

**Organizational Change and Green Marketing: Service Sector in India**

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**Abstract**

*Changes take place in all organization, irrespective of the nature of industry. The increasing global competitions have made all firms realize that economic growth of the firm is possible only if it adds value to its output and that implies change. Green marketing has emerged as an important concept throughout the world which is fortunately or unfortunately used as a strategy by organization to persuade the consumers. Green marketing in the service sector requires an integration of all the 8 P's of service marketing. Service sector has the biggest share in India's GDP. Service sector is more heterogeneous compared with the other two sectors in India. Green marketing has been very well absorbed by service sector in areas like banking, transportation, hotel, hospital, energy, ITC etc. The organization need to develop and adopt new technologies & to find innovative ways for enhancing green marketing practices in organizations. The Indian government is also required to play a proactive role in this regard.*

Key words: Green Marketing, GDP, Service sectors, Sustainable development, Green wash, Green consumer, Green service

**Objectives of the Study**

- Through this paper an attempt is made to understand the meaning and significance of organizational change and green marketing.
- To articulate the role played by service sector in green marketing.
- To understand how different companies in service sector have incorporated green marketing in their service.

**Research methodology**

The data source for this study includes secondary data. It includes various publication, journals-online, magazines and Books. The data on organizations adopting green marketing practices has been taken from the companies' web sites, other websites and some by observations.

**Literature Review**

According to Varma "The new millennium presents, new opportunities – not threats. It is for the managers to seize these opportunities by nurturing change in their organization rather than fearing it and give shape to it on their own terms and without duress"

According to Thomas and Bennis “Planned change is the deliberate design and implementation of a structural innovation, a new policy or goal, or a change in operating philosophy, climate or style.”

According to the American Marketing Association “Green marketing is the marketing of products that are presumed to be environmentally safe. It is the development and marketing of products designed to minimize the negative effects on the physical environment to improve its quality. It is the effort by organizations to produce, promote, package and reclaim products in a manner that is sensitive or responsive to ecological concern”

According to Polonsky “Marketing just like other business functional areas has a role to play towards providing solutions to environmental problems facing the world today and to bring about sustainable development.”

According to Polonsky “Green marketing as all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occur with minimal detrimental impact on the natural environment.”

According to Karna,J., Hansen,E and Justin , H. “Proactive marketers are most genuine group in implementing environmental marketing voluntarily and seeking competitive advantage through environmental friendliness.

According to Theodore Levitt one of the world leading marketing expert “there are no such things as service industries, There are only industries whose service components are greater or less than those of other industries. Everybody is in service”.

## **Introduction**

Change refers to an alteration in the existing state of things. All managers today recognize the inevitability of change, the fact that the only constant (permanent) is change itself. Organizational change is the transformation of or adjustment to the way an organization functions. There are four areas or elements that constitute the content of organizational change. They are technology, organizational structure, people and product/services. Two major outcomes of the wind of change in our country are competition and technological advancement. In order to survive and grow industries must ensure optimal utilization of new technology and all its other resources.

Competition is accentuated both by indigenous enterprises and by the multinationals entering our country. This competition is confined not only to what happens at the market place, but embraces what needs to be done at the work place in terms of work culture, ethics and organizational image which could be attained through improvement in quality, optimum utilization of resources and through innovation increasing productivity and by being cost conscious.

Greater attention is paid to consumers, who are becoming more assertive- encouraged both by the legislations in their favor and freedom of choice because of competition. The quality of products is no longer confined to meeting a stipulated standard with zero defects but on continuous quality up gradation. This implies that the product themselves and the methods and technologies for producing them and the way goods/services are sold & bought in the market must keep on improving.

Contemporary change issue which today’s manager need to handle is that of innovation, i.e. generating new ideas to improve the existing product, process or service. The United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro in 1992 focused on integrating

environmental protection with economic development to bring about sustainable development. Marketing just like other business functional areas has a role to play towards providing solutions to environmental problems facing the world today and to bring about sustainable development (Polonsky, 1997). The public and corporate concern over rapidly deteriorating environment has made companies realize the need and significance of green marketing. The corporate are to generate and adopt innovative practices to have an edge over its competitors. Innovative practice or concept that has emerged over the last two decade and become inhabitable is that of green marketing.

