia institute of Management & Technology

Assistant Professor, Asian Bussines School, Noida

Abstract:

By taking an integrated approach, this study fills a vacuum in the marketing literature by examining the complex relationship between stakeholders and green marketing strategy (GMS). The study progresses through multiple stages, including the creation of a GMS typology, an investigation into managers' prioritization of stakeholders, a review of stakeholders' impact on GMS, and a study of how organizational context shapes managers' views of stakeholders. Using multivariate correlational methods, the research identifies GMS stakeholders, clarifies how they affect firms' strategies, and emphasizes how the firm's organizational features and the economic sector mitigate this influence. The results indicate that the process of "greening" an organization is not linear and has multiple dimensions. It reveals different GMS profiles that give priority to different stakeholders. Furthermore, behavioral, organizational, and perceptual factors are recognized as significant in the GMS's execution. It is recommended that future research endeavors replicate and expand upon this study across various industries and nations in order to investigate contextual differences in the impacts of environmental concerns. By giving businesses a useful self-diagnostic tool to determine whether their environmental attitudes are proactive or reactive, this research advances managerial insights. The research highlights the intricacy involved in implementing GMS, underscoring the significance of comprehending diverse stakeholder priorities and organizational factors in molding environmentally conscious strategies. Moreover, the study recognizes its limitations and proposes directions for future investigation to expand the comprehension of stakeholder impacts on GMS in various settings.

Keywords: Stakeholder Analysis, Spain Green marketing, Environmental management.

I. Introduction :

Research based on strategic management literature aims to identify the factors that influence corporate environmental responses as environmental issues become more prominent on the business and academic agendas (Aragon-Correa, 1998; Bowen, 2002; Sharma, 1997). Previous research indicates that stakeholder pressures play a crucial role in driving corporate environmental responses, even though the reason why firms adopt environmental management practices is still being investigated (Klassen, 2001). (Berry and Rondinelli, 1998; Hoffman and Ventresca, 2002). The marketing literature simultaneously recognizes that stakeholders have a significant impact on markets and organizations (Davis, 1992; McIntosh, 1990; Polonsky, 1994; Pujari et al., 2003; Varadarajan and Menon, 1988). Empirical studies have looked at their effects on a range of topics, including the adoption of green products, the development of environmentally friendly new products, and recycling initiatives. But an all-encompassing, coordinated strategy analyzing the

connection between the marketing literatures has not discussed the relationship between green marketing strategies (GMSs) and stakeholder management. The lack of a widely accepted definition of stakeholders (Polonsky et al., 2003), the paucity of research on the attention companies pay to stakeholders (Greenley and Foxall, 1996), the bias in marketing literature towards a particular stakeholder, the consumer (Fitchett, 2004), and the infrequent application of stakeholder theory to marketing practice are some of the reasons given for this gap.

Because many green marketing stakeholders are nebulous, including the planet, different animal and plant species, and future generations, the discussion of "stakeholders" in the context of green marketing deviates from mainstream environmental literature. These organizations, in contrast to other stakeholders, are unable to directly influence marketing strategies. as demonstrated by well-known green marketing brands that emerged from internally focused, values-driven tactics as opposed to particular stakeholder pressures. Stakeholders clearly impact proactive corporate proactiveness, but little is known about how they affect GMSs.

II. Purpose of this study:

The purpose of this study is to investigate how stakeholders affect GMSs in a sample of Spanish businesses. The paper begins with an overview of the theoretical foundations for the hypotheses, which is followed by an explanation of the selected methodology and salient characteristics of the sample. Following the presentation and analysis of the data, a discussion of the theoretical and managerial ramifications and suggested directions for further research are held.

A product or service's entire lifecycle, from conception to sales, is covered by marketing, which is both a discipline and a collection of tactics meant to draw in customers. pertaining to availability, pricing, promotion, and design. "Green marketing" first appeared in the late 1980s, building on what the American Marketing Association first referred to as "ecological marketing" in 1975. "All activities designed to generate and facilitate exchanges to satisfy human needs or wants with minimal detrimental impact on the natural environment" is how Polonsky (1994) defined it. In the current business environment, green marketing has become more and more well-known throughout the world and is regarded as a basic idea in both developed and developing countries, including India, as it is vital to promote sustainable development.

