

## **Towards Sustainable Marketing in the Food Processing Industry, Going beyond Responsible and Green Marketing Issues, Challenges, and The Road Ahead**

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### **Abstract**

Sustainability is a buzzword discussed on various platforms by academicians, industrialists, economists, and many others. It becomes the need of the hour as it is operationalized beyond being responsible to the stakeholders and the environment. It is the triple bottom line, conceptualizing people, planet, and profit, and viewed from the economical perspective. For making sustainability economical a new era began in marketing by introducing sustainability into the marketing strategy as "sustainable marketing". The basic purpose was to embrace society, and the environment and generate profit that meets the present requirement without compromising the future of the business. The article deliberates the paradigm shift of marketing from responsible marketing that advocated social responsibility through corporate social responsibility to the concern shown toward protecting the environment as green marketing for the sustainability of the planet for the future generation and moved on to integrate the organizational triple bottom line. The paper highlights selected cases as examples for justifying the transformation of marketing in the new era. The sustainable marketing model customized by the business house is pragmatic to match the market dynamics such that responsible and green marketing concepts are amalgamated. The initiatives of sustainability are introduced in the food processing industry to protect the planet by involving people in making a profit for the sustainability of the planet and mankind. These initiatives have to be integrated with the marketing strategies with a practical perspective. The vital role of government is significant in addressing the issues and challenges of the food processing industry of India. This research paper is an ongoing study that is in progress and is aimed at conceptualizing a sustainable marketing model. This model can be empirically tested for its acceptance by future researchers and academicians to monitor the sustainable marketing philosophy of the business houses in the long run.

**Keywords:** *Corporate social responsible, environment, government policies, green marketing, responsible marketing, and sustainable marketing.*

## Introduction

Today the entire world is involved in protecting natural resources and minimizing the elements that have a negative impact on the environment. Leading to meeting the needs of the present but without compromising the competency of future generations to meet their needs. This thought evolved into the concept of sustainability that was first used in the Brundtland Report produced by several countries for the United Nation in 1987. Hans Carl Von Carlowitz, considered to be the father of sustainable yield forestry introduced the idea of sustainability as an economic concept to the world. A new era began by introducing sustainability as a marketing strategy in business "sustainable marketing", which is all about promoting environmentally and socially responsible products, practices, and brand values. This materializes when people are involved in spending their valuable resources on those things that are sourced locally or 100% recyclable to make a profit and protect the planet. As defined by Dam and Apeldoorn (1996) sustainable marketing is a macro concept and is defined as "the marketing within and supportive of sustainable economic development". It is explicitly related to sustainable development which is about building and maintaining a sustainable relationship with customers, the social environment, and the natural environment. Thus, sustainable marketing is having a wider vision of promoting for better future to harmonize society, organizations, and the environment. Almost every other business house today has adopted sustainability in business. To name a few are Apple, Google, Ikea, Unilever, Ikea, ITC India, Nestle, Marico and etc., the list of companies is very long.

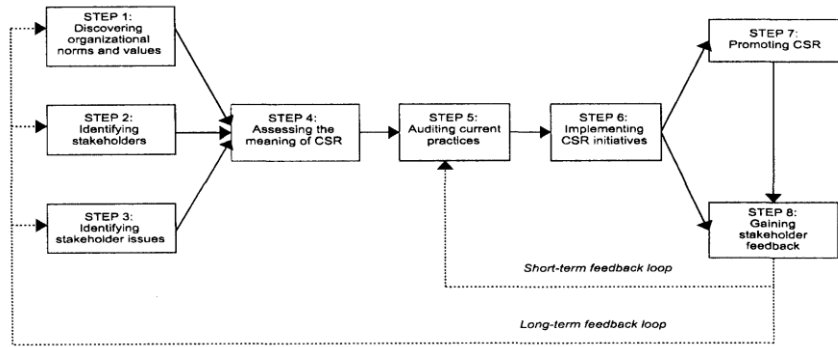
This research paper is a comprehensive, critical and objective analysis that discusses responsible marketing through corporate social responsibilities (CSR) and green marketing by indicating the concern for the environment. The authors have adopted a narrative review to discuss the companies adopting CSR for responsible marketing and environmental concerns for green marketing. When the firms implement the CSR programs it will not only reduce the environmental impact on the corporate image of the firm but also influence the operational processes (Widyastuti et al., 2019). Responsible marketing realizes a profit by being committed to improving the brand by putting the customer at the centre. Green marketing practices of the companies are banking on making profits by insistent their concerns in producing products that do not harm the environment. As the companies are progressing they are adopting activities that focus on meeting the needs of society but they want to maintain the abilities that meet the future generation. The principles and practices of the companies are to meet human goals by sustaining the ability to reduce the liability towards the environment by preserving the natural resources and protecting the ecosystem on which the economy and society depend. The transition from protecting the environment to the planet by involving the people to gain profit is sustainable development. The narration of the article moves in the direction of utilizing sustainable development activities in marketing that go beyond responsible and green marketing.

