ITU A|Z • Vol 18 No 3 • November 2021 • 653-671

Integration of the management theories for enhancing green marketing implementation in the construction industry

Ahmet TUZ[1], Begum SERTYESILISIK[2]
[1] ahmettuz@gmail.com • Project and Construction Management Program, Graduate School, Istanbul Technical University, Istanbul, Turkey
[2] begum_sertyesilisik@hotmail.com • Department of Architecture, Faculty of Architecture, Izmir Democracy University, Izmir, Turkey

Received: October 2020 • Final Acceptance: February 2021

Abstract

Environmental sustainability and environmental concerns have become growing issues in the field of marketing management. Furthermore, these concerns have become key factors of marketing activities in recent years. Green marketing has been a motivator drawing attention of researchers and companies to identify ways to implement sustainable strategies. Even if companies in different industries have started to focus on implementing green marketing mix and adopting green marketing strategies, there is a lack of green marketing focus in the construction industry.

This study aims to investigate integration of the management theories (i.e. Industrial Organization Theory, Attractive Quality Attributes Theory, Diffusion of the Innovation Theory, Business Network and Resource Advantage Theories) to the green marketing theory to enhance green marketing implementation in the construction industry. This paper underlines how management theories can be implemented to the product/construction/service supply chain ensuring better implementation of green marketing initiatives to B2B green marketing strategies and/or B2B companies' approaches. This research examines transformation of the green marketing to show conceptual changes in the definition of the green marketing concept and adopted green marketing strategies. This study can guide professionals and further studies, which can pave the way for enhancing implementation of green marketing in construction industry and green marketing research. This paper can contribute to the establishment of the sustainable built environment.

Keywords

Business-to-business green marketing, Construction supply chain, Green marketing mix, Green marketing strategy, Management theories.

doi: 10.5505/itujfa.2021.59354

1. Introduction

Marketing has become an important part of the supply chain management that enables organizations to gain competitive advantage in competitive markets and maximize profits. It can enhance strategic management. Marketing can be defined as an organizational culture composed of core values and beliefs that lead to consumer-oriented operations and strategies (Deshpande and Webster, 1989). Marketing has been defined as a "set of market attitudes" that emphasizes a functional dimension and a strategic management tool that widely represents changes between companies and customers (Agueda et al., 2002). The inclusion of sustainability elements into marketing strategies led companies to sustainable marketing approaches and consumers to socially responsible purchasing behaviors in response to companies' green marketing mix tools and strategies (Leonidou et al., 2013). Therefore, this transformation led the AMA (American Marketing Association) to redefine the marketing concept. Marketing orientation has moved from the satisfaction of the organizations and individuals' objectives (definition of AMA in 1985) to the creation of the value-based customer relationships (definition of AMA in 2004). Therefore, there has been a clear shift from the transactional marketing to the relationship marketing (Sombultawee & Boon-itt, 2017; Popp & Woratschek, 2017), referring to the maintenance, development and establishment of relational change-based marketing activities (Popp & Woratschek, 2017). Lazer's social/societal orientation and efforts to define green marketing have affected the current marketing definition of AMA (2013), which focuses on the creation of value for the whole society enabling the repositioning and conceptualization of marketing.

The traditional marketing has been shifted to a more strategic and sustainable one, namely to the green marketing. Green marketing has been applied to different industries through their environmental consciousness and commitment to the sustainable development. Industries which have adopted green marketing strategy implementation to their strategic management processes, have benefitted from the industry specific green marketing activities which play significant roles in transition to the green circular economy in accordance with the definition of the UN Sustainable Development Goals (SDGs) number 12: "Ensure sustainable consumption and production patterns" (United Nations, 2020).

Integration of sustainability into the construction supply chain (CSC) can enable and support establishment of the sustainable built environment. Furthermore, green marketing integrated to the construction supply chain management (CSCM) can support the creation of environment-friendly corporate values (Leonidou et al., 2013) and enable the establishment of green CSCM. There is, however, a lack of green marketing focus in the CSCM in the literature (Tuz & Sertyesilışık, 2020).

Green marketing focuses on sustainable marketing management that can enhance not only the environmental but also the economic and social performance of companies. Focusing on ascertaining the needs and expectations, green marketing can encourage companies to strategize based on consumers' current and future needs, competitors' actions, and environmental regulations (Kumar & Ghodeswar, 2015). Environment-oriented and eco-friendly green marketing strategies can enhance companies' financial performance and competitive advantage in the market (Kumar & Ghodeswar, 2015; Sharma et al., 2010). Green marketing strategies cover all stages including production to post-production with the aim of balancing the profit while protecting the environment (Hasan & Ali, 2015). Therefore, environmentally oriented and environment-friendly green marketing becomes an important management tool in CSCM. Business-to-Business (B2B) green marketing initiatives that create green value during operational phases / processes can improve green marketing practices in the construction industry by providing input for Business to Customer (B2C) green marketing practices.

This study aims to investigate integration of management theories to the green marketing theory to enhance green marketing implementation in the construction industry. This study an-

swers the following research question: How can management theories be integrated to the green marketing theory so that green marketing implementation in the construction industry can be enhanced? This study examines how a construction company can improve its green marketing capabilities. Tertiary review which provides a comprehensive assessment of the state of the knowledge (Martins & Pato, 2019) has been used. The method has been conducted to reveal strategic applications and models / frameworks in researched subjects and provide a classification framework. The results contribute to the green marketing and management theories literature and provide a better understanding of the green marketing with respect to management theories implementation.

This study shows how green marketing has been transformed throughout the years. This study focuses on different managerial theories to describe effective green marketing practice in construction industry. In the first step, this study focuses on the conceptualization of the market structure of construction industry, thereby investigating the Industrial Organization Theory (IOT) and the contingency theory. Since a company can be a stakeholder of a CSC or create its own supply chain in the construction industry, this study focuses on the configuration of a green CSC. In the second step, depending on the position of stakeholders in CSCM, this study discusses the product/construction/service lifecycle, attractive quality attributes theory (AQAT), the diffusion of the innovation theory (DIT) as well as leanness and agility. Moreover, this study focuses on the B2B green marketing practice in terms of the business network and resource advantage theories among companies in the CSC. Furthermore, this study examines the internal green marketing practice of the company operating in the construction industry based on the total quality management principles (TQM).

2. Green marketing

The literature has witnessed the deep roots of green marketing focused on environmental sustainability. The environment was brought to the agenda as a modernist research problem first in business industry in 1962 with the effects of publication of Rachel Carson's book entitled as "The Silent Spring", which pointed out the birth of the modern environmental activism (Kilbourne & Beckmann, 1998; Leonidou & Leonidou, 2011). The environmental footprint of human activities on environment cause adverse consequences on economic activities. From this point of view, the environmental deterioration was defined as a problem, which required an immediate action. The marketing discipline, however, had not paid attention to the environmental deterioration in those years (Kilbourne & Beckmann, 1998; Leonidou & Leonidou, 2011).

The deep roots of green marketing appeared in 1969 with Lazer's initiatives, who introduced green marketing as the social/societal dimension of the marketing. The author highlighted the adverse effects of the traditional marketing on natural resources and pointed out need for taking urgent actions to make traditional marketing greener (Kumar, 2016; Kumar & Ghodeswar, 2015). Green marketing first appeared in the 1970s with the AMA's first workshop organization about marketing and environment, which resulted in one of the first books, entitled as "Ecological Marketing" (Simão & Lisboa 2017; Zhu & Sarkis, 2016). Conceptually, Fisk (1974) introduced the ecological green marketing concept as: "Focusing on the acknowledgement of an impending ecological crisis and the willingness and ability of marketers to assume responsibility for avoiding this doom". Hennion and Kinnear (1976), on the other hand, redefined the green marketing concept as: "*Ecological marketing* is concerned with all marketing activities (a) that have served to help cause environmental problems and (b) that may serve to provide a remedy for environmental problems" (Kumar et al., 2012; Dangelico & Vocalelli, 2017).

