

Green Management and Marketing – Part of Socially Responsible Organizations

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Review article

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ABSTRACT – Sustainable development is defined as balanced social, cultural and economic advancement without putting the environment in jeopardy. VGreen marketing, also known as ecological marketing, and environmental management are two ways that green activities are demonstrated. It might be argued that the term »green« is truly associated with sustainable development, because both sciences are critical to the operations of businesses and the effective management of those businesses toward their objectives. A contemporary approach to environmental management is ecological management. Eliminating detrimental influences and behaviors connected to people's health is the primary objective of such a system. Promoting products considered safe for the environment is known as environmental marketing. Green marketing, as a distinct scientific field, encompasses a range of initiatives that address products and increase public understanding of the value of a healthy environment and its preservation. Businesses that use green marketing and management practices are very socially conscious; in other words, they operate under the tenet of socially responsible business. To accomplish the established organizational goals, the article will discuss green management and green marketing with an emphasis on socially conscious companies.

Pregledni znanstveni članek

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KLJUČNE BESEDE: zeleno gospodarjenje, odgovorno poslovanje, organizacija, zeleni marketing, trajnostni razvoj

POVZETEK – Trajnostni razvoj je opredeljen kot uravnotežen družbeni, kulturni in gospodarski napredek brez ogrožanja okolja. Zeleno trženje, znano tudi kot ekološko trženje, in okoljsko upravljanje sta dva načina za prikaz zelenih dejavnosti. Lahko bi trdili, da je izraz zeleno resnično povezan s trajnostnim razvojem, ker sta obe znanosti ključnega pomena za delovanje podjetij in učinkovito upravljanje teh podjetij v smeri njihovih ciljev. Sodoben pristop k ravnanju z okoljem je ekološki management. Odpravljanje škodljivih vplivov in vedenj, povezanih z zdravjem ljudi, je primarni cilj takšnega sistema. Promoviranje izdelkov, za katere se domneva, da so varni za okolje, je znano kot okoljsko trženje. Zeleno trženje kot posebno znanstveno področje obsega vrsto pobud, ki obravnavajo izdelke pa tudi povečanje razumevanja javnosti o vrednosti zdravega okolja in njegovega ohranjanja. Podjetja, ki uporabljajo zelene tržne in upravljalvske prakse, so zelo družbeno ozaveščena; z drugimi besedami, delujejo po načelu družbeno odgovornega poslovanja. Za doseganje zastavljenih organizacijskih ciljev bo članek obravnaval zeleni management in zeleni marketing s poudarkom na družbeno ozaveščenih podjetjih.

1 Introduction

The moral arguments of today's generations must be strong in terms of adequate chances for future development and the survival of the offspring, given that the modern world is already largely faced with the need for global, shared responsibility for

development by the needs of people and nature (Ilic, 2023). Future generations might be allowed to develop at the same or even higher rate in the right manner. Thus, it can be said that the relationship between economic growth and the environment, while respecting the principles of ecological systems, constitutes the fundamental idea of sustainable development (Ilic & Stankovic, 2023). The sensible utilization of the state's natural resources is the goal of this idea, which also aims to improve the quality and the environment (Đurić & Ilić, 2023). To attain sustainable development, it is imperative to establish novel social values grounded in human resource knowledge, creativity and ability – that is, on the establishment of quality management – as well as engage in a plethora of marketing initiatives that aim to convert the existing society into a learning society (Marčinko, 2019). The development of a sustainable strategy requires ethical management and commercial practices that prioritize environmental preservation over profit-making. It is currently challenging to distinguish between green activities and other scientific disciplines (Ilić et al., 2017). According to Stojanović et al. (2017), green management adheres to sustainability policies, and green marketing raises awareness among producers and final users of the value of protecting the environment rather than polluting it. A crucial phase in implementing the sustainable development strategy is establishing a mechanism for ongoing data and information gathering to gauge its effectiveness. This involves promptly informing relevant institutions and organizations about the "points" at which the activities being undertaken are successful or unsuccessful (Cindrić, 2019). Informisanje o održivosti i održivim aktivnostima sa težnjom promovisanja ciljeva održivog razvoja je tema kojom su se bavili mnogi autori (Katila et al., 2019; Moldan, 2016; Fund, 2015; Sachs, 2012).

