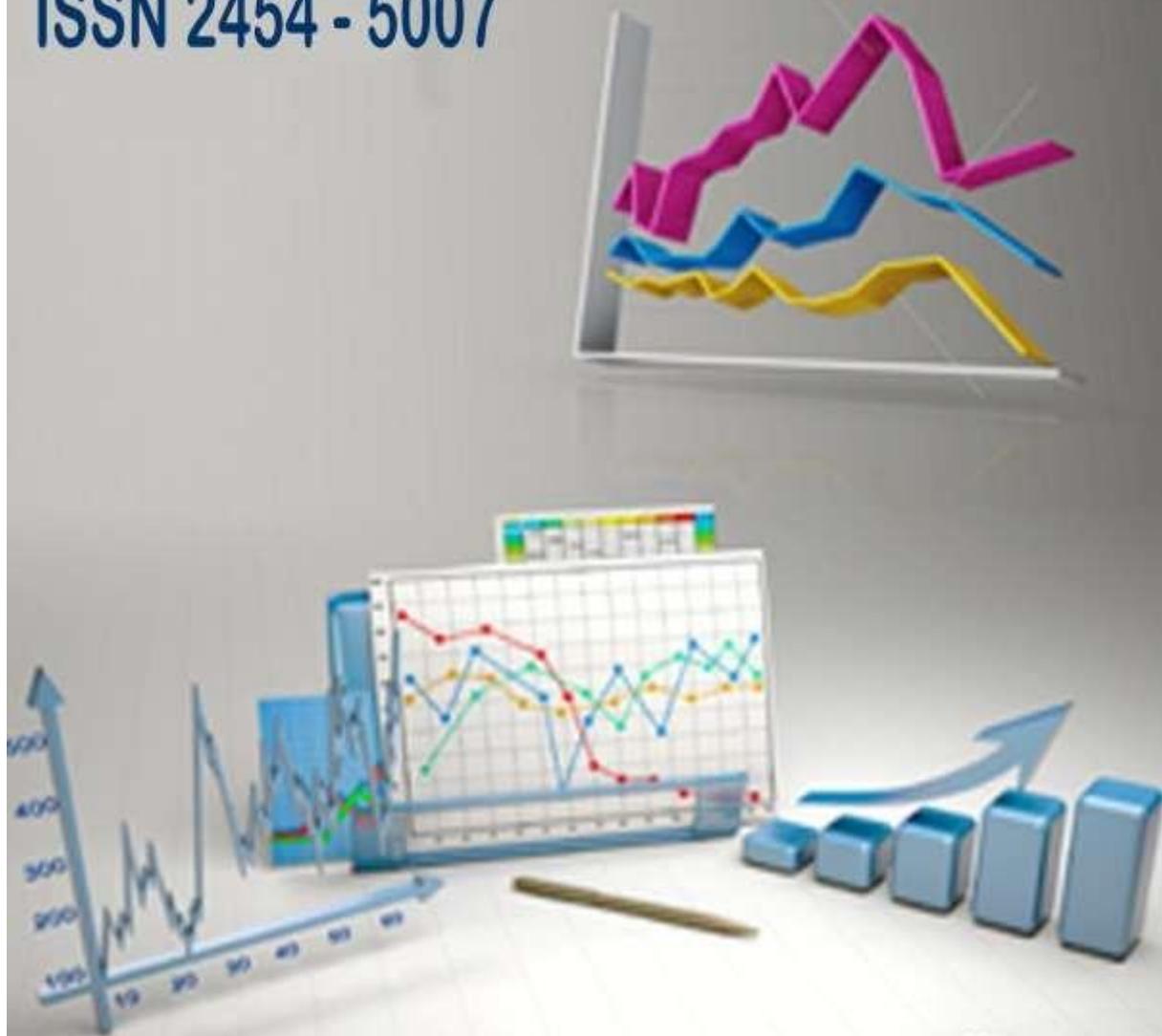




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The effects of green marketing on industrial markets' supply chain management

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abstract

Both academics and professionals have been more interested in "green marketing" and "green supply chain" during the last decade. However, no comprehensive framework has been built on how to construct green industrial brands and industrial corporate brands. Still up in the air is whether or not green industrial marketing can be successfully linked with sustainable/green supply chains to create greener businesses and manufacturing brands. There is also a lack of information on how green new industrial goods are embraced by businesses and what variables influence their creation. We also have a limited understanding of whether and how a green supply chain facilitates the creation of green, innovative industrial products. The purpose of this special issue is to examine potential future research areas in green industrial branding, green supply chain management, and the relationship between the two. The guest editors are looking for articles that provide light on how sustainable or green supply chains affect marketing theory in B2B and industrial settings.