This academic work primarily explores the idea, necessity, and significance of green marketing, incorporating information from a variety of sources including books, journals, websites, magazines, and news articles. Through a critical analysis of the main obstacles related to the adoption of green marketing techniques, the study clarifies the difficulties that come with doing so. It also gives a general summary of the state of green marketing in the Indian market at the moment.

All organizations struggle to integrate environmental considerations into their corporate strategies and operations due to the growing global concerns about environmental sustainability and climate change (e.g., Nidumolu et al., 2009). Several functional areas within businesses are impacted by this intricate problem, including design, manufacturing, marketing, and research and development (R&D) (Lenox and Ehrenfeld, 1997; Foster and Green, 2000). Most significantly, the successful development and production of environmentally sustainable products and services is essential to

minimizing the detrimental effects of industrial activity on the environment and advancing cleaner manufacturing. Marketing plays a pivotal role in this process since it provides the definition of product ideas and concepts. Furthermore, market acceptance plays a critical role in assessing how well green goods or services work to achieve environmental sustainability in marketing the development of environmentally friendly goods (Rex and Baumann, 2007).

This research specifically focuses on "Green Marketing," which is the term for integrating environmental sustainability into marketing tactics. According to Kumar et al. (2013), there may be subtle distinctions between phrases like "green," "greener," "eco," "ecological," "environmental," "sustainable," and "sustainability" when they relate to the term "marketing," but in this paper, those concepts are treated as synonyms.

As Hennion and Kinnear (p. 1) noted, Ecological Marketing was "concerned with all marketing activities that have exacerbated environmental issues and that could help find a solution for those issues." This is where the term "green marketing" was originally defined. Over time, the concept has evolved, become more structured, and numerous definitions have been published. Peattie (2001a) emphasized that green marketing is more than just a repackaging of traditional marketing; rather, it offers distinct perspectives to avoid mistakes. Ottman et al. (2006) used a case-based methodology to analyze several failed green product cases, highlighting critical components required for developing and marketing successful green products. Notably, the writers stressed that two things that green marketing needs to accomplish at the same time are producing goods with outstanding environmental quality and meeting consumer expectations. Using stakeholder management to implement GMS The methodical process of identifying, defining, and even ranking stakeholders in order to meet environmental demands is known as stakeholder management (Lamberg et al., 2003; Maignan and Ferrell, 2004). Finding the groups that are both impacted by and able to influence organizations is the first step in this process (Andriof and Waddock, 2002; USAID, 2004). Finding the Spanish firms' stakeholders was the first thing we did.

III. Identification of Stakeholders:

The literature on marketing and the environment both stress how crucial it is to take into account the interests of a wide range of pertinent stakeholders (Garrod, 1997). However, it can be difficult to identify stakeholders from non-stakeholders (Phillips and Reichart, 2000). The identification of stakeholders presents a clear challenge, and the definition of a "stakeholder" has given rise to a plethora of articles and categorizations (refer to Agle et al., 1999; Mitchell et al., 1997; Carroll, 1999; Clarkson, 1995).

Stakeholder groups shared by all organizations are assumed to exist in generic stakeholder classifications. "Primary" and "secondary" stakeholders are covered by Savage et al. (1991), Clarkson (1995), and Porter's (1980) five-force model. Five stakeholder groups were identified by Greenley and Foxall (1996): shareholders, employees, competitors, unions, and consumers. Traditional stakeholders include shareholders, suppliers, employees, and customers, according to Clarke and Clegg (1998). Four primary stakeholder classifications were proposed by Henriques and Sadorsky (1999): organizations, communities, regulations, and the media. Related

classifications, on the other hand, identify stakeholders according to particular organizations and their stakes (Freeman, 1984; Mitchell et al., 1997). Additionally, according to Freeman (1984), stakeholders are dynamic, which means that as particular strategic issues arise, their identities and interests shift over time. The management of stakeholders continues to be crucial issues in the business and organizational literature (Rowley, 1997). Our first task in this study was to examine how Spanish managers classify their stakeholders in GMSs. As a result, we put forth the following two alternate theories:

H1.1. Using a general classification, Spanish environmental managers group their stakeholders.

H1.2. Spanish environmental managers use a relative classification to group their stakeholders.

