Determinants of Green Marketing Leading to Sustainable Competitive Advantage for Retailers Within the Delhi Region

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Abstract

Greenhouse gases released in the atmosphere are responsible for the prevalent alarming situation around the globe. To combat this situation, green marketing was adopted by the entire supply chain. Retailers being a part of the supply chain retaliated by introducing green products in their product line. They pressurized intermediaries and manufacturers to upgrade their upstream performance of green marketing as well as influenced consumers to buy environment friendly and sustainable products. Their role as mediators between manufacturers and consumers created a positive response towards green marketing, which is evident in the literature. However, there was an existing gap regarding which factors provide the retailers a sustainable competitive advantage for selling green products. The rationale for the study was to pin down the factors that resulted in a sustainable competitive advantage for retailers. A survey was conducted with a structured questionnaire using the 5 - point Likert scale. Out of 575 respondents who participated in the study, 496 validated responses were obtained from Delhi region. The data were analyzed by using confirmatory factor analysis. The findings of the research revealed 10 factors that resulted in sustainable competitive advantage for retailers within the Delhi region. The factors identified are : Eco Friendly Procurement, Green Communication, Eco Friendly Positioning, Eco Friendly Design, Eco Friendly Packaging, Green Pricing, Green Consumer, Green Label, Packaging Material, and Accessibility. The outcomes of the research are competent for the entire supply chain, especially the retailers. They should strategically work on the factors obtained from this study to achieve profits and satisfied consumers, protect the environment, and attain a sustainable competitive advantage.

Keywords : **environment, awareness, retailer, consumer, green products, competitive advantage**

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Uncontrolled escalation in population and progress in technology from the time of Industrial Revolution culminated in mass production, fulfilling the needs of consumers, along with it, there was a proliferation in economic growth. Rise in disposable incomes inflated demand for consumption of goods. To perpetuate stability between demand and supply, manufacturers anchored on continuous use of resources for production. Resources then used were neither reused nor sustained for future. This came as a remarkable threat for the entire planet. Resources of the planet were used to such a large extent that generated imbalance on the ecological footprint (Walley & Whitehead, 1994). Changes in climate, exhaustion of renewable resources, and depletion of biodiversity are some consequences the environment is facing at present. To offer solutions for environmental problems is one of the colossal responsibilities of business leadership (Gunther, 2008).

Green marketing has evolved as a panacea to prevailing problems. Although, during inception, the process was expensive ; subsequently, consumers have benefited by good quality products, manufacturers and supply chains

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achieved competitive advantage over non-green producers and sellers without striking a balance of future generations to approach their needs (Peattie, 1995). Consumers understood the menacing situation, became conscious of environmental and social problems caused by purchase of non-sustainable products, and moved to buy environment-friendly products. As awareness about green products increased, they became a vital indicator to save the environment (Grimmer & Woolley, 2014). To be on the top of the ladder, organizations took measures with respect to the environment, encompassing value, balance, and accountability in their regular processes (Schwartz & Archie, 2008). Green marketing connected consumers with retailers and suppliers, thereby turning it into a long term relationship. Consumers bought green products due to the trust they built upon retailers. They used, consumed, and disposed green products in a sustainable manner. They also played a role of co - marketers, influencing others to buy green products through their word of mouth and mouse (Scott, 2008). Retailers should emphasize upon the development in product mix, distribution system, and operations for production of natural and eco-friendly products. Green products positioned by retailers will keep them ahead of their competitors (Makower, 2009). To reduce the carbon footprint, stress has been given to use biodegradable materials for packaging as it can be used repeatedly a couple of times (Hawthrone, 2010). Distribution channels have initiated cradle to cradle logic, which uses the concepts of 3R (reuse, reduce, and recycle) (Kumar & Putnam, 2008). Green retailers use innovative techniques to create brand image, gain competitive edge, and work in a closed loop to minimize waste to achieve sustainability (Millibank, 2004). This study focuses on factors which are central elements of green marketing that will provide a sustainable competitive advantage to retailers within the Delhi region.