Keywords: Sustainability , Green marketing , Green supply chain , Industrial marketing

1. Introduction

Green branding and sustainability have drawn great interest from both the practitioners and academics from many business disciplines, such as marketing, supply chain management, and information management. The need to establish green industrial brands and industrial corporate brands is growing in importance, but there is currently no overarching framework for doing so. This is because of factors such as climate change and environmental regulations. In particular, there is a lack of a well-defined strategy for how industrial organizations may leverage supply chain sustainability and green industrial marketing to gain an advantage in the market and across the supply chain network. Waste reduction (in terms of, for example, operations efficiency, delivery, and distribution network) is important to the lean operations philosophy and might be seen as a kind of sustainability from the perspective of operations and the supply chain. Improvements in information technology may aid in the elimination of certain forms of waste, such as paper and energy. Life cycle evaluation, eco-design for

cradle-to-grave product creation, etc., are just a few of the additional methods at your disposal. Green B2B marketing might benefit greatly from a deeper knowledge of the factors that influence companies' selection of green suppliers. Branding products as "green" has the potential to play a significant role in industrial marketing campaigns that aim to demonstrate sustainability's viability. But there's still room for improvement in this area. Additionally, green industrial product development is essential for green industrial branding. The elements that influence the creation of green new industrial goods and the processes by which organizations embrace them are poorly understood. In particular, nothing is known about whether or whether a green supply chain facilitates the creation of green new industrial products. We begin this editorial by examining the literature on green management, green supply chain management, and green marketing strategy. We then present the papers featured in this special edition.

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2.Green marketing strategy

Green marketing and management is a strategic issue (Siegel, 2009), not only because being green makes a firm “good”, but also because being green pays (Ambec & Lanoie, 2008; Russo & Fouts, 1997). In addition, institutional and stakeholder pressures drive the adoption of green marketing strategy (Cronin, Smith, Gleim, Ramirez, & Martinez, 2011; Sarkis, Gonzalez-Torre, & Adenso-Diaz, 2010). Integrating environmental issues into strategic marketing process has become essential, instead of voluntary, for firms to achieve institutional legitimacy and competitive advantage (Handelman & Arnold, 1999). Green/environmental marketing strategy has garnered considerable academic attention over the last two decades. Menon and Menon (1997, p. 54) proposed that an effective green marketing strategy should be endorsed by the principles of entrepreneurial marketing, which refers to “the process for formulating and implementing entrepreneurial and environmentally beneficial marketing activities with the goal of creating revenue by providing exchanges that satisfy a firm's economic and social performance objectives.” According to them, entrepreneurial marketing is featured by an innovation and technology solution to meet the environmental needs, an entrepreneurial orientation, and confluence of social, environmental and economic performances. Firms differ in terms of their degrees of adopting entrepreneurial marketing.

Banerjee, Iyer, and Kashyap (2003) expanded Menon and Menon's (1997) initial conceptualization to incorporate both environmental orientation and environmental strategy, and develop the concept of corporate environmentalism. Corporate environmentalism includes two core elements: environmental orientation and environmental strategy. Environmental orientation refers to senior managers' recognition of the importance of environmental issues facing their companies; whilst environmental strategy refers to the extent to which environmental issues are integrated with a firm's strategic plans (Banerjee et al., 2003). According to Banerjee et al. (2003), environmental orientation positively impacts on environmental strategy, which in turn has a positive impact on performance under some con-

