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Formulation of The Green Marketing Development Strategy for the Body Shop Botani Square Bogor

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Abstract. Increasing public awareness of the negative impacts of products and production processes on the environment affects marketing and sales programs. Changing environmental issues into business issues enables businesspeople to understand the area and focus on competitive advantage according to their environmental conditions. They adapt, create, and develop competitive, green products through marketing mix programs.

The purpose of this study is to determine the right strategy to enhance the competitiveness of enterprises. Increasing competition then the strategy approach used must also innovate. To find out descriptive analysis is required with the data obtained from the questionnaire is destined to the experts who are experts in the field of skin care.

The result of the questionnaire will be analyze using EFE, IFE, and IE method, the research result obtained the right strategy for The Body Shop is to increase promotion to minimize new product failures.

Keywords : Green Marketing Strategy and Analysis

2. Introduction

Background Research

In today's era of globalization, marketing management can try to look for opportunities and changes that take place within the environment and continue to evolve with the environment itself on an ongoing basis. For that you can know what can be done in the midst of sustainable development (sustainable development). To capture emerging new opportunities and to restore existing standards with sustainable development, the concept of green marketing emerges as a concern for the environmental issues referred to as one of the inside strategies.

Green marketing is increasingly becoming a necessity in today's business world. Growing customer desires for environmentally friendly products make companies compete to meet these needs by switching to environmentally friendly materials. Green marketing refers to the satisfaction of customers' needs, desires, and desires in relation to the maintenance and preservation of the environment. Eco-labels, Eco-brands, and environmental advertisements are part of green marketing tools that can make perceptions easier and increase awareness of eco-friendly product features and aspects. Implementing this policy tool is an important role in changing consumer buying behavior to buy products environmentally friendly, thus reducing the side effects of the production process on the environment.

One global company that implements environmentally friendly product and is also one of the greenmarketing pioneers is The Body Shop. The company is engaged in cosmetics and skincare that offers products with natural ingredients, is environmentally friendly, and does not trial products on animals.

Therefore, this study was made to analyze the company's performance in maintaining the continuity of its business by paying attention to suitable strategies using a green marketing strategy.

Based on the above description, the authors are interested to conduct research by taking the title "**FORMULATION of THE GREEN MARKETING DEVELOPMENT STRATEGY FOR THE BODY SHOP BOTANI SQUARE BOGOR**".

Identification problems

Based on the above background, the following problems can be identified:

1. What internal factors are the strengths and weaknesses of the green marketing strategy in the competitiveness of enterprises?
2. What external factors are the opportunities and threats of green marketing strategies in the competitiveness of enterprises?
3. What alternative strategies can be used to improve the competitiveness of a company?
4. What strategies are appropriate to improve the competitiveness of enterprises?

Research purposes

Based on the above issues, the objectives of this study are as follows:

1. To find out what factors of strengths and weaknesses influence the green marketing strategy of the company's competitiveness.
2. To find out what opportunities and threats factors influence the green marketing strategy of the company's competitiveness.
3. To find out what alternative strategies can be done from a green marketing strategy towards the competitiveness of a company.
4. To know what strategies suitable to apply from green marketing strategy to competitiveness of company.

LITERATURE REVIEW

Strategic Management

Strategic management can be defined as the science of formulating, implementing, and evaluating organizational decisions to achieve their goals (David: 2004). The term strategic management is used to refer to the formulation, implementation and evaluation of strategies. The aim of strategic management is to utilize and create new and different opportunities in the future, whereas long-term planning tries to optimize current trends for the future.

Strategic Management phases

The strategic management process consists of three stages (David: 2004), namely strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation involves developing organizational vision and mission, identifying external organizational opportunities and threats, determining internal strengths and weaknesses of the organization, establishing the organization's long-term goals, establishing alternative strategies for the organization, and selecting specific strategies to use.

Carry out a strategy to make policies, motivate employees, and allocate human resources strategy formulation can be implemented. Strategy implementation that is often used as the most difficult part in strategy management requires discipline, commitment, and personal sacrifice. Strategies that are formulated but will not benefit.

Strategy evaluation (David: 2004) is the final stage in strategic management. All strategies can be changed at any time as external and internal factors are constantly changing. Three main activities in strategy evaluation are:

1. Review the external and internal factors that form the basis of the current strategy formulation.
2. Measuring performance.
3. Conduct corrective actions.