The Indian Retail Industry

The Indian retail industry has made a remarkable contribution in amplifying gross domestic product and employment to subjects within the nation. It has been a rising segment supported by FDI, our country's economic conditions, increasing demand of consumers, and growing disposal income. In short, it has improved the economy of the country (IBEF, 2017). The retail industry has also grown due to financing assistance provided by banks in the form of low rate of interest for consumers and policy support by government to retailers (IBEF, 2018). The compound annual growth rate (CAGR) is also going to increase by 10% to US$ 1.6 trillion by 2026. The Indian retail sector is expanding at a fast pace, and the retail market is presumed to grow by 12% every year (A. T. Kearney, 2016).

The Indian market has a wide range of green products. These products should have certified labels on them (Aggrawal, Choudhary, & Gopal, 2010). Green supply chain has to focus on reducing carbon emissions released by organizations during production, distribution, and selling of goods. This initiative requires technological and cultural changes to meet the objectives of sustainability (Arena & Chiaroni, 2014). By 2020, the food and grocery segment would account for 66% of the total retail products. Companies producing green products would focus on the niche herbal segment (IBEF, 2018). India produces organic food in massive quantities. Adequate awareness of these products would change the perception of consumers and propel them to purchase these products (Balaji & Injodey, 2017).

India's environment is getting degraded by three major factors : population, pollution, and fast economic growth. To balance the situation, the most prevalent strategy would be green marketing. This strategy must be adopted by all the economies of the world to sustain resources for the future.

Review of Literature

Principal requirements for green marketing are positioning, manufacturing efficiency, and social responsibility (Moravcikov, Krizanova, Kliestikova, & Rypakova, 2017). Positioning is done by keeping in view functional and

emotional benefits of a product aligned with requirements of consumers to satisfy them (Hartmann & Ibanez, 2008 ; Levy & Weitz, 2001; Wang, 2016). Green products positioned with eco labels are purchased regularly by consumers (Micu, Micu, Capatina, Cristache, & Dragan, 2018). Eco friendly consumers were convinced to purchase green products due to value, physical attributes, usage efficacy, and reputation of brand (Massis, Minola, & Viviani, 2012 ; Norazah, 2013) giving competitive advantage to retailers (Gwin & Gwin, 2003).

Retailers invest in product planning and designing of green products to maintain sustainability (Schvaneveldt, 2003; Zhu, Sarkis, & Geng, 2009). It amalgamates environmental and social issues, giving a better solution for controlling ill effects on environment and human beings (Ruparathna & Hewage, 2015). Companies figured out strategies and collaborated with suppliers to get sustainable procurement to reduce risk (Mello, Eckhardt, & Leiras, 2017 ; Sancha, Gimenez, & Sierra, 2016). The brand image of companies depends on sustainable procurement from their suppliers (Xie, 2016). Initially, the focus of the retailers was on sales per square foot ; however, nowadays, it is to grow and sustain customers' experience per square foot as happy and satisfied customers increase sales opportunities of the retail segment (KPMG, 2018).

Packaging is an integral part of green products and one of the fundamental requisites of the supply chain management that gives positive image to the brand (Magnier & Schoormans, 2015). Retailers provide information of green products to consumers, thereby increasing their association with green products. Eco friendly packaging designed in collaboration with internal and external agencies would curtail effects on environment and cost of production (Chen, Hung, Wang, Huang, & Liao, 2017; García - Arca, Garrido, & Prado - Prado, 2017; Simpson & Samson, 2010), giving a competitive advantage to manufacturers (Sambu, 2016).

Consumers' wallet and willingness to purchase plays a major role for purchasing green products (Li & Meshkova, 2013). Price of traditional products is cheap as compared to green products. Since incorporation of green technology is a big budget, in the initial phase, the prices of green products is high. It is a momentary expense which would prove to be beneficial in the long run (Gogoi, 2008). Knowing the present circumstances of the environment, the consumers agree to pay an additional amount for green products. According to Patil and Shelke (2017), consumers' were of the opinion that when they are paying more, the benefits of consuming green products should be more. This requires constant upgradation of techniques and features of products. Green pricing indirectly aids to overcome perilous situations like pollution and environmental degradations (Burke, 2014).

Communication should be clear, transparent, and real. It influences consumers' buying decisions. To balance between health and sustenance of resources, organic food is produced. Although consumers are aware of these products (Jayanthi, 2015), communication through advertisements (Atkinson & Kim, 2015), trained salespersons, store layout, and point of sale influence the environmental behavior of consumers (Chen, Chen, & Tung, 2018), triggers their brain to purchase, which increases sales and profit of retailers, giving them way to achieve sustainable competitive advantage (Levy & Weitz, 2001).

