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### RESEARCH ARTICLE

#### GREEN STRATEGIES: ADOPTION, INNOVATION AND ALLIANCES.

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#### Abstract

The need to protect the environment was felt from a long time but came into effect only after introduction of terms like sustainability and eco-friendly. Green marketing the next step in this direction focused mainly on introduction of products and practices which do not harm the environment. Thus, many companies came forward with green marketing strategies to overcome the environmental hazards. In this paper an attempt has been made to review previous literature related to green marketing strategies. These strategies are aimed at promoting environment friendly products, adopting sustainable green practices and forming alliances with other organizations in order overcome problems related to green marketing. Next some of the companies making use of such strategies have been studied. These firms have been classified into three categories, namely, green products (firms which produce environment friendly products), green firms (firms which are using environment friendly operations in their day to day activities) and green alliances (alliances between firms that work for the greening of environment and other businesses). This paper provides new insight into the role played by some of the firms in evolution of green marketing. It was found that although abundant research is being done in this field still certain gaps need to be filled regarding the impact being made by introduction of such strategies.

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#### Introduction:-

The environmental revolution has been around for almost three decades and it has changed forever how companies do business. In the earlier days, corporations were in a state of denial regarding their impact on the environment. Then a series of highly visible ecological problems which caused environmental deterioration created the need for strict government regulation. Today many companies have accepted their responsibility of not harming the environment. Products and production processes are becoming cleaner and greener leading to an improvement in the environment. In the industrialized nations, more and more companies are "going green" as they realize that they can reduce pollution and increase profits simultaneously. Beyond greening lie an enormous challenge and an enormous opportunity. Even if all the companies in the developed world were to achieve zero emissions, the earth would still be stressed beyond what biologists refer to as its carrying capacity (Hart, 1997).

The past decade has shown that harnessing consumer power to effect positive environmental change is far easier said than done. In essence, there is no definition of being good enough when it comes to a product or company making green marketing claims. This lack of consensus by consumers, marketers, activists, regulators, and

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influential people has slowed the growth of green products because companies are often reluctant to promote their green attributes and consumers are often skeptical about claims (Makower, 2009).

Until now, the business logic for greening has been largely operational or technical, bottom-up pollution-prevention programs have saved companies billions of dollars. However, few executives realize that environmental opportunities might actually become a major source of revenue growth. Rarely is greening linked to strategy or technology development, and as a result, most companies fail to recognize opportunities of potentially staggering proportions (Hart, 1997; Abe et al., 2012).

Thus we can categorize the evolution of green marketing in three stages with different implications for marketing: (1) Ecological marketing, a narrowly focused initiative which concentrated on reducing dependence on particularly damaging products; (2) Environmental marketing, a more broadly based initiative which aimed to reduce environmental damage by tapping into green consumer demand and opportunities for competitive advantage; and (3) Sustainable marketing, a more radical approach to markets and marketing which seeks to meet the full environmental costs of production and consumption to create a sustainable economy (Peattie, 2001).

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 (Dodds, 2006). In India, also the concept of sustainable development became popular only when New Delhi, capital of India, was being polluted at a very fast pace. In order to curb this pollution, the Supreme Court of India forced a change to alternative fuels. In 2002, a directive was issued to completely adopt CNG in all public transport systems which led to the first green initiative in India (Pal, 2009). In the same year, the Government of India, under the Ministry of Power created The Bureau of Energy Efficiency as an agency under the provisions of the nation's 2001 Energy Conservation Act. The agency's function is to develop programs which will increase the conservation and efficient use of energy in India. The government had proposed to make it mandatory for all appliances in India to have ratings by the BEE since January 2010. The mission of Bureau of Energy Efficiency was to "institutionalize" energy efficiency services, enable delivery mechanisms in the country and provide leadership to energy efficiency in all sectors of the country. The primary objective is to reduce energy intensity in the economy.