The corporate sector has taken another step forward in the concept of sustainable development with the establishment of the Environment, Social, Governance (ESG) framework. ESG is a collection of principles that guide business policies to ensure that they are consistent with the ideals of sustainable development in the areas of environment, social responsibility and corporate governance (Park et al., 2022). Global governments are working hard to implement information-related standards, such as reporting on firms' sustainable operations. Modern businesses acknowledge the need of adhering to the ESG concept for their operations, therefore strong and influential "players" stimulate competition in offering green agendas. The current novelty is "green management," a principle under which corporations encourage their managers to incorporate more ESG principles into their operations (Wang et al., 2016). Several prominent companies, like MasterCard, Apple, Deutsche Bank and Papa John's, consider ESG factors when calculating employee bonuses (Gecić-Law, 2022). Mastercard's program has sparked a trend of integrating compensation with ESG across corporations across industries. Apple is also implementing ESG adjustments for executive bonuses (Egorova et al., 2022). Deutsche Bank intends to link executive salary to ESG and sustainable finance standards. Papa John's prioritizes long-term success and has a good impact on the environment. Companies are linked to incentive compensation that emerges from satisfying ESG goals, illustrating the relevance of corporate responsibility.

Based on the foregoing, it is possible to conclude that the relevance of ESG has increased, implying that an increasing number of organizations would implement such policies. However, it should be noted that tying compensation to ESG can potentially pose a danger for businesses. For example, focusing on a certain area of ESG can detract a corporation from reaching a larger aim. Before combining ESG goals with employee and manager incentives, firms must first understand the purpose and practicality of ESG measures. Large corporations can achieve a balance between sustainable management and sustainable operations by proactively incorporating the ESG concept into their operations while deliberately accepting risks. Green management is strongly tied to the ideas of moral justice and economic ethics, whereas green marketing serves as a link between green management and end consumers by promoting ecological and healthy products. The paper will discuss both activities, as well as the significance of socially responsible business.

2 Methodology

The paper represents a modest contribution to the development of academic thought on sustainable development and sustainable activities within organizational business and consumer relations.

The methodology on which the authors based their observations in the paper is of a descriptive type, with the research of adequate literature in the field of green management, as well as in the field of green marketing. After the introductory part, the authors presented the principles of green management, as well as the basic stages of eco-management. By highlighting the most important goals of eco-management, the authors also reviewed the golden rules of green management and the consequences of not following them.

In the part of the paper related to green marketing, emphasis is placed on the European Union's Ecolabels, which refer to compliance with strict environmental requirements during the life cycle of both organizations and products. The specific requirements for the Ecolabel highlight the importance of stimulating the circular economy, with the tendency to direct manufacturers to provide products that can be recycled – while giving guidance to organizations and companies to reduce the negative consequences for the environment.

In the section of the article that refers to the importance of green impacts for socially responsible business operations of organizations, the authors highlighted the importance of Corporate Social Responsibility (CSR) practices, citing four key points for providing clients with products and services with better values.

3 Green Management

A way of thinking that is based on the fundamental principle of moral justice, i.e. that all people have equal rights to the broadest basic freedoms that do not contradict the freedom of others, is a viable way of thinking. The right of the present generation to use resources and the right to a healthy environment must not jeopardize the same rights of the following generations. Responding to the demands of today's generation without destroying the possibilities for future generations to respond to their demands also belongs to the essence of sustainable development (Kirn, 2000). In modern business conditions, but mostly because of the alarming situation regarding the maintenance of a healthy environment, many scientific activities have received the descriptive adjective "green". Thus, today there is no more talk about classical management, but about green or ecological management, which is very broad (Djukic & Ilic, 2021). Ecomanagement can be defined as the process of allocating natural and artificial resources, but in such a way as to reach the optimum use of the environment in meeting the basic human needs at a minimum and, if possible, on sustainable grounds (Hegeđić, 2017). Green or eco-management is a new type of control of all human activities, which have a significant impact on the environment. In other words, environmental management includes decision-making processes that regulate the impact of human activities on the living space. Based on the concept of sustainability, the central place is occupied by the use of the capacity of the environment for human progress and development, but in such a way that it is not damaged or completely exhausted (Mihajlovic et al., 2017). Environmental quality management is a complex multidisciplinary task whose strategic basis is the principles of sustainable urban development, and which can be successfully achieved if there is well-conceived eco-management in the environment itself. Protection and management of the environment are an integral part of management – management at all organizational levels and in all business functions. For this purpose, the management should introduce a continuous process that must be coordinated by social and economic processes (employee safety, health protection, etc.) (Chen et al., 2024; Nadrljanski et al., 2023). The principles and elements of environmental management can take the following strategies (Ilić et al., 2017):