Consumers purchase environment-friendly goods as they are aware of catastrophic effects of non-green products and services on the environment (Choudri, Baawain, Al-Zeidi, Al-Nofli, Al-Busaidi, & Al-Fazari, 2017). From the consumer's perspective, external, internal, and situational factors like environmental conditions influence family and society, income to spend, and marketing mix characteristics influence them (Chang, 2015). Consumers depend on retailers for buying green products and retailers bring difference in society by selling green products (Govender & Govender, 2016) and sustainability for the future (Rahman, Barua, Hoque, & Zahir, 2017). Consumers believe that products having an eco-label are proficient for their health and surroundings (Liu & Chang, 2017).

Competitive advantage is one of the major facets of marketing (Doyle & Stern, 2006). In the retail sector, effectiveness and efficacy in products and services would result in competitive advantage (Kotler & Keller, 2006). Organizations have to focus on constructive and destructive consequences upon the environment (Jankalova & Vartiak, 2017), and encompass strategies of green marketing (Koteles & Kusa, 2016) to attain competitive advantage (Barbulescu, 2017; Kirilova & Vaklieva-Bancheva, 2017 ; Líšková, Cudlínová, Pártlová, & Petr, 2016). Green marketing mix should be used to manage customers' requirements as well as organizations' objectives for

creating balance in the ecosystem (Dangelico & Vocalelli, 2017). Organizations which focus on environmental issues create a brand image in the minds of consumers, gain a competitive advantage, get new opportunities, and sustain themselves in the market. Retailers play a major part in the supply chain and would also achieve competitive advantage by selling green products to consumers (Papadas, Avlonitis, & Carrigan, 2017).

Research Objectives

(1) To determine factors that give a sustainable competitive advantage to retailers for selling green products.

(2) To analyze the demographic factors of retailers selling green products.

Research Methodology

To accomplish the research objective of the study, quantitative survey was administered. To collect data from the respondents, a structured questionnaire was used. Pilot study was conducted to check the practicality of the questionnaire on a small sample of 120 respondents. Based on data obtained from selected retailers, modification in the research design was initiated. The main survey was then conducted on a large population of selected retailers. Questionnaires were distributed among 575 retailers within the Delhi region from which 496 complete responses were attained, representing a response rate of 92.7%. An analysis was further carried out through descriptive statistics using stratified random sampling on the attained responses. The questionnaire was constructed comprising of two sections; the former section had questions to analyze the demographic profile of the retailers. The latter part of the questionnaire comprised of 44 items to understand factors that would make retailers achieve a sustainable competitive advantage by selling green products. A Likert scale (5 point) was used as a scale to measure data obtained from respondents, where 1 - denoted *strongly disagree,* 2 - *disagree*, 3 - *neutral*, 4 - *agree*, and 5 - *strongly disagree.* Data from retailers were obtained in person by fixing prior appointment with them. The respondents were requested to fill in the appropriate option for each variable in the questionnaire. The time period of the study is from November 2016 to December 2017. The study was concentric only to green food products, which are categorized under convenience goods.

Analysis and Results

Data obtained from retailers for demographics were further analyzed using descriptive statistics. For each item, mean and standard deviation were calculated. To identify factors for achieving sustainable competitive advantage by retailers selling green products, factor analysis was conducted on the items. Principal component analysis with varimax rotation was used to factorize 44 items to build the constructs. The loading of items having value less than 0.4 was removed as they were not significant for further analysis. To check the effectiveness of the data, Kaiser Meyer Olkin and Bartlett's test were performed. KMO should be more than 0.5 and in case of Bartlett's test, the significance level should be lower than 0.05 to continue the analysis. Factors with Eigen values above 1 were considered appropriate to execute the factor analysis.

(1) Descriptive Statistics : Demographic profile of the respondents as per gender, age, educational qualifications, monthly income, and location was studied using descriptive statistics, having frequency and percentage of the responses.

As per gender, it is clearly understood that frequency of male respondents was more as compared to female respondents ; 88.7% of the respondents were men ; whereas, the remaining 11.3 % were women involved in the retail business.

