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Issues and challenges in green Retailing: An Indian experience

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Abstract: The paper explores green retailing issues and challenges faced by Indian retailers. Data was obtained by interviewing retail store managers, store designers, and sales and promotion officers in green retail stores, and the transcripts of interviews were content analysed using NVivo software. Credibility of environmental claims, consumers' understanding and perceptions of green products, product displays at retail stores, and financial and marketing feasibility of environmental-friendly retail operations were identified as green retailing issues and challenges. Issues and challenges specific to Indian retailers were highlighted. The study is limited to Indian sample, tends not to generalise the findings and does not have a representation to retailing industry.

Keywords Green retailing, green products, green retailing challenges, India

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1. Introduction

Literature well recognizes the opportunities that green marketing has created for businesses. A number of studies have prominently addressed the importance of communicating corporate environmental values and sustainability-oriented business operations to cater to the needs of environmentally conscious consumers (Kumar, 2015; Cruz and Pedrozo, 2009; Peters *et al.*, 2007; Silva and Alwi, 2006). In this context, retailers act as an interface between companies and consumers. Their roles are much beyond just stocking and selling products in the market, as distributors and in-store merchandisers, and they have gradually become real marketers for companies and their products (Mulhern, 1997). For companies, retailers act as an important organisational layer to operationalize green business with cradle-to-grave approach (Lehner, 2015). In practice, retailers opt for environment-friendly approaches to respond to pressure from supply chain and to prompt changes incorporated by other retailers. Moreover, retailers innovate in showcasing green products, communicating environment-friendly practices of companies and of the stores, executing store-level environmental operations and tactically responding to the demands of environmentally-conscious consumers (Ko *et al.*, 2013; Bezawada and Pauwels, 2013; Thompson, 2007). Given their direct contact with consumers (Crane, 1998), retailers now focus upon reinventing the fundamentals of retailing so as to compete on the basis of sustainability and enabling consumers to make informed decision-making in purchase of green products (Kotler, 2011). This has raised new issues and challenges for retailers, which require them to look for unique solutions and to rethink their way of doing business. Many studies have explored issues faced by retailers in developed/ emerging markets and their tactical approaches to address the challenges but a study in Indian context is yet awaited. A study is needed to answer whether issues and challenges in green retailing in India are different or same as in other markets, what kind of tactical approaches to green retailing challenges Indian retailers design or practice, and whether these tactics are same as in other markets or unique. This presents new and promising research avenues in green retailing. Therefore, this study has two objectives: one, to outline issues and challenges faced by the green retailers in India, and two, to discuss whether these issues and challenges are unique to Indian retailers.

2. Literature Review

Green retailing has attained greater understanding in the literature in this decade (Gunn and Mont, 2014; Kumar, 2014; Goworek *et al.*, 2012; Wiese *et al.*, 2012; Jones *et al.*, 2011; Jones *et al.*, 2008; Jones *et al.*, 2005a, Jones *et al.*, 2005b). The literature generally explains green retailing in forms of corporate social responsibility in retailing (Kim *et al.*, 2014; Carrero and Valor, 2012; Jones *et al.*, 2005b; Piacentini *et al.*, 2000), ethical trading (Iwanow *et al.*, 2005) and fair trade retailing (Nicholls, 2000). It generally relates to retailing of green products, store-level sustainability practices, ethical practices and sustainability-related marketing programs (Kumar, 2014; Lai *et al.*, 2010). Retailers of green products aim at developing innovative and distinct retailing approaches (Lampe and Gazdat, 1995) which arouse consumers' curiosity to search information for green products and enable them to appreciate their environmental benefits. Their environmental activities are related to retailing of products, which are designed, produced, transported and procured in environmentally friendly manners. They also facilitate consumer-product interactions so that green products become popular and highly visible to attract consumers (Thogersen and Zhou, 2012; Brynjolfsson *et al.*, 2009). This enables retailers

to understand consumers' responses towards green products, and to learn about their needs, demands and behavioural intentions. These approaches are intended to build strong retailer-consumer bonds (Woodside and Walser, 2007), and to improve competitiveness and performance of retailers (Bagur-Femenias *et al.*, 2013).

