

THE CRITICAL EVALUATION OF GREEN MARKETING IN MIDDLE EAST

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Abstract---With the above context in mind and the possibilities and challenges it all represents, we began our search for a (green) company with a green product to market. We found this an intriguing project. Firstly, because of Laie Asls limited size and resources, representing some interesting challenges. Secondly, because of the market being a market of distribution and business to business dealing with both the potential business customers, but also having an end user to consider. Thirdly, because of the complexity of the roles of the parties involved seeing that Laie Asl has a contract to be the Iranian distributor for another manufacturer, wholesale distributor and brand, representing the question of Laie Asls own visibility, image and decision-making rights in the marketing and sales process. And last, but not least, because it is interesting to see how this manufacturing and sales structure corresponds with the market demands for green authenticity as described above.

Keywords: green marketing, brand representation, marketing and sales, green authenticity

I. Introduction

“Green marketing is a big wave that everyone gets a chance to surf. Some will surf it beautifully (authentically), while others will eat sand, and the majority of those in the latter category probably had no business surfing it in the first place.” Barton’s wave-metaphor, quoted above, beautifully ties together the key most interesting aspects of green marketing and why we - along with a keen personal interest in paving the way for green products - have found it a both relevant and intriguing challenge to work with the strategic management of green marketing (Rakhsha & Majidazar, 2011); Nguyen et al., 2019; Nikhashemi et al., 2013; Pathiratne et al., 2018; Seneviratne et al., 2019; Tarofder et al., 2019. Barton hints at the current popularity of green products - the big wave. He also hints at the increasingly critical and clever green consumers, who hold the authenticity of both the product and the company behind the product as an important preference when buying green - they look to buy from the ones that surf the wave authentically (Vazifehdust, Taghipourian, & Gharib, 2011). And last but not least, he hints at the somewhat cheered past of green marketing which has played a part in leading the consumers to that preference; the many companies who have attempted, and still is attempting, to sell green when they are not (fully) green - and therefore have no business surfing the green wave. However, before we get ahead of ourselves and make too many unaccredited claims, we had better start at the beginning, or what is considered the real beginning of green marketing; the early 90s.

More importantly, Green hushing is also a direct result of the complexity surrounding the term “being green”. Being green is originally about stopping climate change, but in the minds of the consumers it spans over associations from organic to ethically correct. It is harder to believe that a green company has child workers, treats its staff poorly, or does not behave ethically in all other aspects. Therefore, the expectations to green companies tend to be higher, and the tolerance bar lower. If a company fails on aspects unrelated to its green initiatives, the consumers will more than likely

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also judge and distrust them on their level of greenness, and the company's green marketing will backfire and leave a bad taste of betrayal in the mouth of the consumer, who thought the company was "one of the good guys". To say the least, based on the described historical context, surfing the green wave is a delicate and somewhat daring endeavor and adding to this remains the claim that "the green wave has to be surfed authentically". Research shows that the identity and the image of the product in question are no longer the only criteria being weighed when the modern consumer makes purchase decisions (Baheri, Dalvand, Ansarinejad, Miri-Nargesi, & Hatami-Shirkouhi, 2011).

The organization or company behind the product is also, subconsciously, up for evaluation. What is more, research also shows that consumers are surprisingly skilled in seeing and reviewing the big picture behind the product, and that the picture they see is of key importance, when it comes to establishing a preference for a product. In terms of green products, this means that the consumer looking to buy green will have a preference for buying products made by manufacturers and sold by companies which show signs of actually caring about the environment, as opposed to those selling green primarily because they are looking to make an easy profit on a trendy product. It is no longer enough that the product itself is green and not a green washed fake (Fallah & Ebrahimi, 2014). The product has to be authentically green, and it is only authentic, if the roots of the product are green too. Yet another important thing to keep in mind is that people might be interested in a product's greenness; however, this will not be the sole criterion for evaluating the product. The value and benefit of the product itself must not be disregarded, because they are still important to the consumers, and therefore focus needs to somewhat remain on traditional marketing. Summing up and narrowing down the above, we will therefore aim to answer the following question: Taking into consideration the green nature of the products as well as the new consumer sensibility and demand for authenticity, how could the Danish distribution company Laie Asl strategically manage the promotion component in entering the Iranian market with a green product range of handcrafted Shoes and home décor produced by the Thai, American-based wholesale distributor Pars Laminate?