Companies' profit-maximization-oriented operations had adverse consequences on the environment before the 1970s, leading to the depletion of natural resources and environmental degradation. In the early 1970s, these adverse consequences gave rise to draw

Table 1. *Green marketing stages.*

	Ecological Green Marketing	Environmental Green Marketing	Sustainable Green Marketing
Timeline	Early 1970s	End of 1980s	Late 1990s
Characterstic(s)	A limited tool on tap of traditional marketing	Socio-environmental performance Global recognition of environmental problems Clean technology usage	Socio-environmental performance Global recognition of environmental problems Clean technology usage Sustainable supply chain management
Main Concern(s)	Manufacturing inputs Technology usage	Innovative production Clean technology usage from the sustainability perspective	Ecological conservation Pursuit of sustainability
Action(s)	End of pipe laws Command and control	Innovative and technological solutions instead of legal and public pressure centered solutions	Customer involvement Costumer orientation
Environmental Concern(s)	Pollution Energy consumption	Pollution Energy consumption Ecosystem destruction Minimization of involuntary harms occurring in the supply chain of production	Natural environment sustainability Social environment sustainability Sustainable customer relationship
Applied to	End of the production	Through supply chain	Through supply chain and customer relations

attention to the environment as well as to the relationship between humans and environment (Leonidou & Leonidou, 2011). Furthermore, they pointed out the impact of marketing on the environment (Kilbourne & Beckmann, 1998). Marketing was reconsidered from the environment perspective, where the environmental concerns and the consumer behavior relations were addressed (Kilbourne & Beckmann, 1998). In the early 1980s, conservation of energy and legislation initiatives were the determinants of the marketing movement whereas development of the link between environmentally responsible behavior and the environmental attitudes at the individual level remained inconclusive (Kilbourne & Beckmann, 1998). In the early 1990s, an increasing focus was placed on environmental studies in marketing as companies began to establish a prestigious and profitable strategy on environmentalism and sustainable development (Kumar, 2016, Leonidou & Leonidou, 2011). Associated with the expansion of marketing focus on environmental beliefs and values in the mid-1990s (Kilbourne & Beckmann, 1998), cooperation environmentalism has become the focal point in terms of the marketing strategy perspective (Kumar, 2016). Environmental problems created potential opportunities in the early 2000s (Leonidou & Leonidou, 2011), which suggested understanding of the green marketing dynamics and achieving effective performance by strategizing environmental priority at the business and functional levels (Kumar, 2016). More effective frameworks and elements of the green marketing mix have become the drivers for investigation from the managerial perspectives in the literature recently (Kumar, 2016). Table 1 summarizes the three staged green marketing concept transformation throughout the years. Green marketing was initially described as a limited tool of the traditional marketing (Peattie, 2001) with the focus on the final product from the B2C green marketing perspective. In the successive stage, however, focusing on environmental issues and reshaping supply chain management (SCM) from the B2B green marketing perspective have become the main goals. Furthermore, establishment of sustainable customer relations and involvement of customers in SCM have enhanced B2B company's integration of green marketing initiatives into the green marketing strategies.

As green marketing has shifted its focus throughout the time, definitions of the green marketing concept have been varied through the timeline starting from 1969. Table 2 provides the definitions of the green marketing concept from the starting point to the most recent one. Starting from the greening traditional marketing, green marketing definitions include environmental issues and environmental protection. The definitions do not only meet the needs of customers through B2C green marketing with environment-friendly products/services, but also include sustainable SCM that requires green B2B marketing.

2.1 Green marketing strategy

Environment-oriented green marketing includes a combination of short-term demands from the social perspective and long-term well-being of consumers (Hemantha, 2012). Green marketing adopts marketing decisions and strategies that focus on the determination of the needs and expectations, meeting the specified needs, profitably and sustainability (Chan, 2013; Kumar & Ghodeswar, 2015). Green marketing strategies cover all stages including production to postproduction with the aim of balancing the profit while protecting the environment (Hasan & Ali, 2015). There have been many attempts to introduce different green marketing strategies as summarized in Table 3.

Table 2. *Green marketing definitions.*

Author(s)	Main Concern/Focus	Defined Name
Lazer (1969)	Social/societal dimension of marketing Greening the viewpoints of traditional marketing	GM
Fisk (1974)	Ecological crisis	Ecological Marketing
Henion and Kinnear (1976)	Environmental problems	Ecological Marketing
Charter (1992)	Human and/or natural environment well-being	GM
Ottmann (1993); Pride and Ferrell (1993); Herbig et al. (1993)	Environmental friendliness of products	GM
Mintu and Lozada (1993)	Physical environment protection and conservation	GM
Polonsky (1994)	Satisfying human needs with minimum deterioration on environment	GM
Lampe and Gazda (1995)	Reduction in environmental effects of products and services	GM
Dom and Apeldoorn (1996)	Environmentally friendly corporate performance	GM
Menon and Menon (1997); Kilbourne (1998)	Implementing entrepreneurial and environmentally beneficial marketing	Envriopreneurial marketing
Menon et al. (1999)	Natural environment concern in beneficial marketing activities	GM
Charter and Polonsky (1999)	Environmental performance promotion of products	GM
Fuller (1999)	Compatibility of marketing activities with eco-systems	Sustainable Marketing
Peattie (1995); Welford (2000)	Sustainable identification, anticipation and satisfaction of customer needs	GM
Xia-Di and Tie-Jun (2000)	Green consumption	GM
Peattie (2001)	Reduction in negative impacts of products and services socially and environmentally	GM
Prakash (2002)	Employment of environmental claims	GM
Jain and Kaur (2004)	Ecological interests of the society	GM
Shamsuddoka (2005)	Modification of traditional marketing activities	GM
Dibb et al. (2005)	Utilization of traditional marketing mix with environmental concern	GM
Prosenak et al. (2008)	Well-being of society	GM
Pride and Ferrell (2008)	Lean production	GM
Kotler and Amstrong (2009)	Sustainable development	GM
Chang and Fong (2010) Sharma et al. (2010) Lecren and Ozanne (2011)	Developing competitive advantage and customer loyalty	GM
Polonsky (2011)	Environmental protection through marketing mix	GM
Kimoti (2011)	Environment friendly products	GM
Domingos and Sakal (2008) Hemantha (2012) Murin et al. (2015)	Environment-oriented marketing	GM
Stainer and Stainer (1997); Lu et al.(2013)	Environment and mission-focused business operations	GM
Chan (2013)	Sustainable identification, anticipation and satisfaction of customer needs	GM
Akenji (2014);Maniatis (2015); Yang et al. (2015)	Sustainable business development	GM
Solamian et al. (2015)	Environmental protection through marketing mix	GM
Kumar and Ghodeswar (2015)	Sustainable development	GM
Yadev and Pathak (2015)	Lean and green production and marketing	GM
AMA	Environmentally safe production, ecologically concerned marketing mix tools	GM
GM : Green Marketing		

Table 3. *Green marketing strategies.*

Authors	Strategies	Model / Framework	
King (1985)	Marketing failures	Categorization	Thrust marketing Accountant's marketing Marketing department marketing Formula marketing
Varadarajan and Menon (1988)	Cause related marketing strategies	Framework	Strategic Quasi-strategic Tactical
McDaniel and Rylander (1993)	Strategic green marketing process	Strategic green planning model	10-point plan
Jose (1996)	Environment-strategy matrix	Matrix (9 cells)	Market attractiveness Environmental attractiveness
Hutchinson (1996)	Green marketing strategy	Framework	Companies' responsibilities such as social, economic, resource usage, and ecology for sustainable society
Menon and Menon (1997)	Envirropreneural marketing strategies	Framework	Strategic envirropreneural marketing Quasi-strategic envirropreneural marketing Tactical envirropreneural marketing
Banerjee (2002)	Corporate environmentalism	Environmental orientation Environmental strategy focus	The corporate strategy The business/functional strategy
Ginsberg and Bloom (2004)	Green marketing strategy	Matrix	The lean green strategy The defensive green strategy The shaded green strategy The extreme green strategy
Papadas et al. (2017)	Green marketing orientation	Dimensions	Strategic green marketing Tactical green marketing Internal green marketing