2.1 Green Retailing: Issues and Challenges

Green retailing literature has addressed several tactical responses of retailers to developing and implementing sustainability policies (Goworek *et al.*, 2012), continuous innovation in retail operations (Simms, 1992) and ethical consumerism (Nicholls, 2000). The fundamental of these responses lays emphasis upon improving acceptance of green products in the market, gaining recognition for environmentally friendly business practices and building long-term customer relationships. In this context, retailers are faced with business situations that require appropriate elaborations on issues and challenges in green retailing, and developing distinct tactical approaches to ensure survival in the market (Constantinides, 2006). A rich literature exists that elaborates on issues and challenges faced by the green retailers to achieve effective performance. For example, Carrero and Valor (2012) found customers' assessment of environmental information and product assortment decisions critical to green retailing. Similarly, Lai *et al.* (2010) pointed out that effectiveness of green retailing is broadly dependent upon green operations of retail store, and promotion and communication with customers. The issues and challenges in retailing, in general, are addressed across five dimensions i.e. branding, people, growth, customer and performance (Knee, 2002). A synthesis of literature on green retailing reveals five main green retailing issues and challenges that are explained as follows:

(i) *Green product assortment dilemma*: This issue is related to choosing the criteria that retailers should use to select green products and to develop their green product portfolio. Some of the criteria include high margin, sale in high volume, return on investment and return on volume of shelf space but retailers remain unsure whether they are right performance indicators (Carrero and Valor, 2012; Wong *et al.*, 1996). Since mass acceptance of green products in the market has been a big challenge (Lin *et al.*, 2010), a very limited number of green products in the market are found suitable on either of these criteria (Polonsky and Rosenberger III, 2001).

(ii) *Media of advertising*: Retailers struggle between choosing unique and innovative media of advertising versus the traditional. Retailers advertise using signs and leaflets made of recycled paper, and window displays in general (Carrillo *et al.*, 2014; Lin *et al.*, 2010). One-way and two-way retailer-consumer interactions using digital activities, newsletters, online and offline sales and promotion events, social networking websites are other innovative media of advertising (Kumar, 2014). However, retailers struggle with clarity in their motives of choosing a medium and evaluating for its expected results. This raises issues related to the motives, relevance and effectiveness of the selected media for promoting green products in the store.

(iii) *Content of advertising*: What should be communicated to consumers is another concern in retailing of green products. In addition, the quality of information has raised several concerns related to effectiveness of green retailing programmes (Carrero and Valor, 2012). Linking environmental information with corporate activities, communicating substantive environmental information which exhibits real activity changes, educating consumers about green products and enabling them to make more effective purchase decisions are generally suggested (Swaen and Vanhamme, 2005; Polonsky and Rosenberger III, 2001). Therefore, the

retailers communicate product-related tactical activities and their environmental significance such product modifications, packaging design changes and adapting eco-friendly mode of transport, etc. (Lai *et al.*, 2010). In addition, retailers develop consumer-centric approaches for communicating environmental information that have meaningful quality of content for consumers and relevance to consumer lifestyles. , it remains a challenge to them for their effectiveness.

(iv) Meaningfulness of environmental keywords: Environmental keywords (e.g. biodegradable, recyclable and environmentally friendly) are used to inform consumers about environmental aspects of products and to position them for their environmental features or ingredients (Leonidou *et al.*, 2013). These keywords are found misleading because of consumers' inability to rightly interpret those (D'Souza *et al.*, 2006) and to understand their genuineness (Kumar, 2014; Ko *et al.*, 2013). So, the challenge lies in developing innovative approaches to address these concerns related to their meaning, essence and interpretation. So, retailers are suggested to make objective environmental claims, which are meaningfully linked with environmental and tactical product-level changes (Lin *et al.*, 2010; Polonsky and Rosenberger III, 2001). This is aimed at minimising misconceptions, confusion, skepticism, and backlash surrounding green product claims and performance. Retailers' challenge lies in understanding effectiveness of objective environmental claims.