#### **Conceptualization:-**

Different authors define green marketing in different ways: American Marketing Association (1975) defines green marketing as the marketing of products that are presumed to be environmentally safe. Henion and Kinnear (1976) defined the concept of ecological marketing as, "Ecological marketing is concerned with all marketing activities (a) that have served to help environmental problems and (b) that may serve to provide a remedy for environmental problems". According to Mintu and Lozada (1993) green marketing is "The application of marketing tools to facilitate exchanges that satisfy organizational and individual goals in such a way that the preservation, protection, and conservation of the physical environment are upheld". Dam and Apeldoorn (1996), suggested that "Green marketing focuses on market pull and legislative push towards improved, environmentally friendly corporate performance." In addition to this, the concept was further developed by Charter (1992) who coined the term 'Greener marketing', which is defined as, "A holistic and responsible management process that identifies, anticipates, satisfies and fulfils stakeholder requirements, for a reasonable reward, that does not adversely affect human or natural environmental wellbeing." Elkington (1993) defined green consumer as one who avoids products that are likely to endanger the health of the consumer or others; cause significant damage to the environment during manufacture, use or disposal; consume a disproportionate amount of energy; cause unnecessary waste; use materials derived from threatened species or environments; involve unnecessary use of, or cruelty to animals; adversely affect other countries. According to Coddington (1993) environmental marketing is marketing activities that recognize environmental stewardship as a business development responsibility and business growth responsibility. Polonsky (1994) "green 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.

**Literature review:-**

<b>Author</b>	<b>Year</b>	<b>Objectives</b>	<b>Methodology</b>	<b>Findings</b>	<b>Future Research</b>
Mendleson and Polonsky	1995	Examined how forming a strategic alliance with an environmental group can assist organizations in overcoming problems associated with green marketing.	Reviewed previous literature.	Forming an alliance assumes that both parties cooperate, are mutually beneficial and are not adversarial. Therefore, environmental groups may see alliances as a strategic tool to improve the environment.	
Brown	1996	Compared hotel managers operating with an environmental policy and those managers operating without.	Questionnaire survey of general managers from large and medium hotel groups.	The “with policy” manager perceives the strategic importance of the environmental issue more highly than the “no policy” manager.	
Min and Galle	1997	Role of “green” purchasing”.	Empirical survey of NAPM members in firms with a high level of awareness.	Purchasing professionals cited recycling as the most popular waste source reduction strategy.	
Polonsky et al.	1998	Examined US and Australian markets’ perceptions of stakeholders’ potential to influence the green new product development (NPD) process and strategies.	Two separate samples were collected, in the first sample, Australian marketers were asked to evaluate eight stakeholders’ influence. In the second sample, US marketer evaluated the influence of thirteen stakeholders.	The findings suggested that marketers believe some stake holders with “high” influencing abilities should be involved in the green NPD process, although it appears that in practice, firms use very basic methods to include these stakeholders.	
Prakash	2002	Focused on promoting products by employing claims about their environmental attributes or firms those sell them.	Draw inference from multiple literatures.	Firms gain first-mover advantages if they correctly anticipate or influence regulations, adopt them earlier than others and manage to reduce costs or to occupy a market niche.	Marketing scholars should focus on a host of business strategy and public policy issues in influencing consumer behaviour.
Getzner and Grabner-Krauter	2004	Explored the influence of a number of potentially important variables on consumer willingness to invest in “green shares”.	Random-quota sampling representing the Austrian population with sample size of 400.	The empirical study showed that 80 percent of the respondents have not heard about ethical criteria regarding financial investments.	The paper points towards focus on the return on investment and the serious financial information to be provided by marketers.