- environmental protection policy;
- planning, introduction and implementation;
- checking and corrective measures;
- review, improvement and continuous improvement of the environment.

In each of the listed environmental management strategies, i.e. ecological management, there are four basic phases (Ilic et al., 2018):

- the identification phase – obtaining information based on which one would come to know about the potential effects of pollution;
- monitoring phase – immediate monitoring and measurement of pollutants, their distribution and localization;
- the valorization phase – ends in the sum of all information related to the environment that was obtained in earlier phases; and

- regulation phase – application of various instruments and measures aimed at an effective management of the environment.

For directing the desired state of the environment in the future, prognostic-planning methods and models must be used to bring the management to the exact level. For this reason, it is necessary to influence the development of environmental management methods, both at the theoretical level and at the level of regulations, standards and instructions. The management model must show a good relationship between the subjects (competent state bodies) and the management object (environmental elements), management means (laws and plans), as well as the position of management instruments (regulations, standards, norms, criteria and information) (Mihajlović et al., 2017). The implementation of planning solutions is based on the coordinated application of instruments and measures in various areas of development guidance, construction and use of space, and environmental protection. The strategic planning of ecological management integrates the potential for managing changes in space, but also the long-term time horizon, occupying the position of a catalyst for the harmonization of public, social and private interests. The concept of ecological management in the function of sustainable socio-economic development, with goals that it strives to achieve in modern business and living conditions, becomes the cornerstone of planning the further development of human society. The main goals that are the basis of ecological management are the following (Stojanovic et al., 2017):

- prevention and solution of environmental problems;
- establishment of borders;
- establishment and maintenance of institutions that effectively support ecological research, monitoring and management;
- warning of dangers and identifying opportunities to overcome them;
- maintaining and, if possible, improving existing resources;
- improving the quality of life;
- identifying useful new technologies or policies.

A lot can be said about each of these goals, but their essence is common to all of them, which can be expressed as an aspiration towards environmental protection. Table 1 shows the so-called golden rules of eco-management, as well as the consequences of not respecting them (Ilic et al., 2018; Stojanovic et al., 2017).

Table 1

The golden rules of green management and the consequences of not following them

Golden rules of eco-management	Consequences of not following the rules
The substitution rule states that non-renewable resources should be used up to the point when renewable resources can take their place.	Non-renewable resources are being depleted and will eventually disappear.
Reduction rule: The maximum amount of renewable resources that can be used should not be used	Resources cannot be renewed due to their regeneration rate, which determines the renewal period. Violating the planet's inherent equilibrium
ú The rule of assimilation states that dangerous compounds and greenhouse gases should not exceed the ability of the environment to absorb them.	Exceeding the natural environment's absorption capacity causes catastrophic events and the extinction of many animal and plant species. Human health is damaged.

Ilic, B., Nikolić, M. & Simeonović, N. (2018)

It can be seen from the table that the important rules are substitution, reduction and assimilation. In other words, it is necessary to replace non-renewable resources with renewable ones, and to consume natural resources in a planned way so that they are not exhausted, that is, it is necessary to monitor the period of their regeneration. Finally, the rule of assimilation obliges all participants in economic and other activities to reduce the emission of harmful substances into the environment, i.e. to ensure that the rate of environmental pollution does not exceed the optimal level.

4 Green Marketing

Marketing is a contemporary business concept that is always evolving and improving. Three marketing strategies, according to Charter, Peattie, Otmany and Polansky (2002), demonstrate the growth of this field and the existence of environmental commitment on the part of the economy and economic players.

The first is ecological marketing, which was established in the 1970s to oppose environmentally harmful products and industrial techniques.