Table 4. *Green marketing mix.*

Author	Green Marketing Mix	Criteria
Solaiman et al. (2015); Zhu and Sarkis (2016); Dangelico and Vocalelli (2017); Hosseinzadeh and Azizpour (2013); Abrazi et al. (2013); Dawari and Strutton (2014); Kordshouli et al. (2015); Padhy and Vishnoi (2015); Leonidou et al. (2013a); Lampe and Gazda (1995)	4Ps	Product, Price, Promotion, Place,
Kinoti (2011)	5 Marketing Mix Elements	Green Based Product, Green Logistics, Green promotion, Green Pricing, Green Consumption
Kumar and Ghodeswar (2015)	4 Marketing Mix Elements	Green Product, Green Advertising, Green Communication, Green Consumer Engagement
Kumar (2016)	4 Marketing Mix Elements	Green Product, Green Promotion, Green Retailing and Distribution, Other Functions (Branding, Positioning, International Marketing)
Shamsuddoha (2005)	External (7Ps) and Internal (7Ps) Green Ps	Internal Green Ps: Product, Price, Promotion, Place, Process, Providing Information, Policies External Green Ps: Paying Customers, Providers, Politicians, Problems, Pressure Groups, Predictions, Partners
Simão and Lisboa (2017)	8 Marketing Mix Elements	Green Product Development, Green Price Fixing, Green Positioning, Green Logistics, Green Communication, Green Partnership Development, Adequate Residual Marketing Management
Liu et al. (2012)	6Ps	Product, Promotion, Planning, Process, People, Project
Hasan and Ali (2015)	2 Marketing Mix Elements	Green Innovation, Green Promotion
Marthur and Marthur (2000)	4 Marketing Mix Elements	Green Product, Recycling, Green Promotions, Appointments of Environmental Policy Managers
Leonidou et al. (2013)	7 Marketing Mix Elements	Product/Service, Price, Promotion, Distribution, People, Process, Atmosphere
Polonsky and Rosenberger (2001)	8 Marketing Mix Elements	Targeting, Design, Pricing, Positioning, Logistics, Promotion, Marketing Waste, Green Alliances
Violeta and Gherorghe (2009)	5Ps + EE	Product, Process, Planning, People, Promotion, Eco-Efficiency
Pomering (2017)	10Ps	Product, Price, Promotion, Place, Participants, Physical Evidence, Process, Principles, Promise, Partnership

As seen in Table 3, there are many different green marketing strategies that companies can implement to meet the needs and demands of environmentally conscious customers through design and development of green products (Porter, 1991), environment-oriented advertisement (Kangun et al., 1991), minimization of the environmental damage in product transportation (Solaiman et al., 2015), greening the production process that provides resource efficiency and differentiation by offering new products with green benefits (Polonsky & Rosenberg, 2001). Thus, green marketing strategies can contribute to customer loyalty, financial performance, improvement of market position and creation of competitive advantage.

2.2 Green marketing mix

Marketing mix differentiates with respect to meanings and acts upon the companies' operational areas as bringing product and/or services. The traditional marketing mix (4Ps) represents product, place, promotion, and price (Abzari et al., 2013), while the extended marketing mix for service industry (7Ps) adds people, physical evidence, and process to the traditional marketing mix (Dangelico & Vocalelli,2017). Transformation of the marketing mix into the green marketing concept is needed to respond to environmental issues (Eneizan et al., 2016). Due to the fact that green marketing has become crucial in the marketing literature, researchers have attempted to transform the marketing mix into the green marketing mix throughout the years.

Despite the well understood green marketing philosophy, green strategies and implementation, majority of the attempts regarding greening marketing mix rely on the transformation of the traditional marketing mix (4Ps). The extant researches in this field (e.g. Abzari et al., 2013; Dangelico & Vocalelli, 2017; Leonidou et al., 2013; Solaiman et al., 2015; Zhu and Sarkis, 2016) have solely analyzed transformation of traditional elements of the marketing mix into the green marketing mix elements, which can be listed as green product, price, promotion, and green place (distribution).

Table 4 summarizes the characterization of the green marketing mix and presents the elements of the green marketing mix in the literature. Many attempts occurred throughout the years to transform the marketing mix into the green marketing mix. The majority of them (e.g. Solaiman et al. 2015; Zhu and Sarkis, 2016; Dangelico & Vocalelli, 2017) used the traditional marketing mix (4Ps) as the green marketing mix, while the remaining (e.g. Kumar & Ghodeswar, 2015; Simão & Lisboa, 2017) attempted to try to modify and add some new elements. A little attempt (e.g. Leonidou et al. 2013) tried to transform, modify, and/

or enhance the extended marketing mix (7Ps) for service industry from the green marketing perspective. Construction industry is a service industry. SCM in the construction industry is different from other industries especially due to its project-based restructuring, the participation of different stakeholders in the CSCM processes (Li & Wang, 2016), differentiation in managerial practices at every stage due to the differentiation in contract types. Ensuring the integration of sustainability factors [e.g. environmental quality (planet), social justice (people) and economic well-being (profit) (Kumar et al., 2012)] green marketing plays an important role in CPM. In line with the 17th goal definition of the UN SDGs: "Partnership for Goals" (United Nations, 2020), B2B green marketing strategies can improve CSCM processes where the output of each stage becomes the input to the successive stage.

3. Theoretical background

3.1 Green marketing, the IOT and the contingency theory

IOT focuses on the market structure in which industry-based operations are carried out. The theory conceptualizes the market structure and focuses on the industry-related market functions rather than evaluating organizational operations (Tirole, 1988). Therefore, IOT examines industry-specific market conditions and aims to emphasize the impact of the market structure on companies' strategic management process (Porter, 1981). Structure-Conduct-Performance paradigm (SCP) is considered as a pillar of IOT and provides the linkage between the companies' green operations and market structure (Ramsay, 2001). Figure 1 represents the construction industry through Structure-Conduct-Performance paradigm (SCP) based on IOT.

Construction industry, which plays an important role in the countries' economies as the locomotive industry, becomes attractive for companies and intensifies competition within the industry. Therefore, the diverse stakeholder-intensive construction industry provides a structure that expresses market dynamics (e.g. green market environment, green market environment, market intensity) that enable stakeholders in the industry to proactively focus on more advantageous strategies to differentiate in the construction market (Tuz & Sertyesilışık, 2020). The uniqueness and project-oriented features of the construction industry require the participation of different stakeholders in CSCM with its B2B marketing relations. Conduct is concerned with strategic management of construction companies in terms of B2B green marketing strategy and green production process (Ramsay, 2001). In order for construction companies to take part in supply chains that differ according to the changing market dynamics within the industry, construction companies need to differentiate in the market with their performances that explain to what extent their green goals meet customer expectations (Wirth & Bloch, 1995). Basically, IOT focuses on external factors that determine and guide the green marketing direction of construction companies (Aziz et al., 2018). Therefore, a bidirectional green interaction occurs; while external factors put pressure on construction firms' green strategic management (the structure), companies' green strategies (the conducts) become the determinants of the social, economic and environmental performance of the industry (the performance) (Aziz et al., 2018). IOT posits the bidirectional green interactions that the construction industry-specific market drivers enhance green scope of the industry, while encouraging the construction companies to green their

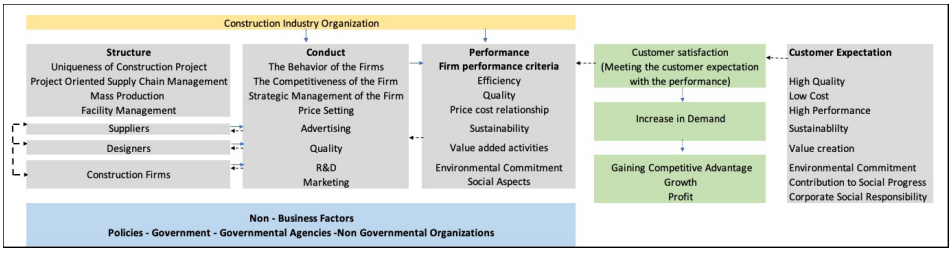

Figure 1. *Structure-Conduct-Performance paradigm (SCP) based on IOT.*

operations and their strategic management decision process. Furthermore, the contingency theory emphasizes that the most suitable structure for effective company management does not exist and that internal and external factors are the determinants of the organization's actions (Aziz et al., 2018). In other words, effective strategic management is situational and depends on changes in the market environment in which the organization operates (Omran & El-Galfy, 2014). Therefore, construction industry-related external factors can be considered as constraints and opportunities affecting the strategic management of the construction companies (Omran & El-Galfy, 2014).