With reference to age, it was observed that most of the retailers were under the category of 38 - 47 years of age, comprising of 26.8% of the total respondents. It was observed that this age group was more concerned towards protecting health as well as saving resources and the environment ; the next category from 48 - 57 years of age comprised of 24% of the respondents, who were also interested in selling green products in their stores ; the respondents from 58 - 67 years of age comprised of 17.9% of the total respondents ; respondents from 28 - 37 years comprised of 17.3%, and the remaining respondents fell under the age category of 18 - 27 years, comprising of 13.9% of the total respondents.

With reference to educational qualifications, it was observed that most of the retailers were educated ; they were mostly graduates (69.2%), post graduates (15.7%), and the remaining were under graduates accounting for 15.1% of the total sample.

Furthermore, analysis of monthly income of the retailers showed that 37.9% of the respondents fell in the income group ranging from ₹ 40,001 and above, 20.7% had an income between ₹ 30,001 to ₹ 40,000, 20.4% earned a monthly income between ₹ 20,001 to ₹ 30,000, 14.9% of the retailers earned between ₹ 10,001 to ₹ 20,000 monthly income, and 7.05% of the retailers had a monthly income less than ₹ 10,000.

Considering the location of the retailers, Delhi region was divided into four divisions : North Delhi, South Delhi, East Delhi, and West Delhi ; 24.1% of the responses were obtained from retailers in North Delhi, the highest response rate of 28.6% was obtained from retailers in South Delhi, the lowest response rate of 21.7% was obtained from retailers in East Delhi, and 25.4% of the responses were obtained from retailers in the West Delhi region.

(2) Reliability Analysis : In the current study, the underlying importance is to know which factors contribute to achieve a sustainable competitive advantage for retailers while selling green products. For this, Cronbach's alpha was used to measure the internal consistency of the variables in the study. Value obtained for Cronbach's alpha is 0.894 for 44 items included in the study. The alpha value gives internal consistency of the variables with a fixed scale (Cronbach, 1951). Since it imparts consistency among the variables, it can be further analyzed - the higher the value, the more appropriate it is to perform the analysis. The alpha value obtained is above 0.6, which reflects that there is a valid consistency of the variables.

(3) Factor Analysis : Factor analysis was executed to construct new factors for retailers to achieve a sustainable competitive advantage while selling green products. The survey was administered amid retailers selling green products within the Delhi region. Primary output was in the form of descriptive statistics, where the mean and standard deviation of all the items were observed. To determine appropriateness of the sample, Kaiser Meyer Olkin measure of sampling adequacy and Bartlett's test were conducted. Minimum value of KMO should be 0.4, any value less than that is not acceptable. Higher the value, the more suitable it is for conducting the analysis (Coakes & Ong, 2011). For this study, the result of KMO is 0.892, which is adequate to perform factor analysis. Value should be close to 1, which signifies that there is partial correlation among the variables and these variables can be further examined in factor analysis. Bartlett's test for the present study is 0.00 at a significance level of $p < 0.001$. This test is a measure of data having interconnections and having uniform variance, resulting in the matrix to be independent in nature. Values of KMO and Bartlett's test are significant and fall under the acceptable category, which affirms the factorability of the matrix. This data were further analyzed during factor analysis for determining the factors that provide the retailers a sustainable competitive advantage while selling green products.

To continue the factor analysis, data from the table of communalities was considered, where variance of each variable should be more than 0.4 to continue the factor analysis. One variable was removed as the value was less than 0.4, and 43 linear components were identified from the data before extraction. Total variance is based on Eigen values. Ten factors were obtained as their Eigen values are more than 1 ; 65.263 % of the variance is explained after extraction of these 10 factors. These factors correspond to the factors which provide a sustainable competitive advantage to retailers. Varimax rotation method was used to know which items were under the obtained factors. The Table 1 represents the factor loadings of the variables.