Understanding Green Marketing

Green marketing essentially describes the marketing of a product based on environmental performance. Conceptually, green marketing is defined as a marketing response to environmental influences derived from design, production, packaging, labeling, use and disposal of the goods (Lampe and Gazda: 1995).

A company doing the concept of green marketing means incorporating environmental considerations into all marketing activities undertaken by the company. (Mintu & Lozada: 1993) defines green marketing as an application of marketing tools to facilitate changes that provide organizational satisfaction and individual goals in the maintenance, protection and conservation of the physical environment.

American Marketing Associate (AMA) defines green marketing as a process of marketing products that are assumed to be environmentally safe.

The same is also expressed by (Haryadi: 2009) which states that green marketing manipulates the four elements of the marketing mix (product, price, promotion, and distribution) to sell products and services offered from the advantages of environmental conservation advantages formed from subtraction waste, increase energy efficiency, and reduce the release of toxic emissions.

From these insights it can be concluded that green marketing there are several important points:

1. The marketing response to environmental influences in the marketing mix.
2. As a marketing tool to facilitate change to satisfy the needs of organizations and consumers through protection and conservation of the environment.
3. Consistency of marketing activities by minimizing the impact on the environment.
4. Solutions from marketing activities and create competitive advantage.

Green Marketing Strategy

Ginsberg and Bloom (2004), argue that the right green marketing strategy is needed by companies that want to adopt green marketing. Companies can choose one of four green marketing strategies, namely lean green strategy, defensive green strategy, shaded green strategy, and extreme green strategy. The choice of green marketing strategy to be applied by the company should be based on the consideration of two important aspects, namely how big is the green industry segment where the company operates and the company's ability to differentiate its green product or brand from its competitors.

High Market Segment Size	Defensive Green Strategy	Extreme Green Strategy
	Lean Green Strategy	Shaded Green Strategy
	Low	High

Differentiation Capabilities to the Green Concept

Fig.1. Matrix of Green Marketing Strategy

Source: (Ginsberg dan Bloom : 2004)

1) *Lean Green Strategy*

A clean green strategy that is suitable for companies with low green market segments and low green concept differentiation capabilities. Companies that implement the strategy try to be good corporate citizens, but can not publish or market their green initiatives. Companies to reduce costs and increase the cost of activities to create profits in terms of low costs. Companies need to find the right one, but cannot find financial benefits from the green market segment. Companies that implement lean green strategies are often used to differentiate themselves from competitors. Open green strategy is suitable for companies that have green segments and low green resolution differentiation. Companies that implement the strategy try to be good corporate citizens, but can not publish or market their green initiatives. Companies to reduce costs and increase the cost of activities to create profits in terms of low costs. Companies need to find the right one, but cannot find financial benefits from the green market segment. Companies that implement lean green strategies are often done to increase interest from competitors.

2) *Defensive Green Strategy*

Defensive green strategy is suitable for companies that have a high green market segment size and low green concept differentiation capabilities. Companies that implement defensive green strategies tend to use green marketing as a preventative measure, which is a response to a crisis or response to competitive action. The company strives to improve the brand image and reduce hazards, recognizing that the green market segment is important, and the company cannot be separated from other parties who are profitable. Environmental initiatives carried out by companies that implement this strategy are truly sincere and sustainable, but the company's business to promote and publish these initiatives is still sporadic and temporary, because companies do not have the ability to differentiate themselves from competitors in terms of "green".

3) *Shaded Green Strategy*

Shaded green strategy is suitable for companies with low green segment size and high green concept differentiation capabilities. Companies that adopt a shaded green strategy invest in a long-term, system-centric, environmentally friendly process that requires a substantial commitment to both financial and nonfinancial aspects. The company sees the green concept as an opportunity to develop innovative products and technologies and satisfy the needs that ultimately result in competitive advantage. The company has the ability to really differentiate itself in green, but does not choose to do it because companies can earn more money by emphasizing other attributes.

4) *Extreme Green Strategy*

Extreme green strategy is suitable to be applied by companies that have a high green market segment size and high green concept differentiation capabilities. Holistic philosophy and values are formed in companies that truly emphasize the concept of green. All environmental issues are integrated in business processes and product life cycles from companies implementing extreme green strategies. The green concept is used as the main control force of the company's daily operations. Green practices include recycling pricing approaches, total green quality management, and environmentally friendly manufacturing. Companies that implement extreme green strategies often serve market niches and sell their products or services through boutique shops or special channels.