The second is green marketing, which first appeared in the 1990s and is a response to the necessity for substantial adjustments to customary consumption patterns to lessen adverse environmental effects.

The third is sustainable marketing, which aims to continually satisfy consumer requirements while producing, delivering and creating sustainable solutions (Charter et al., 2002).

An approach that stresses products and production methods that improve environmental performance, encourage environmental processes or solve environmental problems is what environmental marketing is, according to Torelli and Rodas (2024). The uniqueness of the supply and demand connection is the most crucial factor in environmental marketing. The development of ecologically friendly products that are intended to reduce their adverse effects on the environment is included in the field of green

marketing. Green marketing, as part of a holistic marketing concept, includes a wide range of activities, such as customizing products, altering production processes, improving product packaging and labeling systems and engaging in the least harmful form of advertising to continuously raise awareness of the significance of green marketing.

According to Ćurčić et al. (2019), the United Nations Environment Program defines green marketing as any endeavor aimed at enhancing the ecological footprint of products or those that align with social norms. Every tool in the marketing mix has a green perspective, according to the principles of green marketing (Milanović et al., 2022). A green product is one whose use has the least negative effects on the environment, even though there is no product on the market that does not affect the environment. An ideal product would be natural, sustainable in the environment and made from recycled resources. It meets the needs of clients who care about the environment. The green product is made using the least amount of natural resources and with the least amount of adverse environmental effects feasible throughout its life cycle. Considering that stricter standards must be met to produce green products and that limited production is required, the cost of producing them is greater. A manufacturer of green products may find themselves at a competitive disadvantage as a result of these issues. However, creating eco-friendly items can also be a useful tactic for setting the business apart from the competitors. A brand distinguishes itself from the competition by highlighting the advantages of green products – both practical and emotional – in comparison to traditional items that fulfill the identical demands of consumers. In other words, the business gains from the segment of the market that is prepared to pay more for goods that are favorable to the environment. Awarded to goods and services that uphold strict environmental requirements throughout their life cycle is the European Union Ecolabel. The specified requirements for Ecolabel stimulate the circular economy, push manufacturers to provide recyclable items and provide companies with instructions to reduce their negative environmental consequences.

Table 2

Product/Services number with Eco-Label (EU)

Country	Number of eco-labeled products/services
Spain	17,139
Italy	13,181
France	8,347
Germany	7,780
Belgium	5,582
Sweden	5,521
Czech Republic	5,187
Portugal	5,109
Greece	3,559
Poland	3,175

European Commission

The number of products/services with the Ecolabel climbed by 7%, and the number of Ecolabels issued increased by 8%, according to the data from the European

Commission for September 2021 compared to March 2021. 23 product categories and 83,590 Ecolabeled goods or services were registered on the European Union market as of September 2021. According to national statistics, businesses in Germany (17%), France (16%) and Italy (15%) received the most Ecolabels. When considering goods and services, the situation is comparable. The high percentage of goods and services bearing Ecolabels is a feature shared by Germany (9%), Spain (21%), Italy (16%) and France (10%). Table 2 lists the EU member states with the highest proportion of goods and services bearing the Ecolabel.

Economic, ethical, legal and environmental concepts are all intended to be incorporated into business through socially responsible marketing, which is a part of holistic marketing. It entails taking into account the public's interests as well as the ethical, legal and social norms, in addition to the social environment's background. It also includes marketing initiatives and actions, keeping in mind that the effects and causes of marketing affect not just the company and its customers but also society at large (Kotler & Keller, 2006).

