Università Ca'Foscari Venezia

Master's Degree

in Management

Final Thesis

Corporate Image and Business Performance through Adoption of Green Marketing and Application of Strategies: Case Study on Retail Industry

Supervisor
Ch. Prof. Giovanni Favero

Graduand
Fahad Ali
882601

Academic Year
2021 / 2022

Declaration of Authorship

I hereby certify that the dissertation I have submitted is the result of my independent study under the guidance of my supervisor. In addition to the material cited in the thesis, this research project does not include any writings or publications by other people or organizations, nor any coursework required for degrees or certificates from Università Ca' Foscari Venezia. Contributors who have made major contributions to this thesis are acknowledged in the overall content. There are legal implications to this statement, which I am fully aware of.

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Year _2023_ Month _02_ Date _16_

ACKNOWLEDGMENT

The God Almighty, who made all of this possible, has my sincere appreciation. I truly appreciate my extremely motivated Ch.Prof. Favero Giovanni, whose unwavering commitment to research excellence has served as a consistent source of academic motivation for me. Thank you very much Professor for your insightful and innovative remarks that have helped me strengthen my research skills and for your constructive feedback that has always encouraged me to seek out the "best." Moreover, I would like to thank my family at this time. I want to express my sincere gratitude for all your efforts to make this Master's program a success, and I thank you again for all of them.

Abstract

Businesses are increasingly transforming from traditional to new modern practices; besides this, digital is itself an enormous force to push businesses into new conducts. Several businesses use green marketing to boost their company image and business results. Companies and organizations that practice green marketing create services and products that are ecologically safe and ecologically friendly. They use recyclable and quickly disintegrating packaging, improved effluence prevention techniques, and more well-organized energy usage. In this study, multiple businesses of Pakistan's fast-growing retailers were used as cases for the study. Convenient and purposive targeted sampling method were used to gather senior management of particular retailers in-depth and administer questionnaires data. As part of the triangulation process, a questionnaire was also used initially in the pilot study. In actual a 300 sample was used to explore the study. Using path analysis, an association was established. According to the study, green marketing improves a company's performance and corporate image. Business owners should implement green marketing tactics in order to maintain a competitive edge, especially in the retail industry. The study has some limitations as limited factors were used and further studies require to explore dimensions.

Keywords: Corporate Image, Green Marketing, Price, Place, Promotion, Digitalization.

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Chapter 1 Introduction

Over the past 40 years, bigger economies have undertaken reform and opening-up programs and made incredible economic progress. However, worldwide specific to China's ecological burden, has increased due to the vast expansion mode's high energy consumption and high pollution emissions, making it urgent and difficult to find solutions to environmental issues (Wu and Li, 2022). Major environmental issues are forcing countries to adopt the new idea of global green development and support global green transformation, particularly economic green transformation. The Communist Party of China (CPC report)'s, in its 19th National Congress, stated that "it is essential to institute and preparation the notion of lush mountains and lucid waters are precious assets, follow to the elementary national policy of resource conservation and environmental protection," and escalation the supply of attractive eco environments like white clouds, blue skies, clear water and green land, which is not only a necessity for the public but also the detriment of the environment. A green economy "can increase human well-being and social fairness and greatly minimize environmental damage and ecological scarcity," according to the United Nations Environment Program (UNEP). An important consideration for creating green economic strategies, as well as a practical beginning point for a nation looking to support the green change of its economy (Dechezleprêtre, Sato, & policy, 2017). Therefore, it is essential to encourage the green transformation of businesses, both the challenge and the importance, to achieve the green transformation in an economy.

However, there are now two major issues with businesses going green: a lack of motivation. According to economic theory, businesses seek to maximize their profits. Enterprises, primarily profit-generating entities, typically believe that investing in environmental preservation will compete with other forms of investment and are, therefore, reluctant to do so (Monk, Whitehead, Tang, Burgess, & Justice, 2013). Based on legitimacy theory, institutional theory, and deterrence theory, a review of the existing literature revealed that environmental monitoring (Y. Zhai, Zheng, Zhao, Xia, & Teng, 2019), mandatory social obligation discovery (Z. Li, Wang, Emrich, Guo, & Science, 2018), energy-preserving consumption incentive plan (J. Chen et al., 2021), and fiscal policy (Wu, Guaita Martínez, Martín Martín, & Marketing, 2020) are central pathways to push the green transformation of businesses, that is, to address the issue of lacking motivation. Second, a lack of capacity. Lack of skill and technological assistance in green transformation and enterprise development causes concerns, including difficulty identifying environmental issues, knowledge asymmetry, and an insufficient basis for strategic decision-making. According to the majority of academics (Y. Zhai et al., 2019), innovative R&D plays a critical role in fostering corporate transformation from an innovation perspective. This means that the issue of inadequate ecological processing capacity can be resolved by enhancing innovation capacity. Some researchers are starting to focus on the connection between digitization and green development in light of the digital economy's rapid growth. A comprehensive capacity for strategic planning and data analysis considerably and favourably influences the green competitiveness of businesses, according to LiJ et al. (2021). Using the text analytics approach, (Nambisan, Lyytinen, Majchrzak, & Song, 2017) performed the study and discovered that digitizing firms can significantly foster innovation in green technology.

According to (Kretschmer, 2012), information and communication technology help reduce carbon dioxide emissions. Few literary works, however, go beyond introductory studies into green conversion and cover the effect of digitalization on green business conversion. Truthfully, digitizing businesses can assist them in increasing productivity, conserving resources, and pursuing profits while also achieving low-carbon growth objectives; but then, it can apprehend the informationalization of businesses' green conduct and offer data upkeep for their systematic decision-making, i.e., digitization can partially resolve the capacity problem a lacklustre transition to green business. Therefore, can digitalization support businesses' green transformation by acting as a new engine and steering wheel? In what other ways does it support "transformation"? In-depth research will be done on these subjects for this research.

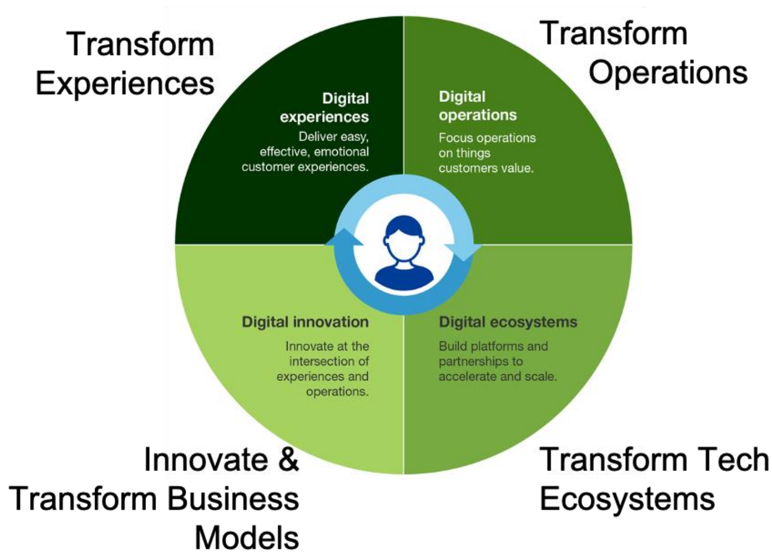

Figure 1 Green Technological Advancement

Businesses Transforming into Digitalization

Numerous academics have begun to conduct the study from the standpoint of information technology and digitalization because of the recent rapid development of the digital economy. On the one hand, researchers have concentrated on differentiating digital transformation strategies to offer efficient transformation paths for various businesses (Ross, Beath, & Sebastian, 2017). However, much focuses more on digital transformation's effects on businesses and comes to significant conclusions (see figure 1). First, studies on how digital transformation affects a company's ability to expand internationally, including how it affects a company's export behavior (Pergelova, Angulo-Ruiz, & Development, 2014), how willing a company is to expand internationally (Teruel et al., 2021), and how much a company has expanded internationally (Laali et al., 2018). Second, studies on digitalization and innovation, such as the impact of digitalization on the mismatch of innovation drivers and business model novelty (H. Li, Wu, Cao, & Wang, 2021). Exploration for digitization and ecological behavior is the third area. For instance, using inter-provincial panel data, (Zhang, Fan, Sun, Jiao, & Transfer, 2017) discovered an inverted U-formed relationship between the amount of digitalization and the growth of green agriculture. Based on inter-provincial panel data, (Pan et al., 2021) discovered that digitalization holds a "multiplier" impact and can expressively enhance environmental management performance. At the minuscule scale, (B. Wang, Luo, Zhang, Tian, & Li, 2020) A-listed enterprises were used as the sample by, who discovered a substantial inverted U-shaped connection between regional digitalization level and green technology innovation of resource-based firms. Using listed firms as an example, (B. Wang et al., 2020) discovered that economic digitization aided the growth of green finance. Finally, other scholars are curious about the value that digitalization creates for businesses (Pan et al., 2021). However, according to (Shao & Xiao, 2019), the value-introduction impact of corporate digitalization should also be mirrored in non-economic value, such as ecological value, which suggests a need for more research on the effect of digitalization on businesses' transition to a greener economy.

Green Transformation of Businesses

The factors influencing the green transformation of companies have always been a central concern of researchers (X. Zhai & An, 2020). The author believes that among these, a firm's superior vibrant capability or innovation proficiency is a key driver affecting the green transformation of firms (Yuan, Ren, & Chen, 2017). They also accept as true that heterogeneous features, such as managers' experience in environmental protection, are essential components of internal governance for the green transformation of companies (Zhao & Sun, 2016) (Ouyang, Fang, Cao, & Sun, 2020). (Yu, Wu, Zhang, Chen, & Zhao, 2021) held the opinion that company establishments may play a crucial and advantageous role in the green revolution of firms as the sole governing body of Chinese enterprises. Researchers also think that incentive policies, such as tax incentives (Yu et al., 2021) and incentives for energy-efficient consumption (Sun & Sun, 2021), are essential for fostering the green transformation of businesses in addition to dynamic capabilities or corporate governance capability (Wu et al., 2020). The complete implementation of the concept of green management can be encouraged by strengthening external regulatory functions, i.e., environmental regulation (Gong et al., 2020), social obligation disclosure (B. Wang et al., 2020), and environmental act enforcement monitoring (Yu et al., 2021). Consolidation of green financial aid (J. Chen et al., 2021) can efficiently increase financial aid for businesses, lower financing costs, and ultimately and successfully promote businesses' green transformation because green transformation is inextricably linked to a significant number of new investments.

Other academics think that academia should focus on analyzing and monitoring green transformation and producing new ideas. Such research studies mainly cover four areas: First, from the standpoint of influence, the share of environmentally intensive industries, the involvement of green over-all determinant output to economic growth, etc., are frequently used as indicators of how the mode of development is changing (Fu and Lui, 2021). Second, from the standpoint of digitalization, the industry has achieved green transformation and improvement after the strength of environmental burden and resource use is lower than the pace of industrial expansion (Luan et al., 2019). Third, the degree of renovation—referred to as the level of green transformation—is determined from the standpoint of overall factor efficiency by building an efficiency model with unexpected outcomes (Fu and He, 2021). Fourth, a systems approach is needed to interact with an industry's scale, structure, efficiency, and environment in order to achieve a green transformation. The degree of green conversion may be accurately assessed by using an indicator system. To assess and quantify the green transformation at the macro level, many researchers now use the directional function DDF (direction distance function), the non-radial environmental model SBM (Slack Based Model), and the environmental model RAM (Range Adjusted Measure) (Data Envelopment

Analysis). Enterprises have a wide range of options for the revealed information, though, as many governments do not have particular obligations for businesses to share environmental information publicly. Green productivity and green patents are often used to approximation the green transformation of enterprises on a micro-level. Frequently, only industrial enterprises are given illustrations. Considering these methods' shortcomings, (Kong, Yang, Liu, Yang, & Environment, 2020) create a thorough index of corporate green transformation by choosing indicators from seven dimensions, which is more rational and scientific to combine environmental commitments and environmental performance in one picture.

Overview of Retailing

Retailers guarantee that products are visible to shoppers, available in stores, and positioned adjacent to traditional products. Personal conveniences of reflectiveness of green goods, pricing, and product quality are also ensured to offer customers adequate access to products/services (M. J. E. R. o. A. E. Hartmann, 2011).

Promote Eco-Friendly Products

An excellent group of retailers makes the deliberate decision to purchase goods from producers who develop and acquire environment-friendly products (e.g., goods with natural components, little resource and emissions consumption, environment-responsive promotion, etc.) and follow environment-friendly business practices environment (minimal emissions and garbage reprocessing, etc). In order to lessen their goods' adverse effects on the environment in terms of resources, use, manufacturing, and disposal, these firms explicitly incorporate environmental considerations into their designs (Pujari, Wright, & Peattie, 2003). Retailers, therefore, market such goods based on their minimal environmental impact, design and functional qualities (reusability/recyclability, environmental safety, and decomposable elements, etc.), and their connection to an eco-friendly lifestyle (Taghian). Additionally, they select to buy goods that have received eco-labels, highlight their recycling history, and guarantee the veracity of their environmental promises (Nimon & Beghin, 1999). They also advocate for green products because of the social ideals attached to them, i.e., recycling and waste recovery, fair trading, fitness and health, sustainability advantages, and community-supporting programs (Jones, Comfort, & Hillier, 2007). Additionally, these shops make sure that the packaging of these goods is produced with consideration for the environment and in accordance with social laws. Retailers advertise them for their eco-friendly packaging, which includes features like ease of use, safety, reduction in quantity and kind of packaging materials, creation from sustainable raw materials (biodegradable, recyclable and reusable, etc.), high standard of usability, and benefits to the economy and the environment (Kotzab, Munch, de Faultrier, Teller, & Management, 2011).