(v) Identifying green buyers: It is important for retailers to recognize consumers' understanding and perceptions about green products (Ko *et al.*, 2013). Targeting consumers with green product purchase intentions is important to achieve green retailing objectives. The literature has observed a trend of developing marketing programs to identify those who are most likely to buy green products (Lampe and Gazdat, 1995). This is further extended to building trust, commitment, mutually beneficial associations and strong long-term relationships (Lin *et al.*, 2010). In this regard, improving a fit between product offerings and consumers' demands is a concern for retailers. Their challenge lies in explaining consumers how green products fit in their lifestyles, changing their green product performance-related perceptions and thus, identifying what kind of product offerings will exactly convince them for greenness in product offerings (Fuentes, 2015).

2.2 Addressing the Issues and Challenges

A small number of studies have attempted to address similar issues in the context of this study. Nicholls (2002) proposed operationalisation of Strong's (1997) marketing framework to address retailers' issues and challenges. In the framework, the author proposed viable solutions to operational issues under several marketing agendas. Simms (1992) emphasised upon the need of innovating in the ways and extent of addressing the green problem. This increases the role of retailers' organisational commitment and control in terms of meeting ethical and commercial interests, and adhering to legislative norms for labelling and environmental claims. This has resulted in initiatives such as choice editing at the retailers' end that enables them to reduce the sustainability impacts of their assortment. The implications of choice editing have been examined by Gunn and Mont (2014) and Goworek *et al.* (2012) who approve its relevance in promoting sustainability in retail and encouraging sustainable consumer behaviour.

3. Research Methodology

Objective of this study is to investigate green retailing issues and challenges in Indian context, and to identify whether these issues and challenges are unique to the Indian context. The study adopts a qualitative research and employs interview-based approach. The interview method for research is comprehensive, informative, decision-focused and exploratory in nature that offers exposure to novel situations practitioners may encounter in practice. The approach is also guided by key exploratory studies in marketing management and robustness in their results (Cherrier *et al.*, 2012; Smith and O'Sullivan, 2012; Crane, 1997).

Using purposeful sampling design, the study selected retail stores engaged in retailing of green products. Irrespective of the sample characteristics (i.e. number of employees and annual turnover, etc.), nineteen retail stores of different brands for food, cosmetic, stationary, electrical and electronic products, apparel, herbal, and banking products were contacted in Mumbai, India. The selected retail stores were urban, organized in nature, and were a part of large business houses with 5-10 number of employees in each retail store.

Store managers, store designers, and sales and promotion officers of these retail stores were selected as respondents for the study. The respondents were approached through e-mails, telephonic conversation and personal visits to the stores. Each respondent was explained by the researcher the purpose of this study before the interview and sought sincere answers to the questions, stressing that all answers were treated in the strictest confidence. The respondents who agreed for the interviews were initially sent the research proposal and its objectives along with a summarized overview so that at the time of interview, they have collected the information relevant to the objectives of the proposal. At the same time, they were not given specific interview questions and follow-up questions to maintain authenticity of their responses. Interviewees were encouraged to contact the researcher if they had any question regarding the research or the interview. It is important to mention that respondents were promised of anonymity of responses that resulted in receiving their cooperation and encouraging their openness. A suitable time was decided with an appointment for the interview with those who agreed.

The interviews sought answers from the respondents on the issues and challenges in green retailing as identified in the literature review of the paper. Still, the respondents were not confined to a set of questions and were given freedom to openly express their thoughts on the subject under scrutiny. The respondents were allowed to speak freely and adapt to every topic at hand. They were also asked follow-up questions by the interviewer when the time was appropriate, and at the same time, driving the interview in the right direction was also ensured by the interviewer.

Duration of each interview varied from 30 to 45 minutes. Some of the interviews were audio recorded with suitable permission of the respondents and others were recorded in form of written notes. A total 35 interviews were conducted as a part of this study. In the interview process, the researcher was allowed open access to the retail stores that responded for the survey. Apart from the interviews, the data was also collected by analysing documents, reports, brochures and booklets published between 2009 and 2014 (subject to their availability) that served as important triangulation and supplementary sources. For each retail store, multiple interviews were conducted and cross-case method was used to match patterns of findings and build explanation for the questions in hand. In addition, personal observations, and close

reading of relevant texts on the banners, brochures and signage were used to examine, verify and analyse for relevant information. These methods were used to validate findings from interviews and cross-questions were asked to build logical explanation.