Table 1. Factor Loadings

Factor No.	Factors	Factor Variable	Loading
1	**Eco Friendly**	I stock green products in my store.	0.949
	Procurement	I procure green products in large quantities.	0.859
		Procure products with the concept of reuse, reduce, recycle, and dispose.	0.942
		I study environmental life cycle of green products before procuring them from suppliers.	0.756
		I order in bulk to reduce the unwanted packaging material and cost.	0. 919
		Green products provide value for money.	0.812
		I follow environmental policies as a retailer.	0.762
		The supply chain also follows environmental policies for green products.	0.792
2	**Green**	Green communication is required to create awareness among consumers.	0.640
	Communication	It is done at the point of sale.	0.706
		Advertising on display boards impacts purchasing pattern of consumers.	0.642
		Sales persons are trained to communicate with consumers.	0.596
		The retailer is the major contact point to communicate with consumers.	.669
		Green communication increases sales among consumers.	0.641
3	**Eco Friendly**	Positioning on shelves influences everyone coming to	
	Positioning	the store to check features of the green products.	0.886
		Positioning of green products depends on value propositions.	0.811
		Positioning of green products depends on brand identity.	0.886
		Positioning triggers functional and emotional attributes of a consumer.	0.909
		Positioning increases sales of green products.	0.777
4	**Eco Friendly**	I focus on techniques applied for green designing of a product.	0.704
	Design	Life cycle analysis is used for green design.	0.935
		It upgrades benefits of the product.	0.742
		Proper designing reduces harmful effects on the environment.	0.726
		It helps in sustaining resources.	0.668
5	**Eco Friendly**	Green packaging attracts consumers to purchase green products.	0.881
	Packaging	It creates competitiveness in the market.	0.512
		It gives a positive image to the product.	0.639
		Continuous use of green packaging will reduce cost of production processes.	0.739
6	**Green Pricing**	Green pricing is a decision taken by manufacturers considering profits of retailers.	0.849
		Incorporation of green technology increases price of the product in the initial phase.	0.731
		Green products are priced higher than traditional products.	0.903
		Consumers agree to pay an additional price for benefits to them.	0.787
7	**Green**	Green consumers consume green products due to the prevailing environmental conditions.	0.677
	Consumer	Consumers consider the health benefits while purchasing green products.	0.623
		Consumers are influenced by the quality of green products.	0.724
		Demographic factors influence purchase of green products.	0.774
		Family influences consumers to purchase green products.	0.787
8	**Green Label**	Process of designing is certified by external agencies.	0.932
		Packaging with eco label convinces consumers.	0.664
9	**Packaging Material**	Packaging is done by biodegradable material.	0.720
		Packaging material can be recycled and reused for further packaging.	0.652
10	**Accessibility**	Green products are easily accessible in most of the retail stores.	0.666
		Green products are given distinct shelf space for visibility and approach by the consumers.	0.739

The first factor identified is named as Eco Friendly Procurement having 9.874% of the variance ; the second factor is Green Communication with 4.862% of the variance ; the third factor is Eco Friendly Positioning having 3.430% of the variance ; the fourth factor is Eco Friendly Design having 2.199% of the variance ; the fifth factor is Eco Friendly Packaging having 1.674% of the variance ; the sixth factor is Green Pricing having 1.597% of the variance ; the seventh factor is Green Consumer having 1.551% of the variance ; the eighth factor is Green Label having 1.338% of the variance ; the ninth factor is Packaging Material with 1.296% of the variance ; and the tenth factor identified is Accessibility with 1.122% of the variance. The factors identified are those that result in sustainable competitive advantage for retailers.

Furthermore, the beta values for the factors are : for Eco - Friendly Procurement, the value is 0.075; for Green Communication, the value is 0.217 ; for Eco - Friendly Positioning, the value is 0.082 ; for Eco Friendly Design, the value is 0.288 ; for Eco - Friendly Packaging, the value is 0.113 ; for Green Pricing, the value is 0.125 ; for Green Consumer, the value is 0.082 ; for Green Label, the value is 0.135 ; for Packaging Material, the value is 0.091 ; for Accessibility, the value is 0.108.

All the factors that influence sustainable competitive advantage for retailers were regressed together using multiple regression. It was found that all the obtained factors have a positive relation with sustainable competitive advantage. The adjusted R^2 value is 0.444, which shows that 44.4% of the variation in purchase of green products is explained by the independent variables. Independent factors have significant coefficient values, thereby showing that these factors have a relationship with the dependent factor, which is sustainable competitive advantage.