Retailers also ensure that green products are accessible in stores, exposed to customers, and placed close to conventional goods. To provide customers with effective access to green products, personal conveniences of reflectiveness of green items, prices, and product quality are also guaranteed (M. J. E. R. o. A. E. Hartmann, 2011). Additionally, they ensure that the retail packaging for green products includes verbal (educational) and visual components (Rettie, Brewer, & management, 2000). Packaging is a linguistic component that conveys details about a product's environmental attributes, disposal guidelines, and other environmental-related goals (van de Mortel, 2009). Retailers ensure complete and accurate details (D'Souza et al., 2006). The packaging's visual elements convey feelings about the items' eco-friendliness by employing natural color schemes (such as pale yellow, green, and white), images of nature, graphics that look as if they were done by hand, and calligraphy that conveys a warm and welcoming atmosphere(van de Mortel, 2009);(Bone, France, & Psychology, 2001). Retailers also post organized promotional messages on sustainability on noticeboards and banners at the operational level, including shelf labels, window displays, flyers, etc. (Barnes, Lea-Greenwood, & Management, 2010).

The retail setting serves as a platform for facilitating consumer connection with items, and businesses use this interaction to understand customers' requirements, wants, and expected behaviours. Retail has thus become a crucial component of green commercializing approaches, which has enhanced the importance of retail-centred sustainable study (Wiese et al., 2012). Green retail involves the display, availability, and promotion of environmentally friendly products and sustainable methods used in retail establishments. However, there is little mention of retailers' initiatives to sell eco-friendly items and enhance the shopping experience in the literature on green marketing. The marketing of green products and the layout and environment of retailing are the two conceptualized features of green retailing that this study aims to understand.

Need of Green Marketing for Businesses

To reduce the environmental effect (Oyewole, 2001), but not certainly to reduce consumption (M. J. E. R. o. A. E. Hartmann, 2011), our description of "green marketing" calls for the combination of essential marketing components like price and promotion (Leonidou, Katsikeas, & Morgan, 2013). After carefully examining the available literature (Table 1), we arrive at our definition, which we provide as follows:

To reflect the business's purpose of reducing the environmental impact of its products and services, green marketing entails actions that are directed at all consumers. These activities include promotion, planning, price, process, production, and people.

Table 1Green Marketing at a Glance

Table1: Green Marketing at a Glance
Green marketing aims to create a different and more harmonious interaction between company activities and the environment. *(p.3) (Stanton, 1987).*
Green marketing includes wide-ranging actions, including manufacturing process adjustments, product modification, packaging changes, and advertising modification...so that achieving these needs and your goals happens, with the least possible detrimental effect on the environment. *(pp. 1-2) (M. J. J. E. g. j. Polonsky, 1994).*
Green marketing is a term used to describe a marketing strategy that exhibits clear care for the environment that it affects as well as for its many stakeholders: (Walker & Hanson, 1998)*, page 624.*
The process of organizing, carrying out, and managing the creation, assessment, and distribution of products in such a way as to satisfy the following three requirements is known as green marketing. Three criteria must be met for a process to be eco-friendly: (a) the demands of the consumer are met; (b) the goals of the organizational structures are met, and (c) the process is efficient. *(p. 4) (Fuller, 1999).*
Implementing resource-saving and environmental welcoming tactics at every point in the value chain is known as "green marketing." *(p. 239). Eye (2001).*
To increase consumer engagement with environmental issues, "green marketing often stresses the effectiveness of cognitive persuasion tactics, presuming that rising environmental awareness is the cause of this." *(p. 676) (P. Hartmann, Apaolaza Ibáñez, & planning, 2006).*
Green marketing is defined as "the behavior of all marketing doings within a context of environmental responsibility... it is an inclusive and systematic process that seeks to effect consumer favorites to inspire them to demand environmentally friendly products and to help them adapt their consumption behavior accordingly." *(pp. 342–345) (Alsmadi, 2007).*
In order to build meaningful, long-term relationships with customers, green marketing strategically assesses stakeholders while preserving, promoting, and upgrading the environment. *(p. 23) Pride (2008).*
5P+EE, or planning, process, product, promotion, people, and eco-efficiency, are the components of green marketing. *(pp. 1344–1347) (Violeta, Gheorghe, Economics–Analysis, & Solutions, 2009).*
Green marketing should broaden to include other aspects of business demand management, such as forecasting demand for green products, positioning and driving demand for recycled and remanufactured products, generating demand to build products to order, and building competitive advantages by focusing on environmental priorities, according to the report. *(Reduced from pages 338–341) Sharma and co. (2010).*
Researchers use a range of terminologies to characterize green marketing (e.g., green marketing, green marketing, environmental marketing, and even responsible marketing). All of these definitions share one aspect of the trade process (i.e., choices and decisions) so long as environmental impact is considered and minimized. *(p. 1311) (M. J. J. J. o. b. r. Polonsky, 2011).*
Green marketing seeks and satisfies green consumers while promoting green goods. Liu et al., p. 581 (2012).
In order to generate income and provide results that satisfy corporate and personal goals, "green marketing refers to marketing methods, rules, and procedures that expressly take into account concerns about the natural environment." *(p. 153)* ***(Leonidou et al., 2013)****.*
The goal of green marketing is to demonstrate the company's commitment to reducing its products and services' environmental impact through actions targeted at all consumers. These actions include various

marketing activities (such as planning, process, production, promotion, and people)—*this research.*

The green economy has received widespread support since it aims to safeguard the environment while boosting economic and societal well-being. As stated by Rodgers (2016), if completely implemented, green economy strategies and policies will boost the lives of the poor by generating business possibilities and green jobs. Green development mentions endorsing economic progress while maintaining the environment for prospect geneses. Initiatives for a green economy spur innovation and investment, supporting long-term growth and opening up new business prospects (OECD, 2011: 9).

Businesses and organizations are embracing green marketing strategies as a result. Companies and business leaders are adopting green marketing for various reasons, including legislation and regulations (Directors, 2016) and pressure from digitally informed and capable customers. According to environmental studies, individuals are worried about atmospheric changes that alter their behaviour (Strydom, 2011); (Robbins & Coulter, 2017). The decisions that customers make are increasingly influenced by environmental sustainability. Finally, environmental activists have raised the demand for ecologically friendly items and increased pressure on the issue. When businesses go green, they frequently produce a thorough report on their environmental productivity and follow by guidelines created through the non-governmental International Standardization for Organization (ISO). Companies and corporations have used green marketing to boost their sales, revenues (commercial presentation), and ultimately their brand image (Obaid, Zainon, Eneizan, Wahab, & Management, 2016).

This study adds to organizational awareness, agility, technology, and green practices adoption literature. We start by thinking about how organizational awareness and transformation may help a company become more agile in the market. As far as we know, this is one of the first investigations into how organizational awareness affects digital transformation, capability, and green market transition and agility. Second, the findings imply that businesses should be knowledgeable about emerging digital technologies and pay special devotion to spot chances to profit from a digital transition. Third, investigational research demonstrates that companies undergoing green transformation are more probably to begin digital technology infrastructure successfully, digitally empowered internal and external relationships, strategic alignment between digital technology and business, and green marketing practices which enhances their performance and corporate image to respond swiftly to new challenges.

Research Objectives

The current research reaches to attain subsequent objectives;
RO1: The adoption of green marketing techniques extensively develop an efficient retail industry.
RO2: (Green) marketing mix enables companies to attain corporate image and business performance.

Research Questions

Addressing to research problems, the following questions based on stated research objectives are focused as;
RQ1: To what extent green practices acquirement help retail businesses in earning a recognized performance?
RQ2: Does using green marketing combination build a retail business image?

Significance of Study

Many businesses employ green marketing techniques to enhance the success of their brands and business performance. A company's or organization's commitment to creating safe and environmentally friendly products and services by using recyclable and quickly degradable packaging, well pollution control practices, and additional operative use of energy is known as green marketing. In this situation, Pakistan’s well-known local retailers will be used in as cases in the methodology section. Senior management, managers and representatives of particular retailers will be subjected to provide a primary source of information.

Roadmap of the Study

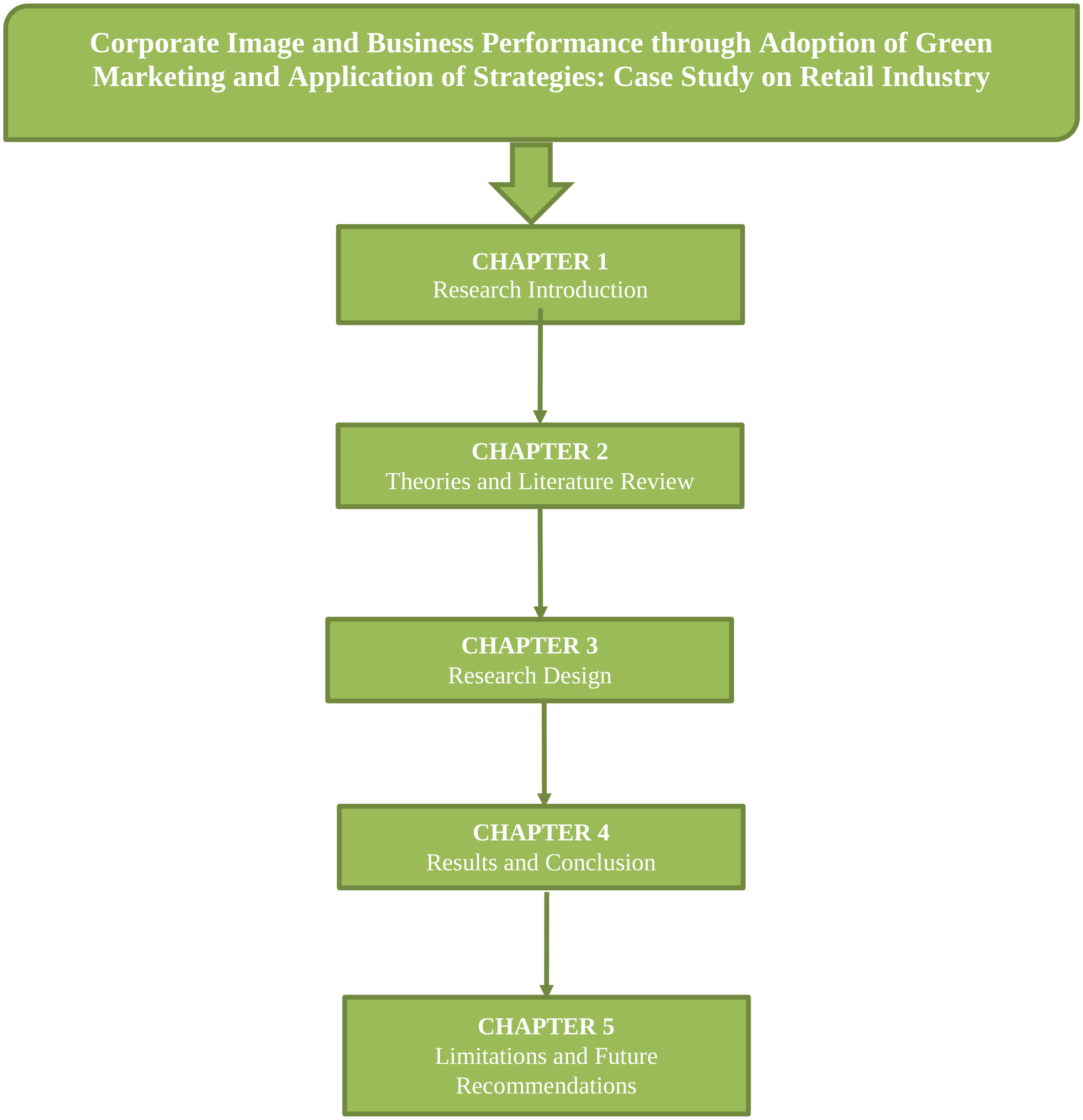

Figure 2: Study Roadmap

Chapter 2 Literature Review and Constructs Relationships

Background

The business transition entails line up strategy to merge online and in-store networks into one method that provides improved consumer value (Tsay, Agrawal, & management, 2004) than each channel alone can provide for brick-and-mortar dealers who have fully adopted the Omni-channel OC marketing model individually (Oh, Teo, & Sambamurthy, 2012). This calls for the structural integration of dispersed service developments (Xia & Zhang, 2010) and technologies through many channels into a coordinated and cohesive multi-channel framework (Shen et al., 2018; Gibson et al., 2015). The general objectives are a wider selection of products and a uniform shopping feel across all sales networks (Melacini, Perotti, Rasini, Tappia, & Management, 2018); (Hübner, Wollenburg, Holzapfel, & Management, 2016).

Customers can effortlessly switch between a website, kiosk, mobile device or physical store throughout a single transaction process with successful OC execution (Piotrowicz & Cuthbertson, 2014). Through the effective use of a last-mile distribution ability (Murfield, Boone, Rutner, Thomas, & Management, 2017), they may either collect the item from their neighbourhood store the similar day (Akturk, Ketzenberg, & Heim, 2018) or have it sent to their chosen location; (Lim, Jin, Srai, & Management, 2018). In addition, it enables customers to return unsatisfactory purchases to a nearby retailer for instant repayment rather than waiting for the reimbursed goods to be retrieved at a central location (Gawor, Hoberg, & Management, 2019).