For each recorded interview, transcripts were prepared and content analysed using a word-for-word content analysis and the key terms were identified. The interview transcripts were subsequently imported into NVivo7, a commonly used qualitative software package, for coding qualitative data. NVivo is known to facilitate and simplify analysis of qualitative data that is sensitive to details as well as context. Tools of NVivo rigorously explore qualitative datasets and discover the underlying, reoccurring themes. In the analysis, these themes were placed into freestanding nodes and subsequently used to build broader themes or sets. The researchers initially identified some “key” themes for understanding issues, challenges and tactical approaches, and had NVivo assign cases into these groups. Additionally, the software suggested other potential groupings that did not fit into the initial themes. NVivo was then directed to code each of these key concepts into a specific sub-theme, which was then identified by the researchers. The issues and challenges were separately grouped for each retail store ensuring retail stores as unit of analysis.

A process of coding in iterative manner was adopted for the analysis of the data collected. A rich literature exists to guide the process of coding (Brown and Ennew, 1995; Miles and Huberman, 1994; Strauss and Corbin, 1990). The authors and two professional coders did the data coding. The coders were proficient in English language and had appropriate exposure in green retailing domain. First, the authors and coders jointly identified primary facets (or nodes) of issues, challenges and solution approaches. They further refined them into distinctive categories that were used for content analysis of the transcripts. During the process, authors and coders identified, discussed and resolved the discrepancy until consensus was achieved on the derivation of nodes. Second, the authors divided the labor in coding the remaining incidents with one author coding the data and the other acting as an auditor. Auditing included verifying steps that the coder followed for coding and for determining the outcomes. The discrepancy between the auditor and the auditee was resolved through further negotiation between them. This resulted in listing down issues and challenges faced by green retailers under five categories: Product assortment, Promotion, Ethical practices, Credibility and Retail operations. The results of content analysis are shown in appendix 1.

Inter-coder checked consistency in interpreting the categories used to code each transcript by comparing our coding of the data. This analysis focused mainly on the third level of this schema, which is where most of the content of the codes was located. Logical coherency and internal consistency were assessed by degree of fit with the data and with the substantive field based on researcher’s understanding (Crane, 1997; Dyer and Wilkins, 1991). Another measure of inter-coder reliability was assessed by SIMSTAT that yielded Cohen’s Kappa coefficients ranging from .89 to .95 for the reliability index for the categories. Also, a third party, blind to the study’s purpose and its research questions, resolved any data analysis disagreement between the coders. A panel of academic experts reviewed the results and senior professionals (Churchill, 1979) who had been working in green marketing and retailing for minimum two years and their recommendations were incorporated.

4. Findings and Discussions

Based on content analysis of interview transcripts, this section outlines the issues and challenges to green retailers in India. It first states the green retailing practice and then, explains the associated issues and challenges with each retailing practices.

First green retailing practice is related to reducing environmental impact of retail operations, reducing waste and practicing waste disposal. This aims at exhibiting environmental responsibilities and showing proactive involvement of retail stores in environmental protection. This raises several issues and challenges. For example, an understanding needs to be developed upon whether these activities are feasible as well as effective for their business. Retail stores struggle in gaining effective results (or, improve retailing performance) though they execute a number of projects every year to reduce environmental impact of their retail operations. They find these projects financially non-viable at times. Another challenge is related to consumers' understanding of retailers' environmental operations. Retail stores are unable to receive recognition from customers for reduced environmental impact of their store operations and thus, to improve their sales. In this regard, retailers tend to believe that their environmental initiatives may not be appealing or relevant to consumers, and consumers may not consider them substantial to appreciate them. In addition, they presumed that many of the consumers may not perceive that consumption pattern of the society has an adverse impact on the environment and thus, do not find environmental protection-related store activities as a differentiator. Though retailers have an opinion that these consumer perceptions vary across demographic, economic, educational and social background of consumers, they are still looking for answers to their issues and challenges. This raises the need of extensively understanding market needs and innovating with green retailing practices.