5 The Importance of Green Impacts for Socially Responsible Operations of Organizations

In times of change, the idea of corporate social responsibility, or CSR, becomes increasingly significant in business operations. This is mainly because of the connection between the primary goal of the operation, which is to conduct business, and the benefits and duties that flow from it. This corporate idea benefits the world in many ways, in addition to the company itself. Globally, the search for stable and sustainable businesses has already started to alter people's lifestyles and corporate cultures. This idea encompasses several concepts, such as "corporate citizenship," "socially responsible business," "corporate responsibility" and "corporate sustainability." Notwithstanding various forms and interpretations, this idea – which is recognizable – fits the bill in recent years as a crucial component of a new, sustainable economic model that denotes the understanding of the business sector's altered role and significance in contemporary global society, as well as the responsibility that follows. This highlights the significance of corporate social responsibility (CSR) and emphasizes that it is an integral part of business operations, as the firm is accountable for its environmental impact. Achieving the best possible quality of life for all actors and stakeholders while maintaining the company's profitability is the aim of implementing socially responsible business practices. A company that practices socially responsible business encompasses all of its operations and sphere of influence, as well as the connections it makes: what it produces, how it purchases and sells, how it recruits, develops and influences human resources, how much it invests in the community, and how it treats people and labor rights, as well as how it contributes to the preservation of the environment. Every company's primary objective should be to produce, but not at any cost. Instead, socially conscious business practices should be the cornerstone of any successful enterprise.

The business learns when and why something is incorrect or not moving in the proper direction, much like the players in the game. Concurrently, the environment and the general public are also condemned. Management needs to redouble its efforts to find a purpose when a company starts to stray. It begs the question: What does it do for a living and what do customers value? Why is he working there? What distinguishing characteristics does it have as a firm or organization? The most demanding challenges a firm will ever face are these seemingly straightforward ones. These are the kinds of questions that prosperous businesses always ask and are prepared to address. It is a sign of strength, not insecurity, to ask such fundamental questions (Jugović et al., 2015). The foundation of socially responsible behavior is the incorporation of economic, social and environmental aspects into the organization's routine business operations, which advances both the company's and society's advancement. The following domains are critical to socio-economic business: local community, workplace, environment and market. These days, market-oriented businesses incorporate sustainable development into their core business plans. An important position for environmental responsibility is held by the organization's corporate culture and management style. It is necessary for strategic management to tackle the development process holistically. This implies that it has to evaluate all aspects of the organization's operations, including marketing, finance and human resources. The engagement of all employees is the foundation for the strategic development of a contemporary firm (Filipović & Kostić-Stanković, 2014).

5.1 The business's socially conscious activities provide customers with better value.

Key considerations in strategic marketing include whether businesses should carry out their current tasks or take on new ones, which markets and products are crucial for their survival, expansion and development, which new products to produce and which markets to seek out, in addition to the responses to the following queries: given the company's prospective opportunities, how can one identify those markets where one can achieve a distinct edge over competitors? To achieve optimal results with a socially responsible business, rational spending and future-oriented conservation, the company must continuously monitor which of its current products should be abandoned or repositioned, as well as how to allocate the company's resources to individual products (services) and jobs. Continuous learning thus enables the discovery of effective methods for innovating the value provided to customers and generating new value, which serves as the foundation for a competitive edge in the market. A culture that is focused on the market provides a foundation for understanding the higher value that the firm should give. A corporation has the best chance of providing the market with higher value if it is seen as a learning organization (Kabirg & Shanmugan, 2011). A company needs to differentiate its offer and position itself about other companies' offers for customers to recognize the differences between its offer and those of its competitors. This offers a practical foundation for building a long-term, lucrative position based on providing customers with exceptional value. An advantage in intangible market assets serves as the foundation for developing a competitive advantage (reputation,

distinctive knowledge, brand integrity). Only when the total customer experience is extremely pleasant relative to the expectations and their impression of competitors' counterparts can superior value be created. Superior consumer value is determined by four factors: organizational processes, innovation and change processes, commitment and delivery capacity, knowledge and resources, and capability. This translates to four key points: (1) what the company does well and what matters to customers; (2) the benefits and staff's capacity to serve customers, which customers observe in their interactions with the company; (3) the organizational processes of value creation, which take place in the most customer-friendly manner; and (4) innovation and process modification in response to shifting customer preferences. This is significant since various consumers purchase various kinds of value (Đukić, 2007). Numerous analyses have demonstrated how the values of different consumer groups differ. "A lot of people believe that providing a higher value to customers is a key factor in gaining a competitive edge that lasts a long time. There is a connection between the customer pleasure paradigm and the value for consumers paradigm (Đukić, 2007). Customers are a very important asset that may be enhanced by interacting with other members of business networks; they are similar to the first and last link in a chain (Stanković & Đukić, 2013). In the modern economy, consumer-business relationships are evolving beyond traditional transactions to take on new forms and structures. Strategy is a circular movement of where organizations are and where they want to be (Chandhry & Maggon, 2015). Understanding and characterizing the market serves as the foundation for a common competitive environment.