Despite the obvious commercial need, it is expensive and risky to convert the conventional physical retail business model to online commerce (Yang Chen, Cheung, & Tan, 2018). An early study suggested that stores could accommodate new multiple channels with their existing logistical infrastructure; however, merchants have had to rebuild their current systems (Lewis, Whysall, & Foster, 2014). Given that it now interacts directly with the consumer, an organization's demand fulfilment method is unavoidably the foundation of fruitful fulfilment in OC (Gupta, 2017); (Wollenburg, Holzapfel, Hübner, & Kuhn, 2018). The focus of more recent research has been on integrated-channel contentment processes, which we describe for this research as the inner competences and linked actions that efficiently fulfil customer orders by directing the inventory flow to the proper nodes in the network of retail distribution.

Using all channels across retail outlets and distribution facilities to fulfil client orders is crucial to successful OC fulfilment operations (Ishfaq & Raja, 2018). The advantages of channel synchronization (Bell, Gallino, & Moreno, 2014) to enable OC have been observed (Gallino, Moreno, & Stamatopoulos, 2017), but implementing the change is difficult (Gupta, 2017), due to the complexity of the numerous logistical aspects to take into account (Marchet et al., 2018). Only a few studies that provide insight into this transition were found in a recent literature review (Galipoglu et al., 2018). While (Hübner et al., 2016) provided the most comprehensive viewpoint with a seven-point review, other research has emphasized the significance of a retailer's current distribution network as well as its management inventory and allocation policy (Ishfaq & Raja, 2018).

(Larke, Kilgour, O'Connor, & Management, 2018) contend that contention channel integration emerges over time from different systems in a prior case study investigation of the changeover to synchronized execution (Colvin, 2013). As was already mentioned, neither longitudinal data nor a bigger, more theoretical body of literature has been used to analyze this transition process (Galipoglu et al., 2018). An additional organized and comprehensive body of investigation on the OC realization phenomena would result from filling these gaps (Melacini et al., 2018). Perceptions from the greater interdisciplinary form of literature on business prototypical transition, which are presented below, offer a distinctive yet practical viewpoint from which to construct a more comprehensive picture (Marchet et al., 2018).

Organizational Learning Perspective

It is widely accepted that organizational learning plays an important role in competitive gain within the framework of strategic management. Adaptive abilities may be the only competitive advantage in unstable situations (De Geus, 1988; Stata, 1989). As organizational innovation, change, and renewal become increasingly crucial foundations for competitive advantage, dynamic capabilities will be considered the most significant proprietary assets.

As a dynamic organization dealing with a changing environment, it is essential to produce and process information and knowledge efficiently. Analyzing an organization's planning and information-processing skills is essential for evaluating various aspects of its activity (Nonaka et al., 1994). Nonaka (1994) argues, however, that the organization's relationship with its surroundings and the manner in which it develops and distributes knowledge and information are more imperative when it comes to developing a dynamic and active awareness of the organization.

Thus, learning is considered by many authors as a crucial component of competitiveness and is associated with knowledge acquisition and performance improvement. According to Jones (2000), organizational learning is an important component of organizational performance, being used by managers to help employees better comprehend and manage the organization and its environment, as well as to make decisions that improve the performance of others in the organization. Although a relationship between learning and corporate performance has been postulated frequently, there is little empirical support for it.

Researchers have studied organisational learning for over 30 years (Easterby-Smith, 1997). Organizational learning has, however, been examined from many viewpoints.

Economists often perceive learning as measurable productivity gains or other abstract and ill-defined good results. The literature on innovation typically equates learning with generating innovative comparative efficiency, whereas it is frequently equated with sustainable comparative efficiency in management and business literature. This diverse literature often focuses on learning outcomes rather than what learning is and how it is achieved. Organizational theory and psychology, however, place a high priority on examining learning processes. Business learning encompasses both procedures and results in this context.

An organization's learning process involves creating, acquiring, and integrating knowledge to enhance resources and capabilities.

The underlying assumption of our approach is that organizational learning should advance a company's growth by implementing new ideas (technological, productive, and green marketing). In response to this, knowledge should be shifted from being added to databases to being spread throughout an organization and impacting business performance (Cavaleri, 2004).

Learning is also closely related to the environment in which it occurs. Theorists of learning (Lave & Wenger, 1990) have established that learning is a social construction, returning knowledge to its context. They reject transfer models that separate knowledge from practice (Pea, 1990). Various sources contribute to pupils' understanding, such as their social and physical environments, personal histories, and relationships. It is important to apply organizational learning to a strategic framework; it cannot just be about learning new skills or creating new products (Nonaka & Takeuchi, 1995). Individuals in an organization must have a similar knowledge structure that leads to them doing activities that collectively achieve strategic objectives (Mezias et al., 2001).

It is hypothesized that learning takes place in several stages. Several scholars have studied organizational learning to identify its dimensions (Winter, 2000). Despite using different terms, the methods are the same. Based on the various studies conducted on the subject, there can be identified four distinct dimensions or stages:

1. Knowledge acquired internally or externally.

2. Information spreads through diffusion within an organization.

3. To coordinate decision-making and reach a unified understanding, interpretation involves sharing and incorporating knowledge that isn't shared by all.

4. Standards, procedures, and other systems are used to preserve organizational knowledge for later use and organizational structures designed to accomplish this.

Knowledge acquisition has dominated organizational learning research, while sharing and distributing learned information has received less attention. It is less well understood how individual and group learning is assimilated into the organization's non-human components, including systems, structures, procedures, and strategies. Systematic research on organizational memory is necessary to enhance organisational learning and decision-making.

Generally, organizational memory develops through social systems, execution procedures, and information processing systems. Despite companies' ongoing reconfiguration, some authors question organizational memory's longevity and related information (Bounfour, 2003). Information acquisition, information retention (individuals, cultures, and structures), and information renewal were described by Walsh and Ungson (1991). Each phase of the process must be considered in studies on organizational learning.

These traits demonstrate that a company's learning process will be quite broad, involving acquiring knowledge from the current organization, fusing knowledge, using data, or coming up with new uses for resources (Nonaka and Takeuchi, 1995).

Business Model Transformation

The configuration and/or reconfiguration of various processes and activities into a unified project, or business prototype that explains the creative justification for competitive advantage is a crucial competence in retail supply (Sorescu, Frambach, Singh, Rangaswamy, & Bridges, 2011). Academics and professionals have given the idea of a business model much consideration (Shafer et al., 2005). Even though research on a business pattern was mainly developed in silos, (Zott, Amit, & Massa, 2011) highlight numerous similar elements in a thorough analysis of the interdisciplinary literature. Significantly, they discovered that business representations highlight actions that produce and capture value for the organization to describe how companies "do business" (p. 1020).

The understanding of business model renovation, which generally mentions the process of converting an association to transpose its essential business (Ahokangas & Myllykoski, 2014) and alter its present business framework to adapt to a changed market (Iivari, 2015), is a subgroup of research within the mainstream of the business model literature (Chesbrough, 2010). Examining the occurrence, the study discovers that while there might be a transitional time (Wiener, Hoßbach, & Saunders, 2018), during which the old and new business models coexist, it is also possible that the new business model's activities and processes won't be compatible with the old one (Chesbrough, 2010);. Additionally, business model creation in new organizations (Wiener et al., 2018), and business model transition in established firms are two different processes (Ahokangas & Myllykoski, 2014). Last but not least, because transformation is a process that develops over time, a longitudinal viewpoint is necessary to comprehend its development (Iivari, 2015).

Sorescu et al. (2011) assert that effective transformation depends upon both what a retailer sells and, more significantly, how the business sells in basic research analyzing retail business models (RBMs). They also mention how dealers update their present RBMs to support OC. The policies and procedures that fundamentally affect how the firm creates value and the methods for collecting some of that value must be realigned as part of this transition.

The rationale generated from the business model idea can be used to integrate earlier studies looking at integration in synchronized order fulfilment into this larger body of knowledge. To capture value by competences that make OC's corporate model economically sustainable and create value by giving customers a continuous shopping experience, OC's fulfilment operations must successfully match. Furthermore, the research describing the switch to OC execution is perfectly compatible with the concept of the business model change. The business model idea offers a comprehensive framework for researching systemic changes in retail supply chains (Zott et al., 2011). As we discuss in more features in the following section, it also attends as a framework for the transition study, focusing on the advancement of process theory.

Green Practices

Green innovation, also known as ecological innovation or environmental technology innovation, takes the environment and sustainable development into account. Business processes, new technologies, and goods express themselves directly in energy conservation, emission reduction, pollution management, and green services. "Green innovation" uses environmentally friendly raw materials during the design or production phases to produce sustainable goods and services. Developing, producing, and marketing green products should reflect sustainable environmental protection since green innovation is viewed as a process of invention across the economic cycle.

Researchers have primarily studied internal and external factors from the standpoint of how they affect green innovation. Two approaches in particular, system-oriented and market-oriented, are considered external variables. "Porter's hypothesis" is considered the most typical from the perspective of the guided system. As said by the "Porter Hypothesis," appropriate environmental regulation will encourage innovation to increase business profitability. Environmental regulation is a crucial component that promotes innovation. To support this viewpoint, many researchers have conducted several investigations—for instance, studies by C. Wang, Zhang, Zhang, and Management (2020). Jorge, Madueño, Cejas, and Peña (2015) proved that rigorous environmental legislation could limit pollution and encourage businesses to develop green innovation. According to some experts, environmental restrictions will make it more expensive for firms to fulfil their environmental obligations, which will stifle the development of green businesses. Some academics think conservational regulation and green business innovation hold a non-linear relationship in addition to research on linear interactions. Other institutional elements, such as government subsidies, are important determinants of green innovation in addition to environmental rules. According to several studies, government incentives can help balance the high costs and risks associated with green innovation and actively encourage businesses to pursue it. A key institutional element that fosters the innovation of the green business sector is green finance policy.

Another external aspect influencing green innovation is the view from the market. According to the market environment theory, green products can diminish public advantages from environmental pollution and deliver stakeholders' private gains. Customers will be more inclined to spend a premium price to buy green products since, for instance, items can bring value to customers and reduce environmental damage. As a result, consumer, supplier, and other stakeholder demands significantly impact green innovation. Green markets and green energy are essential motivators for businesses implementing green innovation.

Internal business characteristics that affect green innovation include organizational traits like a company's commitment to sustainability and technological capacity. Green orientation, internal or external, is the knowledge process businesses use to manage environmental protection. The first deals with acknowledging business culture's intrinsic worth and the moral obligations associated with environmental protection commitments. On the other hand, the latter refers to eco-friendly actions taken by business executives to satisfy external stakeholders' demands for environmental protection. For instance, Bu et al. (2020) discovered that external and internal environmental guidance encourages businesses to manage their supply chains sustainably, notably by conducting environmental reviews, keeping tabs on those reviews, and working with suppliers. Green technology capabilities, including environmental management systems (EMS), green resources, and organizational tractability connected to green innovation adoption by enterprises, are additional internal factors impacting green innovation behaviour. As proof, (Khanna, Deltas, Harrington, & Economics, 2009) discovered that the environment has allowed businesses to improve their efficiency, reducing the cost of green technological innovation and aiding in the achievement of green innovation, while (Muisyo & Qin, 2021) discovered that green HR management practices can significantly promote firms' green innovation performance.

Digital Technologies and Green Impact

The effect of digital technologies on green innovation has been explored by certain researchers, although these studies are dispersed and mainly focus on digitization, blockchain, big data and the internet. First, according to prevailing research, digital technologies can help businesses overcome their information asymmetry issues, increase information sharing, encourage the incorporation of resources and knowledge in business betterment, improve the vitality of business innovation, and best-practice-allocate resources for green practices, which in turn encourages green business innovation, such as Li and Shen (2021) discovered that digitization can increase the amount of green innovation, particularly when institutional ownership and internal control are weak. (El-Kassar, Singh, & change, 2019) discovered that digitization has positively impacted enterprises' green innovation efforts, influencing firms' competitive advantages, using survey data from 215 businesses. Second, by using encryption methods, synchronizing technology can influence a fair technological environment, which also has an impact on the creation of green businesses. for example, Li (2021) investigated the development of green technology using green-based technology and thought that the use of the computer and internet might better protect the expansion of green technology. Technological innovation is thought to help attain sustainable green innovation, as stated by Jiang et al. (2021), who proposed to use it to create a green innovation system. Third, other technologies such as big data, the Internet, and others have a tremendous impact on green innovation. As proof, (J. Wang, Ma, Zhang, & Zhao, 2022) examined the internal workings of the effect of Internet development and website on the expansion of the green economy. According to empirical findings, the growth of the Internet could help enhance the industrial structure, speed up corporate innovation, and inadvertently support green economic growth. Retail businesses can develop environmental problem optimization plans using smart technology, which will reduce the demand for natural resources and encourage green innovation, according to (Waqas, Honggang, Ahmad, Khan, & Iqbal, 2021).