IOT and contingency theory emphasize the importance of identifying construction industry-based external factors that directly affect B2B green marketing implementation. Furthermore, the evaluation of opportunities and constraints provided by construction industry, especially with the differentiation in CSCM, can be an opportunity to identify appropriate B2B green marketing strategies with respect to the green marketing mix and green approaches.

Companies focus on how to gain sustainable competitive advantage in their industries through their operations. Sustainable competitive advantage has external and internal features (Zhang & London, 2013): the first represents internal capabilities, while the second depends on the market environment. The continuously changing characteristics of the market condition necessitates construction companies to analyze the structure of the construction industry to gain the sustainable competitive advantage in the market (Zhang & London, 2013). Sustainability performance of the companies in the construction industry starts to act as one of the main competitive advantage in the changing requirements of the global market. Construction industry can benchmark from the International manufacturing network (IMN) which provides a sustainable strategic decision-making process affected by a range of factors such as the governmental green policy and green regulations, the sustainable market structure, the elasticity and homogeneity of green demand, and the changes in the green expectations of customers (Mishra et al., 2019). IMN provides sequential steps to give a strategic decision-making process for the companies as: identification of the factor(s); PESTLE-SWOT Analysis; and Analytical Hierarchy Process (Mishra et al., 2019). Adaptation of these steps into strategic management process can enhance the green performance of construction companies. Furthermore, it is important to evaluate industry-specific external features to gain sustainable competitive advantage. The International Sustainable Industrial Competitiveness Model (ISIC Model), which extends Porter's diamond model in a sustainable manner, consists of the following eight determinants: green factors; green demand; green strategy; green structure and competition of firms; green relevant and supportive industries; green constraints of government; luck and sustainable development (Zhang and London, 2013). The analysis of the industry-specific market structure with its sustainability-oriented ISIC model can enable construction companies to evaluate green marketing strategies, orientations and mix tools to achieve sustainable competitive advantage (Zhang & London, 2013).

3.2 Green marketing, AQAT, product life cycle, the diffusion of innovation theory as well as lean and agility principles

The supply chain, which differs on industry basis, is structured by the participation/selection of the most appropriate companies to meet the green demand of the customers. The supply chain has a feature that can be differentiated and improved in terms of size and configuration according to the coordination and control mechanism structure of the relevant industry (MacCarthy et al., 2016). The supply chain is assumed to stem from the economic concerns of the activities carried out in the relevant industry and there are several determinants that can affect the conceptualization and structure of the supply chain (e.g. sustainability, technology, foreign market factors (such as political factors and regulators) (MacCarthy et al., 2016). Therefore, adding technological

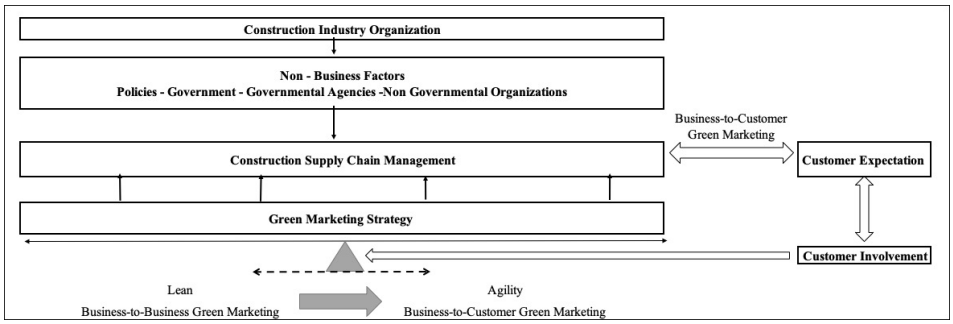

Figure 2. *Green supply chain management based on lean and agility (Adopted from Naim et al., 1999, enhanced by the authors).*

and strategic factors to the three pillars of sustainability (i.e. economic, environmental and social factors), can provide potential selection criteria for eligible companies that can participate in the supply chain.

We argue that the supply chain in the construction industry aims to meet green customer expectations and that from the B2B relationship perspective, construction companies proactively restructure their business networks, operations, and marketing strategies to add value to their operations. Therefore, in this study, the CSC refers to the business networks where a green circular economy is created while minimizing the degradation of nature and meeting the diversified needs of the society through the use of appropriate green technology.

As supply chains are structured to meet customer expectations from the B2C perspective, it is important to define the expectations of the customers from the products/construction/services that have produced/constructed/provided as a result of the supply chain activities. We argue that as the CSC consists of upstream and downstream activities, and as CSC should aim to produce the right product/construction/service in the right place, on time based on the specifications in downstream activities, CSC should give a quick respond to meet the ever-changing customer expectations in upstream activities and that B2B green marketing strategies play an important role in structuring the CSC.

Lean management can support the CSC process to be green based on B2B green marketing networks, while agility can allow the CSC to adapt to changing market conditions from the B2C green marketing perspective. Therefore, focusing on leanness and agility as a strategic green marketing tool in CSCM is important for creating value for customers. Agility refers to the configuration of a dynamic business network integration which can enable the supply chain to respond to rapid changes in expectations of customers (Carvalho et al., 2011). Furthermore, lean management embraces all supply chain processes with respect to product life cycle and focuses on minimization of waste in production to achieve low cost, high quality, the most efficient and value created product/service (Carvalho et al., 2011). In this study, the strategic green marketing orientation is adapted from the work of Chahal et al. (2014). Figure 2 presents a CSC where stakeholders can strategically involve and operate in B2B relationships to meet customer expectations from the B2C perspective. Passive greening focuses on meeting basic needs in environmental issues (e.g. regulations, policies) while mutual greening is about the implementation of green initiatives for the product/service that provides an incremental change (Chahal et al., 2014). Diversification in target segments in construction projects is the main concern of niche marketing, whereas collaborative greening refers to the collaboration of the passive, mutual and niche greening approaches (Chahal et al., 2014).

It is important to determine the target segmentation for the configuration of the supply chain in the construction industry. IOT and the Contingency Theory can provide construction industry-based analysis of the green market environment. In addition to these analyses, the selection of target segmentation can reveal the extent to which the CSC should include green initiatives

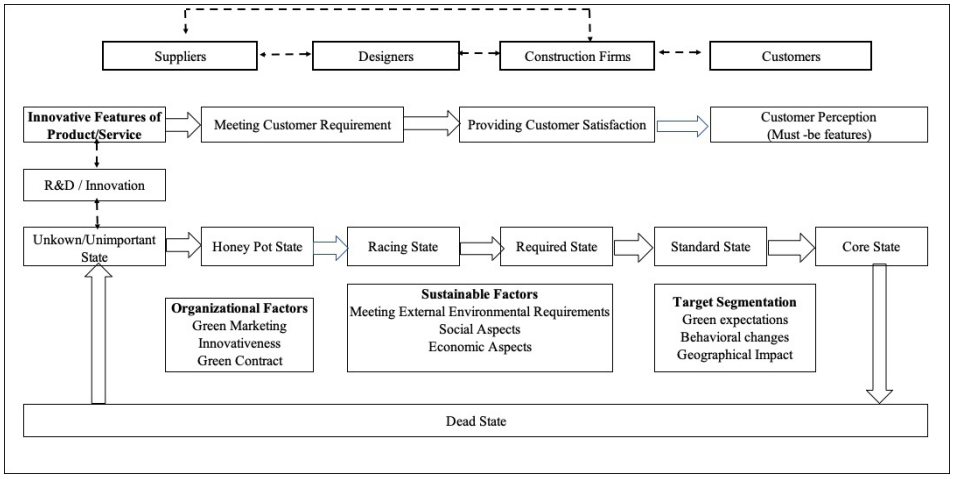

Figure 3. *Product life cycle based on AQAT (Adopted from Batarfi et al., 2017 and enhanced by the authors).*

that can affect overall green performance. CSC stakeholders can adopt different green marketing strategies according to the size of target market of the supply chain. While the lean green strategy can enable stakeholders to gain low-cost competitive advantage based on low-cost production and increase efficiency through environmental performance, stakeholders focusing on long-term green investments in terms of green innovative satisfying products/services can emphasize their green differentiation capabilities with the adoption of the shady green strategy (Ginsberg & Boom, 2004). Furthermore, the stakeholders can adopt extreme green strategy that benefits from greenness and integrates environmental issues into all stages of product life cycle and strategic management process (Ginsberg & Boom, 2004).