At the same time, the business renounces the desires, individuals and situations in which the organization cannot participate, that is, in which it cannot satisfy them when it chooses potential needs, persons and situations. Marketers see the components of a category – needs, target market, situation and product – as fixed and immutable once they adopt it (Kotler et al., 2006). It is unclear whether it is possible to regard the consumer-related components as static, fixed categories. Customers demand what, when and how much from the goods. The limit is ever-evolving due to their expanding desires, thus firms aim to fulfill consumers by arbitrarily determining the limit of their expectations.

The business misleads itself about when to set boundaries to satisfy expectations, how far to push things and when to give up. Furthermore, the only people who can identify and remove the so-called "knowledge barriers" are businesses and their managers who work directly with customers in the marketplace. Thus, the notion that the products that corporations offer can only be helpful to those who are looking for them is called into question rather than the identification of wants and the characterization of the market, which are the fundamental tenets of marketing. It is not enough to simply drag managers from their desks to witness the horror firsthand; it is also necessary to receive firsthand feedback from their most disgruntled clients to break down the knowledge barriers. Don't depend on consumer surveys. How frequently does the organizational management team meet with the most disgruntled consumers to hear their grievances, and how actively does it monitor the market? Has the company ever

questioned why sales don't reflect the level of trust they have in their offering? In other words, meeting in person and listening to unsatisfied consumers is incomparable (Yeung, Ramasamy, 2007).

6 Conclusion

In the modern business world, green marketing – one strategy for socially conscious business and marketing – as well as the growth of corporate environmental sustainability and social responsibility receive increased attention from scholars and practitioners. Delivering significant value to stakeholders while having a negligible negative impact on the environment is the main goal of green marketing. It is not always simple to maximize stakeholder happiness, organizational success and environmentally conscious business, i.e. to align marketing strategy with social responsibility strategy.

In light of the aforementioned, this study offers a green marketing orientation from the management and marketing perspective, emphasizing the significance of this approach in coordinating social responsibility with marketing and management plans.

According to a review of an earlier research, there has been a noticeable increase in interest from the scientific community in the field of green marketing research and green management orientation from a micro perspective since the turn of the 20th century. The growth of green marketing made it possible to include green orientation in corporate adoption and realization processes, particularly those involving marketing and management strategies.

The alignment of social responsibility and marketing-management strategies is achieved by acting holistically through the strategic, tactical and internal components of green marketing and management orientation. This strengthens the organization's environmental responsibility and creates a long-term sustainable competitive advantage. The degree of ecological consciousness and green orientation exhibited by managers plays a crucial role in fortifying organizations that prioritize green marketing and green management, particularly in terms of the organizations' internal aspects.

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Zeleni management in marketing – del družbeno odgovornih organizacij

Družbena odgovornost podjetij, zeleni management in zeleni marketing so pomembni dejavniki, ki poudarjajo moralne vrednote poslovanja, tj. trajnostne organizacijske prakse. Članek je pregledni prispevek, ki na enem mestu povzema podrobnejše literarno raziskovanje o medsebojnih povezavah med managementom, marketingom in družbeno odgovornim poslovanjem. Z analizo prejšnjih akademskih del, teore-