Although there are still some gaps in the research, a substantial amount of work has been done from the perspectives of digital transformation, green innovation, and the impact of digital technologies on green innovation. Scholars primarily examined the meaning and classification of digital transformation and its economic and environmental impact. At the same time, they paid less attention to how digital transformation affects the innovation of green businesses. Previous research has shown how these characteristics affect green business innovation from both an internal and an external perspective. The amount of research on digital transformation is also declining. Another view of research, the effect of digital technologies on green innovation, has been researched by several researchers. There is a lack of comprehensive research on green innovation and digital transformation, which means that these studies are primarily based on specific aspects like digitalization, cryptography, automated purchasing points, and others. The transmission path and diverse effects of digital transformation on corporate green innovation are revealed in this research's analysis of how they affect corporate green innovation to address these problems. It also offers recommendations. Government should develop distinct and focused policies to support green innovation.

Business Performance

A green marketing mix program can have various positive effects on business success. As a result, businesses attempt to get various advantages by implementing a green marketing mix approach (Leonidou et al., 2013). For instance, businesses use sustainability initiatives to boost their reputation or profitability. Green prices and promotions are directly correlated with company performance, while green products and distribution programs have a favourable impact on the performance of companies' product markets (Leonidou et al., 2013). Green marketing initiatives can boost company performance. The green presentation can also assist businesses in achieving positive financial outcomes that enhance corporate success. By exploiting it as a strategic advantage, a corporation that adopts a green marketing mixture will benefit significantly. A green marketing mix is created to limit the number of materials disposed of, create waste byproducts, track hazardous substances manufactured systematically, and use less energy (Yang Chen et al., 2018).

Additionally, reverse logistics, eco-design, or the utilization of eco-friendly materials in packaging and products can assist in lowering costs and enhancing corporate performance (Fraj, Martínez, & Matute, 2011). The main components that satisfy customers' needs who value the environmental impact of packaging, products, and sustainable company management are environmental product innovations (Amores-Salvadó, Martín-de Castro, & Navas-López, 2014). Using a company's green marketing mix strategy can help manage resources and satisfy the varied needs of customers concerned about the environment (Fraj et al., 2011). Managers can also enhance their company's reputation by using a green marketing mix plan (Fraj et al., 2011). A green marketing strategy and focusing on goods and procedures with a lower overall environmental impact can help enhance total sales (Ar & Sciences, 2012).

The effectiveness of a company's processes is reflected in various metrics, including product quality, responsiveness to customer needs, and flexibility (Fraj et al., 2011). Strong market performance depends on market demand (M. Lin, Chen, & Yan, 2013). Stakeholders positively influence the green marketing mix adoption in businesses, enhancing organizational performance (R.-j. Lin, Sheu, & Sciences, 2012). When a business uses a green marketing mix, it can see immediate benefits like higher profits or cost savings and long-term benefits like improved sales, a better reputation, and more customer satisfaction (Mon et al., 2014). By being more environmentally friendly, businesses can gain a competitive edge. To take advantage of the many advantages of being green, businesses attempt to incorporate a green strategy in nearly everything, from production management to commercial strategies (Dangelico, Pontrandolfo, & Environment, 2015). According to studies already conducted, there are numerous advantages to being green, including greater sales, the discovery of new markets, increased competitive advantage, improved company reputation, increased customer happiness, and higher business profitability (Dangelico et al., 2015); (Leonidou et al., 2013). Among manufacturing organizations' the most crucial competitive advantages are reputation and market share (M. Lin et al., 2013). The market's acceptance of a company's green marketing mix approach hinges on its sustainable business practices (M. Lin et al., 2013).

Green Marketing

Businesses can gain a sustainable competitive advantage by using green marketing strategies (Makower, 2009). Management must develop plans to maintain and protect natural resources in light of current global environmental concerns (Millar, Hind and Magala, 2012). There is no longer an option for green marketing; it must be implemented (Cavicchi, 2012). Kautish & Sharma, 2019 demonstrate how global traders like green growth by creating new green industries. According to verifiable public evidence, firms that have adopted and embraced green concepts have been more successful and have an advantage over their competitors. Taylor, Chuang, and Yang (2013) report the creation of new businesses and enterprises that were previously standard industrial firms. In addition to affecting company strategy and governmental policy, green marketing requires research.

"Green marketing mix" refers to marketing tactics and techniques companies use to reach their target audiences and accomplish their goals without harming the environment (Al-Salaymeh, 2013). According to Welford (2000), green marketing involves recognizing, anticipating, and meeting customer and societal expectations cost-effectively and sustainably. The term "green marketing" refers to identifying, anticipating, and satisfactorily addressing the needs of customers and society (Do Paco, Raposo and Leal Filho, 2009). In corporate sustainability initiatives, sustainable marketing is a key component, defined as "the process of planning, organizing, implementing, and controlling resources and marketing programs that satisfy consumers' needs and wants while taking environmental and social factors into account" (Belz&Peattie, 2009).

Fuller (1999) argued that businesses without cutting-edge green marketing strategies would fail in this dynamic, high competition, and expanding global marketplace. Additionally, these companies risk gaining a bad reputation for being uncompetitive and unwilling to change. It is at their own risk that they operate. According to Ottman, Stafford, and Hartman (2006), green marketing increases market share and profits. This research aims to determine how green marketing strategies affect the retail industry's commercial performance (Emeizan et al., 2016).

Marketers can use several components of the green marketing mix to gain a competitive edge by developing green products that "meet present requirements without endangering the ability of future generations to meet theirs.". As part of the study, Do Paco and others (2009) investigated whether green marketing strategies (green people, green processes, green distribution, green prices, and green products) could improve brand awareness and business performance.

Green Marketing Mix

The four Ps comprise the fundamental marketing mix: product, pricing, location (distribution), and promotion. Every business has a unique marketing mix strategy. Other influencing elements may be included in the marketing mix, which is only comprised of these four Ps. Environmental issues are more central to the green marketing mix. Utilizing tactics for the green marketing mix, businesses can reduce pollution (Shang, Lu, & Li, 2010). Nearly all facets of marketing tactics depend on how consumer attitudes toward the environment affect their intention to make green purchases (Nejati, Salamzadeh, Salamzadeh, & Development, 2011). Consumers now prefer greener items that are less detrimental to the environment. A company's performance will be directly impacted by the marketing mix used. A green marketing mix is a strategy companies can use to strengthen their brand image. International corporations, including Dell, Intel, Motorola, Toshiba, and HP, are implementing green marketing mix techniques in their operations. They are the dominant companies in the E&E industry. Suppliers must deliver goods devoid of dangerous substances (Zhu & Sarkis, 2006); (Hu & Hsu, 2010).

Green Product

Green products are widely accessible in most businesses (Schuitema & De Groot, 2015). Green products strive to safeguard the environment by using less material, energy, and pollutants during manufacture and are associated with a choice or an action (Dangelico & Pujari, 2010); (Leonidou et al., 2013). Additionally, green products utilize less energy and resources, which results in more byproducts and lower emissions throughout the product life cycle (Song-Turner, 2014). Various techniques are employed to market green products to educate consumers about the items' low environmental impact (Schuitema & De Groot, 2015). Producing green products should be a priority for manufacturing companies. (Schuitema & De Groot, 2015) Claim that consumers usually embrace the notion of purchasing eco-friendly goods. To meet consumer demand for green products, industrial firms should pioneer the production of green goods (Lin et al., 2013).

Companies that adopt green manufacturing technologies have positively impacted the environment since these technologies require less energy and resources. Most green product manufacturing technologies aim to reduce or eliminate environmental pollution (Amores-Salvadó et al., 2014). To lessen their environmental impact, green items' designs must also be changed (Trujillo & Tanner, 2014). A product with good environmental design can reduce its environmental impact during manufacture, saving money, energy, and water. Green product design can also lower material and energy use (Shang et al., 2010).

Green products impact the performance of businesses, claim (Leonidou et al., 2013). The following theory is established after that.

The first hypothesis states that green products improve corporate performance.

Green Price

Green pricing details the financial and environmental costs of a company's manufacturing and marketing (Leonidou et al., 2013). Green pricing can also give customers excellent value while giving enterprises a fair profit.

Product packaging is frequently used as part of a pricing strategy to acquire a price advantage (Song-Turner, 2014). Green pricing is higher because producing green goods is more expensive than conventional goods. Customers must fork over more money than usual to purchase green products. Users who valuate green products are prepared to pay more for them (Trujillo & Tanner, 2014). Purchasing environmentally friendly products costs more for consumers. As a result, green products are more valuable in terms of performance, design, or functionality. Customers typically prefer to pay less when purchasing a product. However, customers might be unable to afford green items if they are more expensive than standard products (Trujillo & Tanner, 2014).

Companies save production costs by producing green products and paying attention to environmental issues (Fraj et al., 2011). Businesses attempt to persuade consumers to pay more for environmentally friendly items to benefit not only themselves but also future generations and the environment. Pricing green items differently can help businesses incentivize customer service. For instance, businesses might give discounts to customers who return recyclable packaging or components of their purchases. To remain competitive, a manufacturing company must alter how it creates goods or services to satisfy customer needs. Customers may also pay more from a business for products that do not have eco-friendly attributes. This strategy may persuade consumers to avoid using non-green items. Studies demonstrate that green pricing initiatives improve the performance of products (Leonidou et al., 2013). Green pricing considers the financial and environmental costs of production and marketing, adds value for customers, and produces a reasonable return for the business (Leonidou et al., 2013). According to the literature, there is a connection between green pricing and improved firm performance.

Consequently, the following theory is created.

Hypothesis 2: Green pricing improves a company's performance.

Green Places

A green placement relates to transporting green goods from producers to customers (Davari & Strutton, 2014). To lessen the environmental effects of logistical activities, green places or green delivery determines the optimal sites for services, distribution centres, and closing sales outlets (Trujillo & Tanner, 2014). Choosing where and how to distribute green products is crucial for business (Davari & Strutton, 2014). Because the product can be successfully promoted to customers at a strategic position, the location is crucial. With eye-catching displays in the marketplace, marketers may stand out from rivals with the right location. A freshly released product requires a more prominent public space in addition to being presented at a tiny green market. Redesigning the distribution network and creating secondary marketplaces where used goods and recyclable components can be traded are two additional actions going into green distribution (Trujillo & Tanner, 2014).

Additionally, environmentally friendly suppliers and distributors should be a priority for green manufacturing firms. Working with the distribution partner to develop products, identifying items that can be reused or thrown away, and ensuring that customers can return recyclable materials are some tactics employed in green distribution (Leonidou et al., 2013). Companies and distribution partners can work together to reduce the environmental impact of their collaborative activities, for example, by reorganizing logistics in a more environmentally friendly way (Leonidou et al., 2013).

According to the literature, there is a good connection between firm performance and the green distribution program. As a result, the following theory is created:

The third hypothesis states that a green environment improves company performance.

Green Promotion

Green promotion is equally crucial in the strategy for a green marketing mix (Davari & Strutton, 2014). Green advocacy is communication intended to inform stakeholders about the serious effort, dedication, and results being made to conserve the environment (Dahlstrom, 2011). (Kotler, 2011) suggested that through corporate marketing communication, green promotion might reduce detrimental environmental effects. Dell, for instance, encouraged sustainability by utilizing recycled paper in its catalogues (Günther & Jensen, 2006). A green marketing plan aims to raise awareness of the manufacturing company's environmentally friendly products and services (Leonidou et al., 2013).

Green marketing spreads the company's environmental message to persuade customers to buy its green goods (Davari & Strutton, 2014). Making consumers aware of the benefits of purchasing green products is the primary goal of green marketing (Trujillo & Tanner, 2014). Product information should be transparent to enable buyers to quickly access product data and confirm if the promoted content is accurate. There should be no confusing information that affects the buyer's buying intention, and the promotional message should be clear and straightforward for the consumer to understand (Gouda, Abu-Hashem, & Reviews, 2012).

To increase corporate exposure, environmental efforts, involvement, and development, as well as satisfy the demands of customers who care about the environment, green advertising promotes the environmental qualities of business operations and procedures environment (WY Wong, Lai, Shang, Lu, & Environment, 2014). Green promotion is the delivery of a message or environmental information to the buyer so that he can more easily understand the specifics of the product. Green marketing can assist manufacturing companies in reaching their target audience and demonstrating their dedication to preserving the environment.

According to research, green marketing helps businesses do better commercially (Leonidou et al., 2013). According to a literature review, green promotion and corporate performance are positively correlated. Consequently, the following theory is created.

Hypothesis 4 The performance of the organization is improved via green promotion.

Corporate Image

A positive consumer experience with the firm and its products will result in a positive perception of the company and help to build a positive image for the business. (Harrison, 2005) outlines four components of the corporate image: personality, basic features of the organization's ability to comprehend public aims, reputation, activities carried out by the company, and public beliefs based on the experience of staff or other parties regarding the company's principles. According to (Hassan, Shamsudin, Mustapha, & Training, 2019), businesses that can recognize the significance of social issues would have more opportunities to enhance their reputation. In addition to real forms, corporate acts and behaviours also contribute to developing a company's image.

The firm focuses more on green marketing in particular industries as the general public becomes more cognizant of environmental sustainability (Chang & Fong, 2010). The trend of businesses becoming more concerned with environmental protection as part of their social responsibility has been driven by growing community awareness (O'Dwyer, Gilmore, & Carson, 2009). Companies that sell environmentally friendly items frequently promote environmentally responsible purchasing practices to entice repeat business. The general public would easily accept the company's claim that it conducts ethically and sustainably. They enable shoppers to decide quickly whether to buy green goods or services (Lee, 2019). Consumers focus their purchasing choices on a product's safety; they do not risk the environment (Widyastuti & Arif, 2017).