IV. Examination of Important Parties:

In their 1997 study, Mitchell et al. proposed a "stakeholder salience model" to help identify important stakeholders. They defined "stakeholder salience" as the degree to which managers give differential stakeholder claims priority. On the other hand, there is little empirical and theoretical data about how managers actually prioritize stakeholders (Greenley and Foxall, 1997).

The literature on business management clearly presents two viewpoints on stakeholder salience. According to the first, regardless of their influence or the validity of their connection to the company, only stakeholders with valid claims ought to be given priority (Mitchell et al., 1997). This perspective argues that due to constrained resources and capabilities, firms cannot satisfy the goals of every party involved. The second viewpoint—which Clarkson (1995) supports—states that all parties associated with the organization ought to be given priority because their interests are real, inherent, and deserving of attention in and of themselves (Donaldson and Preston, 1995). Two viewpoints are also presented in the marketing literature. Maignan and Ferrell (2004) support the first approach, which restricts stakeholder prioritization to two main groups: channel members and customers. Empirical research by Greenley and Foxall (1996), which shows that a consumer orientation influences both competitor orientation and employee orientation, confirms the traditional marketing view that customers and competitors are central to marketing strategies.

The second marketing perspective is broader in scope and argues that the strategic process needs to take into account the needs of all stakeholders. Thomlison, 1992; Polonsky, 1996). This viewpoint is generally supported by relationship marketing literature, which emphasizes the need to improve relationships in supplier, recruitment, internal, influence, referral, and customer markets in addition to other markets (Christopher et al., 1991). For example, relationship marketing, according to Koironen (1995) and Gummesson (1999), encompasses interactions with governments, the media, and internal customers in addition to the company and its customers. According to this perspective, a company's efficiency is largely dependent on gratifying its traditional and unique market relationships, and its orientation toward non-market relationships is influenced by proactive interactions with suppliers, customers, and rivals. Whether connections with market stakeholders are necessary for non-market stakeholders. As a result, the following theory is put forth:

V. Analyses and Empirical Findings Profiles of Green Marketing Strategies: A Cluster Analysis:

The suggested Green Marketing Strategy (GMS) profiles' validity was investigated using an SPSS Quick cluster routine prior to evaluating the hypotheses' validity. Theoretical antecedents guided the quick cluster routines, which produced three clusters classified as

(1) tactical (or passive), (2) quasi-strategic (or operative), and (3) strategic. This was necessary because the K-means cluster requires specifying the number of clusters.

To guarantee that each criterion was given the same weight, the eight items that measure GMS were standardized. The robustness of the solution was evaluated using a one-way analysis of variance. Furthermore, on randomly chosen subsamples of respondents, repeat cluster analyses were carried out using the methodology used by Henriques and Sadorsky (1999) and Buysse and Verbeke (2003). Consistent across multiple subsamples, the results show independence from particular features of the subsample.

The cluster profiles illustrating the differences in answers to the eight items are shown in Figure 1. Negative clusters denote a lack of green marketing techniques, whereas positive clusters show engagement in these strategies. The distinction between the three cluster profiles comes from how differently they carry out green actions.

Of the 67 passive firms in the first cluster, their GMS performance was low. These companies' use of reactive strategies to address green markets is suggestive of their unwillingness to actively adopt green marketing techniques.

To launch green marketing initiatives, stakeholders were chosen based on prior theoretical and empirical studies (Buysse and Verbeke, 2003; Freeman, 1984; Henriques and Sadorsky, 1996; King and Lenox, 2000). Responses were rated on a scale of 0 to 4, where 0 represented "no influence," and 4 indicated "heavy influence." The overall scale demonstrated a reliability level of 0.87. After factorial analysis, test reliabilities within the four groups were 0.80, 0.81, 0.70, and 0.71, respectively.

When examining the impact of visibility concerning stakeholders' perceived importance of the firm, firm size was measured by the:

- Number of employees (50-250 categorized as "small," 251-500 as "medium," and 501 or more as "large").
- Annual sales.

Multinational character operationalization utilized indicators such as a firm's affiliation with a multinational group and its listing status on the national stock exchange or non-listing. Dummy variables representing different sectors were employed to assess industry effects, including:

- Chemical products.
- Wholesale distribution.
- Construction.
- Transportation.
- Others.