Methodology

The method of research is a way in an effort to understand the object of research that aims to guide researchers about the sequences of how research conducted to discover, develop, and to the truth of a knowledge. In the preparation of this research, the research method used is descriptive. A descriptive method is a method that provides an overview or description of a state as clearly as possible without any treatment of the object under study (Kountur 2005, 105).

Analysis Method

The method of analysis used in this research is aimed to describe the green marketing strategy to the competitiveness of the company. Analytical methods used consist of descriptive analysis and analysis of strategy formulations. The analytical tools used in formulating strategies to improve the competitiveness of companies is the EFE matrix, IFE matrix, and IE matrix.

Matrix Analysys

To make a problem-solving model required analysis of the factors that affect the company. Prior to formulating the strategy, it must first identify the internal and external factors of the company that will have an impact on the company that will run its business.

STAGE 1 : THE INPUT STAGE				
External Factor Evaluation (EFE) Matrix		Competitive Profile Matrix (CPM)		Internal Factor Evaluation (IFE) Matrix
STAGE 2 : THE MATCHING STAGE				
Threats - Oppotunities- Weaknesses- Strengths- (TOWS) Matrix	Strategic Position And Action Evaluation (SPACE) Matrix	Boston Consulting Group (BCG) Matrix	Internal- External (IE) Matrix	Grand Strategy Matrix
STAGE 3: THE DECISION STAGE				
Quantitative Strategic Planning Matrix				

Fig. 2. Framework for Strategy Formulation Analysis

Source : (David : 2009)

The main strategy is to do three stages (Three Stage) framework with matrices as the analysis model. This strategy is chosen because the devices or tools in the form of matrices are in accordance with all sizes and types of company organizations, so that the tool can be used to assist writers and readers in identifying and choosing the most appropriate strategies. The following are the three stages of strategy formulation proposed by (David: 2004) selected in this study.

Stage 1: Input Stage

The information obtained from these three matrices (EFE, CPM, EFI) becomes input information for the matching and decision stage matrix. Increased input helps strategy planners write quantitative assessments or assumptions quantitatively in the initial stages of the strategy formulation process. Making small decisions in the input matrix regarding the importance of external and internal factors helps strategy planners make and evaluate alternative strategies more effectively.

Stage 2: Matching Stage

The matching phase of the strategy formulation framework consists of five techniques that can be used without having to be sequential, namely TOWS Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and Grand Strategy Matrix. All of these devices depend on information obtained from the input stage to match external opportunities and threats with internal strengths and weaknesses. This matrix focuses on generating

alternative strategies that can be implemented by combining the main external and internal factors. The technique at this stage used is TOWS Matrix, SPACE Matrix, and IE Matrix.

Stage 3: Decision Stage

This stage uses information input from stage 1 to objectively evaluate alternative strategies resulting from phase 2 that are implemented, thus providing an objective basis for the selection of appropriate strategies. In this stage the matrix used is the QSPM Matrix.

Each of the above stages has a dependency on one another because the results of a stage will be used as input for the next step and at the last stage the output will be produced in the form of an alternative strategy that is considered the most attractive and most suitable for use.

RESULT AND DISCUSSION

Analysis of the Body Shop EFE matrix

The factors analyzed by this matrix are the external strategic factors of The Body Shop. The strategic factors analyzed are opportunities and threats for The Body Shop in the future. The EFE matrix of the company is stated as follows:

Table 1 The External Factors

External Factors	Weight	<i>The body Shop</i>	
		Rating	Score
<u>OPPORTUNITIES</u>			
Open many branches in potential cities	0,110	3,40	0,374
Market share that is still open	0,108	3,20	0,346
Great potential to grow due to increased awareness of natural and environmentally friendly products	0,111	3,00	0,333
The ability of consumers to buy	0,107	3,00	0,321
High consumer interest in purchasing products	0,115	3,20	0,368
<u>THREATS</u>			
Increased competition	0,103	1,60	0,165
The high failure rate of new products in marketing	0,121	2,40	0,290
Fluctuating economic growth	0,111	3,00	0,333
Market competition with similar products that also use natural ingredients	0,114	2,00	0,228
Total	1,000		2,758