Corporate Image and Green Marketing Mix

The adage "initial impression is the last" is true. The company's image is also crucial in businesses because it determines how people perceive them (Ditcher, 1985). According to research, using green marketing techniques boosts company image and business productivity, which ultimately results in business success (Rambalak, Dokania& Pathak, 2016).

There is an increasing consistence of literature on the different advantages of green marketing tactics, including, but not restricted to, improved corporate image, waste management and cost savings, higher customer happiness, and better performance (Emeizan et al., 2016). (Emeizan et al., 2016). Green marketing tactics can help businesses achieve several goals, including reducing environmental pollution and enhancing their brand (Foote, Gaffney and Evans, 2010). Institutional, functional, and commodity images are three sub-aspects of corporate image (Walters & Paul, 1978).

Additionally, green marketing techniques can boost a business's repute in the marketplace and consequently boost earnings (Chen, 2010). However, Kline (2008: 89) contends that green marketers of the 1990s overlooked certain fundamental truths, such as the notion that communication is insufficient on its own, and may even have wondered why green messages stand out the most; even the dirtiest industries may be lovely. This is described as "deceptive green" by Kline (2008). The following conclusion establishes another stipulation as a result of the corporate image discussion:

H5: A green product greatly improves a company's reputation.

H6: A green price impressively advances a firm's standing.

H7: A green place significantly develops a business's name.

H8: A green promotion momentously progresses a company's retail repute.

Chapter 3 Theoretical Foundation and Hypotheses Development

Introduction

Retail businesses have experienced a serious disruption over the past ten years due to the expansion of e-commerce (Afriyie, Du, & Ibn Musah, 2019), but this revolutionary transition was not equally successful across the board. A US-based retail business as Amazon's income has increased from $10 billion in 2006 to more than $220 billion in 2018. Many traditional retailers suffered the effects of denial of the company's modifications to their business strategies during that period (Al Khasawneh & Shuhaiber, 2013). Along with the collapse of many significant brick-and-mortar stores (such as Radio Shack, Toys R Us, and Payless Shoe Source), many traditional retailers have established a workable business model incorporating internet retail as part of a multi-channel strategy (Al-Khalifa & Garcia, 2013).

Online and in-store channels initially operated separately under the usual multi-channel strategy. Because of consumer duplication of work, displeasure across channels, and off-colour managed catalogue that reduced margins, this silo effect resulted in higher expenses and lost sales (Cao, 2014). The Omni network as a retail strategy has emerged as retailers restructure their operations to combine channels deliberately. Over all platforms, the industry wants to give customers a smooth purchasing experience (Alsmadi, 2007). Along with this change, retail businesses are experiencing restructuring the process and instituting internal and external modifications in the businesses.

Process Theory

Most retail research has implemented a sales-established, customer-focused orientation (Marchet et al., 2018). However, traditional brick-and-mortar businesses must change ingrained operational procedures and legacy technology to bring about this essential shift. To satisfy the consumer's speed, availability, and consistency demands, they must enable integration across channels (Bakr, Tolba, & Meshreki, 2019). Gupta (2017) gave retailers a blunt assessment of the functional order fulfilment process, saying, "Do or perish," as the operational challenges of delivering seamless consumer experiences became obvious (p. 53). This fact compels them to take action. For instance, the US retail behemoth Target began a three-year, $7 billion campaign to "modernize" its order fulfilment procedures and supply chain network architecture in 2018.

(Kaplan, 2018).

As traditional retailers realign their plans and make the required structural investments, order fulfilment and retail procedures are becoming increasingly important to a successful broad network strategy. Several studies provide significant insights into key areas of focus, such as Wollenburg et al. (2018) and Larke et al. (2018). It has also been found that the execution of strategic orders is a dynamic phenomenon that deserves further study (Wollenburg et al., 2018).

The current study aims to increase the field's comprehension of the evolution of the retail industry (Melacini et al., 2018). First, a prior study (Hübner et al., 2016) sheds light on the structure and design of dynamic elements execution; however, Galipoglu et al. (2018) point out a considerable gap in its theoretical development. As a result, this research contributes by situating the switch to OC (omnichannel) command execution within a larger theoretical framework that emphasizes time as a crucial component of any shift. By the view of the process, the theory provides a remarkable explanation of why and how the evolution took place across a linear series of phases. We evaluate OC order execution as earlier suggested by (Langley, 1999). To give a more thorough theoretical foundation to understand the transition's strategic components and structural characteristics, we further incorporate the phenomena into the larger business model transformation research (Yubo Chen, Wang, & Xie, 2011).

The second framework uses a retrospective longitudinal perspective (Foroudi, Akarsu, Marvi, & Balakrishnan, 2021). To enable an embedded OC model, we thus offer a more detailed considerate of how and when previous order delivery procedures have altered over time. We follow and record the evolution of six significant US retailers from 2009 to 2018 as they magnificently combined their OC fulfilment channels into their physical store network using a case study technique. In contrast to earlier research, this longitudinal approach examines the variations among retailers in the timing and course of their transformations. This is another evidence of how merchants might use their fulfilment ability to increase degrees of OC integration. In conclusion, the study contributes to understanding how and why successful retailers offshored their fulfilment activities to remain competitive in the era of OC retail.

In basic study examining retail business models, Fraj et al. (2011) claim that effective transformation depends on both what a reseller sells and, more significantly, how the reseller sells (RBMs). Additionally, they talk about how dealers upgrade their current RBMs to support OC. This transformation involves making structural changes to realign practices and processes that fundamentally impact how the business generates value and collects some of that value.

Using the justification from the business model approach, previous studies investigating integration in OC order fulfillment may be included to this most significant stream of literature. The alignment of OC fulfillment activities must be successful to capture value through efficiencies that support the OC business model and create value by providing customers with a seamless shopping experience. The research explaining the switch to OC execution is also completely consistent with the new business model idea. The concept of a business model provides a thorough framework for investigating systemic changes in retail supply chains (Zott et al., 2011). It serves as the foundation for the transition study, which emphasizes using longitudinal case studies to advance process theory.

The research derives the idea from studies both within and between cases. The research employs a narrative strategy for the case analysis, serving two objectives: (1) enabling the construction of a detailed narrative of the transition of OC command execution from raw data to each retailer, allowing for the emergence of distinctive patterns; and (2) by using it to document the history of each case, facilitating case comparisons for additional analysis (Langley, 1999). The research generates a comprehensive and descriptive individual case report for each functional retailer in this study. Process research makes the concept of "time" important to analysis, as opposed to analysis, which develops emergent conceptions and examines their linkages (Barratt et al., 2011) (typical of the theory of variance). This process analysis seeks to create a timeline of the study period's steps to characterize and explain the retailer's transition to OC execution (Pentland, 1999). The research conducts several independent and iterative analyses based on the body of knowledge about the shift from OC achievement to OC attainment and longitudinal data gathered for each instance.

Institutional Theory

Trust in the institutional framework implies the commercial context in which the exchange occurs (Amoako, 2019). Trust in the institutional framework, which transcends a single transaction with a particular business change, leads to shared expectations of all participants based on formal and informal social institutions (Grayson et al., 2008). Consumer researchers have found that institutional context is beneficial for several phenomena, such as selling and value creation (Hartmann et al., 2018), standardized place branding (Zhao et al., 2017), CRM effectiveness

(Hillebrand et al., 2011), supply chain collaboration (Qu & Yang, 2015), entrepreneurial processes (Webb et al., 2011), and Green Innovation/adoption. However, it is rarely used in the examination of customer retention options. The idea of institutional logic, the common consumer expectation about the nature of generalized transactions among dealers in a specific institutional area, is strongly related to understanding the institutional setting (Singh & Jayanti, 2013). The institutional theory asserts that shared expectations apply to individual providers within a certain industry through concepts like legitimacy and isomorphism (Grayson et al., 2008). For instance, principles concerning industry norms, what to anticipate (and what not to expect) from a normal retailer, and typical behaviour patterns while dealing with suppliers are all examples of retail market logic. The current study is especially interested in two unique arguments because of the emphasis on RM. The logic of trust refers to trust-based systems that prioritize honesty, integrity, and benevolence and are designed around institutional market trust. Consumers don't typically act opportunistically in the marketplace because they expect institutional beliefs, the wider industry category, to keep its promises. The term "institutional trust" refers to this assumption. Institutions support the development of trust through legal constraints, environmental protection, reputation, certification processes, and norms and procedures (Fuglsang & Jagd, 2015). The institutionalized logic of trust actively raises trust in human interactions and seeks long-term allegiance. While the institutional theory literature has looked at the institutional basis of trust at the institutional level, the RM (retail management) literature has thus far focused on trust at the concessionaire level.

The logics of cynicism, are systems of meaning that emphasize deception, dishonesty, and antagonism and are structured around mistrust (Darke et al., 2010) defines market-institutional attitude. Institutional distrust is defined as optimistically pessimistic expectations about the behaviour of people in a larger industrial category who express "fear, an inclination to assign sinister intentions, and a desire to protect themselves" from the consequences of activity institutional in a bad way (Lewicki et al., 1998, p. 439). Institutional mistrust can arise from individual/customer experiences that lead to trust violations (Hillebrand et al., 2011), and it can grow over time to the severity and frequency of violations. Institutional distrust has been described as an anticipation of detrimental conduct in the literature (Darke et al., 2010), and it is a reflection of consumers' perceptions that marketers in a certain industry generally possess low abilities, low motivation, self-centeredness, and malign purpose (Kramer, 1999).

Overall, it is clear that the paths of criticism and trust are intricately connected and that institutional trust and institutional distrust are woven into the marketing plan. Despite considerable retailer studies by marketing experts, institutional trust research is still in its infancy (trust of consumer service providers). For example, the generic definition of trust put forth by Grayson et al. (2008) stated that it is defined as consumer trust in the social context of the encounter. According to Grayson et al. (2008), dealer trust is a mediating factor in the relationship between scale trust and satisfaction. In financial services, they find that retailer marketing strategies average the effects of extended trust on satisfaction and purchase behaviour using two separate datasets (N=586 and 261, respectively) from two different countries.

Other research has found that consumer attraction and loyalty are non-linear phenomena with diverse etiologies, varying expressions, frequent coexistence, and effects on outcomes (Cho, 2006; Lewicki et al., 1998). Based on these investigations, we suggest that institutional logic with different effects on dealer processes includes consumer need and trust as a unique institutional logic. These institutional logics are ingrained in regulatory (such as regulatory bodies), normative (such as expectations), and cognitive (such as market routines) environments. It is also suggested that rather than seeing institutional environments as isolated entities, consumers should perceive them as pluralistic spaces with a complex mixture of institutional trust embedded in logics of trust and institutional mistrust embedded in logics of practices (Cho, 2006; Kramer, 1999; Lewicki et al. al., 1998). Market revolutionaries always develop new ways of thinking. The confluence of new functionalities and gauging standards in "different dimensions of difficult interactions" may be perceived by customers as defining these marketplaces (Lewicki et al., 1998, p. 440). The literature on institutional theory sees the retaining customer as a knowing, active individual who effortlessly combines marketing conduct with shifting social situations (Fuglsang & Jagd, 2015). It is suggested that active marketing is a dynamic process in which customers do not automatically respond to a retailer's efforts to foster shopping. Instead, individuals use sense-making to get insights from environmental cues and support or refute the words of businesses. For instance, a customer can determine that the retail market can be relied upon to deliver high-quality products that enhance lifestyle. The same buyer can, however, be wary of industry efforts to stimulate consumer interest in pricing and distribution choices. As a result, the retail sector is viewed as an institutional setting with a complex mix of practices and behaviours derived from sceptical and trusting logic. More importantly, it is anticipated that customers will manage their shopping behaviours with particular retailers using expectations derived from the institutionalism of the context, similar to studies of organizational and institutional context (Valentine et al., 2014), where the institutional context influences the individual behavior of employees (Lewicki et al., 1998). Different retailers have different behaviors depending on the nature of their businesses. For example, retailers in the fields of medicine (spirituality, fitness, medicine, and commercial logics; Ertimur & Coskuner-Balli, 2015), health (sciences and logics of care; Dunn & Jones, 2010), manufacture (market and craft logics; Thornton, 2002), microfinance (development and banking logics; Battilana & Dorado, 2010), and savings all show the co (moral and progressive logics, Haveman & Rao, 1997).

The theoretical model is constructed based on the two theories, process and institutional. These two philosophical theories derive the idea of transformation and set a new path for the company. Besides conventional conduct to technological establishments, businesses acquire new technological formations from time to time. Green practices and marketing innovation are deeply explored for these retail businesses and their adoption to protect the overall environment and set new standards in the retail industry. Hence, the scholar has derived the concepts and built the relationships among endogenous and exogenous constructs. Figure 1 presents the theoretical model based on the theories and sets of hypotheses.