Discussion and Conclusion

Factors obtained from analysis reveal that retailers in Delhi took initiatives to sell green products (Eco Friendly Procurement). They concentrated on technical standards to procure green products, to position them on the shelves, to sell green products to consumers, and finally managed disposal of these products, creating efficiency in the supply chain. Retailers took initiatives to understand the life cycle of green products instead of just focusing on retail operations as well as gave suggestions to suppliers to design products and packaging with less hazardous and harmful substances. Retailers adopting these strategies become competitive, making other retailers also adopt these strategies, further achieving a sustainable competitive advantage (Retail Industry Leaders Association, 2011).

Retailers are the medium to promote green products among consumers (Green Communication), emphasizing on features like recycle, natural, and organic. Retailers categorized their consumers into two segments. One segment was consumers who were aware and purchased green products on a regular basis. The other segment comprised of consumers who were aware but still did not purchase green products. Retailers must communicate the advantages of green products to these consumers using integrated marketing communication like advertisement on display boards, during billing at the point of sale, and training sales representatives to communicate benefits of green products to consumers effectively and efficiently to influence consumers to buy the same (Dobers & Strannegard, 2005).

The third factor identified is Eco Friendly Positioning. Retailers positioned green products with eco label on the shelves, giving consumers the option to select green products. This action persuades green manufacturers to produce good quality and more quantity of green products. Positioning of green products functionally and emotionally connects with consumers, thereby increasing sales of green products (Hartmann, Ibanez, & Sainz, 2005).

The fourth factor is Eco Friendly Design of green products. It was observed that retailers actively participated in designing of eco friendly products. They studied the life cycle of the products following the 3 R strategy, which is reduce, reuse, and recycle. The present findings are similar to the findings of The Danish Environmental Protection Agency (2013) as it observed that retailers in their upstream activities took initiatives with manufacturers to reduce

harmful impacts; in store activities, they kept a check on activities like conservation of water, energy, and implementing ways to reduce transportation costs, and finally, in downstream activities, assisted consumers to purchase and dispose green products.

The next factor of the study is Eco Friendly Packaging, which is gaining a rise in India. Green marketing awareness among consumers started with its packaging initiatives. Eco friendly packaging of products focuses on recyclability; materials used for production of packaging material should obviate waste, reduce air and water pollution, create balance in the ecological system, shrink expulsion of greenhouse gases, and modify transportation costs (Leonetti, 2018).

The next significant factor discussed is Green Pricing. Prices of green products are comparatively high than it is for conventional products. This is because the sustainability aspect is rendered at every step of the production process, which increases cost of producing green products, thereby increasing the price of the product. Consumers increasing demand and supply of green products will gradually decrease the price of green products as producers will be keen in producing green products depending on consumer willingness and decrease in the green cost coefficient (Chen et al., 2017).

Green Consumer is another evident factor that gives the retailers a competitive advantage while selling green products. Consumers are aware of environmental degradation, they show concern to restore situations by purchasing green products. Moving towards a healthy way of life and consuming fewer natural resources will reduce environmental degradation. Green consumers foster constructive environmental effects. They purchase products which contain eco mark, energy label, made from recycled materials. Environment friendly consumers start from trivial purchasing and further make it their habit to purchase green products regularly (Thøgersen, 2004). Though green products have eco - friendly benefits, green food products have immense health benefits. Green food products are safe for consumption as they are free from toxic chemicals and artificial preservatives. The quality of green products increases customer loyalty. Quality and performance of green products are directly linked - if it is positive, then it increases customer satisfaction (Kianpour, Josuh, & Asghari, 2014). It was identified that women were more interested than men to purchase green products. These consumers were pre-middle aged, educated, and had moderate socioeconomic status. In this study, it was observed that family also had a strong influence on consumers in Delhi with regard to purchase of green products. Similar results were obtained by Kakati and Ahmed (2016).

Eco label (Green Label) on green products is a factor which consumers depend on before purchasing green products. It is an instrument that provides adequate information of green products to consumers and is a manifestation of quality affirmation and trust. Eco labels increase market scope for retailers. Products with eco labels can be easily distinguished on the shelves at the stores.

Another factor determined from the study is the Packaging Material. Materials used for packaging should be biodegradable and recyclable in nature, leading to sustainability (González - García, Sanye - Mengual, Llorach-Masana, Feijoo, Gabarrell, Rieradevall, & Moreira, 2016). Biodegradable and recycled packaging can be disposed easily; it decomposes into the soil, reduces the carbon footprint, thereby maintaining eco balance.