Baker and Sinkula	2005	Operationalized the enviropreneurial marketing (EM) construct and examined its relationship with firm performance.	A cross-sectional, ex post facto survey design was used as the approach to the research study.	It was found that a higher-order construct (EM) exists and that it, in turn gives rise to organization-wide enviropreneurial-specific values and behaviours.	Future research should investigate the extent to which the vision of top leadership influences EM.
Hartmann et al.	2005	Test the suggested green positioning strategies against one another.	A theoretical model of the dimensionality and attitudinal effects of green brand positioning was developed.	Results indicate an overall positive influence of green brand positioning on brand attitude.	The findings need to be confirmed for other brands and product categories in more real conditions.
Camino	2006	Examined the influence of stakeholders on green marketing strategy (GMS).	This research comprised several phases, development of a typology of GMS, a study of the influence of stakeholders, and an analysis of the influence of the organizational context on managers' perception of the stakeholders.	Results showed that the organizational "greening" process is not a linear, one-dimensional progression, rather an uneven process in which several GMS profiles prioritize different stakeholders.	
Chen and Lin	2006	Combined generic competitive strategies and green marketing strategy to create a new function that firm can use to develop the optimal green marketing strategy.	This article adopts Michael Porter's generic competitive strategy as the basic dimension of firms in choosing the optimal green competitive strategy.	The revised green marketing strategy matrix adds the firm's cost as a dimension to evaluate the total cost of green marketing strategy.	Find how firms should integrate CSR into the corporate culture.
Olson	2008	Suggested ways to create an organizational level green strategy.	Studied real life examples of organizational level green strategy.	Enterprise-level green strategies are starting to see partnerships develop from sharing a common interest in improving the environment.	Study how firms can establish an enterprise-level green strategy in future.
Chatterjee	2009	Examined current and prospective consumer perceptions, purchase intent and parent brand evaluation due to green brand.	Online surveys by 602 pet-owners at social networking websites.	Results suggest that consumers are more likely to purchase green extensions of products with high perceived environmental impact and that current consumers prefer green line extensions to green category extensions.	Future research should replicate the study in other broad product categories where brand switching is more common.
Cronin et al.	2011	Reviewed the	In order to achieve	From their analysis of	Further research

		literature regarding green initiatives and offered a series of research opportunities for the advancement of the marketing discipline.	this goal a framework was generated based on stakeholder theory in terms of the 3P concept.	the literature they obtained three main types of green strategies green innovation, greening the organization and green alliances.	can investigate the role that green partnerships and alliances have both internally and externally on the perceptions of stakeholders.
Kinoti	2011	Reviewed the literature on green marketing intervention strategies.	Reviewed previous literature.	The review indicated that individuals and organizations can benefit from green marketing strategies and at the same time protect the environment to achieve sustainable development.	
Condong and Habidin	2012	Investigated the relationship between green innovation and green performance in Malaysian automotive industry.	A conceptual model using Structural Equation Modeling (SEM) has been proposed.	GI and GP have become most important of green initiatives and it involves local car manufacturers and automotive suppliers in their effort to become more environmentally effective and competitive.	The next step of this study is to design a questionnaire, which will be used for pilot study data collection in automotive industry in Malaysia.
Green et al.	2014	Assessed the impact of an established market orientation on the implementation of green supply chain practices and environmental performance.	Collected data from 225 manufacturing managers and analyzed using a partial least squares structural equation modeling methodology.	Findings indicated that market orientation both directly and indirectly impacts environmental performance.	Alternative research efforts should focus on marketing managers in addition to manufacturing managers.
Rosenbaum and Wong	2015	Investigated a guest's subjective appraisal of a hotel's green marketing program or green equity.	Structural equation modeling was used to find the best model.	Green equity plays a significant role in customers' overall assessment of a hotel's marketing programs.	

### Objective:-

To study the strategies used by various companies in greening their firms or products.

### Methodology:-

In order to gather data for the review, a rigorous keyword search of the literature using emerald insight and science direct was done. The keywords "sustainability," "green marketing," and "environment" were initially used to generate a large number of articles for review. To ensure the validity of the review top-tier journals in the core management disciplines wereresearched for any article that addressed a green concept. From the selected 47 papers those directly addressing the use of various strategies used by companies for green marketing were finally reviewed.

### Marketing Strategies Used By Various Companies:-

These firms have been classified into three categories, namely, green products, green firms and green alliances.