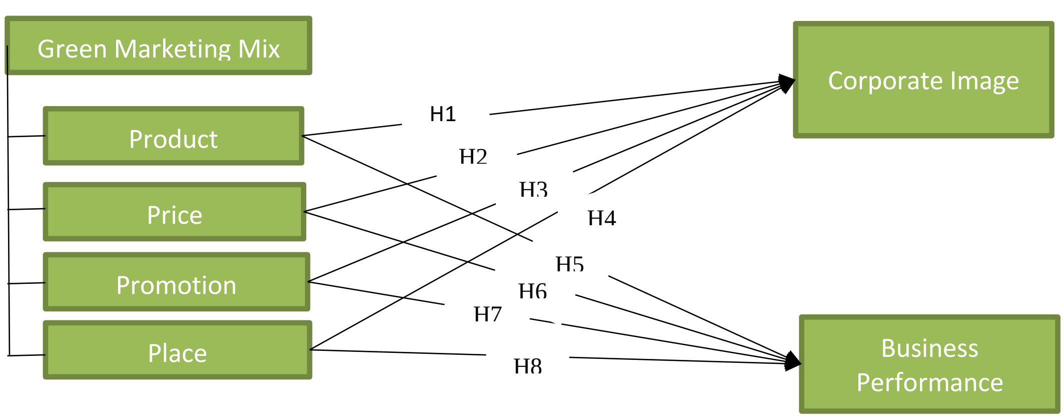

Figure 3 Theoretical Model

Green marketing mix comprises four main aspects; each dimension impacts the corporate image and business performance (see figure 3).

H1: Green product impacts the corporate image.

H2: Price in terms of green capacity impacts the corporate image.

H3: Green promotional activities impact the corporate image.

H4: In-store product placement impacts the corporate image.

H5: Green product impacts business performance.

H6: Price with respect to green capacity impacts the business performance.

H7: In-store product placement impacts the business performance.

H8: Green promotional activities impact the business performance.

Chapter 4: RESEARCH METHODOLOGY

Introduction

This chapter discusses the study's methodology. This chapter covers the study's design, sampling strategy, sample size, sample population, data gathering techniques, statistical/analytical tools for data analysis, and the pilot study procedures and methods. The primary objective of this study is to examine how green marketing strategies affect Pakistan's retail industry's image and financial performance. Price, product, site, and promotion are some of these strategies. This contains a detailed study of demographic features and major construct details adopted from the retail sector by business model to evaluate the stakeholder's response towards green practices in a business; adoption by the focal firm, and how that enhances productivity. For the research methodology to be free from data collection and analysis errors, it is important to ensure that the method is comprehensive. As a result, various methodological tools such as emails, surveys, and personal follow-ups are adopted for data collection. Again, this chapter advanced the research tools, pilot testing, research participants, data analysis procedure, and data collection for the entire study.

Sample Selection

In South Asia, Pakistan is considered a developing market. In terms of culture and social systems, Pakistan is similar to most Asian nations. Culturally, it is regarded as hierarchical and embedded, similar to most Asian nations, in which people are seen as entities rooted in collective groups and are expected to obtain meaning from social interactions, group identification, group pursuits, and living a common life (Hofstede et al., 1997; Schwartz, 2004). The economy of Pakistan has benefited from a quarter-century of comparatively solid administration, a vibrant business climate, and consistent poverty reductions (Adu et al., 2013). A lower-middle-income nation was classified as Pakistan in late 2010. Pakistan achieved the Millennium Development Goal of halving poverty rates by 2015 by reducing its poverty rate from 52% in 1991 to 24% in 2013. According to the World Bank Report (2013), Pakistan had the fastest economic growth rate in 2013. Pakistan's robust private sector has contributed to its prosperity since the military regime ended in 2007. Due to the factors mentioned above, Pakistan is the ideal location for this investigation.

Retail Sector

The study depended on primary data derived from retail companies in Pakistan and their stakeholders from home and abroad. For this study, the study selected one company from the retailing companies in Pakistan to be the focal firm for the study. Again, the focal firm is referred to as retail business for ethical consideration. The target company is one of Pakistan's 30 retail businesses (PMAG, 2019). We selected this company based on its size, history, and quantity of products. The company is flourishing, well-known, and successful and listed under the economic contribution category. With over 40 product lines and more than 20 years of experience, it offers a wide range of services. This study evaluated how green practices adopted by the retail sector impacted the cornerstone (Retail Company) and its stakeholders' performance and image. Suppliers, competitors, investors, regulators, and research organizations are the four actors identified in the retail company. Distributors, wholesalers, pharmacies (retailers), and hospitals/health centers are examples of intermediaries. A detailed listing of the actors in Pakistan's retail industry can be found in Figure 4.

Figure 4 Retail Business Ecosystem *(https://faisalabadinfo.com/top-10-supermarkets-in-pakistan/)*

The ongoing impact of COVID-19 on lives, livelihood and, more especially, stakeholders in the retail space is beyond measure and calls for proper cooperation of stakeholders in the sector. It is no surprise that retail is one of the most regulated and research-intensive industries. Research spending to sales is higher than it is for the entire manufacturing industry (OECD, 2018). The sector's ability to introduce innovative products requires the cooperation of other stakeholders. Retail is based on cooperation among corporate stakeholders that depicts the retail business environment. This environment comprises suppliers, investors, competitors, research institutions, niche players or intermediaries, catalysts or regulators etc. According to Moore (1996), these actors coevolve their capabilities and roles in an interdependent business environment (Graça and Camarinha-Matos, 2017). However, these stakeholders sometimes come to an exchange relationship with partially overlapping goals (Wathne et al., 2018). Coordinating stakeholders' activities in developing innovative marketing practices becomes very relevant as retail goes a long way in responding to demands.

The government regulates the retail companies of Pakistan. The Authority, known as the Securities and Exchange Commission of Pakistan (SECP), has established regulations with other monitoring authorities, SBP and SMEDA. It is Pakistan's national regulatory agency responsible for regulations.

The private sector dominates Pakistan's retail supply chain. Increasingly, public customers in the periphery buy directly from private sources instead of intermediaries. There are active members in the Pakistani Association of Retail Industry. Generally, large corporations have an integrated distribution network involving fixed distribution substations spread over multiple locations and mobility vans that travel on set routes to distribute goods farther afield. Many others are wholesalers or distributors with a small, sometimes niche manufacturing operation.

In addition to retailers with integrated distribution businesses and national distributors with integrated manufacturing, there are roughly 60 importers who sell to local distributors or manage their distribution networks. 150 other businesses are licensed as pure national or regional wholesalers, many of which serve only a small portion of the market. For example, a retail business could also act as a wholesaler, supplying goods or services to a local distributor or a network of small retailers. A fragmented and inefficient private sector can be seen in the 200-300 companies involved in import and distribution. The local business community has resisted attempts by a distribution company affiliated with a large industrial conglomerate to open a shop in Pakistan. In a global context, their fragmented business strategy seems uncompetitive. There is a good summary of the supply chain in the public (and private) sectors in a recent paper funded by the Rockefeller Foundation (2008).

Pakistan now has approximately 1,600 pharmacies and 10,000 licensed vendors at the retail level. Table 2 depicts retail sector distribution.

Table 2 Outline of the Retail Classification

Pharmaceutical retailing	define drug policy and coordinate the pharmaceutical industry's plans and initiatives in their implementation; evaluate certain performance metrics, including as costs and appropriate use; publish Standard Treatment Guidelines and an Essential Medicines List.
Food and Personal care	controls the personal market, production, export, advertising, and clinical trials.
Entertainment related	Anyone working in the retail industry must be a member of a professional association, ensuring these standards are upheld.
Local manufacturers	There are six significant manufacturers on a national level, along with several smaller businesses that cater only to the OTC market. Most large producers have their own distribution networks, and one also produces APIs.
Importers and wholesalers	200-300 distributors and shippers, the majority of which operate on a statewide or multi-regional basis.
Electronics/Electric	1600 licensed businesses, mostly in the Greater Metropolitan Area; community-based. There are more than 10,000 licensed vendors in Pakistan.
Fashion retail	Involved with producing fashion-related goods, assisting development partners' procurement processes, and currently backs outlets management platform. Participated in policy discussions with a range of retail industry stakeholders

Source: (Seiter and Gyansa-Lutterodt, 2009)

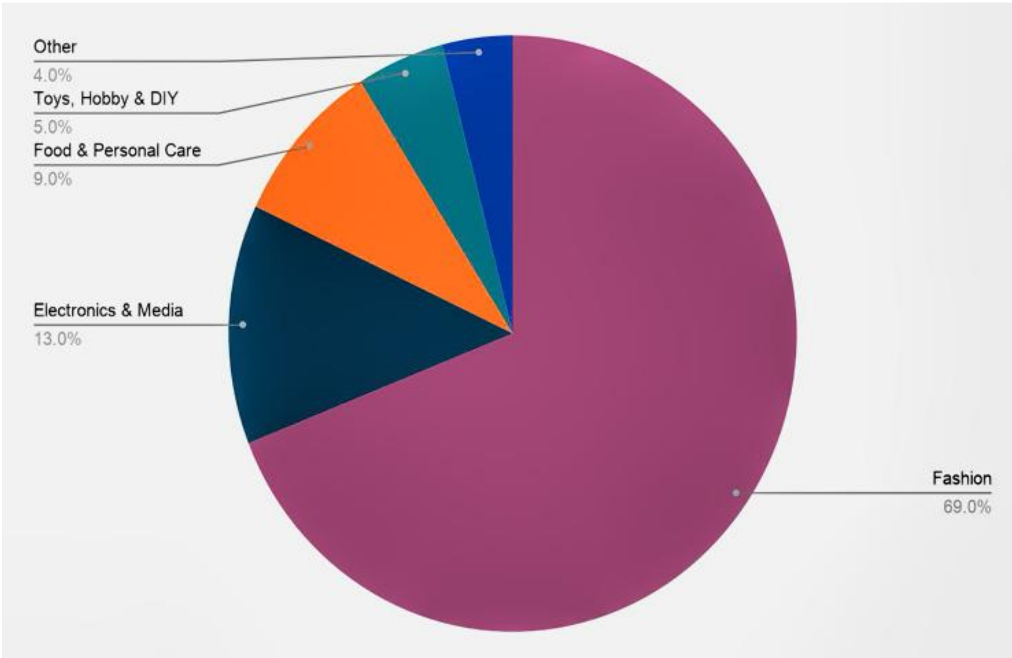

Figure 5 https://shopistan.pk/pakistans-e-commerce-industry/

Sampling Method and Sample Size

The current study adopted a non-probability, purposive/judgmental sampling technique. First, since the study concentrated on the retail company and its stakeholders, the researcher purposively selected the business based on their lineage in the retail industry. The use of the purposive sampling technique allowed the researcher to use his judgment to select the company for it helped the study to answer the research question and objectives (Neuman, 2006). Secondly, since the list of businesses or partners was acquired, non-random sampling was employed to select the sample size for research.

Sampling Frame

A sample Frame is a detailed list that carefully approaches all the rudiments in the population (Neuman 2006). Following a clear definition of the research population, the researcher worked out the population by going to firms to inquire about the list of their representatives. Hence, a sampling frame of approximately 627 retailers, competitors, research institutions, niche players/intermediaries, catalysts/regulators/industry associations, and shareholders was collected and studied. The sample frame of 627 is based on the figures provided by the respective heads of the business development departments in respective organizations, wherefrom a sample size of

300 was targeted.

Sample Size Calculation

The study's sample size was considered using a scientific model expressed by Miller and Brewer (2003).

The scientific model is as seen: $n = \frac{N}{1+N(\alpha^2)}$

Where:
N=Sample Frame
N= Sample Size
α = Confidence Interval

Based on a 5% error margin, this study's confidence level is 95%. The significance level of 0.05 was chosen to minimize the chance of introducing Type I error (). The significance level of 0.05 allows for the elimination of sampling errors and observable differences with probabilities less than five in 100.

By the Model, N=627 and α = (0.05)2

Therefore $n = \frac{627}{1+627(0.05)^2}$

$$n = \frac{627}{2.5675}$$

, $n = 244.21$

Based on the design's result above, the study's sample size was supposed to be approximately 244. However, the study targeted a sample size of 300.

Therefore, $n = 300$ was selected for the study.

So, in all, 300 respondents (both large and medium/small businesses) from companies in the retail sector were aimed for this research, but 50 firms positively answered to the study question. To advance the diversity and universality of the sample, the study includes stakeholders from different countries and sectors (industries) and ensures that at least 4 to 5 illustrative informants must either be an operational, middle or senior manager/ representative.

Measurement of Variables

Independent Variables

The current study comprises four independent variables, which include; green price and green place, green promotion and green placement. These green marketing mix constructs were measured with twelve measurement items developed by Leonidou et al. (2013). The sample items include: "The price of green products is high", "Price deals for green products are frequently offered", "Green Products frequently offered to recognize in store," and "More retailers sell green products, as compared to other competing products brands". The items of the construct were responded to using a five-point Likert scaling from strongly disagree to strongly agree.

Dependent Variable

The corporate image construct was measured with four measurement items developed by Chipo Mukonza (2019). The sample items include "Company often introduces green innovations". These items were also responded to using a 5-point Likert rating scale ranging from strongly disagree to strongly agree.

Another variable of this study is business performance. This construct is measured with four items: business and corporate image. The measurement scale was adapted from Chipo Mukonza (2019). The sample items include; "Profit/profit margins relative to main competitors". All these constructs were responded to using a 5-point Likert rating scale ranging from strongly disagree to strongly agree.

The study also conducted a pilot study for variables that could potentially influence the outcome of the study. The pilot study is essential when the context is new and exploring different dimensions of the concepts. As suggested by Dogbe et al. (2019) measured, the pilot study makes the study more feasible. Hence 50 respondents were taken for the pilot study initially. Table 3 shows a summary of the constructs and their measurement reliabilities.