It is observed that there are significant efforts embedded toward sustainability in any business. But the journey of companies moving towards sustainability has progressed from being responsible to the society and environment. Companies displayed their responsibilities through CSR initiatives and concern towards the environment through green concepts. This article will be of significance as how the authors have discussed the journey of companies moving toward sustainability by overcoming issues and challenges. The best practices can be adopted in the food processing industry to incorporate sustainability into marketing strategies. In the process of reengineering business activities toward sustainability, the government plays a vital role. The policies of the government enable the companies to streamline sustainable development operational activities.

## Literature Review

### ***Responsible Marketing***

Responsible marketing is of being customer-centric and improving the brand to build a strong and profitable relationship with customers. This directs to the importance of socially responsible marketing to yield revenue, respect, and loyalty. Heineken published their Responsible Marketing Code (2022) with eight principles – 1. Respectful, Transparent, and Truthful, 2. Responsible Drinking, 3. Adult Appeal, 4. Safe and Appropriate Behaviours, 5, Social and Sexual Success, 6. Health, Nutritional and Functional Claims, 7. Consumer Choice and 8. Respect for people and Planet. Unilever's responsible business through integrity has a code of business policies that discusses the way Unilever operates and engages externally in responsible marketing. Unilever has a commitment to its marketing activities that are aligned with the expectations of society with minimum global stands that are applied everywhere (Unilever PLC, 2022). Gupta et al. (2019) suggested JUNCS must not be available in the vicinity of schools, instead, healthy snacks and foods must be made available with traffic light coding at an affordable price in the school cafeteria and ban the advertisements of JUNCS in all the mediums; suggesting that marketing and policies promote healthy food by limiting the availability and consumption of JUNCS. Cordero et al. (2022) indicated responsible marketing exists in using Traffic Light Nutritional Labelling (TLNL). Ferrell (2022) states that gen Z prefers socially responsible offerings and the three forces to complete socially responsible marketing are – first, the consumers and investors must value and expect socially responsible marketing; two – the organizations must adopt and give importance to social responsibilities; third – the present government and the regulatory system must address the society's problems sufficiently. Under the new FSSAI (Labelling and Display) Regulations 2018, FSSAI is proposing the use of traffic light labeling to measure, making it mandatory with red spots for food products with high fat, sugar, or salt content as a warning (Wan, 2018). However, the Food Safety and Standards (Labelling and Display) Regulations, 2020 do not indicate the use of traffic light labeling. Traditionally, the primary objective of marketing is to maximize profit, instead, companies create socio-environmental value by compassionating our planet and people, and enforce business value, and initiating profits, the corporate social responsibility (CSR) activities will be a source for competitive differentiation and advantage to shift from firm-centric marketing to action-oriented responsible marketing (Bhattacharya, 2016). CSR is viewed from two perspectives, one fulfilling the compliance of laws and the other as philanthropy (Matten et al., 2003). Wood (1991) states that CSR interrelates business and society, and the expectations of society have a direct influence on CSR that has three different levels of social responsibility in a company – institutional, societal, and managerial levels that links business and society. CSR is viewed from the point of beneficiaries which includes consumers, suppliers, employees, and others in society (Hiller, 2013). Kankam-Kwarteng (2022) indicated that CSR has a significant impact on consumer behavioral responses and the capabilities of marketing fortify the relationship between consumer behavioral responses and CSR. Maignan and Ferrell (2004) discussed CSR from a marketing perspective by considering the norms of the stakeholders to influence business practices, stakeholders' reactions towards CSR practices, the processes of an organization that stimulates socially responsible corporate behavior among the business houses, and communicating CSR practices through promotional activities. Maignan et al., (2005) depicted an eight-step stakeholder model as shown in figure 1 for implementing social responsibility in marketing. The model aims at promoting CSR activities in marketing driven by organizational norms and values.