Second, retailers facilitate consumer-retailer interactions in forms of green product awareness programmes that aim at improving consumer knowledge of green products, and to resolve their misconceptions related to green products and green corporate initiatives. Retail stores face issues and challenges related to effectiveness of these awareness programmes. They have found a difference between retail stores' intend communication in these programmes, what staff in retail stores explains to the consumers in the programmes, and what consumers understand and interpret. When consumers are asked for feedbacks on such programmes, their comments clearly indicate this mismatch. Similar issues are faced when retail staff members engage in dialogic conversation with consumers for green products. For example, they face challenges in providing actual proof to consumers' product-related queries regarding sourcing, production process and transportation. They are, at their best, in a position to show consumers the relevant third party-certified facts and figures that consumers find ambiguous at times.

Third, retail stores advertise green products for their consumer and environmental benefits, but they face issues related to credibility of the claims. For example, retailers for food products struggled with recognition of organic products as environmentally friendly alternatives over other food products by consumers. Though the retail stores advertised organic products as healthy and having lesser impact on the environment, they did not find consumers believing these claims. Though products at retail stores were awarded eco-labels and consumers were found reading the literature on product packaging, consumers did not buy them. Retail stores, in their market research, found that a large number of eco-labels and certifications for food products in the market have raised questions on their credibility and recognition amongst consumers. Retailers face the challenge of explaining to consumer how certifications awarded

to their products are better and more meaningful than other certifications. Thus, their main challenge lies with differentiating eco-labels awarded to their products from other eco-labels and they are still looking for answers. Even the product endorsement by grass-root level organisations, certification agencies, and international and national NGOs is under analysis for its helpfulness in achieving retailing objectives. Similar challenge lies with understandability of environmental claims for recycled/ recyclable paper/ plastic made products. Consumers demand comparative (and quantitative) environmental analysis of recycled/ recyclable materials with other substitute materials that poses further challenges to retailers for quantification and convincing consumers for effectiveness of the comparison between the claims.

Fourth, retailers design their retail stores in such a way that green products with similar environmental attributes (or, types) are positioned at one part of the retail store and at the same time, are differentiated from products with dissimilar environmental attributes. Challenge of retail stores lies with enabling the consumers to figure out this differentiation. For example, consumers were unable to identify beauty products that are free from chemicals and made of natural ingredients separately. Retail stores face the dilemma whether this is a visibility issue in store design or related to advertising products according to their attributes and educating consumers to rightly identify the products within the store.

5. Summary

The study reviews issues and challenges faced by green retailers, in general. It further determines whether issues and challenges faced by Indian retailers are similar or unique. A comparison between findings and the literature review reveals similarities and dissimilarities between the two. Issues and challenges faced by Indian retailers in line with the literature are related to consumers' interpretation of environmental information and claims. Similar to other studies, Indian retailers also face the challenges of ensuring credibility of environmental information, claims and content related to environmental attributes of products. Also, environmental claims backed by environmental certifications are under scrutiny as increasing number of certifications raise doubts and confusion amongst consumers.

Unique issues and challenges faced by Indian retailers are related to design of retail stores and retail store operations. One, Indian retailers face the challenge of economic and operational feasibility of environmentally friendly retail operations, and struggle to identify the ways to communicate their store-level environmental achievements to consumers. Two, design of retail store to display products effectively has raised concerns for retailers. In product displays, the retailers struggle to differentiate products based on environmental attributes and thus, encounter many queries from consumers related to the products.

Indian retailers in the study do not seem to be facing issues related to green product assortment and identifying green buyers though this may be a limitation of the study. Since the retail stores selected in the study were parts of large corporate houses, they seem to have their product lines and products types already defined, and they tend to cater to specific segments in Indian consumer market. Other limitations of the study may be related to its exploratory nature and limited to retailer aspect of retailing. Within the limitations of the study, it outlines green retailing issues and challenges in Indian context, and extends existing framework of green retailing challenges. For practical implications of the study, it provides an outline of issues and challenges related to green retailing in India that may guide retailers planning to make their

portfolio of green products. For future researchers, extending this study to develop solution framework specific to Indian context may develop better insights and contribute to development of green retailing literature.