### **Significance of green Marketing**

Green marketing has emerged as an important concept throughout the world. Ecological marketing, environmental marketing, sustainable marketing are the different phases of green marketing. Experts believe that green marketing is something that will continue to grow both in practice and demand.

Green marketing incorporates a broad range of activities, including product modification, change in the production process, packaging as well as in advertising. Green marketing ensures that the interest of the organization and all its consumers are protected, as voluntary exchange will not take place unless both the buyers and sellers mutually benefit.

The concept of green marketing entails certain fundamental elements. Marketing products which are environmentally safe; developing and marketing products to minimize environmental hazards; produce, promote, and package products in a manner befitting so as to protect the environment are some characteristic of green marketing as the term is understood in the present business world context (Ottman, 1998).

A narrow understanding of the concept is that it refers solely to the promotion or advertising of product with environmental characteristic. A broader understanding of green marketing implies that green marketing can be applied to consumer goods, industrial goods and even in service sector.

Green marketing is significant for both the organization as well as to the consumers. Organization perceives environmental marketing to be an opportunity that can be used to achieve organizational objective. The rising number of consumers preferring eco-friendly product has created an opportunity for organization to go for green marketing. Many firms are beginning to realize that they are members of the wider community and therefore have social responsibility to behave in an environmentally responsible fashion.

Government through different legislation is trying to regulate the activities of the organization to protect the environment but green marketing is a voluntary activity. It further helps organization to create a positive image in the minds of its stakeholders. Competitor's environmental activities pressurize the other firm to alter their marketing strategy to an environmental friendly strategy.

Every one of us wants to live in a better world both environmentally and socially. The detrimental environment effects produced by pollution, depletion of natural resources are not a choice but an onus on part of consumer to prefer an environment friendly product. Most consumers want themselves to be recognized in the society as a responsible and environmentally conscious consumer. Consumers are ready to shell out more money for eco-friendly goods. This consciousness is seen more among the educated consumer and those coming from sound financial background. At the same time, no consumer is going to buy any goods or service just because it is green unless it satisfies or meet the primary needs of the customers pertaining to the service.

**Service sector in India**

Service sector contributes the most to the Indian GDP. It has the biggest share in the country's GDP, agriculture sector contribute 17.40%. Manufacturing sector contributes 24.80% and service sector contributes 56.90% of GDP for the year 2012. This shows that the service sector in India account for over half of country GDP. India ranks fifteenth in the service output and it provides employment to around 23% of the total workforce in the country. (ISID 2014)

According to Theodore Levitt one of the world leading marketing expert "there are no such things as service Industries, There are only industries whose service components are greater or less than those of other industries. Everybody is in service". There exist clear difference between marketing of services and marketing through services. Marketing of service is one in which the service itself is the core product. In marketing through service, service is associated to the core product and not the core product itself.

Green marketing in the service sector requires an integration of all the 8 P's of service marketing. A Synergy & Integration of the below mentioned 8 P's are required to create visible strategies for meeting customer needs.

**Product:** service product lie at the heart of a firm's marketing strategy. Service product consists of core products to meet the customers' primary need which offer value and satisfaction to the customers.

**Place and time:** It involves decision on where, when and how the service is to be delivered and the channel adopted for the same

**Price:** It is not just enough to consider the willingness and ability of the target customer but to minimize the influence of other factor which influences the service like travel expenses, time, and unwanted mental physical effort.

**Promotion:** In service marketing much communication is educational in nature, i.e., providing the needed information and advice, persuading the customers the merits of a specific brand or services and encouraging them to take action at specific time.

**Process:** when customers are themselves involved in the creation and delivery process, the firm has to be very careful as badly designed processes lead to slow and ineffective delivery, wasted time and disappointing experience.

**Physical environment:** Physical evidences are to be managed carefully. The appearance of building, landscaping, interior furnishing equipment, staff members' uniform and all the visible cues provide tangible evidence of firm service quality.

