

Ilona Skackauskiene, Neringa Vilkaite-Vaitone
Vilnius Gediminas Technical University (Lithuania)

Green Marketing – a New Norm: a Qualitative Evidence of Green Marketing Challenges and Future Perspectives in High-Low Context Communication Cultures

DOI: 10.30819/cmse.6-1.07

ABSTRACT

This study aimed to explore current challenges and future perspectives of green marketing. The researchers interviewed nine marketing managers from arts, energy, hospitality, telecommunications, digital printing, cosmetics, and windows & doors enterprises in Lithuania, which belongs to high-context communication culture, and Norway, which is a low-context culture. The interviewed marketing professionals who represented organizations with an environmentally conscientious cultural value identified many green marketing challenges, such as greenwashing, great resource demand, COVID-19, lack of society and employee awareness, insufficient or malfunctioning government support, shortage of ideas, and lack of supply. The findings indicated that the challenges of green marketing vary across industries and enterprises that differ in the number of employees. The study also found that increasing society's awareness, promoting inspiring cases, recycling incentives, digitalization, and packaging innovations could be valuable inspirations to overcome these challenges. The research findings will be helpful for academics and marketing managers interested in understanding, implementing, and developing green marketing solutions for achieving business sustainability in high- and low-context communication cultures.

KEY WORDS

Green marketing, sustainability, greenwashing, environmentally conscientious culture, communication culture

Paper received: 8 April 2022 • Paper revised: 19 May 2022 • Paper accepted: 2 June 2022

Ilona Skačkauskienė - Doctor of Social Sciences, Professor of Management at Vilnius Gediminas Technical University (Lithuania). She has experience of over 15 years in research work and more than ten years in leading staff. Professor has published about 100 publications during her scientific period and has read reports in

Lithuanian and international conferences. She participated in ten research and study projects as a supervisor, expert, or researcher. Professor is also a member of the editorial board of four scientific journals and a member of the international scientific committee at conferences. She is a member of the Lithuanian science awards committee, the Head of the Doctoral committee at the Vilnius Gediminas Technical University (Management), and a member of the European Academy of Management. Fields of scientific interest cover management and development trends of modern organizations; evolution of management theory; modeling of service development and delivery.

Email: ilona.skackauskiene@vilniustech.lt

Neringa Vilkaite-Vaitone - Doctor of Social Sciences (Management) has published research results in more than 50 publications addressing green marketing, service consumer behavior, and marketing communications problems. She has presented research results at more than 20 international scientific conferences in Lithuania, Latvia, Poland, and Bulgaria. Vilkaite-Vaitone is a postdoctoral fellow in the project "The Influence of Green Marketing Perceptions on Young Consumers' Green Purchasing Behaviour," funded by the European Social Fund. In 2020 she had an internship at the University of Las Palmas de Gran Canaria (Spain). She is a member of the American Marketing Association, the Institute of Marketing Science, the Lithuanian Marketing Association, a member of the editorial boards of the Journal of Business Administration Research, the American Journal of Theoretical and Applied Business, the International Journal of Management Research and Economics, and a candidate for the experts at the Foundation for Polish Science, Research Council of Lithuania.

Email: neringa.vilkaite-vaitone@vilniustech.lt

Funding

This project has received funding from the European Social Fund (project no. 09.3.3-LMT-K-712-19-0077) under a grant agreement with the Research Council of Lithuania (LMTLT).