The AQAT and the Kano model focus on the assessment of customer needs and suggest the classification of customer requirements in terms of the dynamic characteristics of product/construction/service throughout the life cycle. According to these theories, Batarfi et al. (2017) classified the customer needs into the 5 different subgroups as: attractive, one-dimensional, must-have, indifferent and inverted. Thölke et al. (2001) stated that the competitiveness of the industrial market may cause changes in customer expectations therefore described 4 different situations as: feature innovation, budding features, slowing features, and standard features according to the position of the feature in the life cycle process. In this current study, the Batarfi et al. (2017)'s study that considers the direct and indirect factors on the state of a feature is taken into consideration. As it is seen in the Figure 3, the offered attributes of a product/service/technology provided by different stakeholders (e.g. suppliers, designers, construction firms) in the CSC can vary throughout the product life cycle (e.g. transforming from attractive to a must-be feature) due to the perception shifts of customers and the market (Batarfi et al. 2017). Moreover, the status of the feature of any product/service/technology varies with the prevalence in the construction industry-specific market and can differ over time. Even if the features of the product/construction/service that meet the customer requirements provide customer satisfaction, change in the perception of the customer may lead to the evaluation of the product features in different statuses. Since both B2B and B2C customer expectation is one of the determinants of feature changes of products/services, it is important to respond to these changes from the strategic management perspective in the CSC (Batarfi et al. 2017).

Diffusion of the Innovation Theory (DIT) stresses the adoption of technological innovation by the organizations, which consists of significant characteristics namely relative advantage, observability, compatibility, complexity and trialability. The characteristics also refer to the unknown/

unimportant state of the life cycle in which the adoption of R&D and innovation continues (Vaccaro, 2009). The stakeholders can get relative advantage through adoption of innovation when the existing features of the product/service/technology do not adequately meet the green expectations of customers continues. Observability can provide stakeholders establishing B2B green relations that consist of the provision of communicating the beneficial features, while compatibility, from the B2B and B2C perspectives, can enhance the coherence between the green expectations and the provided features (Vaccaro, 2009). As complexity and trialability depend on the customer satisfaction, DIT, in terms of the green marketing, shows the relationship between the CSC and green innovation to create value for the end customer (Vaccaro, 2009).

Proactive/reactive B2B green marketing strategies can provide a focus on B2B green marketing based on continuity of innovation. Reactive green marketing strategies focus on small changes on the existing product/service, which do not cause any customer's behavioral changes (MacCarthy et al., 2016). The stakeholders can adopt proactive B2B green marketing strategies that relate to high environmental commitment and are based on the radical environmental benefits throughout the CSC where the external factors (e.g. environmental regulatory and policies) are met. While providing differentiation and competitive advantage in the market, proactive B2B green marketing strategies can increase brand value and customer loyalty in the industry (MacCarthy et al., 2016). Therefore, the adoption of proactive B2B green marketing strategies by companies in the construction industry can lead to an increase in brand value and customer loyalty.

3.3 Green marketing, the business network theory and the resource advantage theory

Understanding the external factors associated with the construction industry can provide an assessment of constraints and opportunities as the first step in determining appropriate green marketing strategies. Green marketing encourages companies to develop strategies on the current and future needs of consumers to create higher value (Kumar & Godeshwar,2015), while encouraging companies to continuous learning from competitors and build green networks (Sombultawee & Boon-itt, 2017). Industrial Marketing and Purchasing (IMP) research mainly emphasizes that the industry includes different types of organizations (Lavissière et al., 2019; Bondeli et al., 2018). Furthermore, the IMP centralizes business networks between different organizations in a particular industry to analyze transactions between organizations (Lavissière et al., 2019). The industrial business network has been widely defined as consisting of a wide variety of organizations with direct dynamic business network affected by external market driven factors (Bondeli et al., 2018).

The supply chain enhances B2B green marketing where companies can operate, communicate and collaborate sustainably. It is important for companies to define internal business networks that are effective in establishing B2B networks in the industry (Welch & Wilkinson, 2002). The ARA model basically conceptualizes an industry's business network and frames a triple concept that depicts the industrial business network in three layers, as actors, actions and resources (Lenney & Easton, 2009) where actors represent the stakeholders taking part in the CSCM that interact with others in terms of B2B relationships, while resources refer to the support of tangible and/or intangible resources for stakeholders' B2B relationship orientation (Lavissière et al., 2019), whereas activities refer to the operations/work break down structures performed between the stakeholders through the B2B relationship (Lavissière et al., 2020; Welch & Wilkinson, 2002).

As companies in the construction industry encounter challenges in meeting the expectations of customers, we argue that the effects of environment-concern on customers' expectations can enable construction companies to focus on differentiation in the construction market orientations positioning themselves as green companies and that construction companies are trying to strategically connect with other market players in the construction industry in terms

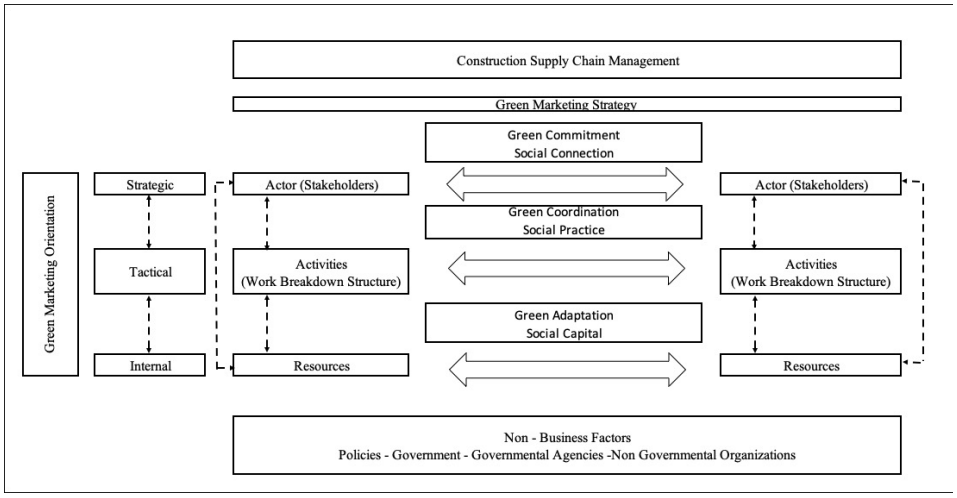

Figure 4. *Green B2B marketing in a supply chain management based on business network theory and Resource Advantage Theory (Adopted from Bondeli et al., 2018, enhanced by the authors).*

of green B2B relationships to create a green CSCM and/or become a stakeholder in a green supply chain.