**People:** Direct interactions of contact personnel with customers influence how customers perceive service quality.

**Productivity and quality:** Though they are often treated separately, productivity and quality should be seems as two sides of the same coin. No service organization can afford to address one in isolation from the other. Advances in technology sometimes offer promising opportunities, but innovation must be user friendly and deliver benefit that customer will value. Marketing management task in service sector tend to differ from those of manufacturing sector in several important respect.

**Table 1: Marketing implications of services.**

Differences	Implications	Market related Task
Most service product cannot be inventoried	Customers may be turned away or have to wait	Smooth demand through promotions, dynamic pricing and reservations
Intangible elements usually dominate value creation	Customers can't taste, smell or touch, see or hear them. Harder to evaluate service and distinguish from competitors	Make services tangible through emphasis on physical clues. Employ concrete metaphors and vivid images in advertising, branding.
Services are often difficult to visualize and understand	Customers perceive greater risk and uncertainty	Educate customers to make good choices, explain what to look for, documents performance, offer guarantees.
Customers may be involved in co-production.	Customers interact with provider's equipment, facilities and systems. Poor task execution by customers may hurt productivity, spoil service experience, curtail benefits	Develop user friendly equipment, facilities, and system Train customers to perform effectively, provide customers support.
People may be part of the service experience	Appearance attitude, and behavior of service personnel and other customers can shape the experience and affect satisfaction	Recruit, train and reward employees to reinforce the planned service concept. Target the right customers at the right time, shape their behavior
Operational inputs and outputs tend to vary more widely	Harder to maintain consistency, reliability and service quality or to lower cost through higher productivity Difficult to shield customers from results of service failure	Set quality standards based on customers expectation; redesign product element for simplicity and failure proofing Institute good service recovery procedure Automate customer-provider interactions, perform work while customers are absent.
the time factor assumes great importance	Customers see time as a scarce resource to be spent wisely; dislike wasting time, want services at times are convenient	Find ways to compete on speed, delivery minimize burden of waiting, offer extended service hours
Distribution may take place through nonphysical channels	Information based services can be delivered through electronic channels such as the Internet or voicetelecommunications, but core products involving physical activities or products	Seek to create user friendly, secure web sites and free access by telephone. Ensure that all information based services elements can be downloaded from site.

**Source:** Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee. 'Service marketing' people, technology, A south Asian perspective, strategy 6<sup>th</sup> edition, Prentice Hall. ISBN – 978-81-317-2597-9

The above table shows the difference between the goods and services along with its implications. Some of the characteristic features of services which is evident from the above table is services cannot be inventoried, intangible element plays a prominent role, difficult to visualize, variation in the operational input and output, etc.

**Green marketing practices by Indian companies in service sector**

The service sector is more heterogeneous compared to agriculture and manufacturing sector. It is also assumed that all those activities which do not fall in agriculture and manufacturing activities comes under service sector. For the convenience of our study, we have classified the entire service industry in the different sub-sector, for the purpose of analysis; few sub-sectors are discussed in this paper who claimed to have incorporated green marketing practices.

**Green Marketing Activities in Banking& financial sector****STATE BANK OF INDIA**

- Green Channel Counter at SBI is worth mentioning. This initiative was towards changing the traditional way of paper based banking in a limited way to card based banking, focusing on reduction in paper usage as well as saving transaction time. This would save both paper and time. SBI also provides many services like paperless banking, no deposit slip, no withdrawal slip, no cheque, all these transactions are done through SBI shopping and ATM cards.
- SBI turns to wind energy to reduce emission to reduce the carbon footprint and promotion of energy efficient processes.
- In all the new ATMs LCD monitors were deployed in lieu of CRTs, LEDs were used instead of tube lights/CFL. Five stars EER 3.1 rated Air conditioners were installed. Specially designed ATMs, were developed and installed that consume low energy and required no air conditioning environment. Solar powered ATMs were developed for rural areas. ATMs were built closer to the customer residence and their workplaces, so as to reduce their travel time thus saving time and fuel.