**Figure 1**

Maignan et al., (2011) indicated that stakeholder-oriented culture and behavior are strongly associated with the performance of the market, finance, reputation, and commitment of employees to integrate the marketing practices for socially responsible marketing. Responsible marketing supports the business houses to make products that elevate the lives of the people and are aligned with the policies to impact positively on society (Cordero-Ahiman, 2022). Responsible marketing campaigns are deliberated as an amalgamation of gambling, trading, and gaming markets that basically minimizes gambling (Gonzalez and Griffiths, 2018). Ferrell (2022). Marketing address solution to problems and contributes to marketing's role to address social issues (Martin and Burpee, 2022). Peter Drucker mentions that all organizations and institutions have two responsibilities, performance and community (Hesselbein, 2010). Three forces that make socially responsible marketing necessary are, consumers and investors who signify socially responsible marketing, second, companies have accepted and give importance to social responsibility and have accepted benefits from the business practices, and third, the government system does not address societal problems (Ferrell, 2022). Socially responsible consumption is important for marketing as it involves in a strategic interaction with marketing activities especially the advertising efforts and educational programs that are targeted to responsible consumers with the benefits of the responsible goods (Durfi et. al, 2011). Government must be responsible for the well-being of society (Gaski, 2022) but the companies are much better to focus on the well-being of society as they are dedicated to their product market (Martin and Burpee, 2022), however, socially responsible marketing is claimed to be indispensable for the organizations (Ferrell, 2022). The policy of socially responsible marketing can be explicitly enhanced to align the well-being of society with the moral duties and actions of marketing (Sheth and Parvativar, 2022). Krippendorf says that responsible marketing is a key to sustainability as it influences consumer demand and results in the association of the product's socio-cultural environment (Smith and Font, 2014). Unilever displays its commitment by developing, producing, marketing, and selling its products with responsibility by conducting marketing activities that are aligned with society's expectations.

### Green Marketing

Green marketing is defined as "the marketing of eco-friendly products and services that are produced and distributed without harming the environment at a price that is affordable to the target customers". Displaying kindness to the planet and reaping profit by being concerned about the people. Green marketing is concerned with identifying, anticipating, and satisfying the wants of the customers and society in a profitable and sustainable way (Peattie, 1995) and divides green marketing into three phases that include ecological marketing aiming to solve ecological problems, second, environmental marketing aimed at innovative technology to diminish environmental problems and third, sustainable marketing that