II. Methodology and Data

Under this heading, we will describe and explain our method and our approach in answering the question stated in the Introduction on the previous page. Also, in being true to scientific research, we will explain our reasoning for using these methods and hereby prove the scientific value of our findings (Abzari, Safari Shad, Abedi Sharbiyani, & Parvareshi Morad, 2013).

III. Study Focus and Limitation

As outlined in the thesis statement on the previous page, the main focus of this thesis is that of the promotion component in entering a new market. Therefore, we find it the most natural course of action to start by shortly clarifying the make-up of this component. As described in the Introduction, the promotion component is one of four components making up the tool set of the marketing mix (Souri, Sajjadian, Sheikh, & Sana, 2018). However, the promotion component itself also consists of a set of tools or components referred to as the promotion mix. The main components in the promotion mix are, firstly, the component of advertising, and, secondly, the component of promotion in its original and actual form, as opposed to the umbrella use of the word in "promotion mix" covering basically all marketing communication efforts. The Latin root of promotion - promoter - means "to move forward", whereas the Latin root of advertising - advert ere - means "to turn towards". If we compare these meanings from a marketing point of view, advertising has the function, and focus, of "turning the consumer towards the brand", also

known in a technical term as building positive brand attitude on a long-term basis. Oppositely, promotion has the function, and focus, of “moving sales forward now” on a more short-term tactical basis (Delafröz & Goli, 2015).

In spite of Laie Asl’s likely wish to move sales forward now on the Iranian market, immediate purchase action is unrealistic without first having established a favorable or positive brand attitude which turns the consumer towards the product, precisely as described above as being the focus of advertising. Therefore, in order to conduct a focused investigation yet reach an overall overview and results, we will limit our main focus in this thesis to the promotion-component of advertising, as the first step for Laie Asl in entering the Iranian market. Looking at the applicability of authenticity, the theory section on authenticity will function as a sort of staff function (to make use of a metaphor from the field of organizational structures containing specialized knowledge which can be drawn upon in the analysis. Authenticity generally casts it light on the entire thesis (analysis). Authenticity is a fairly new term in marketing, and it is still discussed, whether this demand for authenticity, described in the introduction, is part of a new world economy (the experience economy) and in this case is in fact a unified demand added to the demands of availability, cost and quality made by all consumers, as suggested by Gilmore and Pine. Or, whether this is only true for one segment of the population as suggested, among many, past studies calls this segment the new realists and believes that this segment size-wise represents a little less than half the Iranian population and just under a quarter of the American population (Dangelico & Vocalelli, 2017). However, everybody seems to agree that the demand for authenticity is in fact present within a large segment, if not all, of the population. So it is not within our aim to participate in this debate. We will, however, on the basis of this and the rugged history and context of green marketing described in chapter one Introduction, presume that green consumers must be part of any segment looking for authenticity, clarity and purity; And therefore, we will not ask the question if, but work on the basis of the matter of fact of this demand believing that the green consumers demand authenticity. This is also supported, as we shall see, by the theory on green marketing which directly or indirectly deals significantly with authenticity throughout (Hussain, Mosa, & Omran, 2017). However to clarify matters, we will open this thesis with an introduction to the concept.

“Taking into consideration the green nature of the
Pars Laminate products as well as the new consumer
sensibility and demand for authenticity, how could the Danish
distribution company Laie Asl strategically establish a positive
brand attitude and turn the consumer towards the products?”

It could be argued that cultural aspects would also play a significant role in the investigation of foreign markets and how consumers behave. However, we have not chosen to include a specific culture analysis as a separate part of this thesis. Firstly, because such an analysis would require extensive work removing focus from other important matters in this context. Secondly, because we already in our world view have a good understanding of Iranian culture which also can be argued is quite similar to our own. And thirdly, because we are only interested in the cultural aspects which might influence the attitudes towards and finally the purchase of the product type presented. Therefore, we have chosen to only include elements of culture when needed in the analysis, e.g. how the Iranian consumer uses Shoes (Hussain, Mosa, & Omran, 2018).