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Appendix 1:

<i>Theme</i>	<i>Quotes from interview transcripts</i>	<i>Number of themes</i>	<i>Percentage of themes</i>
<i>Product assortment</i>			
Selection of green products	"I am uncertain about what range of green products will be profitable to my business"	13	1.9%
return on investment	"I understand, my most of my green product portfolio should have high return on investment to the consumers so that it becomes a differentiating factor for my store."	8	1.2%
sale in high volume	"Sale of green products in high volume is still a dream for my store"	7	1.0%
perceived inferior performance of green products	"Many consumers think, if a product is environmentally-friendly, it will be inferior in either its functionality or in aesthetics. It is hard for them to believe that green products are equally better and at times, better."	11	1.6%
differentiating green products from other products	"I have noticed, many consumers do not even compare products based on their greenness. They just look for price at first place and suitability second."	15	2.2%
availability of green products	"Although I face challenges in selling green products, I ensure that they are available in the store. At times, some consumers insist upon environmental attributes and if they do not find products to be green, they carry bad image of store. Although such consumers are small in number, I see the number continuously increasing."	6	0.9%
products affiliated to consumer organisations	"Products affiliated to consumer organisations are our best choice because we can position them for their credibility."	8	1.2%
<i>Promotion</i>			
Promotion tools	"My objective is to use a mix of promotional tools so that more and more awareness is created about my green products."	11	1.6%
promotional causes printed on window display	"When consumers inspect about products, the promotional causes related to the product written on window display tend to influence their decisions"	5	0.7%
online retailer-consumer interaction	"My store staff members make it sure that they are in contact with customers on Facebook and Twitter to respond to any comment or feedback they receive related to my store."	17	2.5%
face-to-face retailer-consumer interaction	"My staff members have good record in communicating right information to consumers on their queries related to green products."	22	3.3%

online and offline sales and promotion events	"Initially my store focused upon promoting green products at brick-and-mortar store level but now we run our campaigns on Social networking websites such as Facebook, Twitter, and Instagram."	21	3.1%
presence on social networking websites	"My store has presence at almost all web-enabled social media platforms."	19	2.8%
relevance of promotion	"For last few years, I personally administer all promotional activities so as to ensure their relevance with green products."	25	3.7%
effectiveness of promotion	"I have seen a mismatch between what we intend to convey to consumers in our promotional events and what consumers understand and perceive."	23	3.4%
obvious visibility of green products in store	"I use innovative ways to ensure obvious visibility of green products in my store. This is more needed to attract customers specifically towards green products."	10	1.5%
technology-enabled promotion	"Mobile app based promotion has fuelled my sales for many of green products."	8	1.2%
unique display of green products	"In using innovative ways to ensure obvious visibility of green products in my store, recently I have redesigned my shelves (for structure, size and colour) that display green products."	5	0.7%
unique design of shelves for green product	"In using innovative ways to ensure obvious visibility of green products in my store, recently I have redesigned my shelves (for structure, size and colour) that display green products."	4	0.6%
marketing campaigns to spread sustainability-related messages	"Throughout the year, we run campaigns like 'return used bottles', 'contribute in energy saving', and 'make environmentally-wise choices', etc."	7	1.0%
<i>Ethical practices</i>			
following ethical principles in retailing	"We care for environmental ethics in sourcing green products."	8	1.2%
following moral principles in retailing	"We make morally correct decisions that exhibit integrity and organisational values."	8	1.2%
ensures protection and safety of the environment in sourcing of products	"I select suppliers who put their best in reducing impact of their business activities on the environment."	9	1.3%
responsible usage of natural resources	"My store has a culture of saving water and electricity usage on everyday basis."	9	1.3%