VI. Analysis of Empirical Results Green Marketing Strategy Profile Cluster Analysis:

Before evaluating the hypotheses, the effectiveness of the proposed Green Marketing Strategy (GMS) profiles was examined using an SPSS Quick cluster routine. As the K-means cluster method requires specifying the number of clusters, theoretical foundations guided the use of a Quick cluster routine with three clusters:

VII . Tactical (or passive), Quasi-strategic (or operative), and Strategic:

Standardization of the eight GMS measurement items was performed to ensure equal weight for all criteria. A one-way analysis of variance was conducted to assess the robustness of the solution derived from the cluster analysis. The stability of the solution was further examined through repeated cluster analyses on randomly selected sub-samples of the respondents. This approach, as utilized by Henriques and Sadorsky (1999) and Buysse and Verbeke (2003), ensured that results were independent of specific sub-sample characteristics. Cluster profiles reflecting variations in responses to the eight items are presented in Figure 1. Positive cluster means signify the adoption of green marketing practices, while negative cluster means indicate a lack of engagement in green marketing practices. These three cluster profiles categorize firms based on differences in their approach to green actions.

The initial cluster comprised 47 passive firms exhibiting a low GMS performance level. These firms satisfied green markets by employing reactive tactics.

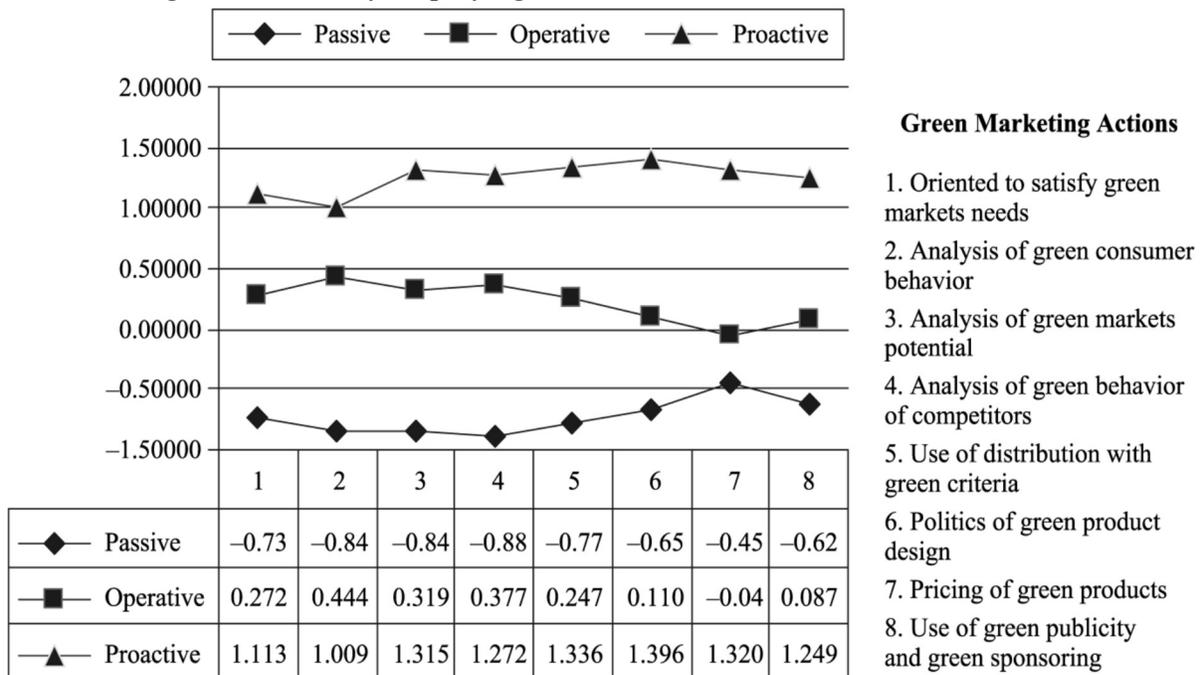


Figure 1: Final clusters of GMS Profiles

VII. Examination of Empirical Findings Profile Cluster Analysis of Green Marketing Strategies:

Three different profiles emerged from the GMS cluster analysis. Reactive strategies were used by the 47 passive firms in the first cluster, which demonstrated a low GMS performance level in order

to satisfy green markets. With 46 operational or quasi-strategic businesses, the second cluster showed a moderate GMS level and a tendency to use green marketing strategies. When addressing environmental stakeholders, the third cluster, which consists of 22 strategic firms, paid close attention to green marketing initiatives.