The Figure 4 conceptualizes green B2B marketing relationships in CSCM. The strategic green marketing orientation focuses on environmental strategies that enable actors (stakeholders) to develop both corporate and proactive green marketing strategies (Papadas et al., 2017). Strategic green marketing orientation can improve the interaction, cooperation and partnership of actors with other organizations (Lavissière et al., 2019). Therefore, green marketing can enable and support existence of a mutual green commitment between the stakeholders who prioritize linking the green activities and green resource allocation while the strategic green corporate strategy can lead stakeholders to expand their position in the construction market (Bondeli et al., 2018). Furthermore, the adoption of strategic green orientation at the actor level can respond to the effects of non-business actors on market orientation, while protecting the environment and social stakeholders (Papadas et al., 2017). Strategic green marketing orientation does not only focus on mutual relationship from the economic perspective, but also improves social connections between actors that determine mutual green recognition (Bondeli et al., 2018). The tactical green orientation focuses on activity-based decisions to respond to the environmental degradation (Papadas et al., 2017). While green marketing spreads from the consumer-centered to the business-centered marketing, determination of the green marketing mix related to the green characterization of the product/service in CSC activities can enable actors to benefit from the environmental protection and convey the environmental benefits to customers (Papadas et al., 2017). Furthermore, the activity can provide green mutual coordination that can enhance interdependence among stakeholders and social connections between stakeholders based on social practices created in the activity layer of the ARA (Bondeli et al., 2018). At the activity level, tactical green orientation can strengthen the social dimensions of mutual green activities where the B2B green marketing mix can improve business networks and implementation of green marketing initiatives (Bondeli et al., 2018). Therefore, the green marketing mix implementation can provide stakeholders to ensure the improvement in the CSCM (Zhu & Sarkis, 2016).

The internal green orientation, which reflects on the sustainable resources of companies, plays an important role in structuring a supply chain suitable for B2B relations, increasing sustainable performance and creating value. The resource advantage theory argues that the value of a resource can be defined in terms of its potential to create value for the customer (Green et al., 2015). Resources including business relations between stakeholders in a CSC can provide effective products/services and

enable stakeholders to differentiate in the construction industry (Green et al., 2015). The internal green marketing orientation focuses on the stakeholders' environmental value-oriented organizational culture and reflects on their corporate vision and contribution of resources to environmental management strategies that should shed light on the supply chain processes (Papadas et al., 2017). The involvement of internal green marketing oriented stakeholders in the CSCM can contribute to improving the environmental management of related construction projects. Since a stakeholder's business network has become a resource itself, internal adaptation of green marketing initiatives and reflection on B2B green marketing can create a social capital that can contribute to stakeholder's economic performance and creation of the circular green economy (Green et al., 2015).

3.4 Green marketing, the natural resource based view and total quality management

Integration of green marketing into a supply chain can increase the environmental sustainability of the relevant product/construction/service. We argue that the green product/construction/service that provides B2C focused green marketing initiatives is improved due to the green value creation of the B2B green relations of stakeholders in operational stages. B2B green marketing implementations have been examined from the Natural Resource Based View, where the organizational resources become a driver for environmental commitment and where B2B green marketing strategies have been classified based on their process and marketing orientation (Fraj et al., 2013). Another study that examined the ways to spread and enhance sustainable initiatives in the operations of B2B companies, have focused on the value creation in the supply chain where the stakeholders can communicate and sustainably perform relevant operations (Blenkhorn & MacKenzie, 2017). The results of the studies (Blenkhorn & MacKenzie, 2017; Fraj et al., 2013) show that the green marketing (through the individual supply chain) of B2B companies' operations needs to implement strategic management tools targeting individual corporate commitment to environmental issues and that the need to externalize these green efforts to communicate with other B2B companies (or stakeholders) in a production supply chain through B2B green marketing tools.

There is an important relationship between TQM and marketing. TQM is a management system having potential to enhance the individual and organizational performance in terms of the traditional marketing (Abbas, 2020). From the relationship marketing perspective, TQM focuses on monitoring the market and demand changes and TQM relies on enhancing customer satisfaction, delivering value to customers and managing customer relations through high qualified product/service (Almahamid & Qasrawi, 2017). Furthermore, from the sustainable development point of view, TQM aims waste minimization through efficient resource usage (Yusr et al., 2017), implements continuous improvement (employee training, progress development) in all stages of CSC processes and develops environment-friendly competitive and technological product/service just-in-time with minimum cost (Shafiq et al., 2017). TQM, which is linked to the environmental management (Siva et al., 2016), can enhance green CSCM while improving the stakeholder's environment-concerned innovative capabilities and performances to innovate and produce green product/service to meet customers' green satisfaction (Abbas, 2020; Almahamid & Qasrawi, 2017). Operating based on the successive customer perspective (Van Donk et al., 2010), TQM's internal customer-oriented approach intersects with product/service CSCM in providing green value to the end customer (Abbas, 2020). Transforming the inputs to green output for the successive internal customer in the CSC represents the B2B interaction among internal companies from the B2C perspective. Thus, implementing internal B2C green marketing in any supply chain of a product/construction/service can provide implementation of green marketing initiatives to the B2B green marketing strategies and/or approaches.

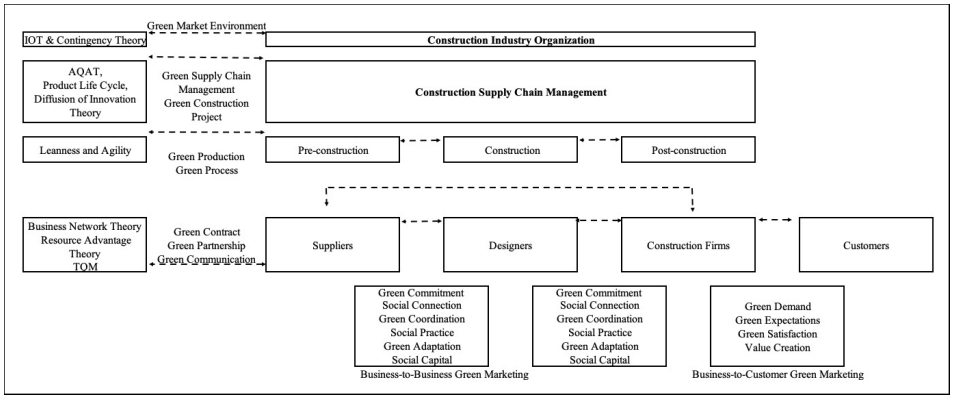

Figure 5. *Integrated management and green marketing theories in the construction industry.*

4. Discussion

Green marketing can be an effective tool for companies in the construction industry to enable continuous learning from their customers and competitors. While B2C green marketing can create value for customers, B2B green marketing can increase the green business performance of companies in a supply chain (Kumar & Godeshwar, 2015). Therefore, it is important to understand how green marketing implications can be enhanced to improve the strategic marketing capabilities of companies operating in the construction industry.

Although the importance of the B2C green marketing has been recognized in different industries, there is limited focus on how construction companies can integrate green marketing from the B2B perspective into their strategic management. This study focused on the steps that can enable a company in the construction industry to apply green marketing to improve its marketing capabilities and marketing performance. In particular, this study focused on integration of the following management theories into the green marketing theory: the green market structure of the industry based on the IOT and contingency theory; green SCM based on the product lifecycle, AQAT, DIT and leanness and agility; the B2B green marketing based on the Business Network Theory and the resource advantage theory; the internal green marketing management based on the Natural Resource Based View and TQM.

Managerial Implications

Environmental problems, which have become the focus, necessitate the requirement that all future operations can be environment-friendly. Thus, B2B companies in the construction industry may find it necessary to adapt their green marketing initiatives to their strategy to operate in the markets. The theoretical approach analyses described in this paper can be used to widespread green marketing implementation as well as to support the managers who are operating or willing to operate in the construction industry and for researchers in the relevant field.

Figure 5 summarizes the integration of management theories to improve green marketing practices in the construction industry. Fundamentally, the conceptualization process of the amalgamated framework for the integration of management theories has been shaped based on the consideration and evaluation of the construction industry (IOT and Contingency Theory). The management theories, therefore, provide the analysis of the green market environment of the construction industry. The framework has been designed to evaluate the supply chain management in the construction industry (AQAT, Product Life Cycle, DIT). These management theories can support professionals that will take part in the construction industry to analyze how and which green initiatives can be implemented in their supply chain management/construction project. The framework focuses on the stages of supply chain/construction project with respect to leanness and agility management theories. These theories enable the professionals to deeply focus on green production/green process to enhance green initiatives in their operations. B2B relations have been the focal points of the conceptualized framework that provides an in-

depth analysis of the relations between the professionals in the supply chain management from the management theories perspective (BNT, RAT and TQM). These theories provide evaluation of how green contract, green partnership and green communication can be established among the professionals through CSCM.