was initiated in 1990 and focused on sustainable issues (Peattie, 2001). The objective of eco-marketing is to empower the member to make a profit in an ecological environment for a win-win situation as a new concept of marketing for sustainable development (Wang and Wang, 2019). Khan (2019) mentioned that green marketing is not only greening the product but also involves the understanding of consumer preferences in the purchase decision process and both consumers and, food processing companies will benefit from the green marketing initiative the challenge lies in establishing and implementing policies and strategies. Banu (2012), discussed that green products are eco-friendly and have a substantial impact on customer satisfaction, as the packaging of green products is a prominent element enforcing change in the perception of customers towards green products. The direct reuse of any goods that are already used is said to be remanufactured goods, that reduce the impact on the environment and increase the product life thus considered to be "green products" this new way of remanufacturing goods is a way of sustainable thought without depleting any of the economic resources (Wang and Kuah, 2018). A significant tool for sustainable business strategy is green marketing in which the enterprises may develop precise strategies such that the business could achieve a sustainable competitive advantage (Papadas and Avlonitis, 2014). Among the various functions of business, marketing, plays a significant role in providing solutions to environmental problems and sustainable development (Polonsky and Mintu, 1997). Apart from healthier and satisfied lives, improved physical environment, and enhanced organizational performance, green marketing eventually leads to sustainable development (Ottman, 1998; Williams, 1998). Green marketing is changing marketing initiatives due to the sustainable way of consumers' demands and companies are adopting innovative methods of sustainable development to facilitate the use of green marketing products (Suresh, 2014). The business houses that display a strong commitment towards sustainable development and corporate social responsibility are related to green marketing and they consider green marketing business strategy as key to future market success (McDaniel and Rylander, 1993). The various green initiatives adopted by the business houses such as green marketing, green innovation, and green supply management builds a relationship between business performance and sustainable development, bringing success to the firm and sustainable development (Kushwaha and Sharma, 2016). The companies will have high benefits and provide a positive value to the company's green image by incorporating green marketing into the marketing strategy and CSR programs and their positive green attitude will contribute to achieving sustainable development in a dynamic and challenging global market for competitive advantage (Widyastuti et al., 2019). Green marketing is a combination of ethics and CSR programs enabling it to become a socially responsible entity (Seth and Khan, 2015). According to the American Marketing Association, marketing of environmentally safe products is said to be green marketing and is also known as environmental marketing, sustainable marketing, and organic marketing which is growing progressively and, uses green and sustainability as synonyms by mentioning that reorganizing, restructuring and redesigning brings success to the organization (Singh et al., 2019). Vafaei et al. (2019) indicated a correlation greater than 0.6 between sustainable marketing policies and perceived green customer satisfaction as it is apparent that sustainable marketing policies display a positive impact on green customer satisfaction; signifying that sustainability is a fundamental aspect for the companies to achieve customer satisfaction and have a competitive advantage. ITC is an exemplar of the adoption of green marketing for the sustainability of the company to achieve the triple bottom line.

### **Sustainable Marketing**

Sustainable marketing is basically evolved from green marketing and the economy of sustainable development that strikes an equilibrium of integrated economic, environmental, and social goals (Mestrovic et al., 2021). Sustainable marketing literature evolves from green marketing covering topics such as green advertising and green consumer profiles that find solutions to human and environmental problems (Frank-Martin and Peattie 2009). Economics, society, and the environment are the three



dimensions of sustainable development (Pacheco et al., 2010). The two dimensions of sustainability are ecological and economic (Choi and Ng, 2011) and consumers respond to these two dimensions for advancing toward sustainable marketing orientation (Mitchell et al., 2011). In the case of sustainable tourism Bramwell and Lane (1993) have given four principles that incorporate a holistic approach and decision-making, conserving the ecological system, protecting human heritage and biodiversity, and growth. The ecosystem refers to the protection of the environment. There is a perceived relationship between sustainable marketing policies and green customer satisfaction that leads to a positive impact on green customer satisfaction having a competitive advantage (Vafaei et al., 2019). Business houses are adopting green marketing practices to energize their performance and reduce the negative impact on the environment because green marketing has become a sustainable business strategy (Souri et al, 2018). Classifying green marketing into three stages, starting from “ecological marketing” in the 1970s aiming to solve environmental problems like air pollution, and oil reserved, then followed by “environmental marketing” in the 1980s that was focused on green customers, promoting clean technology, and socio-environmental performance, later lead to sustainable marketing with a goal to achieve sustainable development of the organization and sustainable economy (Hunt, 2011). This observes the transition of marketing from ecology to sustainability. Sustainable marketing is an important practice for meeting sustainable goals that prophecies that economies fail due to the failure of a healthy society and environment and thus, the business houses are investing in social and environmental improvement for long-term profitably (Park et al., 2022). Sustainability is one of the major issues in the marketing strategy (Hoffman, 2022) and is a key factor of innovation (Edwards, 2005), and affects the organization’s performance and stakeholders. Sustainable marketing involves economic, social, and environmental factors since it gives a holistic and integrated approach to developing marketing strategies (Bridges and Wilhelm, 2008). Hence, sustainability comprehends marketing slants and economics (Camino, 2007).

Sustainability is significant in food processing as it leads to food loss due to operational activities such as product transformation, inventory management, handling, and packaging (Wezel et al. 2006; Flapper et al. 2002; Tadei et al. 1995). Apart from sustainable operational factors, the size of the company and the nature of the products are crucial for food loss (Dora et al. 2020). The process of separating the membrane is also important to achieve sustainability in food processing operations (Picart-Palmade et al. 2019).