The identified profiles exhibit similarities with the typology developed by Miles and Snow in 1978. The passive group, which takes a conservative stance toward environmental marketing and is more focused on operations than marketing solutions, is in line with the supporters of Miles and Snow. Similar to Miles and Snow's analyzers, the quasi-strategic group prioritizes affordable product lines. The prospectors of Miles and Snow are in line with the strategic cluster, which frequently uses a mixed marketing strategy and keeps an eye on the environment with a focus on the market. These businesses concentrate on developing products for markets and marketing strategies that promote expansion.

This clustering solution emphasizes best practices that both lessen environmental impact and give a competitive advantage, in line with environmental management research. It also backs up research that says businesses should incorporate environmental issues into internal marketing and corporate strategy in order to have a strong response. This literature suggests that the differentiation advantage results from product market-focused, environmentally conscious practices. Activities that are part of our GMS operationalization, like creating new eco-friendly products and promoting a product's environmental advantages, support this viewpoint. Three are depicted in Figure 1. increasing degrees of green marketing initiatives to manage environmental restrictions. The market orientation literature, which evaluates how much a business unit gathers and uses customer information, creates customer-centric strategies, and puts these strategies into practice by being receptive to the needs and desires of the customer, is consistent with this categorization of companies based on progressive marketing action levels.

Since determining the key players is a theoretical and practical problem (Buysse and Verbeke, 2003), it is essential to examine

The description and designation of Businesses are using green marketing techniques more frequently for a variety of reasons, as Polonsky's study on the topic makes clear:

Why Green Marketing:

- The management of the company sees environmental marketing as a chance to accomplish their goals.
- It is the moral duty of corporate leadership to promote social responsibility.
- Businesses are being forced to act more socially responsible by government regulations.
- Businesses are under pressure to modify their environmental marketing strategies due to the environmental initiatives of their competitors.
- Companies are changing their ways due to costs associated with disposing of waste or cutting back on material use.

VIII. Another Approach Data collection:

The studies that were judged appropriate for the review were identified by searching the EBSCO, Scopus, and Web of Science databases. Table 1 provides specifics on the search techniques. Four keywords (or combinations of them) were used to search all three databases: eco-marketing, green marketing, environmental marketing, and eco-marketing. The findings are shown in Table 2, which also gives the number of results for each keyword in each database. The last row lists the total number of papers that were retrieved from all databases together, as well as from each database separately.

Database	Search Options
EBSCO (Business Source Complete)	- Search in: TI Title; KW-Author supplied keywords; AB Abstract or author-supplied abstract - Limit to: peer-reviewed academic publications - Document type: Article - Academic publication peer-reviewed - Source type: Academic journal - Data range: all years to 2015 - Language: English
Scopus	- Search in: Article Title, Abstract, Keywords - Document type: Article - Source type: Journal - Subject area: Business, management and accounting; social sciences; environmental science; economics and finance. - Data range: all years to 2015 - Language: English
Web of Science (WoS)	- Search in: Topic - Document type: Article - Citations databases: all except than "Conference Proceedings" - Data range: all years to 2015 - Language: English

Keywords	EBSCO	SCOPUS	WEB OF SCIENCE	EBSCO+ SCOPUS+ WOS OF SCIENCE
Green Marketing	291	300	223	410
Environmental Marketing	70	58	56	118
Eco-Marketing	3	9	6	12
Eco-Marketing	0	4	0	4
Total Net Of Duplicate	342	351	260	544

IX. Study choice

A number of procedures were used to choose pertinent research. Initially, we eliminated duplicate articles from both databases. Following that, we looked over the publications' titles and abstracts to determine whether they were relevant to the study questions in the first place, eliminating. Following the preliminary screening, 161 articles were found to be possibly useful for more analysis. Of these, 21 did not have full-text access, therefore 140 articles remained for in-depth examination. 26 irrelevant articles were then eliminated after a thorough review of the entire texts.