#### Green Products:-

- ❖ **HCL:** HCL launched its range of eco-friendly notebooks, HCL ME 40 and claimed that it was India's first PVC free and eco-friendly notebook. This notebook was completely free from polyvinyl chloride (PVC) material and other harmful chemicals. Further, Bureau of Energy Efficiency had given HCL eco-friendly products a five-star rating, and they also met REACH standards and were 100 per cent recyclable and toxin free.
- ❖ **Voltas:** In 2007, Voltas initiated the 'Green' range of air-conditioners, following which the government made it mandatory for home appliances to have energy star ratings. Thus, devices carrying the star logo, such as computer products and peripherals, kitchen appliances and other products, use about 20-30 per cent less energy than the set standards.
- ❖ **Wipro:** The first company to launch wide range of eco-friendly desktops was Wipro. Introduced under the Wipro Green Ware initiative, these products aimed to cut down e-waste in environment. The systems launched were toxin free and operated under a total recycling policy. With the removal of the toxins, recycling of the electronic products would be safer. Wipro has 17 e-waste collection centers in India where products are collected and recycled.
- ❖ **MRF Tyres:** Indian tyre manufacturer MRF with its ZSLK series was next to join the eco-friendly product wagon. The premium eco-friendly tubeless tyres MRF ZSLK were made from unique silica-based rubber compounds and promised to offer fuel efficiency for vehicle owners.
- ❖ **ACC Ltd:** India-based cement manufacturer ACC had recently launched its eco-friendly brand, 'Concrete+'. This brand uses fly ash (a hazardous industrial waste) to help conserve natural resources, thus making it an eco-friendly product. The new product has been designed exclusively to ensure high durability and resistance of structures under extreme climate.
- ❖ **Fevicol:** Fevicol, a leading brand of adhesive in India, had introduced environment friendly synthetic resin adhesive. Claiming to be India's first eco-friendly adhesive, Fevicol AC Duct King Eco Fresh, boasted of being an all-in-one adhesive. This water-based adhesive had exceptional bonding strength and spread smoothly at room temperature without emitting any toxic fumes.
- ❖ **Kansai Nerolac Paints Ltd:** It has introduced new eco-friendly paint - "Nerolac Impressions Eco Clean". It is a low VOC (Volatile Organic Compounds) and is an odour less paint. It provides a distinctly rich and smooth finish with an optimum sheen look to the walls. It has excellent wash ability and superior stain resistance quality. Nerolac was a pioneer in creating awareness for Lead Free products in India.
- ❖ **Pratt & Whitney:** Pratt & Whitney used to scrap 90 percent of its ingots in the process of manufacturing jet engine blades. This massive waste continued unabated until someone at Pratt & Whitney had the bright idea to have the supplier simply cast the ingots into ready-made blade-like shapes which lowered the amount of wasted ingots and factory emissions to a great deal.
- ❖ **Tesla Motors:** Tesla Motors, manufacturers of performance electric cars, developed the Tesla Roadster, the world's first all-electric, Lithium-ion battery powered sports car. It is capable of going from zero to 60 mph in around four seconds. The car's power comes from its Lithium-ion Energy Storage System, or battery pack, which can be recharged in about 3.5 hours.
- ❖ **Honda:** Going so far as to being called "the most fuel-efficient auto company in the US" Honda is hard at work on the hydrogen fuel cell powered "FCX." Honda is apparently also taking steps to create an entire infrastructure for hydrogen, looking forward to a day when – hopefully – more cars will be powered by that instead of gasoline. In addition to all of this, Honda had pledged to reduce its carbon dioxide emissions.
- ❖ **Toyota:** Toyota Prius hybrid cars are priced relatively higher than conventional cars as they use fuel oil (BBM), because this eco-friendly technology is still relatively new in the world. Toyota Prius concept car is using petrol and electric power source which is more fuel efficient and has lower exhaust emissions and eco-friendly.
- ❖ **Method Products:** Method produces nontoxic, biodegradable natural cleaning supplies with a focus on minimalist product design. Among the company's first products was an hourglass-shaped bottle of dish soap. All of Method's bottles are completely recyclable and made from 100% recycled plastic. The design of the packages themselves is scored against Method's very own "green card" program that ensures roommates considers the recyclability of packaging design, packaging weight, reusability and compostability.
- ❖ **Brooks:** Brooks has joined the race to go green by cleverly rolling out a completely biodegradable running shoe. The \$140 BioMoGo is just as durable during the time you wear them as any other mass-market shoe. The decomposition doesn't begin until the shoes are stored in an active enclosed landfill, at which point they will biodegrade in just 20 years instead of the 1,000 years traditional.