According to an agenda published on the website, [www.sdgs.un.org](http://www.sdgs.un.org) of 2030 for sustainable development of the United Nations, the global food system is directly or indirectly related to the sustainable development goals that are promoted worldwide. The challenge will be to ensure the availability of sufficient safe, nutritious, tasty, and convenient food to the well-heeled population (Fresco, 2009; Tilman, 2014). Since the consumer and government demand for sustainable development is constantly increasing, companies must also become competent (Chemat et al., 2017; LangelaanHC et al., 2013). There is a need to consider an overall economic, social and environmental impact to implement new and unique technologies throughout the food chain, thus, non-thermal technologies such as High hydrostatic pressure (HHP), dynamic high pressure (high pressure of homogenization, HPH, and ultra-high pressure of homogenization, UHPH), carbon dioxide treatment, PEF, and membrane processes are considered to be promising for the present and future development of sustainable for applications (Picart-Palmade et al. 2019). In the food processing small and medium enterprises (SMEs), sustainable innovation depends on the potential of employees’ innovation and the culture of organizational innovation, these two factors have to be supported by the top management who are the leaders of the organization (Najib et al., 2021). The food processing companies SMEs' contribution towards poverty is outstanding, but they must also include sustainable issues in their business operations that contribute to the protection of the environment (Nigri and Del Baldo, 2018). From the perspective of marketing, it is the customers who are

more concerned about sustainability in food processing products, such as food packaging, food waste, recycling of plastic, bottles, and cans, and water and energy conservation (Salzberg et al., 2019).

### **Sustainability Policies - Government of India**

The government and the business houses are showing their concern for the environment and sustainable development (Dean and McMullen, 2007). To address the challenges and issues of the food processing industry for sustainability the industry, the Government of India has established National Food Processing Policy (NFPP) to regulate and develop the sector to remunerate the farmers. The policy aims to benefit agriculture, employment, productivity, and the economy, and increase the standard of people across the country.

The food sector is divided into 7 segments such as milk and dairy, meat and poultry, fisheries, grains and cereals, fruits and vegetables, consumer industry, and plantation. The basic principles of NFPP to

- create enabling environment,
- establish a department to promote food processing,
- infrastructural development,
- promote mega projects,
- Provide special provisions for the Hilly areas, North Eastern Region, islands, and ITDP (Integrated Tribal Development Programme) areas, financial incentives such as sales tax/excise duty concession, and tax benefits for a time frame of 10 years.
- Incentives and support measures for creating and expanding – incentives for capital and credit, electricity duty incentive, water charges incentive, VAT/SGST (Value Added Tax/State Goods and Service Tax) incentives, registration and stamp duty incentive.

Incentives for operations excellence for freight subsidy, patent assistance, and women entrepreneurship in food processing.

### **Involvement of Indian Government towards Sustainability**

Referring to the sustainability of the Food Processing Industry (FPI) of India, it is mentioned that it is a sunrise sector that projects to have promising growth. Bangle (2022) in Times of India mentioned that India is ranked 6th for the food market in the world, it is 5th in production, consumption, and exports. The initiation of the Ministry of Food Processing Industries (MoFPI) encourages investments in the value chain, ensuring the sector links between the consumers of the domestic and international markets. According to the website of MoFPI, by 2025-26 the output of the food processing sector is expected to reach USD 535 billion, the industry generated employment of 12.38% engaging approximately 1.93 million people in the registered factories and 5.1 million workers in unregistered factories. According to the information provided on the website of [www.investindia.gov.in](http://www.investindia.gov.in) the government has 281 proposals for creating and expanding the processing and preservation capacities of food under Pradhan Mantri Krishi Sinchai Yojana (PMKSY) with 61 Creation of Backward and Forward Linkages Projects & 6 Operations Green project, 68 Agro-Processing Clusters, 41 Mega Food Parks, and 348 Cold Chain projects. The Gross Value added (GVA) was Rs. 224 lakh crore in 2019-20 which contributed 1.69% of the total India's GVA. The Foreign Direct Investment (FDI) was USD 709.72 million for the period April 2021-March 2022, and USD 11.08 billion from April 2000 to March 2022. Production Linked Incentive Scheme for Food Processing Industry (PLISFPI) is providing incentives for production, sales, investments, innovations, branding, and

marketing. Pradhan Mantri Formalization of the Micro Food Processing Enterprises (PM FME) scheme is aimed at providing credit to the existing micro food processing entrepreneurs, food processing organizations (FPOs), Self-Help-Groups (SHGs), and Co-operatives.