As a result, 114 papers were included in the systematic review, as seen in the study selection method outlined in Fig. 1.

Because of the study's emphasis, certain articles were rejected throughout the screening process. First, research that focused only on regulatory matters—that is, the effects of certain laws, levies, and regulations on Green Marketing—was disregarded. Furthermore, articles focusing on consumer purchasing patterns and business green strategies were ignored. Additionally, research on the service industries (such as lodging, banking, and food service) was not incorporated. Finally, articles concentrating on specific technologies, methods, or tools (like life cycle assessment) and those exclusively focused on supply chain management or a very niche market without offering useful insights for a comprehensive understanding of Green Marketing were also excluded.

X. Extraction of data

Data taken from the entire text were attributed to each study that was part of the systematic review. These details included the author(s), title, year of publication, publication name, research question(s) addressed in this study, and key findings associated with the research question(s). The analysis that came after was based on these data.

In summary, even though this study has shed light on how stakeholders and Green Marketing Strategies (GMSs) interact, it is important to recognize some limitations and potential directions for further investigation. A prominent constraint is the possible impact of alternative organizational tactics on analogous results, which incites investigation into connections between GMS and other functional typologies, such as operations. Future research must use more objective and varied measures because the use of managers' self-reported data introduces response bias and limits the amount of data from a single source.

Furthermore, it's possible that the results of this study are unique to the Spanish context, which is why it's important to replicate and expand the research in a variety of sectors and nations to look at the various impacts of environmental concerns. The application of The use of environmental managers as key informants may have drawbacks because of their potential lack of experience using environmental data for marketing purposes. Insights from marketers may be included in future research to give a more thorough understanding.

The surveyed firms' distinct market dynamics, which primarily involve serving other businesses, diverge from the conventional consumer context commonly observed in the literature. This highlights the need for more study on green industrial marketing strategies, especially to comprehend the effects of business customers' environmental standards.

Although useful, the study's aggregate-level data approach might obscure notable differences in a firm's GMS. Consequently, using structural equation modeling in future research could be advantageous for a more in-depth analysis. Furthering green marketing management also necessitates creating a classification system. system for environmental strategies, pertinent stakeholder groups, and market dynamics in various industries.

Despite the limitations of the study, it is clear that green marketing has a lot of potential to be an effective tool for environmental protection. Even though it's young, careful planning and

continuous research are needed to improve feasibility. Although implementing green marketing may not be easy at first, there is no denying that it has a positive impact on businesses, particularly in the long run. The potential of green marketing is largely unexplored in Indian businesses, despite the fact that it presents many opportunities for adoption worldwide.

Strict guidelines for green marketing must be adopted globally in order to reduce pollution and promote environmental sustainability. The growing market for environmentally friendly goods is indicated by consumers' willingness to pay a premium for green products. As the With the impending threat of global warming, green marketing needs to move from being the exception to the rule. The adoption of energy-efficient products and recycling techniques ought to be universal. Green marketing is more than just a new strategy in the business sector; it has social and environmental implications. It necessitates a paradigm shift in consumer attitudes and behavior toward greener lifestyles. The necessity of a cleaner environment and consumers' willingness to pay for it emphasize how crucial it is for green marketing to become the standard. In the end, it is the duty of businesses as well as consumers, corporate purchasers, and governmental agencies to work together to spearhead the green marketing revolution and reduce the negative environmental effects of commercial operations. In the end, it is the duty of businesses as well as consumers, corporate purchasers, and governmental agencies to work together to spearhead the green marketing revolution and reduce the negative environmental effects of commercial operations.

References:

- Aragon-Correa, J. A. (1998). Corporate environmental responses in the context of strategic management: An overview. *Strategic Management Journal*, 19(1), 93-100.
- Bowen, F. E. (2002). Environmental visibility: A trigger of green organizational response? *Business Strategy and the Environment*, 11(6), 380-390.
- Sharma, S. (1997). Managerial interpretations and organizational context as predictors of corporate choice of environmental strategy. *Academy of Management Journal*, 40(3), 534-559.
- Klassen, R. D. (2001). Plant-level environmental management orientation: The influence of management views and plant characteristics. *Production and Operations Management*, 10(3), 233-245.
- Berry, M. A., & Rondinelli, D. A. (1998). Proactive corporate environmental management: A new industrial revolution. *The Academy of Management Executive*, 12(2), 38-50.
- Hoffman, A. J., & Ventresca, M. J. (2002). The institutional framing of policy debates: Economics versus the environment. *American Behavioral Scientist*, 45(8), 1206-1227.
- Davis, S. M. (1992). Understanding the stakeholder approach to business: A theory of the interrelationships between markets, organizations, and public policy. *Journal of Business Ethics*, 11(3), 206-219.
- McIntosh, M. (1990). The stakeholder approach to issues management: A critical assessment. *Business & Society*, 29(1), 32-49.