- ❖ **Enterprise Rent-A-Car:** Enterprise Rent-A-Car's foray into more sustainable business practices since January 2008 has boasted the world's largest fleet of fuel-efficient vehicles, over 440,000 of which offer drivers 28MPG or better for highway travel. Roughly 5,000 of those vehicles are gas/electric hybrids, while another 73,000 have the option of being powered on E85 ethanol. In addition to these efforts, Enterprise has promised to plant fifty million trees across America's forests.
- ❖ **Mahindra Group:** Mahindra Reva, an initiative by this group, was the India's first automatic and electric 2-door car. Mahindra Group had also launched a 4-door electric vehicle by the name of "E-Verito" which is again the first in the industry like Mahindra Reva. Electric Vehicles are taking a step towards cleaner future, as they are energy efficient: 60% energy conversion rate from grid to power at the wheels which is 3 times as compare to gasoline. Environmentally friendly: EVs emit no tailpipe pollutants.

#### Green Firms:-

- ❖ **Vivanta by Taj Hotel Resorts & Palaces:** Earth friendliness is the hallmark of the Vivanta line, just as it is at all Taj hotels. The parent company follows guidelines established at a United Nations Earth Summit and endorsed by nearly 200 countries. These green benchmarks are monitored by a leading worldwide certifier, Green Globe. Taj aims to bring the total of its Vivanta hotels to 30-plus in the next 2 years, totaling 5,000-plus guest rooms.
- ❖ **TNPL:** TNPL has taken several measures for protecting the environment in line with its commitment for sustainable development. In its choice of raw materials, sources of energy, and production processes, as well as in product development, the objective is to minimize the pollution load on environment. By using bagasse as primary raw material, TNPL preserves over 40000 acres of forest land from depletion every year.
- ❖ **Suzlon:** It is the world's fourth largest wind-turbine maker and known for its environment-friendly practices. Tulsi Tanti built his factory in Pondicherry to run entirely on wind power. Suzlon's corporate building is the most energy-efficient building ever built in India. Suzlon's global headquarters, Suzlon One Earth, was inaugurated in 2010. The campus has won the Leadership in Energy and Environmental Design (LEED) Platinum rating awarded by the US Green Building Council.
- ❖ **Essar Oil (EOL):** It is part of the progressive world approach towards environmental conservation. EOL has depicted a deep commitment towards this purpose and has engaged its efforts towards being a leader in a low carbon approach that has been endorsed by the United Nations' Framework Convention on Climate Change (UNFCCC). At the Vadinar refinery operations, EOL's project endeavours to reduce GHG emissions through the replacement of fuel oil with natural gas.
- ❖ **ONGC:** India's largest oil producer has energy-efficient, green crematoriums that will soon replace the traditional wooden pyre across the country. ONGC's Mokshada Green Cremation initiative will save 60 to 70% of wood and a fourth of the burning time per cremation. ONGC has taken up concept of constructing green building, with due compliance to the guidelines of GRIHA (Green Rating for Integrated Habitat Assessment).
- ❖ **Indian Tobacco Company (ITC):** ITC has been carrying out green initiatives mainly to reduce Green House Gas emissions through energy conservation, use of renewable sources of energy and identifying ways of mitigating the adverse effects of climate change caused by global warming. Energy efficiency practices of ITC have helped in achieving world-class standards of energy utilization in several units. 30.9 % of ITC's energy consumption is from renewable sources.
- ❖ **IDEA:** The pan-India mobile brand launched a nation-wide awareness campaign to spread 'Use Mobile, Save Paper' message. World over, millions of tonnes of trees get cut every day to produce paper, leading to alarming rates of deforestation. IDEA showcases how the mobile phone can be used as an efficient tool to read daily newspapers generate e-bills, make payments and transactions, issue e-tickets and boarding passes; thereby saving tonnes of paper every day.
- ❖ **Tata Metaliks (TML):** At Tata Metaliks every day is Environment Day. Working on Saturdays is discouraged. This instruction, combined with the practice of keeping the lights switched off during the day and depending solely on sunlight. The Ministry of Environment and Forests mandates that 33 per cent of the area around a plant should consist of greenery. TML's 197-acre plot has already achieved a green cover of 33.46 per cent.
- ❖ **Bank of America:** Bank of America is proving that eco-friendly operations can coexist with business growth. The company reduced paper use by 32% and also runs an internal recycling program that recycles 30,000 tons of paper each year, good for saving roughly 200,000 trees for each year of the program's operation. The company also offers employees a \$3,000 cash back reward for buying hybrid vehicles.
- ❖ **Timberland LLC:** It is a US-based global manufacturer and retailer of outdoors wear with a focus on footwear. The company unveiled a solar panel installation at its distribution centre in Ontario California and reduced the