The integration of IOT and contingency theory can enhance the establishment and creation of a green market environment in the construction industry. Furthermore, AQAT, Product Lifecycle and DIT can enable the structuring and management of the green supply chain where B2B green marketing practices support achievement of the green construction project. Leanness and agility can transform construction phases to achieve sustainable product/construction/service that meets the green demand of end customers. Furthermore, Business network theory, resource advantage theory and TQM, which focus on the B2B green marketing and the internal green motivation of stakeholders, can provide a green partnership, green communication and a green contract to ensure the implementation of green initiatives. Therefore, B2B green marketing among stakeholders can increase green commitment and social connection through operations that include green coordination and social practices based on green adaptation in resources and social capital focus.

Construction industry-based market structure analysis is significant for environmental value creation. Since there is a bidirectional green interaction between the organization performance and the industry based external factors, external factor analysis becomes significant. Managers can assess green performance of the construction industry based on the classification of the external factors while evaluating the green performance of the company through SWOT and PESTLE analyses. Moreover, managers can evaluate the green market structure through the combination of evaluation results with SCP implementation. This process can have a direct impact on strategical green decision-making process (the conduct) to decide how to gain sustainable competitive advantage (the performance). Managers, who are aware of the external factors, can use the sustainability-oriented ISIC model through analysis of the construction market structure. This can lead to the evaluation of green marketing strategies, trends and mixed tools to achieve sustainable competitive advantage.

Based on their assessment of the construction industry market environment, managers can determine the importance of green target segmentation and then evaluate their companies' ability to differentiate based on green initiatives. Managers can be recommended to adopt an appropriate green marketing strategy (e.g. lean green, defensive, shaded green, extreme green) based on how they reflect green initiatives into their strategic management processes to gain competitive initiative. As SDG number 12 and target 12.2 point out the efficient use of natural resources and sustainable management to be in compliance with SDG, managers can embrace lean management that focus on waste minimization with respect to materials, time and effort while enhancing speed, quality, and sustainability performance of the supply chain (Tuz & Sertyesilışık, 2020). Furthermore, to be able to give a quick response to continuously changing dynamism of customer expectations, managers can adopt agility in the upstream process of the CSC. Company executives can adopt mutual greening to drive incremental green change in their supply chain. Additionally, companies focused on specific target segmentation may adopt niche greening in their supply chains.

To respond quickly to the green target segmentation, managers can focus on evaluating the status of the product/construction/service offered based on its characteristics in its life cycle. Managers can also adopt proactive/reactive B2B green marketing strategies based on the continuity of their innovation degrees and environment commitment. This can enable managers to focus on green innovative solutions for different situations of product/construction/service features, while improving the strategic decision-making process on whether or not to offer a new

feature to meet customer expectations.

Managers can focus on B2B green relationships throughout the supply chain and adopt the strategic green orientation to have B2B green mutual and social relationships with other companies at the company level. Furthermore, executives can focus on tactical green orientation to improve the green coordination and social dimensions of mutual green activities where B2B green marketing mix can improve business networks and implementation of green marketing initiatives. From the resource-advantage theory perspective, managers can focus on the internal green marketing orientation to project green initiatives into an environmental value-oriented organizational culture that can shed light on green values. Furthermore, managers can focus on the TQM to develop the CSC of a green product/construction/service to develop green B2B relationships among stakeholders while meeting customers' green satisfaction. The internal customer approach of TQM that focuses on production process throughout the supply chain can pave the ways of the B2B company to establish its green production process, while allowing communication among B2B companies via green marketing tools which reflect the green initiatives. Thus, it is recommended that B2B companies, which are in the first stage of green marketing practice in the construction industry, consider the following to adapt green initiatives to their activities: distinguishing between administrative and production-oriented activities; planning the production stages with environmental commitment focus and procuring environment-friendly products; determining TQM as a management philosophy for the B2B companies participating in product/construction/service production process; greening the production process with the internal customer approach and reflecting these initiatives to the marketing strategies in their relations with other B2B companies.

5. Conclusion

This study investigated integration of the management theories to the green marketing theory for enhancing green marketing implementation in the construction industry. This paper can guide professionals and scholars to improve green marketing practices and research in the construction industry. The integration of management theories to green marketing practices can enhance green marketing implementation and can support managers who are operating or willing to operate in the construction industry as well as researchers in the relevant field. This study can support construction companies and scholars to better understand integration of the green marketing to the construction industry. This study can support companies operating in the construction industry to better integrate green marketing practices into their strategic marketing and CSCM. Accordingly, based on the integration of management theories and green marketing (figure 5), this study suggests how companies in the construction industry can adopt green marketing initiatives and strategize for those initiatives. Furthermore, this study suggests how CSCs can be restructured by implementing B2B strategic green marketing. The study also suggests the extent of which internal marketing can be restructured with respect to the green initiatives. This study can contribute to strategic green marketing management theory by integrating management theories to enhance green marketing practices in the construction industry. Additionally, this study can support companies willing to adopt green marketing practices in the construction industry and to establish sustainable built environment. Future research is recommended to be on the relation between the environmental resiliency, resilient design and construction stages and green marketing focus in the construction industry.

References

Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production, 242,* 118458.

Abzari, M., Safari Shad, F., Abedi Sharbiyani, A. A., & Parvareshi Morad, A. (2013). Studying the effect of green marketing mix on market share increase. *European Online Journal of Natural and Social Sciences: Proceedings, 2*(3 (s)), 641-653.

Agueda, E., Angel, M., Arturo, M., & David, M. C. (2002). Market orientation in service. A review and analysis. *European Journal of Marketing, 36*(9-10), 1003-1021.

Almahamid, S. M., & Qasrawi, S. T. (2017). The impact of TQM practices and KM processes on organisational performance. *International Journal of Quality & Reliability Management*,*34*,1034-1055.

Aziz, N. A. A., Foong, S. Y., San Ong, T., Senik, R., Attan, H., & Arshad, Y. (2018). Intensity of market competition, strategic orientation and adoption of green initiatives in Malaysian public listed companies. *International Journal of Productivity and Performance Management, 67*(8), 1334-1351.

Batarfi, R., Guergachi, A., & Wahab, M. I. M. (2017). The life cycle of a feature: modelling the transitions between feature states. *International Journal of Quality & Reliability Management, 34*(8), 1229-1251.

Blenkhorn, D. L., & MacKenzie, H. H. (2017). Categorizing corporate social responsibility (CSR) initiatives in B2B markets: the why, when and how. *Journal of Business & Industrial Marketing, 32*(8),1172-1181.

Bondeli, J. V., Havenvid, M. I., & Solli-Sæther, H. (2018). Placing social capital in business networks: conceptualisation and research agenda. *Journal of Business & Industrial Marketing,33*(8),1100-1113.

Carvalho, H., Duarte, S., & Machado, V. C. (2011). Lean, agile, resilient and green: divergencies and synergies. International *Journal of Lean Six Sigma,2*(2),151-179.

Chahal, H., Dangwal, R., & Raina, S. (2014). Antecedents and consequences of strategic green marketing orientation. J*ournal of Global Responsibility,5*(2),338-362.

Chan, E. S. (2013). Managing green marketing: Hong Kong hotel managers' perspective. *International Journal of Hospitality Management, 34*, 442-461.

Dangelico, R. M., & Vocalelli, D. (2017). "Green Marketing": an analysis of definitions, strategy steps, and tools through a systematic review of the literature. *Journal of Cleaner Production, 165*, 1263-1279.

Deshpande, R., & Webster Jr, F. E. (1989). Organizational culture and marketing: defining the research agenda. *Journal of marketing, 53*(1), 3-15.

Eneizan, B. M., & Obaid, T. F. (2016). Prior research on green marketing and green marketing strategy: critical analysis. *Singaporean Journal of Business, Economics and Management Studies, 51*(3965), 1-19.