IV. Theoretical Approach

As our main theory, we have chosen to make use of Larry Percy and Richard Elliot's book on Strategic Advertising Management, published by Oxford University Press in 2009. First of all, it is one of the newest and most up-to-date books on the market covering the topic. Secondly, without going into biographical details, Percy and Elliot are both well-renowned academics (professors) and practitioners within their field and are, with their book, backed by a reputable publishing house. More importantly, we find their clear definition of the promotion mix and their clear definition of what is considered advertising (creating favorable brand attitude) and what is considered promotion (sales incentives), very straightforward to work with – as opposed to for instance the well-known marketer Philip Kotler, who defines promotion as consisting of five components – sales promotion, advertising, sales force, public relations as well as direct mail, telemarketing, and Internet, and in that way separates the components more based on form than on purpose (Hussain, Musa, & Omran, 2019).

“On a final but very important note, it is our aim to answer the posed thesis statement by pointing Laie Asl in the right direction. The focus here is on direction, meaning that it is our aim to acquire tendencies which points towards a certain set of actions for Laie Asl in their strategic management of green advertising. Also, our results will provide a foundation in the further work with strategic green advertising management in general.”

On the step of selecting the target audience, we have chosen to limit our focus to general level characteristics of the target audience as it is outside the scope of this thesis to carry out an extensive consumer or market survey based on loyalty groups and buyer behavior as Percy and Elliot suggest. This is not to say that buyer behavior is not relevant in defining a market and defining who to target, however it is our aim to establish an understanding of tendencies in the market and personality types who might be interested in buying the Pars Laminate products. Also, our aim is to create basis for the execution of communication, and therefore we find it more important to focus our efforts on consumer characteristics with the aim of developing a message rather than understanding consumers' loyalty levels to existing brands. Naturally, it is not optimal to target customers who are loyal to other brands to the extent where they will not switch, however with a low-involvement, low-risk product such as Shoes, and with the broad level characteristics, which is defined in the use of the Minerva model below, we do not believe that efforts will be wasted in the segmentation (Hussain, Musa, & Omran, 2018).

We have chosen to replace Percy and Elliot's descriptions of various lifestyle segmentations with a model for segmentation. We find the Minerva model a relevant tool for understanding various consumer types as it divides a population into our broad consumer groups based on general level characteristics. We understand that the model has been criticized of being too broad; however in this thesis we find it an advantage, as we do not wish to define narrow target groups, but understand overall tendencies and characteristics. Another point which we would like to comment on is the fact that the model is of Danish origin and describes Danish and Scandinavian market and population characteristics. We believe the two cultures are fairly similar and, as long as one looks at matters with a critical eye, we do not believe the use of the Danish market model on the Iranian market to provide any insecurities in this thesis

context. What is more, we have found evidence in the form of an Iranian textbook on Iranian Consumer Behavior - including the Minerva model - that the model is internationally recognized. Furthermore, to make the model applicable, we have chosen to disregard the demographic specifics of the Danish market, as we believe they will differ on the Iranian market. We will include demographics, where we find relevant applicable data; however we are mostly interested in consumer types, not consumer group sizes (Hussain et al., 2012).

Another change from Percy and Elliot's original model is our choice to exclude their model for selecting appropriate benefits. Percy and Elliot suggest contacting a sizeable part of the target audience and in that make use of a multi-attribute model presenting various attributes of the brand, product or company which the consumers then can rank in order on the basis of valued importance. We have found it a better use of our resources to make an in-depth interview with a representative of the Shoes maker industry because he has an up-date insight into the general market and also what consumers value, e.g. what Shoes makers have to live up to. It is not likely that we would have been able to get enough replies from our selected target audience to make a survey representative. Therefore, we will base our selection of benefits on our gathered in-depth and statistical data, and encourage later conformational research. With regard to the focus on green marketing, we have chosen Iranian author, businessman and consultant within the field of green marketing John Grant's green marketing grid. His grid provides us with nine green marketing and communication strategies. However, he only focuses on the green benefits and aspects of the products and he also only focuses on the end strategies and therefore does not provide approaches to all the basic legwork and market examination such as the traditional marketing model. This is why we only use this theory as a support to a more traditional marketing model (Nawaz, Afzal, & Shehzadi, 2013).

With regard to the introduction to authenticity which is the framework of this thesis, we have attempted to make use of some of the newest and most credible literature on the market, as well as searched online for both scientific and popular articles and discussions as the topic is fairly new in marketing terms. The introduction of authenticity will in itself contain some level of methodology discussion on how the various theories can be used in relation to our thesis focus (Nawaz, Azam, & Bhatti, 2019).