Analysis of the Body Shop IFE matrix

Factors analyzed by this matrix are internal strategy factors from The Body Shop. These strategic factors are the strength and weakness factors of the body shop. Explanation of the results of the evaluation of internal strategic factors expressed in the IFE matrix The body shop as follows:

Table 2 The Internal Factors

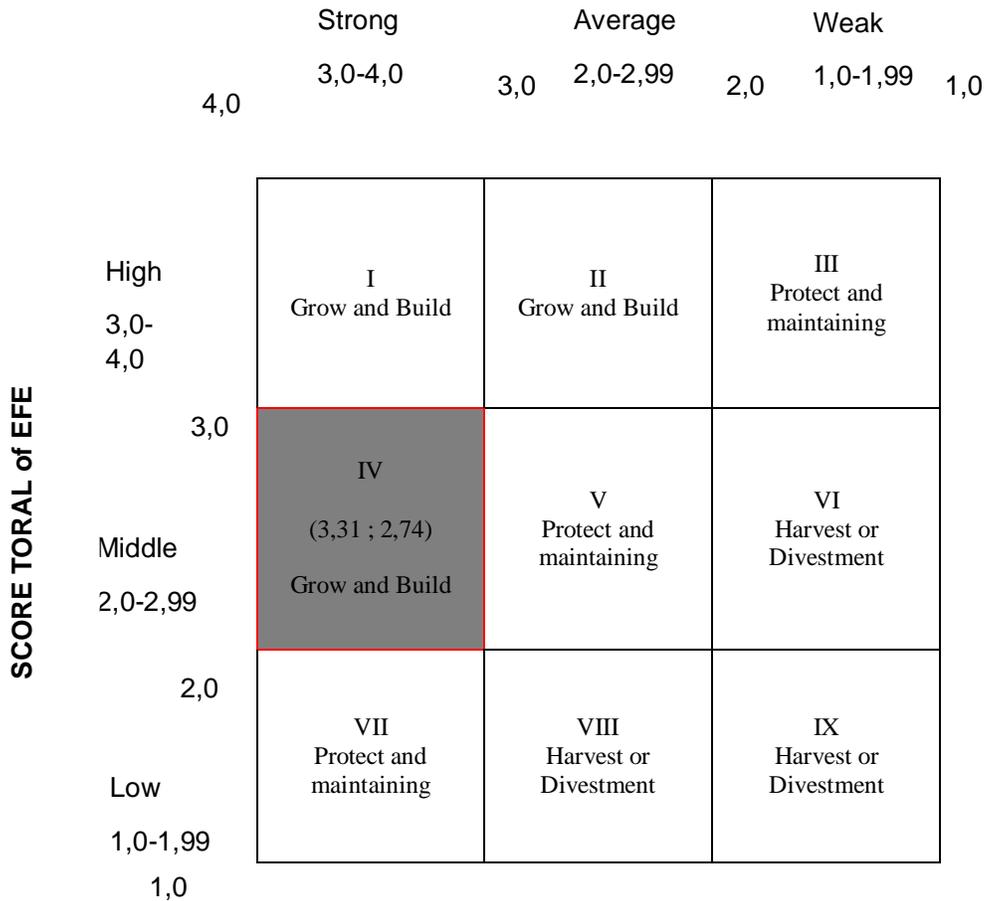
INTERNAL FACTORS	Weight	<i>The body Shop</i>	
		Rating	Score
<u>STRENGTHS</u>			
Have a strong commitment to always maintain and preserve the environment	0,110	3,60	0,396
Good reputation always maintained in terms of price and quality	0,111	3,80	0,422
Raw materials that have good quality	0,121	3,40	0,411
Consumers who visit because The Body Shop products are environmentally friendly	0,100	3,20	0,320

A well-designed store layout and atmosphere create customer appeal	0,112	3,20	0,358
<u>WEAKNESSES</u>			
High product prices but according to quality	0,112	2,80	0,314
Promotion is considered maximum	0,112	3,20	0,358
Retail outlets only exist in potential cities	0,111	3,20	0,355
Research with a long period of time for each of the latest innovations	0,110	3,20	0,352
Total	1,000		3,287

Internal Eksternal Matrix (IE)

IE Matrix Analysis Results The Body Shop

SCORE TOTAL of IFE



IE matrix analysis by combining the results between the IFE total score and also the EFE total score. The total IFE score obtained is 3.287 and the total EFE score obtained is 2.758. So that it produces coordinates in the IE matrix that is (3.287; 2.758) and when viewed in the IE matrix in table 4.6 the position of the company is in quadrant IV.