**Insurance:**

The connection between insurance sector and environment is not very prominent. However Insurance marketing may take many forms, one way is that to offer “Green’ related insurance policies and endorsement. Just as buying a green vehicle or a green house.

**Green Marketing Activities in Transport sector****Indian railway catering & Tourism Corporation:**

- A paperless office is a work environment in which the use of paper is eliminated or greatly reduced. This is done by converting documents and other papers into digital form, which is claimed to be easier to share, more secure, and help the environment. The concept can also be extended to communications outside the office.
- Recently IRCTC has allowed its customers to carry PNR number of their E-Tickers on their laptop and mobiles. Customers do not need to carry the printed version of their ticker anymore. Easy recharge, online competitive examinations are steps towards paperless offices.

**Delhi Metro Railway Corporation:**

A study conducted by Central Road Research Institute (CRRI), the study reveals that metro has helped save 33,000 tons of fuel and prevented creation of over 2275 conn of poisonous gases. It is has helped commuters in the city save 66 minutes every day on an average and reduced the daily vehicle demand.

**Delhi Transport Corporation:**

Delhi Transport Corporation operates the world's largest fleet of CNG powered buses. Delhi government has also launched CNG operated Auto Rickshaws and Eco-friendly Rickshaws to promote Eco friendly transportation in the city.

**Green Marketing Activities in Tourism**

- Ecotourism is entirely a new approach in tourism. Ecotourism is a preserving travel to natural areas to appreciate the cultural and natural history of the environment, taking care not to disturb the integrity of the ecosystem, while creating economic opportunities that make conservation and protection of natural resources advantageous to the local people
- Thenmala in Kerala is the first planned ecotourism destination in India created to cater to the Eco-tourists and nature lovers.

**Green Marketing Activities in Hotel**

- The Taj hotels and resorts are committed towards prevention of pollution and continual improvement in environmental performance by controlling the impact of activities, products and services on the Environment.
- Taj Hotels and palaces has launched Earth (Environment awareness and Renewal at Taj Hotels), A movement that works to minimize the impact of its businesses on the environment. The initiative under this umbrella includes environmental training for all employees, energy audits every three years, and a phased reduction of freshwater consumption. Kitchen waste and dry leaves are converted into compost. Waste paper is reused as writing pads, old bed sheets are used to make linen bags and cotton napkins.
- Taj coromandel Chennai generates energy from windmills, solar water heating systems at taj West End , Bangalore have claim to have saved over 51,000 liters of fuel over the last three years; a biogas plant at Rambagh palace ,Jaipur helps in cutting energy cost.
- Taj Exotica Maldives focuses on waste management. The use of plastic bag is restricted and hazardous substances are sent to a landfill area. Taj coral reef located on a tropical atoll takes great care to protect the delicate ecosystem of the coral reefs. Trees are planted near the beach and extraction of sand from the beach is restricted. Organic waste are processed and converted to fish food.

**Green Marketing Activities in Education****MANIPAL UNIVERSITY**

- Manipal University has once again been ranked at number two overall and first in suburban category among Indian universities in the Indonesia's Green Metric Ranking for world universities 2012. The results are computed from information provided by universities online. The information relates to six main categories and their weightings are: Green Statistics (15%),



Energy and Climate Change (21%), Waste management (18%), Water usage (10%), Transportation (18%), and Education (18%).

#### INDIAN INSTITUTE OF TECHNOLOGY

- IIT, Madras was the best among the Indian Universities and was ranked 62nd globally. IIT, Bombay was ranked third best in India and 142<sup>nd</sup> in the suburban category by Indonesia Green Metric Ranking for world universities 2012 on Jan 8, 2013.