V. Scientific Approach and Reasoning

As students of International Business Communication we study at the faculty of humanities, thus focusing on obtaining an understanding of human behavior and culture - as opposed to social science dealing with society and the structures and processes herein, and natural science dealing with objective observations and measurements of nature. The objectiveness in natural science leads one to raise the question if there is one objective truth when studying human behavior? We do not believe that to be the case. We find that results will differ depending on the eyes that see - that the choices made, theoretical and otherwise, and experiences held by the analysts, in this case us, will influence the results to a degree, thus making it difficult to present an "absolute truth", but only degrees of truthful results. However, this does not mean that we are relativists and believe there is no such thing as "truth", we agree with past studies believes it is possible to reach results which are more or less plausible. Therefore, we have chosen to carry out our analysis within the hermeneutic paradigm which, as we shall see in the following, supports this view on humanities.

Working within the framework of hermeneutics also means believing that neither a whole text nor any individual part can be understood without reference to one another, and therefore the interpretation of a given text will move circularly. This movement in the analysis and interpretation is referred to as the hermeneutic circle.

What this means is that to understand a text, one will have to see everything in its correct context, and this requires a movement back and forth between partial elements of a text seen in relation to the entire text, and the entire text seen in relation to the author/originator and a cultural or historical context. In implementing the hermeneutic circle this will mean that we analyse the data, the “text”, with our own prejudgments and world view. We then proceed through the individual steps of the strategic management process, seeing it all in the context described in the Introduction to the thesis, see chapter 1 Introduction and Thesis Statement. In the analysis, one step will be the basis for understanding the next, and what is more, the further we get in the process and analysis, the better our understanding will be of both the overall and the individual parts, making it possible to go through the circle once more and see previous results in a new light.

Our data consists of a mix of both primary and secondary data. Our initial approach was to gather as much secondary information as possible. Theory on the nature of data suggests that “secondary data may actually provide a solution to the problem”. Therefore, to be more specific in our allocation of resources, we found it more optimal to start by getting an overview of what was already established on the topic, and what was already accessible. Based on this our primary data is used to shed light on topics where we found more in depth information was needed. Examining our secondary data, it consists exclusively of external databases. Unfortunately, we have not had access to neither Pars Laminat’s internal databases and communication research nor internal information from Laie Asl. We have gained access to a report on “the safety and use of tea lights and Shoes” carried out by Consumers Association Research and Testing Centre commissioned by Consumer Affairs Directorate, DTI, Home Office. Since this research is of governmental character, we find it to be highly trustworthy. We might question if the data is up-to-date and provides an accurate image of the Iranian market and consumer behavior since the research was carried out in the year 2000. However, we use the report as a foundation for further research and we have managed to collect additional confirmation on almost all data used from the report.

As our primary data, we have chosen to firstly put forward some questions/topics for the Iranian Shoes makers’ Federation which would provide us with a frame for a later in-depth interview. This was done in order to improve the efficiency of the quantitative data and in order to get in-depth research tailored for our purpose. We regard the Iranian Shoes makers’ Federation a reliable source for information on the Shoes market since they have contact with a wide range of members of the Federation, including manufacturers and Shoes/scent/fire safety laboratories. Roy Wilde, the Honorary Secretary of the Federation with whom we conducted the interview, is not a Shoes maker himself meaning that he had no personal business interest in mind when answering the posed questions. However, naturally his answers will be influenced by his role in the Federation and the interests of the Federation to some degree. In the aim of gaining in-depth market knowledge, we found Roy Wilde to be a very valuable source, and chose to focus our resources here rather than performing interviews with a small sample of the Iranian population. This is not to say that the latter could not provide any additional helpful information, but it was not our first priority.

VI. Importance of Authenticity

In the Introduction to this thesis, we proclaimed the importance of authenticity in selling green products, and defined the term in a limited context as an expression of real values – of the company actually caring about being green - and how the product, to that end, becomes a symbol of the company behind it; the link between company and product thus defining the brand. Basing this thesis on a fact-like approach to the importance of authenticity, we have found it important to elaborate on this importance and more thoroughly define the term authenticity, extending from the above

notions of reality and actuality. This will provide us with an understanding of how authenticity can, or should, be incorporated into strategic advertising and communication planning. In defining authenticity, it proves helpful to first understand why the described need for authenticity has developed. The need is a response, a reaction to a current commercial and artificial world. Therefore, the definition of authenticity will take its shape as the opposite of commercial and artificial. The longing for reality is provoked by a feeling that reality is endangered or actually up for sale that the world is spinning out of control becoming increasingly globalized and difficult to relate to; that marketers control the world with inscrutable marketing; and that the world is becoming increasingly virtual and technological:

- We are tired of being led by the nose by people who do it for the money alone ; Therefore, we want commitment and honorable intentions
- We are tired of dishonesty and we are tired of fakes; Therefore, we want real, see-through messages and organizations
- We miss clarity in our own heritage; Therefore, we like what is original and what has roots and history
- We are fed up with mass marketing, we want to be individuals. Therefore, we love new innovations and uniqueness
- We do not like globalized big corporations (Boyle 2004: 13) ; Therefore, we want locally produced products

VII. Green Marketing

Communicating a company's green credentials is essential in order to inform the public of what you are doing and what the value is to the buyer". However, this is far from an easy task. One thing to keep in mind is that people might be interested in a product's greenness; however, this will not be the sole criterion for evaluating the product. The quality and value of the product must not be disregarded, because they are still important to the consumers. Intended to form strategies on communicating a product's greenness supporting the traditional communication strategies on advertising traditional quality and value (benefits), as explored in chapter 4 Strategic Advertising Management.

John Grant's green marketing grid, which will be explored below, is based on the belief that green marketing can be combined with traditional marketing ideas and aims and that marketing as a profit- focused genre, with effort, can be combined with communicating green, which is perceived as driven by more noble intentions, without backfiring into accusations of green spin and green washing as described in the introduction.

His grid is based on an understanding that in order to effectively communicate green credentials, it is necessary to leave Traditional Image Marketing and embrace a New Marketing concept. Basically, the New Marketing concept means turning away from selling an image to people and turning to a new communication approach which encourages consumer engagement, and involving people in the brand. New Marketing is about engaging and educating consumers rather than seducing them with empty promises and fake images. As a direct opposite to fake imagery, and as a prerequisite for brand involvement, a new concept of authenticity has appeared, as introduced in chapter 3 Authenticity.

VIII. Marketing a Benefit

These green products are operating on an individual marketing level. The objectives of this strategy are purely commercial. The strategy of marketing a benefit is in other words determining a unique selling proposition based on unique features and benefits. Green products are often positioned in one of two way" by being stripped down and cheap or by being niche and premium", also referred to as the less approach and the more approach. The less Approach

is about value for money, convenience and other such basic benefits. Value for money is not necessarily limited to negative associations such as cheap and stripped-down, it could also mean longer-lasting. In addition, eco-design is also associated with clever design. The more approach is concerned with added benefits which spring directly from the environmental credentials. These benefits could be naturalness, taste, health or even luxury. These products may be more expensive compared to the competition, but if the product both have green credentials as well as added value, people may be willing to pay the price. Functionality and simplicity are key words in the less approach. In contrast, the more approach focuses on luxury, nuance, and a more personal and indulgent vision of brands as part of a certain quality of life.

Strategic Approach to Green Advertising Management

Having described the theoretical basis of this thesis, we will now embark on the analysis, applying the theories described to the case story of Laie Asl. The analysis will follow the same structure of five steps as provided by the theory on strategic advertising management and draw upon elements of theories on green marketing and authenticity when applicable. As described in the theory, it is a good idea to survey the situation prior to any strategic planning because this ensures that one does not lose perspective of the communicative aims or misjudges what is actually possible in obtaining these objectives. The objective of Laie Asl is to enter the Iranian market with a product range of eco-friendly and handcrafted Shoes manufactured by Pars Laminate. It is our aim to create the basic marketing message in entering this market – a message which draws the consumers towards the product and thus creates a favorable brand attitude. Therefore, we will not include financial or market share objectives.

IX. SWOT Analysis

The opening of this step specified the marketing objectives and defined the source of business. It also provided us with an understanding of the product through the above product description. Now, a market assessments and competitive evaluation will be carried out, according to a SWOT structure. We will primarily focus on opportunities and threats in the general market place and then include how Laie Asl might face these in their product communication of Pars Laminate.