Table 3 Constructs and Measurement Items

Constructs	Label	Cronbach's Alpha	No. of Items	Source
Green Price	GPr	0.876	3	Leonidou et al. (2013).
Green Place	GPl	0.790	3	Leonidou et al. (2013).
Green Promotion	GPo	0.883	3	Leonidou et al. (2013).
Green Place	GPc	0.766	3	Leonidou et al. (2013).
Corporate Image	CI	0.887	5	Chipo Mukonza (2019)

Data Collection Tool and Method

The study adopted a structured questionnaire consisting of items based on constructs validated by previous scholars (Chipo Mukonza., 2019; Leonidou et al. 2013). From December

2022 to January 2023, data were collected for two months (8 weeks). A cover letter outlining the study's scope and goals was sent to retail businesses. A pre-test of the questionnaire was conducted twice with 50 respondents (20 for the first pilot study and 30 for the second). Pilot survey respondents included business executives, academic colleagues, and doctoral students with similar research backgrounds. Data analysis was conducted using the last questionnaire created based on their comments.

Firm Characteristic

From Table 4, Out of the six major participants contacted, intermediaries dominated by 62.4%. The private-owned business also dominated, constituting 62%. Firms studied had operated for at least one year. For the type of business, privately owned enterprises dominated the study with 62%. Local ownership was also found to be dominant for types of ownership, with 66.2%. Finally, it was found that firms with employees above 100 dominated the study with 44.4 per cent.

Table 4 Firm Characteristics

Firm Characteristics	Frequencies (n)	Percentages (%)
Businesses classification		
Fashion	146	62.4
Suppliers	54	22.5
Wholesalers	25	5.8
Electronics	50	4.0
Regulators	13	2.9
related Institutions	12	2.3
Total	300	100.0%
Type of Business		
Partnership	155	58.0
Private Owned	145	52.0
Total	234	100.0%
Scale	155	
Large	155	66.2
Medium	400	
Small	45	33.8
Total	300	100.0%
Age of Firm		
1-5 years	12	5.1
6-10 years	43	18.4
11-15 years	53	22.6
16-20 years	75	32.1

Above 20 years	51	21.8
Total	300	100.0%
Number of Employees		
Less than 50	45	19.2
50-100	85	36.3
Above 100	104	44.4
Total	300	100.0%

Analytic Approach

According to Hair et al. (2010), the purpose of data analysis is to identify patterns in observed data and develop theories for interpreting them. SPSS (V.23) and Smart-PLS 3.0 were used to analyze the data. Based on the study's unique objectives, the data analysis was organized. Using descriptive and inferential statistics, we reported the respondents' demographics, mean, and standard deviation. Details are in the following chapter.

Chapter 5 Analysis and Results

Introduction

This chapter consists of data analysis and findings from the study. Initially, the study employed SPSS (v. 23) to report data screening and basic analysis. The data validity and reliability were evaluated before the hypothesis analysis was carried out in Smart-PLS (v.3.3.9) using the structural equation modeling (SEM) approach. The central problems in research are those of validity and reliability. As a result, this study took various precautions to guarantee that accurate, authentic and credible data and a sound methodology supported the final findings. Confirmatory Factor Analysis (CFA) is anticipated as part of the SEM to guarantee the precision of the route estimates. Additionally, the discriminative validity and reliability were examined.

Reliability and Validity Assessment

The model had eight observed variables: Green product, price, place, promotion, corporate image and business performance. Several model fit metrics were employed to evaluate the overall goodness of fit. The goodness of fit statistics found satisfactory results of the research. It claimed to be challenging to obtain a significant p-value because of the items employed and the sample size; all achieved the necessary threshold set forth by (Joseph F Hair Jr, Hult, Ringle, & Sarstedt, 2016). As SRMR (square root of mean residual) should be less than 0.8, Q-square and f-square must be greater than zero (Joseph F Hair Jr et al., 2016).

Table 5 Predictive relevance

Table 5 Predictive relevance				
Constructs	R^2	f^2	Q^2	SRMR
Green Product		0.027		0.077
Green Price		0.014		
Green Promotion		0.14		
Green Place		0.003		
Corporate Image	0.528		0.363	
Business Performance	0.561		0.244	

The criteria were satisfied by Joseph F Hair Jr et al. (2016); Hair et al. (2016) for the fit indices. This outcome illustrates a fair fit between the acquired data and the proposed model measurement. In light of this, the psychometric qualities of the instrument were evaluated in terms of "discriminant validity" (DV), "convergent validity" (CV), and reliability. Table 4.2 displays the outcomes of the CA, CR, and AVE, which assess the suitability of the sampling.

Table 6 Reliability and Validity Assessment

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Constructs	CA	CR	AVE
Green Product	0.802	0.883	0.716
Green Price	0.816	0.891	0.731
Green Promotion	0.914	0.946	0.853
Green Place	0.870	0.920	0.792
Corporate Image	0.798	0.856	0.500
Business Performance	0.777	0.871	0.692

Reliability Assessment

When a reliability test is conducted, the measurement model's quality and consistency are meant to be attained. Internal reliability, composite reliability, and extracted mean variances are all reliability measurements. When evaluating various builds, internal reliability tests demonstrate how well the measurement components fit together. The internal consistency test known as Cronbach's alpha (CA) measures how strongly the items are linked. The reliability of each measure is related to the degree to which it is lying under a standard, and Cronbach's alpha is another way to assess the strength of this coherence. Cronbach's alpha is a measure to evaluate a set of dimensions or test items for their reliability or internal consistency. Cronbach's alpha is used to determine reliability, and a reliability value of more than 0.7 is required.

On the other hand, composite reliability demonstrates a latent construct's dependability and internal consistency. The composite reliability test measures the variable's internal consistency. Composite dependability of 0.7 or above is required (Joseph F Hair Jr et al., 2016). The CA from Table 6 shows minimum Cronbach alpha is 0.777, which is greater than the 0.7 cutoffs. The study's lowest composite reliability, which is also above the 0.7 standard, is 0.798. This demonstrates that the information was suitable for the estimate shown in Table 6.

Validity Analysis

Utilizing AVE and DV, the construct validity of the current study was evaluated. With appropriate convergent validity (CV) and discriminant validity, Fornell and Larcker (1981) anticipated that the standard AVE number would exceed 0.5 and is larger than any square correlation (DV). Table 8 shows that the measures' average variance (AVE) ranged from 0.500 to 0.853, exceeding the threshold value (AVE > 0.5) (Fornell and Larcker, 1981). This demonstrated a notable CV, regarded as a critical requirement for an acceptable DV (Hair et al., 2016).

The analysis revealed that all AVE values were more outstanding than every square correlation, proving the precise DV shown in Table 8 (the square root of AVE), which was demonstrated with the help of Joseph F Hair, Hult, Ringle, Sarstedt, and Thiele (2017). Data collected for this investigation had sufficient CA, CR, and DV.

Confirmatory Factor Analysis (CFA)

The data were subsequently examined using CFA that exceeded the corresponding levels, as shown in Table 7. The normalized outer loadings for each measurement variable must be at least 0.5 or greater, much like the CFA. This was accomplished for all measurements, showing that they significantly defined the suggested hidden variables. The CR for each item was significant at 1% statistical significance. All variables' Cronbach alpha's (CA) coefficients exceeded the minimum predicted value of 0.7, demonstrating the measurement variables' good internal consistency. According to the CFA results, the lowest load for relationship governance was 0.615; the lowest load for contract governance was 0.716; the lowest load for proximity was 0.619; the lowest load for opportunistic behavior was 0.693; the lowest load for company coordination was 0.762 (for business process coordination); and the lowest score for perceived performance risk was 0.776.

The model fit indices state that SRMR must be less than 0.08 (Joe F Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). The study indicates that our data appropriately match the created model because Table7 shows that the findings met these standards. According to Fornell and Larcker (1981), composite reliability (CR) and Cronbach's alpha (CA) must both be at least 0.7 for convergent validity to be achieved (Bagozzi & Yi, 1988). The schematic presentation of the CFA output is shown in Figure 6.

Table 7 FL and VIF

Factor Loadings and Variance Inflated Factor							
Items	Business performance	Corporate Image	Place	Price	Product	Promotion	VIF
BP1	0.798						1.521
BP2	0.843						1.636
BP3	0.853						1.687
CI1		0.692					1.503
CI2		0.754					1.764
CI3		0.724					1.675
CI4		0.738					1.829
CI5		0.699					1.699
CI6		0.62					1.331
Pdct1					0.807		1.578
Pdct2					0.87		1.923
Pdct3					0.86		1.779
Plc1			0.897				2.169
Plc2			0.908				2.727
Plc3			0.864				2.22
Prc1				0.858			1.918
Prc2				0.849			1.846
Prc3				0.858			1.701
Pro1						0.918	3.236
Pro2						0.946	4.029
Pro3						0.907	2.796

* FL: Factor Loading; VIF; Variance Inflated Factor.

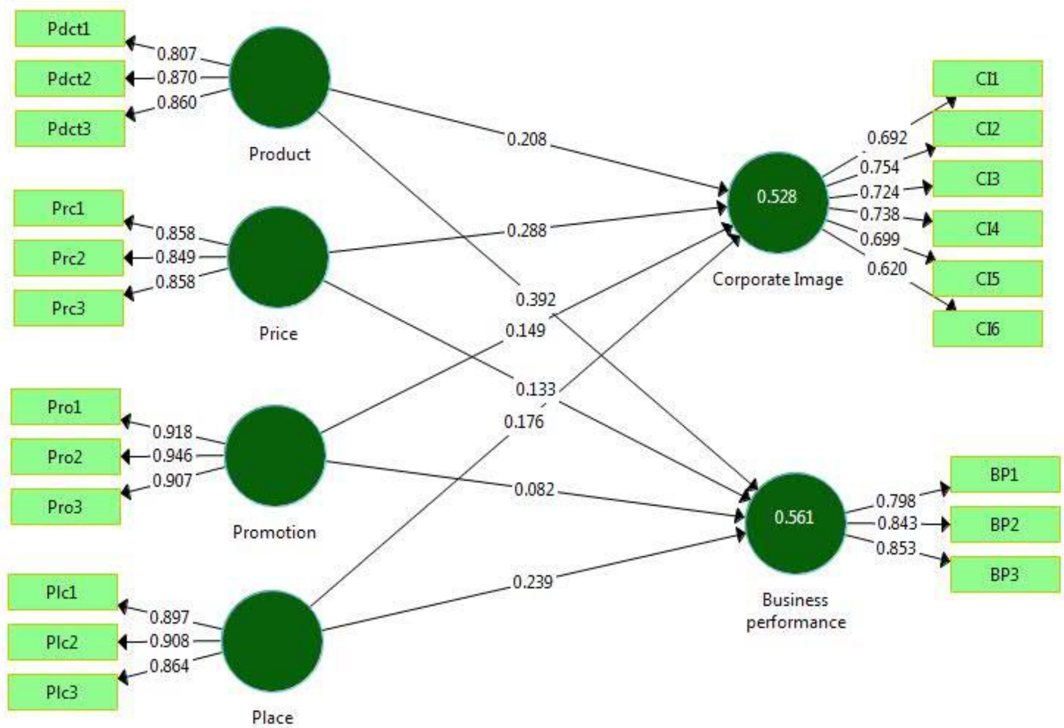

Figure 6 Assessment Model

Discriminant Validity

The study calculated discriminant validity by contrasting the extracted mean-variance (AVE) square root with the corresponding inter-correlation coefficients. The AVE must be higher than the corresponding inter-correlation coefficients to assert discriminant validity, as stated in Table 8. The lowest correlation score, 0.598, is greater than the smallest AVE, 0.500. Multi-collinearity is an issue in data (Kock, 2015), a higher correlation between two predictive variables is another issue in model estimation. 0.95 is typically regarded as a high coefficient which might have confounding effects on model estimation (Henseler, Ringle, & Sarstedt, 2015). However, the higher coefficient score of 0.886 shows that multi-collinearity does not affect the calculated model's validity. The study thus concludes that the data were reliable for a model estimate through the structural model assessment analysis.

Table 8 Discriminant Validity

Discriminant Validity						
Constructs	1	2	3	4	5	6
Business performance	***0.832***					
Corporate Image	0.720	***0.706***				

Place	0.635	0.625	***0.890***			
Price	0.649	0.669	0.670	***0.855***		
Product	0.689	0.627	0.598	0.761	***0.846***	
Promotion	0.638	0.640	0.886	0.703	0.637	***0.924***

√AVE are **bold** and *Italic*

Non-Response and Common Method Bias

To test the assessment and structural models, it is crucial to test for common method bias (CMB); as advised by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) while conducting enterprise-level analyses in which distinct respondents were chosen from each construct. Respondents often hesitate to answer the questionnaire if they worry their answers might be used against them. Respondents were given the assurance of anonymity, which researchers widely valued, to help them avoid this unease reaction.

The study reported VIF that evaluates collinearity and common method bias. (Joe F Hair, Ringle, & Sarstedt, 2011; Ringle, Wende, & Becker, 2015) Suggested a threshold of VIF as a value equal or lower 5 (see table 7).

Test of Hypotheses

Test of Main Effect

The main model was estimated using the SEM technique following PLS's reliability and validity testing (Joe F Hair, Sarstedt, Ringle, & Mena, 2012; Ringle et al., 2015). The model estimation results are demonstrated in Table 9 and Figure 7.

The study's primary goal was to assess how green marketing affected corporate image. According to the result for H1; ($\beta = 0.208$; $t = 2.858$, $p = 0.004$), green products positively and significantly impact the corporate image. The outcome suggests that retail businesses, when online setting, impact their corporate image. Customers freely purchase, and shopping becomes more accessible, improving the likelihood of making a purchase. Similarly, when people feel free, they buy to relieve worry and feel better. This increases the possibility of a positive image of the company. This hypothesis test's findings support the earlier research (i.e., Retailer News (2018).