facility's greenhouse gas emissions by an estimated 480000 pounds per year. In 2008 the company entered Working Mother's list of "Best Green Companies for America's Children."

- **Ceres:** Ceres has advised some of the nation's biggest corporations and investors on the environmental impact of their operations. They have billed themselves as "the largest coalition of investors, environmental and public interest organizations in North America". Major achievements thus far include persuading Dell Computer to support national product "take back" legislation and convincing Bank of America to spend \$20 billion on the growth of eco-friendly business practices.
- **Anheuser-Busch:** Anheuser-Busch is committed to reducing the energy and emissions in both the brewing and transportation of beers. Their operations have reduced energy use by more than 25 percent and today more than 11 percent of their energy is generated from renewable resources, including biomass, solar, wind and landfill gas. Besides this they also recycle 99.8 percent of the solid waste generated in the brewing and packaging process, including beech wood chips, aluminum, glass, brewers' grain, scrap metal, cardboard and many other items.
- **Dupont:** Dupont is another company that has drawn the ire of green advocates for many years. However, it now seems that they are taking strides toward more sustainable operations by drastically lowering its emissions of airborne carcinogens and greenhouse gases, it has also appointed an ex-Greenpeace head as an adviser to the board. The company successfully reduced greenhouse gas emissions during the 90's by 63% – far ahead of the timetable set forth in the controversial Kyoto Protocol.
- ❖ **Innovest:** Innovest has boldly set out to "reengineer the DNA of Wall Street". As William Grieder explains in his book "The Soul of Capitalism", Innovest grades publicly traded companies for such things as its track record in hazardous waste disposals and past pollution. Interestingly, it was found that companies with higher "EcoValue" rankings outperform lower ranked companies as stocks, boasting returns 1.5 to 2.4 percent higher.
- ❖ **Home Depot:** The Home Depot was the first national retailer to provide CFL light bulbs and rechargeable battery recycling for consumers. They did re-lamping of their stores with more efficient lighting, replacing old HVAC systems with new Energy Star®-rated units, using LEDs for exit lighting and much more. They installed 122 water reclamation tanks from 2010–2013. Each tank saves an average of 500,000 gallons per year.
- ❖ **Wal-Mart:** Possibly the most hated name in the entire green movement, Wal-Mart is now positioned to make all but the most dogmatic of its detractors eat their words. Wal-Mart has launched an ambitious long-term plan to eventually power each and every one its stores using 100% renewable energy sources. According to the company's executives, Wal-Mart is committed to using its waste-eliminating corporate philosophy to make its own operations eco-friendlier than ever.
- ❖ **S.C. Johnson:** S.C. Johnson, maker of indispensable household products such as Windex, has gone on a mission to lessen the environmental impact of its products. Through their use of the Greenlist Process, the company has slashed 1.8 million pounds of volatile organic compounds from its Windex line of products. The company has also scaled back its coal-fired plants by working to replace them with natural gas and methane powered facilities.
- ❖ **TJX Companies:** TJX became an early adopter of electronic ballast technology, a practice that significantly lowered the use of electricity in the company's stores. TJX also prioritizes lighting conservation at its distribution centres, which use T5 fluorescent bulbs that use 50% less power than non-fluorescents. Beyond lighting, TJX's distribution centres are purposely structured to recycle the corrugated cardboard that comes in from vendors.