Fraj, E., Martínez, E., & Matute, J. (2013). Green marketing in B2B organisations: An empirical analysis from the natural-resource-based view of the firm. *Journal of Business & Industrial Marketing, 28*(5),396-410.

Ginsberg, J. M., & Bloom, P. N. (2004). Choosing the right green marketing strategy. *MIT Sloan management review, 46*(1), 79-84.

Green, K. W., Toms, L. C., & Clark, J. (2015). Impact of market orientation on environmental sustainability strategy. *Management Research Review, 38*(2), 217-238.

Hasan, Z., & Ali, N. A. (2015). The impact of green marketing strategy on the firm's performance in Malaysia. *Procedia-Social and Behavioral Sciences, 172*(27), 463-470.

Hemantha, Y. (2012). Green Marketing: An Exploratory Research on Consumers in Bangalore City. *Abhinav Journal of Research in Commerce & Management, 1*(9), 84-96.

Kangun, N., Carlson, L., & Grove, S. J. (1991). Environmental advertising claims: A preliminary investigation. *Journal of public policy & marketing, 10*(2), 47-58.

Kilbourne, W. E., & Beckmann, S. C. (1998). Review and critical assessment of research on marketing and the environment. *Journal of marketing management, 14*(6), 513-532.

Kumar, P. (2016). State of green marketing research over 25 years (1990-2014). *Marketing Intelligence & Planning, 34*(1), 137-158.

Kumar, P., & Ghodeswar, B. (2015). Green Marketing Mix: A Review of Literature and Direction for Future Research. *International Journal of Asian Business and Information Management (IJABIM), 6*(3), 42-59.

Kumar, V., Rahman, Z., Kazmi, A. A., & Goyal, P. (2012). Evolution of sustainability as marketing strategy:

Beginning of new era. *Procedia-Social and Behavioral Sciences, 37*, 482-489.

Lavissière, A., Mandják, T., Hofmann, J., & Fedi, L. (2019). Port marketing as manifestation of sustainable marketing in a B2B context. *Journal of Business & Industrial Marketing, 35*(3), 524-536.

Lenney, P., & Easton, G. (2009). Actors, resources, activities and commitments. *Industrial Marketing Management, 38*(5), 553-561.

Leonidou, C.N., Katsikeas, C.S., &Morgan, N.A. (2013). "Greening" the marketing mix: do firms do it and does it pay off?", *Journal of the Academy of Marketing Science,41*(2), 151-170.

Leonidou, C. N., & Leonidou, C.L. (2011). Research into environmental marketing/management: a bibliographic analysis", *European Journal of Marketing, 45*(1/2), 68-103.

Liu, S., Kasturiratne, D., & Moizer, J. (2012). A hub-and-spoke model for multi-dimensional integration of green marketing and sustainable supply chain management. *Industrial Marketing Management, 41*, 581-588.

MacCarthy, B. L., Blome, C., Olhager, J., Srai, J.S., & Zhao, X. (2016). Supply chain evolution – theory, concepts and science. *International Journal of Operations & Production Management, 36*(12),1696-1718.

Martins, C.L., & Pato, M.V. (2019). Supply chain sustainability: A tertiary literature review", J*ournal of Cleaner Production, 225*, 995-1016.

Mishra, S., Singh, S. P., Johansen, J., Cheng Y., & Farooq, S. (2019). Evaluating indicators for international manufacturing network under circular economy. *Management Decision, 57*(4), 811-839.

Omran, M.A., & El-Gafhy, A. M. (2014). Theoretical perspectives on corporate disclosure: a critical evaluation and literature survey. A*sian Review of Accounting, 22*(3), 257-286.

Papadas, K., Avlonitis, G.J., Carrigan, M. (2017). Green marketing orientation: conceptualization, scale development and validation. *Journal of Business Research, 80*, 236-246.

Peattie, K. (2001). Towards sustainability: the third age of green marketing. *The Marketing Review, 2*, 129-146.

Polonsky, M.J., & Rosenberger, P.J. (2001). Reevaluating green marketing: a strategic approach", *Business Horizons, 44*(5), 21-30.

Popp, B., & Woratschek, H. (2017). Consumers' relationships with brands and brand communities–The multifaceted roles of identification and satisfaction. *Journal of Retailing and Consumer Services, 35*, 46-56.

Porter, M. E. (1981). The contributions of industrial organization to strategic management", A*cademy of management review, 6*(4), 609-620.

Porter, M.E. (1991). America's green strategy. *Reader in Business and the Environment, 33*.

Ramsay, J. (2001). The resource based perspective, rents, and purchasing's contribution to sustainable competitive advantage. *Journal of Supply Chain Management, 37*(2), 38-47.

Shafiq, M., Lasrado, F., & Hafeez, K. (2019). The effect of TQM on organisational performance: empirical evidence from the textile sector of a developing country using SEM. *Total Quality Management & Business Excellence, 30*(1-2), 31-52.

Sharma, A., Iyer, G.R., Mehrotra, A., & Kridhnan, R. (2010). Sustainability and business-to-business marketing: a framework and implications. *Industrial Marketing Management, 39*(2), 330-341.

Simão, L., & Lisboa, A. (2017). Green marketing and green brand – the toyota case. *Procedia Manufacturing,12*,183-194.

Siva, V., Gremyr, I., Bergquist, B., Garvare, R., Zobel, T. &Isaksson, R. (2016), "The support of quality management to sustainable development: a literature review", *Journal of Cleaner Production, 138*, 148-157.

Solaiman, M., Osman, A. & Halim, M.S.B.A. (2015). Green marketing: a marketing mix point of view. *International Journal of Business and Technopreneurship, 5*(1), 87-98.

Sombultawee, K. & Boon-itt, S. (2017). Marketing operations alignment: a systematic literature and citation network analysis review. Kasetsart *Journal of Social Sciences*,1-10. https://doi.org/10.1016/j.kjss.2017.09.009

Thölke, J.M., Hultinka, E.J. & Robbenb, H.S. (2001). Launching new product features: a multiple case exam-

ination. *Journal of Product Innovation Management,18*(1), 3-14.

Tirole, J. (1988). *The Theory of Industrial Organization*, The MIT Press.

Tuz, A., & Sertyeşilışık, B. (2020). Finding and minding gaps in the state-of-the-art of the lean and green marketing in the construction industry. *Market-Trziste*, 32(2),187-203.

United Nations (2020). "Sustainable development goals knowledge platform sustainable development goal 12", available at: https://sustainabledevelopment.un.org/sdg12 (accessed 30 June 2020).

Vaccaro, V.L. (2009). B2B green marketing and innovation theory for competitive advantage. *Journal of Systems and Information Technology, 11*(4), 315-330.

Van Donk, D. P., van der Vaart, T., Brandon-Jones, A., & Silvestro, R. (2010). Measuring internal service quality: comparing the gap-based and perceptions-only approaches. *International Journal of Operations & Production Management,30*(12),1291-1318.

Welch, C. &Wilkinson, I. (2009). Idea logics and network theory in business marketing. *Journal of Business-to-Business Marketing, 9*(3), 27-48.

Writh, M.O. & Bloch, H. (1995). Industrial organization theory and media analysis. *Journal of Media Economics, 8*(2),15-26.

Yadav, R. & Pathak, G.S. (2013). Green marketing: initiatives in the Indian context", *Indian Journal of Marketing, 43*(10), 25-32.

Yusr, M.M., Mokhtar, S.S.M., Othman, A.R. & Sulaiman, Y. (2017). Does interaction between TQM practices and knowledge management processes enhance the innovation performance?. *International Journal of Quality & Reliability Management,34*, 955-975.

Zhang, P. & London, K. (2013). Towards an internationalized sustainable industrial competitiveness model. *Competitiveness Review: An International Business Journal, 23*(2), 95-113.

Zhu, Q. & Sarkis, J. (2016). Green marketing and consumerism as social change in China: Analyzing the literature. *International Journal of Production Economics, 181*, 289-302.