tičnih izhodišč in določenih praktičnih ukrepov v organizacijah avtorji poudarjajo razvoj akademske misli in vpliv, ki ga imajo zelene aktivnosti, kot sta management in marketing, na podjetja na splošno, ne glede na dejavnost, s katero se ukvarjajo. Moralni argumenti današnjih generacij morajo biti močni v smislu ustreznih možnosti za prihodnji razvoj in preživetje potomcev, saj se sodobni svet že v veliki meri spoprijema s potrebo po globalni, deljeni odgovornosti za razvoj skladno s potrebami ljudi in narave. Prihodnjim generacijam je treba omogočiti danes, takoj, razvoj v enakem ali boljšem tempu na pravilen način. Razmerje med gospodarsko rastjo in okoljem, ob spoštovanju načel ekoloških sistemov, predstavlja temeljno idejo trajnostnega razvoja. Razumna uporaba naravnih virov vsake države – globalno – je glavni cilj te ideje, ki si prizadeva izboljšati kakovost okolja. Za doseg trajnostnega razvoja je treba vzpostaviti nove družbene vrednote, ki temeljijo na znanju, ustvarjalnosti in na sposobnosti človeških virov, torej vzpostaviti kakovostno upravljanje in se vključiti v množico marketinških pobud, ki imajo cilj preoblikovati obstoječo družbo v učečo se družbo. Razvoj trajnostne strategije zahteva etično vodenje pa tudi razvoj gospodarskih praks (za prinašanje dobička), ki dajejo prednost ohranjanju okolja pred ustvarjanjem dobička. Trenutno je izziv razlikovati med zelenimi dejavnostmi in drugimi znanstvenimi disciplinami. Po mnenju veliko avtorjev se zeleni management izvaja v okviru politike trajnostnega organizacijskega vodenja, medtem ko zeleni marketing ozavešča proizvajalce in končne uporabnike o pomenu varovanja okolja. Zato, namesto da bi onesnaževali naravo in ne bi bili pozorni na njeno ohranjanje, zelene discipline, kot sta management in marketing, opozarjajo na nasprotno prakse – treba se je naučiti, da je okolje prednostna naloga prvega reda. Ključna faza pri izvajanju trajnostne razvojne strategije je vzpostavitev mehanizma za neprekinjeno zbiranje podatkov in informacij z namenom ocene njihove učinkovitosti. To pomeni pravočasno obveščanje relevantnih institucij in organizacij o »točkah«, na katerih so bile izvedene aktivnosti uspešne ali neuspešne. Strategija »zelenega marketinga«, ki jo podjetja uporabljajo za ustvarjanje in promocijo do okolja prijaznega in trajnostnega blaga in storitev, ima majhen ali povsem neškodljiv učinek na okolje. Okoljske koristi izdelkov, kot so: njihova nizka ekološka (ogljikna) sled, energetska učinkovitost in možnost recikliranja, so pogosto poudarjene v praksah zelenega marketinga. Nasprotno pa se družbena odgovornost podjetij (CSR) nanaša na samoiniciativne projekte in prakse podjetja, ki imajo pozitiven vpliv na družbo in okolje. CSR-pobude pokrivajo širok spekter dejavnosti, vključno z dobrodelnostjo, s pobudami za razvoj skupnosti, z etičnim korporativnim vedenjem in z do okolja prijaznim obnašanjem podjetij. V današnjem poslovnem okolju je kombinacija zelenega marketinga in družbeno odgovornega poslovanja izjemno pomembna. Ko se okoljski problemi poslabšajo – kot je bilo opaženo v zadnjih letih –, končni potrošniki pozorneje spremljajo, kaj kupujejo, ter vse bolj upoštevajo blago in storitve, ki ustrezajo njihovim okoljskim standardom. Prav tako deležniki, vlagatelji in zaposleni pritiskajo na podjetja, da sprejmejo proaktivne ukrepe za reševanje družbenih in okoljskih vprašanj. Ugled in podoba blagovne znamke organizacije se lahko okrepi s konvergenco zelenega marketinga in družbene odgovornosti podjetij. Odgovornost v njihovih osnovnih poslovnih postopkih lahko poveča zvestobo potrošnikov, ki izstopajo na prenatrpanem trgu. Sprejetje trajnostnih praks lahko pri-