ditions (Menguc & Ozanne, 2005). More recently, Chan (2010) found that the impact of environmental orientation on environmental strategy is positively moderated by regulatory stakeholder influence. Initially Menon and Menon (1997) offered a conceptual framework on the antecedents and outcomes of entrepreneurial marketing. They suggested that entrepreneurial marketing can impact on business performance and corporate reputation, and such effects tend to be stronger if the firm's industry has a better reputation. They further argued that a firm's entrepreneurial marketing would be driven higher by the firm's internal policy (e.g., top management environmental sensibility) and external policy (customer environmental sensibility, regulatory intensity), internal structure (e.g. centralization of decision making) and external economy (e.g., competitive intensity). However, these were conceptual propositions with no support from empirical evidence. Baker and Sinkula (2005) developed a measure for entrepreneurial marketing and empirically found that entrepreneurial marketing has a positive impact on firms' capabilities, such as new product development success. Banerjee et al. (2003) identified and empirically tested a similar set of antecedents of corporate environmentalism. These antecedents include top management commitment, public concerns, regulatory forces and so on. They also found that industry sector (high vs. moderate environmental impact sectors) moderates the impacts of some corporate environmentalism's antecedents. Both Menon and Menon (1997) and Banerjee et al. (2003) stressed the important role of top management team, which suggests the importance of leadership in adopting green marketing strategy. Indeed, Egri and Herman (2000) found that leaders' personal values (e.g., more eco-centric, openness to change, and self-transcendent) and transformational leadership style have a positive impact of a firm's environmental strategy.

3. Green supply chain management

A supply chain can be defined as a network of

companies working together towards the goals

(e.g. customer service, fulfilment and so on) of the whole supply chain (Chan & Chan, 2010). Supply chain management is thus highly coupled to resources allocation and hence a variety of optimisation techniques can be found in the literature to aid decision-making processes (Chan, 2011). Having said that, the interface between marketing and supply chain management cannot be overlooked (Lambert & Cooper, 2000). For example, Jüttner, Christopher and Baker (2007) examined how to integrate marketing and supply chain activities from a demand chain point of view. The objective of the paper is to propose a

3.1. Corporate performance

Most green supply chain management studies are coupled with corporate performance and hence attempt to conclude that green supply chain can influence companies' profit or even competitive advantages (e.g. Zhu & Sarkis, 2004). Bowen, Cousins, Lamming, and Faruk (2001) argued that financial incentive is the major driver force for implementing green supply chain. Rao and Holt (2005) investigated the relationship between green supply chain management practices and firms' competitiveness as well as economic performance, and they confirmed that a positive relationship exists. Chiou, Chan, Lettice, and

3.2. Product development

Green product development is also found to be coupled with firms' performance (e.g. Lau, Tang, & Yam, 2010). Particularly, Chen, Lai, and Wen (2006) found that green product and green manufacturing process innovations are positively associated with corporate competitive advantage. However, results from some studies are conservative on this aspect (e.g. Ragatz, Handfield, & Petersen, 2002). Extending this into the debate around integrating green supply chain management and green marketing, it is therefore important to understand the interaction and possible overlaps between two practices. However, green product development is not a straightforward analysis and hence some

3.3. Lean

Lean, sometimes refers to as just-in-time, aims to optimise the process by eliminating wastes appear in that in a broader sense (Bruce, Daly, & Towers, 2004; Chan, Yin, & Chan, 2010; Hines, Holweg, & Rich, 2004). The concept has been applied in some sectors other than traditional manufacturing

new business model which can add values along the chain. By the same token, green supply chain management (e.g. Lamming & Hampson, 1996) and green marketing (e.g. Cronin et al., 2011) cannot be considered separately. Nevertheless, the interfaces between green supply chain research and green marketing are rather unclear. This is particularly obvious if the effort devoted to green supply chain management results in marginal benefits only (e.g. Côté, Lopez, Marche, Perron and Wright, 2008). Below are summaries of some relevant research themes in order to support this though:

Chung (2011) also reach a similar conclusion although their study focuses only on the Taiwanese market. Vachon and Klassen (2008) concluded a correlation exists between environmental performance and competitive advantage in their survey. Notwithstanding the huge amount of studies in the literature in relation to the above, the link between green supply chain management activities, for example green supplier management (e.g. Bai & Sarkis, 2010), green purchasing (e.g. Green, Morton, & New, 1998) and green marketing activities, for example green branding, seems missing.

scientific tools are proposed in order to quantify such effort from environmental conscious perspective. For example, Yung et al. (2011) proposed a life-cycle approach to analyze the green product development options of an electronic product. However, such approach is perhaps too tedious in terms of data collection, and is difficult to link to green marketing effort as the analysis is not easy to be presented to the customers. In addition, this method is mainly employed at product level, not supply chain level (Schmidt & Schwegler, 2008). In other words, such efforts are not easy to make visible to the consumers.