The company is in position IV with the existence of a suitable strategy can be described as growing and building. The company is in a state of stability influenced by internal and external factors that give the result of assessment or multiplication between IFE matrix with result 3,287 and EFE matrix with result 2,758.

And the results of strategy in quadrant IV can be concluded that The Body Shop is suitable to do business development with horizontal integration. The one where growth strategies through horizontal integration are those that expand the company by way of product development and control of competitors.

TOWS Matrix (Threat, Opportunity, Weaknesses, and Strengths)

TOWS Matrix Analysis at The Body Shop

The formulation of alternative strategies that can be considered by The Body Shop based on the TOWS matrix (table) are:

The Body Shop TOWS Matrix Analysis

IFE	STRENGTHS (S)	WEAKNESSES (W)
EFE	<ol style="list-style-type: none"> 1. Have a strong commitment to always maintain and preserve the environment 2. A good reputation that is always maintained in terms of price and quality 3. Raw materials that have good quality 4. Consumers who visit because The Body Shop is environmentally friendly 5. Well-designed store layout and atmosphere create customer appeal 	<ol style="list-style-type: none"> 1. The price of the product is high but in accordance with the quality 2. The promotion is maximized 3. Retail outlets exist only in potential cities 4. Research with long enough period for every new innovation
OPPORTUNITIES	S-O STRATEGIES	W-O STRATEGIES
<ol style="list-style-type: none"> 1. Open many branches in potential cities 2. Market share that is still open 3. Great potential to grow because of increasing awareness of natural and environmentally friendly products 4. The ability of consumer purchasing power 5. High consumer interest in buying products 	<ol style="list-style-type: none"> 1. Open a retail outlet in a strategic place 2. Develop brand image 3. Using internet marketing to interact with consumers unlimited runag and time 	<ol style="list-style-type: none"> 1. Creating a good relationship (symbiosis mutualism) with consumers 2. Adjust promotion with the culture of the community 3. Conduct special promotions in areas where per capita income is rising
TREATS (T)	S-T STRATEGIES	W-T STRATEGIES
<ol style="list-style-type: none"> 1. Increased competition 2. High failure rate of new products in marketing 3. Fluctuating economic growth 4. Market competition with similar products that also use natural ingredients 	<ol style="list-style-type: none"> 1. Strategies that optimize modern technology but still do not damage the environment 2. Continue to expand into areas that have not been reached to expand market share 	<ol style="list-style-type: none"> 1. Strategies that optimize modern technology but still do not damage the environment 2. Continue to expand into areas that have not been reached to expand market share

Quantitative Strategic Planning Matrix (QSPM)

QSPM is a tool recommended for experts to evaluate alternative strategic options objectively based on previously identified internal-external key success factors. So conceptually the purpose of QSPM is to establish the attractiveness of alternatives (relative attractiveness) of the various strategies that have been selected to determine which strategy is best to implement. The technique objectively demonstrates the best alternative strategy. QSPM uses input from Stage 1 analysis and matching results from Phase 2 analysis to objectively decide on an alternative, workable strategy.

The QSPM format is described in Table 4.6. The left column of QSPM consists of external and internal factors (from stage 1), and the top line consists of an executable alternative strategy. Specifically the

left-hand column of QSPM consists of information obtained directly from the EFE Matrix and IFE Matrix. In the columns adjacent to the column of external and internal critical success factors, we note the weight of each factor derived from the IFE matrix and the EFE Matrix. The top row consists of an executable alternative strategy derived from the TOWS matrix, the SPACE Matrix, and the IE Matrix. These matching tools usually produce alternative strategies that can also be implemented. However, not every strategy suggested by matching techniques must be assessed in the QSPM. Strategic planners should also use good intuitive judgment in choosing the strategies to be incorporated into QSPM.