#### MUMBAI UNIVERSITY

- The Mumbai University (MU) is all set to build a new library at its Vidyanagri campus in Kalina based on the concept of a 'green' building. According to the varsity officials, they are looking at setting up a modern library, which will be called – 'Modern Knowledge Resource Centre' to be able to fulfill the diverse needs of students. The library building which will come up on approximately 4500 square meter area will be varsity's first green building. The building will be a ground plus two storey structure and will have a capacity to accommodate 300 people at one time indoors. According to the varsity's proposed design of the building there will seating arrangements available outside the building to provide "open space learning environment" to students.
- According to the varsity officials all the books, periodicals and journals from the Old JN library will be shifted to the center. "The resource center's Collection is focused on the Digital images and Print Resource (National and International Journals, eBooks) and creates the learning environment in open space provided with the Wi-Fi and special kind of conference facilities and also connected to other libraries. Mumbai University is looking at phasing out the age old kind of library services to make way for modern knowledge and resource centers," said Leeladhar Bansod, deputy registrar PR of Mumbai University.

#### ADAMAS University (west Bengal)

- The University would like to set up a green campus by minimizing energy consumption and the adverse impact of pollution in the environment. In order to achieve this, it has taken the initiative of planting greenery across the campus and has ensured that battery-drive cars are being used for commuting. Going forward, several other initiatives have been planned to promote a healthy environment and create a paper-less culture. Energy-efficient electronic equipment and gadgets will be utilized and renewable energy like solar power will be used to meet the daily requirements of the campus. While creating no-vehicle zones even for the battery-driven cars, the University will also encourage its students and faculty members to use bicycles and bikes that run on rechargeable batteries so that the carbon emission is kept at its lowest. Usage of plastic materials will be mostly done away with and water wastage will be controlled through effective waste-water recycling and rainwater harvesting methods.

#### AMRITA university Green campus initiative.

- 'Engaging students, ushering in sustainability and promoting change' - a new Green Campus Initiative of Amrita University was launched by chairperson of the Inter-Governmental Panel for Climate Change Rajendra K Pachauri in New Delhi.



### **Green Marketing Activities in Hospitals**

#### **Care Institute of Medical Science:**

- Care institute of medical science, a hospital venture brought for by a group of doctors in Ahmedabad, has come up with India's 'green hospitals'. Right from bricks, air conditioning, lighting and heating system to harvesting of rainwater, the hospital has claimed to spend around Rs 50 crore extra.
- For hospital power cost constitute 40% of its operating cost, by going green CIMS expects 20% cuts of its power cost. The 150 bed green hospital is expected to save money on power water etc., due to its architecture and technology would enable them to offer services at 10% lower charges from patients compared with those charged by other hospitals.
- In the place of usual clay bricks, fly ash bricks were used for the building thus recycling the fly ash that is either dumped by land filling contaminating the land and groundwater. The fly ash wall would be 10 times thicker than the usual brick walls and reduced heat absorption.

### **Green Marketing Activities in Entertainment**

- NDTV, in partnership with car maker Toyota Kirloskar Motors pvt.ltd launched Greenathon a 24 hour live television events to create responsiveness about environmental issues.

### **Green Marketing Activities in Electricity**

#### **HIMURJA:**

- The Government of Himachal Pradesh has given significant importance for the development of renewable energy sources in the state, through HIMURJA. The state government has taken several initiatives to encourage private sector participation in small hydro power development. Till 30<sup>th</sup> November 2011, 468 small hydroelectric projects (up to 5Mv capacity) with an aggregate capacity of 1176 MW have been allotted. Out of these, 45 projects with an aggregate capacity of 177.55MW have been said to be commissioned.

#### **Gujarat power Corporation Limited:**

- Government of Gujarat is admired for taking bold and proactive initiative in projects of Renewable energy to harness clean and Green Energy. GPCL commissioned, Asia's largest solar park to mitigate impact of climate change and to protect environment for our future generation, Making solar sector vibrant and viable not only in our Nation but across the Globe.

### **Green Marketing Activities in Telecommunication**

- IDEA Cellular: IDEA paints India green with its national "Use Mobile, save paper" campaign. The company had organized Pledge Campaign at Indian cities where thousand came forward and pledged to save paper and trees. IDEA has also set up bus shelters with plotted plants and tendrils climbers to convey the green message.