nese tudi prihranke stroškov, zmanjšano uporabo virov in dolgoročno odpornost podjetja. Z oblikovanjem okvira »Environment, Social, Governance« (ESG) je korporativni sektor napredoval pri razumevanju trajnostnega razvoja. ESG je nabor načel, ki usmerjajo poslovne prakse, da zagotavljajo skladnost z vrednotami trajnostnega razvoja v smislu okolja, družbene odgovornosti in korporativnega upravljanja. Svetovne vlade si prizadevajo ustvariti zahteve, povezane z informacijami, kot je poročanje o trajnostnem delovanju podjetja. Sodobna podjetja prepoznajo potrebo po spoštovanju koncepta ESG pri svojih operacijah, zato vplivni in pomembni »igralci« spodbujajo konkurenco z uvajanjem zelenih agend. Zadnji trend je »zeleni management«, filozofija, pri kateri podjetja spodbujajo svoje vodje, da v svoje poslovanje vključijo več načel ESG. Številna znana podjetja, vključno z MasterCardom, Applom, Deutsche Bank in s Papa John's, upoštevajo ESG-vprašanja pri določanju bonusov za zaposlene. Članek le marginalno prispeva k napredku akademskega razmišljanja o trajnostnem razvoju in trajnostnih praksah v poslovanju organizacij in odnosih s potrošniki. Pristop avtorjev k razvoju vpogledov v članku je opisne narave, z ustreznimi literarnimi raziskavami v zelenem managementu in zelenem marketingu. Po uvodnem delu so avtorji obravnavali temeljne pojme zelenega managementa in osnovne faze okoljskega managementa. S poudarjanjem najpomembnejših ciljev ekološkega managementa so avtorji prav tako obravnavali zlata pravila zelenega managementa in posledice njihovega neupoštevanja. V delu članka, ki se nanaša na pomen zelenih vplivov za družbeno odgovorne poslovne prakse organizacij, so avtorji poudarili pomen praks družbene odgovornosti podjetij (CSR) ter navedli štiri ključne točke za zagotavljanje izdelkov in storitev višje vrednosti za stranke. Ključna strateška vprašanja marketinga se nanašajo na to, ali naj organizacije nadaljujejo obstoječe dejavnosti ali prevzamejo nove, kateri trgi in izdelki so ključni za njihov obstoj, širitev in razvoj, katere nove izdelke ustvariti in katere trge ciljati. Skupaj z rešitvami gre za naslednja vprašanja: glede na potencialne priložnosti podjetja, kako prepoznati trge, na katerih se lahko pridobi izrazito prednost pred konkurenti? Za doseganje najboljših rezultatov prek družbeno odgovornega poslovanja, racionalne porabe in varovanja prihodnosti mora podjetje stalno spremljati, katere izmed trenutnih izdelkov opustiti ali preusmeriti ter kako dodeliti vire posameznim izdelkom (storitev) in delovnim mestom. Neprestano učenje tako omogoča prepoznavanje uspešnih strategij za ustvarjanje vrednosti za potrošnike in ustvarjanje novih vrednosti, kar postavlja temelje za konkurenčno prednost na trgu. Na trg usmerjena kultura služi kot platforma za razumevanje večje vrednosti, ki jo mora organizacija zagotoviti. Podjetje ima največ možnosti, da trgu ponudi večjo vrednost, če je prepoznano kot učeča se organizacija. Da bi stranke prepoznale razlike med njegovo ponudbo in ponudbami konkurentov, se mora podjetje diferencirati in pozicionirati v primerjavi s ponudbami drugih podjetij. To zagotavlja trdne temelje za vzpostavitev dolgoročne, dobičkonosne pozicije, osredinjene na zagotavljanje izjemne vrednosti za stranke. Prednost na področju nematerialnih tržnih sredstev je temelj za ustvarjanje konkurenčne prednosti. Raziskati je treba prihodnje trende in priložnosti na področju zelenega marketinga in družbene odgovornosti podjetij, s poudarkom na inovativnih metodah, pričakovanih spremembah potreb potrošnikov ter obetavnih področjih za nadaljnje raziskave in razvoj. Za razvoj strategij

zelenega marketinga in družbene odgovornosti podjetij je potrebnih več raziskav in sodelovanja, s poudarkom na vedenju potrošnikov, ustvarjalnem trajnostnem pakiranju in vplivu družbene odgovornosti podjetij na vključenost zaposlenih. Podjetja, ki si prizadevajo povečati svoj pozitiven vpliv, in vlade, ki si prizadevajo za izvajanje vključujoče in učinkovite zakonodaje o trajnosti, lahko koristijo ta poučna priporočila. Vsi lahko prispevamo k bolj zelenemu in družbeno odgovornemu svetu, če naredimo trajnost kot temeljno vrednoto. To bo spodbudilo trajnostno sodelovanje in trajnostno prakso.

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