X. Conclusion

With this thesis we ventured to answer the question posed: Taking into consideration the green nature of the products as well as the new consumer sensibility and demand for authenticity, how could the Danish distribution company Laie Asl strategically manage the promotion component in entering the Iranian market with a green product range of handcrafted Shoes and home décor produced by the Thai, American-based wholesale distributor Pars Laminate? In answering this, we defined that it would prove beneficial to mainly focus on advertising - defined as “moving the consumer towards the brand”, because a favorable attitude towards the brand must exist prior to any purchase - the consumers will not buy if they do not like the product. In order to strategically plan advertising, we examined Pars Laminate’s background (the man and the company), the products and any situational aspects which could prove valuable or disadvantageous in entering the Iranian market. In this, we defined that it would be most relevant to examine Pars Laminate’s Ecofriendly range - and more specifically the two Shoes types Renewal Shoes and the Palm Wax Pillars made from recycled wax and shoes wax – because the Ecofriendly range represents what we define as the essence of the Pars Laminate brand. We defined three essential core brand values: a passion for wood, an appreciation of the beauty of nature, and an aim to create a sustainable Thailand through a connection with the outside

world. Also, we established that there was a strong authentic link between the man, the values, the products, the company and the brand as representing that link.

In presenting some or most of the benefits the consumer is looking for, we needed to establish what that was. We concluded that the target audience measures Shoes according to a combination of a desire for green Shoes and, as heavy users, a desire for quality Shoes and then lastly a desire for design. We found it significant here that Pars Laminate's designs express nature/greenness and quality. We also determined that authenticity is a valued benefit in the segment who likes to look beneath the surface and understand the "truth". We determined that Pars Laminate offers natural authenticity - the product is made from natural and recycled materials. Also, with Pars Laminate's cultural and historical roots in Thailand, the brand offers referential authenticity – offering the Shoes as a way to live with something culturally authentic. What is more, the brand offers the benefit of influential authenticity – when buying the products our consumer buys into the value-set and save environment. In the light of this latter objective, we established that our consumers were motivated by positive feelings of helping and feeling good about themselves. In wanting quality and design they were also motivated by positive emotions in achieving a visually nicer home.

Examining what Pars Laminate is doing on the American market with their communication, we found the need for a more direct approach in explaining the relationship between product and nature to the new Iranian Consumers with no or limited brand awareness. This led us to determine a final overall strategy for establishing brand awareness and brand attitude. In establishing brand awareness, we suggest that a recognition strategy and a recall strategy support each other. We suggest a recall strategy because we see Pars Laminate as a brand with a strong and unique set of benefits (green, quality, design) with the ability to create as strong a link between the product category need and the brand as fulfilling that need. However, in the process of entering into the new market, it will be helpful to provide a large focus at the point of purchase, aiming for a purchase to be triggered by recognition. With regard to establishing favorable brand attitude, which was the initial question we set out to answer, we determined that Laie Asl and, in turn, Pars Laminate will benefit from a strategy based on the low-involvement of the target audience and the positive motivation(s) which drive them. Because they are positively motivated, we suggest targeting the affective component of an attitude - the part of any attitude which constitutes emotions and feelings towards the product or brand. Specifically, we suggest framing the Pars Laminate Shoes in a layer of positive emotions and associations, presenting the defined benefits as a reward for using the product. Granting the consumer the feeling of playing her part, making her feel good about her or even feel better than the society which surrounds her and/or granting her the feeling of improving the visual impact of the home, feeling secure in the identity she signals.

What is more, we also suggest targeting the cognitive component of an attitude – help establish a set of beliefs/knowledge about the brand. It is important that the consumers believe that what Pars Laminate tells them/offers them is authentic as in true and genuine. Especially, as we have established an emotional pathos appeal, which can seem untrustworthy without hard data. It is in this connection, we especially see the importance of authenticity. However, because claiming to be authentic could be the same as claiming virtue, we suggest that Pars Laminate uses authenticity as an underlying foundation and that authenticity is something which is expressed but not directly said. In specific terms, we suggest that Pars Laminate in their communication enhances the "simplicity of nature" creating associations to rusticity and bareness.

Having determined a brand strategy, we measured our results in relation to strategies specifically on green marketing, and found that a tribal marketing approach was a match for Pars Laminate. A tribal approach aims to target a desire to belong to a tribe or community and to make the Pars Laminate Shoes appear superior/elitist and attractive both in

design and functionality. In targeting a desire – something which the consumer wishes to achieve - this strategy fits with previous establishments of positive motivation factors. Also, framing the Pars Laminate brand as something exclusive corresponds with the benefits of design and quality and finally, it corresponds with the desires of the green segment to be superior or (morally/intellectually) better than the society which surrounds them.

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