systems, like healthcare sector (Mustaffa & Potter, 2009). The major assumption or prerequisite of lean systems that is the ability to assure the resources are consumed is a smooth and interruptive manner. In other words, high degree of uncertainty will hinder the application of lean

philosophy to not only green supply chain or green

3.4 .Distribution and reverse logistics

Distribution network plays an important role between the marketing and supply chain interface. Obviously, this is the major concerns of supply chain management from cost and flow of materials perspective. Furthermore, this is also the point where a company can meet the customers, especially for industrial business. Like life-cycle assessment mentioned above, carbon footprint is another parameter to describe the “greenness” of a product or process. For example, Edwards, McKinnon, and Cullinane (2010) made use of such indicator to calculate the so-called “last mile” distribution network and attempted to compare different scenarios. Although the approach is scientifically objective, the same shortcomings for life-cycle assessment are applicable. In contrast to the delivery of product from a warehouse, for example, to the customers, reverse logistics involves the movement in the opposite direction (Chan, 2007). Reuse, remanufacture, and recycle of returned products are definitely useful to reduce the environmental impact of a supply chain. Unfortunately, those activities, including aforementioned green product design, are normally driven by regulation (Maxwell & Van der Vorst, 2003). However, the value of returned products cannot be underestimated (Blackburn, Guide, Souza, & Van Wassenhove, 2004). Therefore, the role of reverse logistics in the industrial marketing cannot be overlooked. This is particularly important when industrial packaging is involved. Returnable containers are just one example (Kroon & Vrijens, 1995).

4. The enabling role of technology and innovation for green supply chain

As early as two decades ago, the concept of “Green” was mainly forced by governments. For example, the Federal Trade Commission of the United State (FTC, 2012) commenced the auditing process in early 1990s for commercial branding in Green Marketing. Around the same period, Australian Trade Practices Commission (replaced by Australian Competition and Consumer Commission since 1995, ACCC, 2011) also listed a set of criteria to monitor the commercial marketing, two of which are particularly related to Green Supply Chain. They are: 1) when promoting a new product by comparing with others in the existing marks, the features related to the concept of Green need to

marketing activities, and also their interfaces.

be clearly defined and presented to the customers;

2) detail description of the conditions that can generate benefits to the environments. Industrial standards has also since then followed the calls of the governmental initiatives such as ISO 14000 series developed by the International Organization for Standardization (2004) for building up the environmental oriented management systems. Nowadays, complying with the standard brings companies not only the green images but also often a demand from the major business customers (e.g., Toyota and GM require their suppliers to meet such standard). The aforementioned standards and conditions in fact include the processes and products in various activities of the supply chain.

As discussed in previous section and depicted in Fig. 1, creating a supply chain complying with the Green initiatives involves with the processes to convert inputs to outputs that can be beneficial to the environments. Reflecting on the complex nature of supply chain management, the literature also addresses Green Supply Chain from various aspects. In fact, the processes can possibly include sourcing green materials (e.g., Green et al., 1996), environmental friendly manufacturing design (e.g., less energy or less pollution), assembly, storage and distribution, and retailing, and the outputs will generate minimum wastes via reverse logistics for product re-claim, re-use or waste disposal (e.g., Messelbeck and Whaley, 1999 — study of health industry; Narasimhan and Carter, 1998).

In addition to the industrial standards and governmental legislations, there are two major enablers to facilitate the adoption of a green supply chain. As one of the main enablers, performance measurement frameworks were therefore developed (e.g., Godfrey, 1998; Hervani et al., 2005). Not only as tools for the design and evaluation of green supply chain performance, these frameworks can also aim to ensure the associated benefits such as the reduction of disposed material, development of by-products from wastes, and systemic tracking on the hazardous substance generated, and less energy consumption. The other enabler, innovation and the use of technology seem to be under research from the managerial aspects. In fact, implementing performance control relies on information systems to aggregate operational figures. Unlike performance measurement, there were only very few studies reported in main

stream journals from the information systems aspects in the past 10 years and all of them are conceptual (Melville, 2010). Nonetheless, innovation and technology are certainly seen in the industries as the main drivers of green supply chain. For example, Epson invests heavily on green product innovations. It adopted non-surface coating techniques for most of its printers that have saved 28,000 tonne paint-ing materials between 2007 and 2011. Similar stories can be found in Panasonic and its white ware products which can detect and record the consumers' usage behaviors to decide the energy saving mode. Those products are designed and manufactured by its partners in the supply chain. Moreover, applying technology wisely to standardize and monitor the green supply chain activities is essential of ensuring the performance of green supply chain. Ford uses Radio Frequency Identification (RFID) chip to record logistic movements of its production line and inventories