**Green Marketing Activities in Information technology**

## INFOSYS

- The IT sector in India is generating 2.5 million direct employments. India is now one of the biggest IT capitals of the modern world and all the major players in the world IT sector are present in the country. Server virtualization, usage of LCD monitors and proper disposal of computers, servers and associated subsystems are some of the actions been taken so far in this direction. Ensuring email-based communication and creating digital libraries for a paper-less way of working are some of the other plans in the pipeline.
- Infosys is working to install lighting systems to make optimum use of daylight and attain maximum efficiency through artificial lighting. The company also plans to procure green power to reduce emissions. Meanwhile, Infosys has replaced the old hardware with more energy efficient hardware. Infosys has already started consolidating its server systems. The company has consolidated 89: individual "le servers across the world into; Network Attached 3storage infrastructures. (Or any future needs to increase the server capacity, they will be adding the disks to the Network Attached 3storage infrastructure, instead of adding the file server.
- Infosys as an IT company has won major accolades for decades now, its world class campuses buildings have been well applauded for their green initiatives and design concepts. The firm which is vouching to become Carbon Neutral by end of 2017 has a 40 member Green Initiatives Team leading the company's Green Brigade - a young team which instead of adopting thumbnails has taken the exciting way to research, experiment and explore to go green. The Green Initiatives team took an 'unreasonable' approach to reduce the consumption rates by half. The result: electricity consumption has been reduced by 32%, water consumption by 23% and GHG emissions by 25%, over 2007 - 2008 baselines.

**Conclusion**

Thus there is evidence to show that the companies in service sector too are engaged in Green marketing practices. Green business is not an easy task it requires lot of patience and perseverance. The company cannot expect returns in the short run; the marketers are to consider the long run benefits both for the company as well as the society. To promote Green marketing Government of India introduced the Eco Mark scheme. The basic objective of eco labeling is to provide authentication to genuine claims regarding the environmental impact of product and process by manufacturers. However no such standardization exists to measure the authenticity and quality of the services provided by the companies in service sector. We are also to recollect the fact that though Green marketing initiative is a voluntary activity there exist invisible compulsions to go green because of the new notification. The government of India has not taken any direct action or measures for promoting and monitoring the green marketing activities within the country.

However, the Indian Government has been active in taking steps and formulating laws. The Ministry of Corporate affairs has notified Sec 135 of the Companies Act 2013 that every private limited or public limited company which either has a net worth of Rs 500 Crore or a turnover of Rs 1000 crore needs to spend at least 2% of its average net profit for the immediately preceding three financial years on Corporate social activities. The list of activities that can be undertaken by a company to fulfill its CSR obligation also include ensuring environmental sustainability and ecological balance. Activities undertaken in local area or area surrounding the company is to be preferred for CSR. Further in accordance with circular issued by Ministry of Corporate affairs on 'Green initiative on corporate

governance” the companies can now do away with servicing of hardcopies and incur the benefit in terms of addressing the environmental concern arising out of usage of paper for printing annual reports and other documents as it involves huge environmental and financial cost. Irrespective of the reason to adopt green marketing practices, companies engaged in green Marketing are to ensure that the measures or course of action taken by them is sustainable and not just a Green Wash. Some suggestions to enhance and promote the green marketing practices among organizations are listed below.

- Promotion of research for the development of green technologies within the country.
- Technology is to be explored for the development of new product and services.
- Mass media is to be extensively used for enhancing awareness amongst the consumers regarding the usage and benefits of green products and services.
- Special awareness program for youths and women is to be organized at school and university levels for promoting green consumption.
- To look forward for using renewable energy sources for providing services.
- More and more renewable energy resources are to be generated.
- Minimization of waste generation.
- Governmental grant and subsidy is to be given for green services.
- Public Private Partnership is to be promoted for rendering green services.
- Tax exemptions to organizations engaged in green marketing practices.
- Promote clustering of SME's to adopt green marketing practices.
- Budgetary allocation for the promotion of green marketing.
- Creation of a controlling authority entrusted with the powers to monitor the green marketing activities.
- Development of standards to measure the authenticity and quality of green services.

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