Additionally, for H2; it was discovered that green price has significantly increased the corporate image basis of a company ($\beta = 0.288$; $t = 3.994$, $p = 0.000$). According to the correlation coefficient of 0.288, green prices lift corporate image by 28.8 per cent. This implies that consumers who frequently accede to the urge to make green purchases are more likely to do so. They strongly desire to purchase goods online and would be overjoyed if they could do so. The outcome supports earlier research (Chipo Mukonza et al., 2019).

According to the result for H3; ($\beta = 0.149$; $t = 1.831$, $p = 0.067$), green promotions by retailers insignificantly but positively impact the corporate image. It can be deduced that promotions like discounts, giveaways, "buy one, get one free," coupons, free shipping, and sweepstakes can persuade customers to buy items they had not planned to—consumer mindset or image although increases in direct proportion to retailers' amount of promotional engagement it cannot be endorsed as a significant result. The outcomes of this examination are not aligned with earlier research by Villano (2011).

Furthermore, for H4, green placement attributes have significantly increased the company's corporate image ($\beta = 0.176$; $t = 2.247$, $p < 0.05$). The outcome also suggests that green placement features like availability, quality, and product characteristics' comprehensiveness influence purchases by the customer and build a positive image. Although the choice can be altered if the retailer offers a promotion, shoppers who think the attribute is significant should carefully be evaluated and the results of previous hypothesis tests). The outcome seems to support earlier research (e.g., Arseculeratne & Yazdanifard, 2014).

Another perspective of green marketing aims to measure how green products affect business performance. According to the result for H5; ($\beta = 0.392$; $t = 5.938$, $p = 0.000$), Green product significantly impacts business performance. The acceptance of H5 marks the hypothesis conclusion. This implies that customer likeness, time and financial constraints will not impact business performance. Similarly, while the buyer has the extra cash and the opportunity to browse online, it does not mean the purchase is something they had not already planned. The present study's findings confirm earlier research by Chipo Mukonza et al. (2019).

Additionally, H6 discovered that green price significantly increases business performance ($\beta = 0.133$; $t = 2.084$ $p < 0.05$). According to the correlation coefficient of 0.133, efficient pricing lifts business performance by 13.3 per cent. This suggests that customer's willingness to pay while shopping affects their purchasing of green products. They can be entertained in viewing the product details in their preferred online retailer, encouraging shoppers to make purchases that ultimately fetch success for the business. The discovery supports earlier research (Tripathi, A., & Pandey, R. (2018)).

According to the result for H7; ($\beta = 0.082$; $t = 0.885$, $p = 0.376$), green promotion insignificantly yet positively impacts business performance. Additionally, online retailers' marketing, like promotions, are attractive, well-designed, and offer accurate information, automatically turning the customer into buying. In other words, purchasing a green item is influenced by the design of a specific online retailer with digital access for customers. The partial findings agree with earlier research by (Tomasin, Pereira, Borchardt, & Sellitto, 2013).

The result for H8 ($\beta = 0.239$; $t = 2.564$, $p<0.05$) reveals that green placement significantly and positively impacts business performance. Additionally, online retailers placing products digitally and at the store are smart, well-projected, and deal with accurate info, repeatedly revolving the customer into business. Put differently, the optimal solution to purchase a green element is influenced by the product placement of a specific online retailer with digital access for customers. These partial findings agree with earlier research by Strydom, (2011). All these results are shown in Table 9.

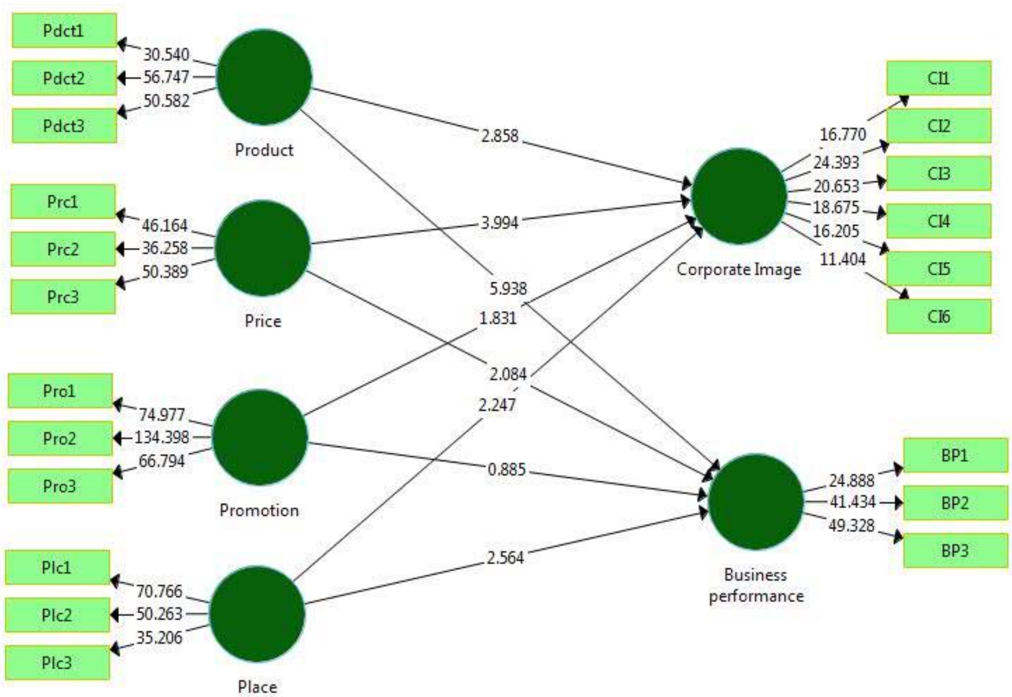

Figure 7 Hypothesis Testing Result

Table 9 Results

Results					
Hypothesis	Relationships	β	STDEV	T-Stats	P Values

H1	Product -> Corporate Image	0.208***	0.073	2.858	0.004
H2	Price -> Corporate Image	0.288***	0.072	3.994	0
H3	Promotion -> Corporate Image	0.149	0.081	1.831	0.067
H4	Place -> Corporate Image	0.176**	0.078	2.247	0.025
H5	Product -> Business performance	0.392***	0.066	5.938	0
H6	Price -> Business performance	0.133**	0.064	2.084	0.037
H7	Promotion -> Business performance	0.082	0.093	0.885	0.376
H8	Place -> Business performance	0.239**	0.093	2.564	0.01

***Sig. at 1%; **Sig. at 5%

Chapter 6 Conclusion, Implications and Limitations

Conclusion

Although there is a rising understanding of the value of environmental preservation and raising the standard of goods and services, there hasn't been much research done on the success of green marketing tactics. Few studies have examined whether they can increase the calibre of goods and services, safeguard the environment, and boost business performance. This study aimed to investigate the effect of green marketing strategies on organic farms using a relationship model and a measurement scale. Our findings have significant implications for researchers and academicians looking into correlations in this area.

This study aimed to show how a green marketing mix can use green marketing strategies for commercial and corporate success. Our investigation led us to conclude that green marketing improves the quality of goods and services, which positively impacts retail sales, business performance, and brand perception. Green marketing can raise corporate performance by supporting environmental conservation. Green marketing may boost business performance, raise the quality of products and services, increase brand recognition, and save the environment. By adopting green marketing tactics, green marketing techniques can improve business processes.

Based on our findings, merchants should keep using green marketing strategies to improve the caliber of their products and services, as Vermillion and Justin (2010) and Greenseal have advised (2010). According to Chen et al. (2006), Dangelico and Pujari (2010), and Chen, organizations should embrace green marketing strategies to retain a positive company image. Similar to Ofir et al. (2019)'findings. Courtright and Smudde (2010) discovered that superior products and services and a favorable corporate image could improve business performance (2009).

In addition to enhancing their companies' performance, retailers can promote environmental conservation using green marketing techniques. It agrees with Purba and Carter et al. (2002) findings.

There is, however, no credible evidence that green marketing tactics have a large direct impact on business performance. The quality of products and services and the company's image appear to mediate between green marketing strategy and corporate success. According to earlier research by Koner and Cohen (2001), environmental outcomes significantly improve firm performance. However, corporate image is not significantly affected by environmental protection.

The results suggest that every retail business should deliver high-quality products and excellent service and then market their products accordingly to increase performance.

As findings suggested, businesses are increasingly adopting green marketing initiatives in the retail industry. These tools help businesses build their brands and improve their financial performance. According to the study, green marketing tactics are associated with business performance and brand perception. There is an impact on policies and management as a result. A growing number of customers choose to do business with companies and products that are environmentally friendly.

Implications

The study is important from a theoretical and managerial perspective. This study contributes to a crucial but often ignored retail industry area. The results of this study can be used by researchers and academics to assess the effects of green marketing concepts and techniques on the same field but the different categorized types of corporate business image and to explore the issues further. Even though the corporate image is well acknowledged in the marketing literature, few studies have investigated the impact of green/eco-responsible actions on businesses' corporate image and its variable effect on predicting visitors' intentions. This study aims to understand the effects of green marketing and company image on consumer demands by establishing a relationship between them.

The study increased marketers' understanding of how green business practices affect green retailing in the sector. Marketing should emphasize the correct and efficient communication of businesses' environmental or green activities. Green goods and services are successful when communicated (Pickett et al., 1995). Therefore, retailers should promote their green initiatives across various platforms, including print and electronic media, and their customer relationship management database. Additionally, retailers can approach customers using their marketing strategies and how important they are to protect the environment. They should concentrate on promoting and projecting their environmental actions, and they can also choose to fund environmental events. When socially responsible operations are effectively communicated to customers, they learn about the organization's values (Sen and Bhattacharya, 2001; Lee et al., 2009), which can assist the customer in establishing a favorable impression of the business.

Companies may stand out and get a competitive edge by communicating their green initiatives effectively (Gupta & Kumar, 2013). In the Pakistani context, green/ecological activities are in their embryonic stage; therefore, consumers will want to gain more information about these practices, and excellent communication between enterprises and customers will bring better results. Hoteliers should support a green campaign highlighting the significance of environmental issues for visitors (Martinez, 2015). However, such businesses should only convey accurate information and claims about their eco-friendly activities and programs, and consumers should be aware of any instances of greenwashing (Rahman et al., 2015).

The Conclusion shows that customers are more likely to engage in the service of a company with a positive corporate image. To establish green practices, businesses should adopt environmentally friendly procedures. As a result, they can enhance their reputation with customers by implementing such procedures. Providing the impression that the company in question is ethical and that its operations do not deplete the environment's natural resources can accomplish this. Businesses implementing green initiatives encourage customers to use their goods and services (Gupta and Kumar, 2013; Sheth et al., 2011). To achieve environmental sustainability, the environmental sustainability method should be incorporated into company culture, saving employers and marketers from prioritizing green/ecological efforts when developing business strategies (Gupta, 2007).

According to the study, there is a positive correlation between green marketing tactics and corporate image. Investing in green initiatives, following policies, and promoting green goods must be the core plan for a business.

Study limitations and suggestions

As this study focused on three types of retailing businesses, the conclusions may not apply to other types or industries. Future research should provide comparisons between other types and other industries.

It is possible to consider green features in classified businesses like company size, employees, transforming intentions and output.

Business performance is measured based on respondents' perspectives, which may be subjective rather than objective. Future academics can supplement them with actual financial data to confirm them. Similarly, the corporate image is not easy to earn, and it requires many transformations and business processes to mold.

Each respondent who participated in the research methodology is a customer or shopper. It may cause sampling problems if their perceptions of customer loyalty and employee happiness differ from those of their actual customers and employees.

This study did not examine any mediating or moderating variable(s) to see intervention effect either increase or decrease the corporate image and business performance. Research on green products might be expanded to include extended retailers' business types and customers who buy them.

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Appendix A: Questionnaire

	Green Marketing Mix					
	Product					
1	More retailers sell green products, as compared to other competing products brands	1	2	3	4	5
2	The number of retailers that deal with green product is more than that of its competing brands	1	2	3	4	5
3	Green Product is distributed through as many retailers as possible	1	2	3	4	5
	Price					
1	The price of green products is high	1	2	3	4	5
2	The price of green products is low (r)	1	2	3	4	5
3	Green Product is expensive	1	2	3	4	5
	Promotion					
1	Price deals for green products are frequently offered	1	2	3	4	5
2	Too many times prices deal for green product are presented	1	2	3	4	5
3	Price deals for green product are more frequent than competing brands of general products	1	2	3	4	5
	Place					
1	Green Product frequently offers recognizing in store	1	2	3	4	5
2	Store employees frequently recommend green product	1	2	3	4	5
3	Store employees often inform about green product	1	2	3	4	5
	Corporate Image					
	Organizational management					
1	Buying company stock is a good investment	1	2	3	4	5
2	Company often introduces innovations	1	2	3	4	5
3	Higher management is committed to the organization	1	2	3	4	5
	Short-term experience					
1	Appealing advertising of products/services	1	2	3	4	5
2	I heard/experienced positive things	1	2	3	4	5
3	First choice for high quality products/services	1	2	3	4	5
	Business Performance					
1	Profit/profit margins relative to main competitors	1	2	3	4	5
2	Return on investment (ROI) relative to main competitors	1	2	3	4	5
3	Return on assets (ROA) relative to main competitors	1	2	3	4	5