5. Scanning the issues

This special issue consists of 7 high quality papers, each of which has been gone through at least two rounds of review by at least three reviewers. These 7 papers cover a wide range of green management issues, such as green SCM and performance, greener product development and innovation, sustainability orientation, integration of green marketing and green SCM, comparison between B2B and B2C green SCM, and so on. The papers cover both public sectors and private sectors; use either quantitative hypotheses testing research, qualitative inductive research, or framework development for new green practice (i.e. resource constrained product development). This special issue is truly international, as data used in papers in this issue come from multiple countries, such as UK, China, France, Singapore, and so on.

Cheng and Sheu's (this issue) work provides insights into how the positive effect of relationship orientation on inter-organizational strategy quality can be moderated by the opportunistic behaviors and dysfunctional conflict of partnership in green supply chains. This is in contrast to previous studies which are more focusing on the antecedents to inter-organizational strategy quality. In addition, their study contributes to green supply chain research by integrating the perspective of economic and relational view in the study of the relational governance in green supply chains, which is not dealt with in previous studies. Finally, this paper extends current research by highlighting the role of value-based relationships from the economic and relational view of partners.

Oruezabala and Rico (this issue) investigate the

such as facilitate energy efficiencies and reduce unnecessary transportations. These actions can potentially create huge impacts on the reduction of CO2 emissions (Melville, 2010, as cited from Climate Group 2008 report).

In summary, Green Supply Chain is more than a passive strategy but can be implemented as a proactive strategy. Not only being followers, companies have started to utilize the concept and related framework for marketing their brands as well as enjoy the benefits by working with the trading partners in sourcing, product design, manufacturing, and delivery in order to form a green supply chain. In this connection, the objectives of this special issue are to reflect the most recent advances on green industrial marketing, green/sustainable supply chains and their interplay in green industrial branding, and to explore future research directions.

effect of sustainable

orientation on agreements and procurement contracts. The business marketing literature has not previously addressed public procurement practices. This research explores the consequences of greener expectations on buyer-seller relationships from the public purchasers' point of view. A qualitative investigation reveals that new environmental regulations call for new rules within formal and relational norms. Sustainable procurement implies new environmental requirements, the supplier base reduction, a need for continuous innovation, legitimacy of the purchasing function and a total cost of ownership approach. Consequently, both the level and the nature of expectations from providers are changing. Oruezabala and Rico (this issue) assert that sustainable public procurement tends to focus on fewer key suppliers with "green" skills and that procurement process needs to turn implicit norms into explicit ones in terms of environmental impact, value creation for end users (patients) or economic sustainability of hospitals.

The key research question of Liu, Kasturiratne and Moizer's (this

issue) work is on how to coherently integrate green marketing with sustainable supply chain management, so that green customer's needs can be better met from both demand and supply sides. The paper discusses a hub-and-spoke model which addresses the integration from multiple dimensions, namely the 6Ps (product, promotion, planning, process, people and project). Compared with conventional point-to-point B2B integration, the proposed 6Ps integration model enables more

effective information, materials, people and funds flow between marketing and supply chain activities. The 6Ps integration model has been evaluated through empirical study with industrial managers. Key contributions of the paper include a number of managerial implications which have been elicited through the theoretical and empirical studies of the 6Ps integration model, as well as key drivers and obstacles which have been identified for multi-dimensional integration of green marketing and sustainable supply chain management. The paper has high relevance to the Special Issue as it addresses one of key themes the Special Issue encourages, i.e.

the interplay between green/sustainable supply chain management and green marketing.

In line with the aim to explore the current green supply chain practices in industrial markets, Lee and Lam (this issue) adopt the case study approach to explore how company overcomes the problem related to aftermarket service and logistics. Based on the solution and measure adopted by the company, the strategic framework including green market analysis, green market development, sustainable operation management and customer acquisition has been proposed.

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