References

- Ahmadzadeh, M., Eidi, F., & Kagopour, M. (2017), Studying the effects of environmental commitments on green marketing strategies, *International Journal of Economic Perspectives*, 11(1): 816–823.
- Alam, A., & Gadar, K. (2012), Green Marketing in Saudi Arabia Rising Challenges and Opportunities, for better future, *Journal of American Science*, 8(11): 144-151.
- Ali, M. (2021), A social practice theory perspective on green marketing initiatives and green purchase behavior, *Cross Cultural and Strategic Management*, 28(4): 815–838.
- Anand, V. P. (2013), Green Marketing and Its Importance for Companies, *CLEAR International Journal of Research in Commerce & Management*, 4(8): 46–48.
- Andronie, M., Gârdan, D. A., Dumitru, I., Gârdan, I. P., Andronie, I. E., & Uță, C. (2019), Integrating the principles of green marketing by using big data. *Good practices*, *Amfiteatru Economic*, 21(50): 199–199.
- Ateng, M. A., Abazaami, J., & Musah, A. A. (2018), Exploring the Role of Culture in Shaping the Dagbon Ethnopolitical Peace Negotiation Processes. 23, 515–536, available at: <https://doi.org/10.1163/15718069-23031164> (accessed 24 March 2022).
- Bulsara, H. P., Matharu, M., Tarasova, K., Rulinska, O., & Gogol, I. (2021), An exploratory study of theories of green marketing and its practices, *Independent Journal of Management & Production*, 12(6): 431–444.
- Chan, H. K., He, H., & Wang, W. Y. C. (2012), Green marketing and its impact on supply chain management in industrial markets, *Industrial Marketing Management*, 41(4): 557–562.
- D'Souza, C., Taghian, M., Sullivan-Mort, G., & Gilmo-

- re, A. (2015), An evaluation of the role of green marketing and a firm's internal practices for environmental sustainability, *Journal of Strategic Marketing*, 23(7): 600–615.
- Dewi, H. P. (2021), Determination of Green Marketing Strategies Through Marketing Communication in the Business World in the Society 5.0 Era, *Proceedings of the 18th International Symposium on Management (INSYMA 2021)*, 180(Insyma): 181–187.
- Fernández-Viñé, M. B., Gómez-Navarro, T., & Capuz-Rizo, S. F. (2010), Eco-efficiency in the SMEs of Venezuela. Current status and future perspectives, *Journal of Cleaner Production*, 18(8): 736–746.
- Gelderman, C. J., Schijns, J., Lambrechts, W., & Vijgen, S. (2021), Green marketing as an environmental practice: The impact on green satisfaction and green loyalty in a business-to-business context, *Business Strategy and the Environment*, 30(4): 2061–2076.
- Grebmer, C., & Diefenbach, S. (2020), The Challenges of Green Marketing Communication: Effective Communication to Environmentally Conscious but Skeptical Consumers, *Designs*, 4(25): 1–16.
- Hall, E. T. (1976), *Beyond Culture*. Garden City: Doubleday.
- Hausmann, A. (2007), Cultural tourism: marketing challenges and opportunities for German cultural heritage, *International Journal of Heritage Studies*, 13(2): 170–184.