- Polonsky, M. J. (1994). An introduction to green marketing. *Electronic Green Journal*, 1(2), 1-10.
- Pujari, D., Wright, G., & Peattie, S. (2003). Green and competitive: Influences on environmental new product development performance. *Journal of Business Research*, 56(8), 657-671.
- Varadarajan, P. R., & Menon, A. (1988). Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, 52(3), 58-74.
- Polonsky, M. J., & Ottman, J. (1998). An international perspective on green marketing issues and challenges. *Marketing Intelligence & Planning*, 16(2), 123-128.
- Greenley, G. E., & Foxall, G. R. (1996). Stakeholder theory in marketing. *Journal of Business Ethics*, 15(4), 321-339.
- American Marketing Association. (1975). Ecological marketing. Retrieved from [URL]
- Polonsky, M. J. (1994). An introduction to green marketing. *Electronic Green Journal*, 1(2), 1-10.
- Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. *Harvard Business Review*, 87(9), 57-64.
- Lenox, M., & Ehrenfeld, J. (1997). The role of the firm in the preservation of a safe and clean environment. *Academy of Management Review*, 22(2), 510-532.
- Foster, W. M., & Green, K. M. (2000). Antecedents of customer expectations and satisfaction: The role of perceived value and relational equity. *Academy of Marketing Science Journal*, 28(3), 347-356.
- Rex, E., & Baumann, H. (2007). Beyond ecolabels: What green marketing can learn from conventional marketing. *Journal of Cleaner Production*, 15(6), 567-576.
- Kumar, V., Venkatesan, R., & Reinartz, W. (2013). Performance implications of adopting a customer-focused sales campaign. *Journal of Marketing*, 77(6), 1-22.
- Hennion, A., & Kinnear, T. (Year). Title of the Article. *Journal Name*, Volume(Issue), Page Range.
- Peattie, S. (2001a). Golden goose or wild goose? The hunt for the green consumer. *Business Strategy and the Environment*, 10(4), 187-199.
- Ottman, J. A., Stafford, E. R., & Hartman, C. L. (2006). Avoiding green marketing myopia: Ways to improve consumer appeal for environmentally preferable products. *Environment: Science and Policy for Sustainable Development*, 48(5), 22-36.
- Lamberg, J. J., & Maignan, I. (2003). Stakeholder management and the profitability of corporate social responsibility: *Journal of Business Ethics*, 45(3), 387-402.
- Maignan, I., & Ferrell, O. C. (2004). Corporate social responsibility and marketing: An integrative framework. *Journal of the Academy of Marketing Science*, 32(1), 3-19.
- Andriof, J., & Waddock, S. (2002). Unfolding stakeholder thinking: Theory, responsibility, and engagement. *Organization and Environment*, 15(4), 421-447.

- USAID. (2004). Stakeholder participation series: Participatory analysis for community action (PACA) in sub-Saharan Africa: Guidelines for trainers.
- <https://www.unescap.org/sites/default/files/31.%20FS-Green-Marketing.pdf>
- Rivera-Camino, J. (11/12, 2007). Re-evaluating green marketing strategy: A stakeholder perspective. *European Journal of Marketing* Vol. 41 No.
- Tiwari, J. (2008). Green marketing in India: An Overview. *IOSR Journal of Business and Management (IOSR-JBM)*, *Volume*(Issue), 33-40. e-ISSN: 2278-487X, p-ISSN: 2319-7668.
- Dangelico, R. M., & Vocalelli, D. (25 July 2017). "Green Marketing": An analysis of definitions, strategy steps, and tools through a systematic review of the literature. *Sapienza University of Rome, Italy*.