adherence to environmental regulations	"At organisational level, we adhere to environmental regulations and standards."	8	1.2%
adherence to environmental standards	"At organisational level, we adhere to environmental regulations and standards."	7	1.0%
follow fair trade practices	"We treat our suppliers equally."	6	0.9%
preference to source products from communities in less-developed countries	"Many of my suppliers are located in under-developed areas in the country and the world."	7	1.0%
discourage child labour	"We strictly discourage practicing child labour in my organisation as well as partner organisations."	7	1.0%
discourage product testing on animals	"We have signed an agreement with our suppliers that they will not test their products on animals."	6	0.9%
sharing business profits with NGOs committed to work for community development	"A part of my profits are shared with NGOs who are engaged in working for less-developed parts of the world."	6	0.9%
<i>Credibility</i>			
information which exhibits real changes in products	"I put my best to show comparison of my products against non-green products in quantitative indicators."	11	1.6%
educating consumers about green products	"Many consumers need detailed elaborations on comparisons of green products against non-green products."	15	2.2%
quantified information on product modifications	"I put my best to show comparison of my products against non-green products in quantitative indicators."	12	1.8%
quantified information on packaging design changes	"I put my best to show comparison of my products against non-green products in quantitative indicators and this includes packaging-related information as well, at times."	9	1.3%
misconceptions	"In communicating green product related information, confusion and misconceptions are many a times are outcome."	15	2.2%
Confusion	"In communicating green product related information, confusion and misconceptions are many a times are outcome."	14	2.1%
Scepticism	And, then consumers are equally sceptical on whether to believe on claims or no."	15	2.2%

negative publicity	And, then consumers are equally sceptical on whether to believe on claims or no and this, at times, have resulted in negative word-of-mouth."	18	2.7%
to enhance communication effectiveness of advertisements	"Many times, we need to explain in very much detail so that consumers understand clearly what product and the related advertisements are all about."	13	1.9%
objective environmental claims	"My claims are as objective as possible so that comparison of green products against non-green products are easier."	13	1.9%
building trust	"All these activities lead to exhibiting our commitment towards the environment and to building trust on what we claim."	16	2.4%
commitment	"All these activities lead to exhibiting our commitment towards the environment and to building trust on what we claim."	12	1.8%
strong long-term business relationships	"When my staff explains consumers in detail about green products, consumers recognize it and tend to develop association with them."	11	1.6%
environmental certifications	"Most of my products are awarded environmental certifications."	17	2.5%
financial benefits of green products	"Many times, we need to explain in very much detail so that consumers understand clearly what product and the related advertisements are all about and specially about financial feasibility of green products."	11	1.6%
source products endorsed by grass-root level organisations	"Our products are endorsed by grass-root level organisations, national and international NGOs, and government bodies."	12	1.8%
source products endorsed by national NGOs	"Our products are endorsed by grass-root level organisations, national and international NGOs, and government bodies."	11	1.6%
source products endorsed by international NGOs	"Our products are endorsed by grass-root level organisations, national and international NGOs, and government bodies."	8	1.2%
source products endorsed by certified by government bodies	"Our products are endorsed by grass-root level organisations, national and international NGOs, and government bodies."	7	1.0%
green marketing programmes for consumers' engagement with green products	"Our advertisements engage consumers with our products and sustainability-related programmes."	9	1.3%
<i>Retail operations</i>			
waste reduction	"We have our five-year plan for waste reduction and disposal."	8	1.2%

waste disposal	"We have our five-year plan for waste reduction and disposal."	7	1.0%
execute environmental welfare schemes	"We also execute environmental welfare schemes."	8	1.2%
energy conservation	"Our main focus is on reducing energy consumption."	7	1.0%
sourcing of electricity from renewable energy sources	"Also, we source electricity from solar and wind."	7	1.0%
redesigning of retail operations to minimise their environmental impact	"We have our five-year plan for waste reduction and disposal."	7	1.0%
setting annual targets related to reducing energy consumption and emissions	"Our main focus is on reducing energy consumption."	6	0.9%
setting annual targets related to waste recycling	"We have our five-year plan for waste reduction and disposal."	9	1.3%

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Publications:

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