- Islam, A., Hunt, A., Jantan, A. H., & Chong, C. W. (2020), Exploring challenges and solutions in applying green human resource management practices for the sustainable workplace in the ready-made garment industry in Bangladesh, *Business Strategy and Development*, 3(3): 332–343.
- Khan, E. A., Royhan, P., Rahman, M. A., Rahman, M. M., & Mostafa, A. (2020), The impact of entrepreneurial orientation on small firms' business performance: The mediation of green marketing mix and eco-labeling strategies, *Sustainability*, 12(1), 1–15.
- Khan, M. I., Khalid, S., Zaman, U., José, A. E., & Ferreira, P. (2021), Green paradox in emerging tourism supply chains: Achieving green consumption behavior through strategic green marketing orientation, brand social responsibility, and green image, *International Journal of Environmental Research and Public Health*, 18(18): 9626.
- Kiradoo, G. (2019), A review of the challenges of green marketing: the current scenario, *International Journal of Management*, 10(6): 363–370.
- Kiran, P. K. U. (2012), Opportunity and Challenges of Green Marketing with special references to Pune, *International Journal of Management and Social Sciences Research*, 1(1): 18–24.
- Krause, A. J., & Parkman, I. (2018), The Diamond Model of Authentic Green Marketing: Evidence from the Sustainable Architecture Industry, *Business and Society Review*, 123(1): 83–119.
- Lajevardi, S., Bakhtiarty, M. J., & Hesari, B. (2021), Understanding environmental awareness through green marketing: an empirical study using Q-methodology, *Iranian Journal of Management Studies*, 14(3): 609–628.
- Lazar, I. C. (2017), Perspectives on green marketing and green businesses for sustainable development, *Economic Sciences*, 10(59): 45–79.
- Lee, T., & Peng, M. Y. (2021), Green experiential marketing, experiential value, relationship quality, and customer loyalty in environmental leisure farm, *Frontiers in Environmental Science*, 9: 1–15.
- Liao, Y. K., Wu, W. Y., & Pham, T. T. (2020), Examining the moderating effects of green marketing and green psychological benefits on customers' green attitude, value and purchase intention, *Sustainability*, 12(18).
- Liu, J., Cui, Z., Feng, Y., Perera, S., & Han, J. (2020), Impact of culture differences on performance of international construction joint ventures: the moderating role of conflict management, *Engineering, Construction and Architectural Management*, 27(9): 2353–2377.
- Lymperopoulos, C., Chaniotakis, I. E., & Soureli, M. (2012), A model of green bank marketing, *Journal of Financial Services Marketing*, 17(2): 177–186.
- Machova, R., Ambrus, R., Zsigmond, T., & Bako, F. (2022), The impact of green marketing on consumer behavior in the market of palm oil products, *Sustainability*, 14: 1364.
- Mahmoud, T. O. (2018), Impact of green marketing mix on purchase intention, *International Journal of Advanced and Applied Sciences*, 5(2): 127–135.
- Manida, M., & Nedumaran, G. (2019), The theoretical study of green marketing in Tamilnadu: its importance and challenges, *The International Journal of Analytical and Experimental Modal Analy-*