Green Packaging should decrease cost of production and transportation, improve effectiveness, and upgrade competitiveness in the market. Green packaging elevates the brand image of the organization as a socio responsible company (Ouyang, 2014).

The last factor identified is Product Accessibility. It is clear from the data that when products are easily approachable, consumers find it easy to purchase green products. This saves their time spent on searching and visualizing the product. Proper shelving and promotion of green products reminds consumers to purchase them on a regular basis.

All these factors directly impact in providing a sustainable competitive advantage to retailers. Retailers strategizing for in store decisions must consider these factors to make profit and sustain themselves in the market.

Managerial Implications

The procurement policy must be registered and followed by the entire supply chain. Green marketing is presumed to create a balance between the economy and society. Green procurement is a tool to achieve this balance. Green procurement performance must be measured by manufacturers and retailers to maintain consumer confidence. This requires a fixed monitoring system to attain objectives of the organizations. Prior to placing products on the shelves, materials used for the shelves should also be made from eco-friendly material. Green products should be positioned in such a way that when consumers enter the store, they can easily identify, pick, and purchase green products. The retailers should place green products at the point of sale as well as use block and vertical positioning of green products to attract consumers. This will give an idea of the versatile range of green products available in the store. The manufacturers can pay additional incentives to retailers to position green products where sales are the highest. Before designing a green product, in-depth study of the product life cycle using standards and tools should be done including factors like toxicity, recycled materials, saving energy, and resources. These products should provide basic functions along with the focus on improving environmental conditions. Design of green products should be at par with traditional products. Products produced should have the ability to be recycled easily to be used for the next production process. While designing a green product, resources are to be used proficiently.

Green communication is a mode for creating awareness among consumers. Hoardings and boards in the retail stores must be made up of recycled materials, and eco-friendly material should be used for creating giveaways; green retailers should associate themselves with green events to encourage consumers to purchase green products. Communication must take place both internally and externally. It should be through advertisements, websites, and banners, laying emphasis on words like 'recycled material,' 'non-toxic ingredients,' and so on which are sustainable in attracting consumers to purchase green products. Consumers today do shopping through applications on the Internet, this medium can be used to create awareness among consumers. Retailers must concentrate on sustainable packaging, which will reduce the carbon footprint. Packaging must be done with low volume material to protect goods from inside. They can be covered by air filled cushion rolls as well as bubble wraps made from biodegradable materials. For all packaging, biodegradable materials like paper, cardboard, and corn starch can be used. These materials can be easily disposed, recycled, and reused for further use. Eco labels create trustworthiness in the minds of consumers; they must follow standards of the certification body. In case of green products, while communicating through eco labels, the manufacturers must be very specific whether they are labeling a specific product feature or the entire product. This will decrease the level of confusion among consumers.

Limitations of the Study and Scope for Further Research

The study is resourceful, creating awareness among retailers in Delhi region. However, while conducting the research, a lot of constraints were observed and experienced. The study is limited to Delhi region and the sample size is limited. The factors obtained are confined to this specific region and cannot be generalized for the entire country without sufficient empirical testing. India is large in area and population ; so a research conducted in Delhi may not be feasible for other parts of the country with varied lifestyles, disposable incomes, educational qualifications, etc. Again, while conducting the research, it was felt that Delhi is massive and highly populated. Instead of focusing on all regions : East, West, North, and South Delhi, to understand the in-depth factors, the study could be performed region wise to get more accurate data from the regions. The study focused on green food products, which are categorized under convenience goods, not considering shopping and specialty goods. This would conclude the research from a product classification frame of reference. Even though prior appointment was taken from the retailers, it was difficult to collect data in the fixed time as they would become busy with the customers in the store. Travelling from one part to the other part of Delhi was also a limitation as a lot of time was

spent on travelling to collect data for the research to be conducted.

The present research is conducted by taking green food products into consideration for identifying the factors. Furthermore, it would be useful to consider other green products for identifying the factors which will give more insights and accurate results for the topic under study. The study was conducted in Delhi region, so the results obtained are specific to this region. Again, a comparative study between Delhi and other regions can be conducted to understand whether the same factors affect the retailers in different parts of the country. A study can also be conducted between retailers selling green products and retailers selling non-green products. It would be helpful for non-green retailers to know the advantages of selling green products.

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