The Body Shop QSPM Matrix Analysis

Main Factor	Weight	Alternative Strategic			
		Alt.1 Design products that meet your needs effectively and efficiently		Alt.2 Increase promotions to minimize new product failures	
		AS	TAS	AS	TAS
<u>EXTERNAL FACTORS</u>					
Open many branches in potential cities	0,11	1	0,11	3	0,33
Market share that is still open	0,11	2	0,22	4	0,44
Great potential to grow because of increasing awareness of natural products that are environmentally friendly	0,11	2	0,22	2	0,22
The ability of consumers to buy	0,10	3	0,30	3	0,30
High consumer interest in purchasing products	0,10	2	0,20	4	0,40
Increased competition	0,12	1	0,12	4	0,48
The high failure rate of new products in marketing	0,11	2	0,22	4	0,44
Fluctuating economic growth	0,12	1	0,12	1	0,12
Market competition with similar products that also use natural ingredients	0,11	2	0,22	3	0,33
<u>INTERNAL FACTORS</u>					
Have a strong commitment to always maintain and preserve the environment	0,12	1	0,12	1	0,12
Good reputation always maintained in terms of price and quality	0,12	1	0,12	1	0,12
Raw materials that have good quality	0,12	2	0,24	2	0,24
Consumers who visit because The Body Shop products are environmentally friendly	0,12	2	0,24	3	0,36
A well-designed store layout and atmosphere create customer appeal	0,11	2	0,22	4	0,44
High product prices but according to quality	0,10	1	0,10	1	0,10
Promotion is considered maximum	0,09	1	0,09	4	0,36
Retail outlets exist only in potential cities only	0,11	1	0,11	3	0,33
Research with a long period of time for each of the latest innovations	0,11	3	0,33	3	0,33
Total	1		3,30		5,34

Description:

AS = Attractiveness Score

TAS = Total Attractiveness Score

Value of Attraction: 1 = unattractive; 2 = rather interesting; 3 = reasonable draw; 4 = very interesting.

The value of attractiveness is determined by examining each external or internal factor, one by one, while asking the question "Does this factor affect the choice of strategy made?" If the answer to that question is yes, then the strategy should be compared relative to the key factor. In particular, the attractiveness of the apparatus should be given to each strategy to show the relative attractiveness of a strategy against others, taking into account certain factors. The scope of the attraction value is: 1 = not attractive; 2 = rather interesting; 3 = reasonable draw; 4 = very interesting. If the answer to the question is no, it indicates that each of the key factors has no influence over the particular choice being made.

Conclusion

From the results of research on The Body Shop that has been done, the authors can draw conclusions as follows:

1. Overview of internal factors, The Body shop is in a strong position. With the description of The Body Shop's internal strengths, the most important is a good reputation that is always safeguarded in terms of price and quality and also the main weakness, namely Research with a long period of time for every new innovation.

While the description of external factors, The Body Shop is in a strong position. Which means position. With an overview of The Body Shop's external opportunities, the most important is opening many branches in potential cities and also the main threat of fluctuating economic growth.

2. Based on the results of the analysis there are alternative strategies that can be used by The Body Shop, namely:

Alternative strategy 1 is Designing products that meet the needs effectively and efficiently. To minimize the failure of new products, it is also necessary to design products that are suitable for needs effectively and efficiently. So because according to the needs and desires of consumers, it is likely that the product is not accepted by smaller consumers. But how well the product produced can satisfy customer needs, but product quality will ultimately affect the market share and whether or not the product is accepted.

Alternative strategy 2 is Improving promotion to minimize the failure of new products. This strategy is more suitable to be applied by The Body Shop. This is because The Body Shop is still growing and still has potential in market competition so that alternative strategies to improve the competitiveness of this company are considered suitable to help The Body Shop to continue to grow and be increasingly recognized by the wider community. Because it minimizes new product failures, it can streamline the costs incurred by the company. The failure of new products is due to consumers who do not know much about the new product, so it is important to do a promotion to introduce and make consumers sure to use the new product.

3. The right strategy to choose from in enhancing the competitiveness of the company The Body Shop is a strategy to increase promotion in order to minimize new product failures because it suits the condition of the company which is in the development stage so that it needs a lot of promotion to help its business to gain profit and also expand market share for The Body Shop.

Suggestion

Suggestions that the author wants to give to The Body Shop based on the results of research that has been done as follows:

1. The Body Shop is active in promoting with its superior products through social media so as to support to increase sales and also expand market share.

2. The Body Shop should make products with small packaging also or travel pack to facilitate consumers who just want to try their products first and facilitate consumers to bring The Body Shop products wherever go.

3. The Body Shops should continue to develop the technology by way of example consumers can consult or find out The Body Shop product variants of what is suitable for the type of skin with a chat on the website. Making it easier for consumers who want to buy through the website without having to come to the outlet.

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