- sis, 11(9): 3833–3840.
- Martins, A. (2022), Green marketing and perceived SME profitability: the mediating effect of green purchase behaviour, *Management of Environmental Quality: An International Journal*, 33(2): 281–299.
- Maruyama, Ú., Quintanilha, M. V. B., Silva, C. M. dos S., & Sanchez, P. M. (2019), Sustainability and green marketing challenge: Brazilian brewing industry case study, *Brazilian Journal of Operations & Production Management*, 16(1): 78–87.
- Mehraj, D., & Qureshi, I. H. (2021), Evaluating the emerging opportunities and challenges from green marketing practices among Indian manufacturing industries, *Business Strategy and Development*, available at: <https://onlinelibrary.wiley.com/doi/10.1002/bsd2.186> (accessed 23 March 2022).
- Mishra, P., & Sharma, P. (2010), Green marketing in India: emerging opportunities and challenges, *Journal of Engineering, Science and Management Education*, 3: 9–14.
- Nekmahmud, M., & Fekete-Farkas, M. (2020), Why not green marketing? Determinates of consumers' intention to green purchase decision in a new developing nation, *Sustainability*, 12(19): 1–31.
- Nistoreanu, P., Aluculesei, A. C., & Avram, D. (2020), Is green marketing a label for ecotourism? The Romanian experience, *Information*, 11(8): 1–13.
- Papadas, K. K., Avlonitis, G. J., & Carrigan, M. (2017), Green marketing orientation: conceptualization, scale development and validation, *Journal of Business Research*, 80: 236–246.
- Perera, C. R., Hewege, C. R., & Mai, C. V. C. (2020), Theorising the emerging green prosumer culture and profiling green prosumers in the green commodities market, *Journal of Consumer Behaviour. An International Research Review*, 19(4): 295–313.
- Rahman, S. & Luomala, H. (2021), Demystifying Horizontal/Vertical Cultural Difference in Green Consumption: A Cross-Cultural Comparative Study, *Journal of International Consumer Marketing*, 33(5): 543–558.
- Rajadurai, J., Zahari, A. R., Esa, E., Bathmanathan, V., & Ishak, N. A. M. (2021), Investigating Green Marketing Orientation Practices among Green Small and Medium Enterprises, *Journal of Asian Finance, Economics and Business*, 8(1): 407–417.
- Rajput, N., Sharma, U., Kaur, B., et al. (2022), Current global green marketing standard : changing market and company branding, *International Journal of System Assurance Engineering and Management*, 13: 727–735.
- Ranjan, R. K., & Kushwaha, R. (2017), Impact of green marketing strategies on consumer purchase behaviour, *Review of Management*, 7(3–4): 9–22.
- Saini, B. (2014), Green marketing in India: emerging opportunities and challenges, *IOSR Journal of Business and Management*, 15(6): 67–73.
- Sharma, M. K., Pandey, N., & Sajid, R. (2015), Green Marketing: a Study of Emerging Opportunities and Challenges in Indian Scenario, *International Journal of New Technology and Research*, 1(4): 51–57.
- Singal, R., Garg, A., & Singla, S. (2013), Green marketing: challenges and opportunities, *International Journal of Innovations and Engineering and Technology*, 2(1): 470–474.
- Singh, S. (2012), Green marketing: challenges and strategy in the changing scenario, *International Journal of Advanced Research in Management and Social Sciences*, 1(6): 164–172.
- Sivarajah, U., Irani, Z., Gupta, S., & Mahroof, K. (2020), Role of big data and social media analytics for business to business sustainability: A participatory web context, *Industrial Marketing Management*, 86: 163–179.
- Sugandini, D., Muafi, M., Susilowati, C., Siswanti, Y., & Syafri, W. (2020), Green supply chain management and green marketing strategy on green purchase intention: SMEs cases, *Journal of Industrial Engineering and Management*, 13(1): 79–92.
- Sucháček, J., Walancik, M., Wróblewski, Ł., Urmínský, J., Drastichová, M., Šotkovský, I. (2018), Management of Municipal Development of Euroregion Beskydy in Poland and Czechia, *Polish Journal of Management Studies*, 18(1): 365–378.
- Sun, Z., & Zhang, W. (2019), Do government regulations prevent greenwashing? An evolutionary game analysis of heterogeneous enterprises, *Journal of Cleaner Production*, 231: 1489–1502.
- Suresh, G. (2014), A study of the constructive factors influencing green marketing in Tamil Nadu, *The IUP Journal of Marketing Management*, 13(1): 45–58.
- Taherpouran, F., Abadi, H., & Karimi, B. H. (2020), The investigation in effective factors on development of green marketing (Case Study: Food

- Industries), *International Journal of Nonlinear Analysis and Applications*, 11: 413–431.
- Tiwari, S., Tripathi, D. M., Srivastava, U., & Yadav, P. K. (2011), Green marketing - emerging dimensions, *Journal of Business Excellence*, 2(1): 18–23.
- Vilkaite-Vaitone, N., Skackauskiene, I., & Díaz-Meneses, G. (2022), Measuring Green Marketing: Scale Development and Validation, *Energies*, 15(3): 1–17.
- Wróblewski, Ł. (2015), Websites of Polish cultural and educational organizations in the Czech Republic – analysis and evaluation. *Forum Scientiae Oeconomia*, 3(1): 65-78.
- Wróblewski, Ł. (2020), Building the Relationship Between Cultural Institutions and Citizens of a Small City Divided by the Border. *Cultural Management: Science and Education*, 4(1): 119-128.
- Zhang, M., Cong, P. T., Sanyal, S., Suksatan, W., & Murtaza, N. (2022), Insights into rising environmental concern: prompt corporate social responsibility to mediate green marketing perspective, *Economic Research-Ekonomska Istrazivanja*: 1–17.