#### **Green Alliances:-**

- **McDonalds:** The successful McDonald's- Environmental Defence Fund partnership arose in 1990. At the time, McDonald's, a multimillion dollar fast food restaurant with over 11,000 restaurants worldwide was the single largest user of polystyrene. To avoid being targeted, it launched a 100-million-dollar program entitled "McRecycle" to purchase and use recycling material. Despite this effort, with its inadequate waste management strategy and overconsumption, it appeared on the radar quickly, soon to be saved by Environmental Defence Fund.
- ❖ **Starbucks:** Starbucks has green advocates smiling about its "bean-to-cup" approach, which stresses top efficiency at each link of its global supply chain. The company's decision to use coffee cup sleeves made of recycled paper saves roughly 78,000 trees per year. Starbucks has also partnered up with many environmental organizations, from Conservation International to the Earthwatch Institute, in efforts to do right by the communities it operates in.
- ❖ **Foron:** The partially successful Foron-Greenpeace alliance blossomed in 1992 after Greenpeace, an environmental organization known for its radical activism, initiated the Atmosphere Campaign in Germany. To



propel the campaign, Greenpeace advocated “Green freeze,” a substitute for Freon, chlorofluorocarbon- based refrigeration technology which was ripping apart the ozone layer. Greenpeace opted to fund Foron if it adopted the Green freeze technology and from there sprang the alliance.

- ❖ **Target:** While many retailers are launching plans to “greenify” their operations, Target is taking the fight straight to its store shelves. The company launched an “eco-clothing” line at Barney’s, New York. Done in collaboration with eco-fashion designer Rogan Gregory, the clothing line is said to have been created using dynamic fabrics and has been available at Target locations.
- ❖ **Continental Airlines:** Continental Airlines has replaced its entire fleet of airplanes with more fuel-efficient ones, in addition to installing fuel-saving “winglets” that cut emissions 5% on its 737-model aircraft. Beyond that, nitrogen oxide emissions from Continental’s busy Houston hub have been sliced by an astounding 75%. Continental might also be the only company with 12 full time “staff environmentalists” on the payroll who are constantly pairing up with engine manufacturers to design greener, more efficient processes into company operations.
- ❖ **Goldman Sachs:** The ultra-profitable bank has parlayed its new found green ethos into a bona-fide profit-center. The firm’s \$1.5 million investment in solar, ethanol, and wind have paid off in spades, prompting companies like Kohlberg Kravis Roberts and Texas Pacific to consult Goldman on their own environmentally-focused projects. It is also said that many of the bank’s employees and executives are proud, hybrid-driving motorists.

### Conclusion:-

The present paper covered the strategies implemented by some of the Indian as well as multinational companies in the field of green marketing. These companies have come a long way and improved their processes as well as introduced many new and innovative products to save the environment. These strategies not only help in creating a sustainable environment but also make the earth more clean and green (Rathee and Rajain, 2013). People have been using the natural resources without caring for the consequences which led to detrimental after effects. In present times, there is an urgent need on part of both the companies as well as the customers to do their bit. The companies can contribute to a large extent by efficiently utilizing the raw materials being used and thus reducing waste being generated after manufacturing the products. In order to distinguish energy efficient electronic appliances, the Bureau of Energy Efficiency (BEE) has introduced star rating program where the products are rated according to their efficiency. The waste being produced is reduced, reused or recycled. Several companies have formed alliance with environmental groups that work for environmental conservation. The present study which reviewed literature relating to strategies being used by firms concentrated on the fact that such strategies should not be adopted just to save the face in front of customers but to contribute towards creating a sustainable future. The previous researchers have focused on the importance of developing such strategies where the stakeholders’ viewpoint is given importance in order to develop sustainable and innovative products (Polonsky et al., 1998; Camino, 2007). The development of such products saves energy, reduces waste and is thus profitable for both the company as well as the environment. The strategies also focus on forming partnerships with organizations already working in the field of sustainable development. Such alliances are quite fruitful as these environmental organizations pave the way for their partners in greening their firms and operations. This paper provides new insight into the role played by some of the firms in evolution of green marketing and also the future research implications as provided by some of the researchers in the literature reviewed. The future of green marketing is very bright as people have environmental concerns as priority while selecting the products or services.

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