Moving towards Karnataka state with the capital Bengaluru, the state received an equity inflow of FDI worth USD 35.69 billion between April 2000 to December 2018. Karnataka has two mega food parks, one in Mandya (Favorich Infra Private Limited) and another in Tumkur (Integrated Food Park Private Limited). The food park of Tumkur is completed and Mandya is ongoing with an investment of Rs. 94.33 crores and Rs. 64.83 crores respectively. 4 Agro-Processing Clusters are ongoing in Bijapur (Agro Cluster), Chitradurga (Hiriyur Food Park Private Limited), Davangere (Gem Food Park LLP) and Udupi (The Udupi Food Park). 16 cold chain outlets spread across the state (10 completed and 6 ongoing) and 29 warehouses. These initiatives by the MoFPI in Karnataka are a pure indication that the food processing industry is growing and will sustain itself by contributing to the growth of the state and the country's economy.

### **Sustainability Policies of Karnataka State Government**

In Karnataka, the policies for agribusiness and food processing sector are allotted zone-wise for the Micro, Small, and Medium Enterprises (MSMEs). There are 4 zones, Zone 1 – Most Backward Taluk, Zone 2 – More Backward Taluks, Zone 3 – Backward Taluks, and Zone 4 – Industrially Developed Taluks. Under Industrial Policy 2020-25, benefits are given for electricity subsidy, capital subsidy, interest subsidy, VAT/CST/SGST/TAX Exemption/Reimbursement, and others such as investment promotion subsidy, and technology adoption to the MSMEs in Zone 1, 2 and 3. Electricity subsidy is 100% for zone 1 and 2 for 7 and 6 years respectively, for zone 3 it is nil. Interest subsidy for zone 1 is 5% for 6 years, zone 2 and 3 – 5% for 5 years. Investment subsidy of Rs. 10 crores in zone 1 and Rs. 7 crores in zone 2 is encouraged in taluks where there are no industries for the investment of more than Rs. 100 crores and direct employment of 75 persons. Stamp duty exemptions for land conversion fee is 100% in zone 1 and 2, and nil in zone 3 for large/mega/ultra-mega/super-mega enterprises. For MSMEs, the stamp duty exemptions for land conversion fee is 100% in zone 1, 75% in zone 2, and nil in zone 3. Investment promotion subsidy for Micro enterprises is 30% of the Value of Fixed Assets (VFA, maximum of Rs. 25 lakhs) in zone 1, 25% of VFA (maximum of Rs. 20 lakhs) in zone 2, and in zone 3 it is nil. The same investment promotion subsidy for small enterprises is different 25% of VFA (maximum of Rs. 100 lakhs) in zone 1, 20% of VFA (maximum of Rs. 90 lakhs) in zone 2, and in zone 3 it is nil. Technology adoption subsidy from recognized national laboratories is 25% of the cost (maximum Rs. 50,000/-). ISO Series Certification subsidy is 75% of the cost (maximum Rs. 75,000/-), and BIS (Bureau of Indian) Certification subsidy is 50% of the fee (maximum Rs. 20,000/-) payable for BIS certification. There is a subsidy of 25% of the cost (maximum Rs. 50,000/-) for purchasing testing equipment that is BIS approved. All these subsidies are provided by the Government of Karnataka State to encourage the food processing industries in the various zones to meet the expected demand in the domestic and international markets.

As per the information provided on the website of the Food and Agricultural Organization of the United Nation, the Karnataka Agribusiness and Food Processing Policy 2015 aimed to have sustainable development in the value chain of the agribusiness and food processing enterprises and related sectors. Increase the investments, research, and development, established food processing parks, and benefit the farmers and food processing entrepreneurs.

A new farm policy was framed by the Karnataka State government for increasing the income level of farmers and ensuring sustainable activities. This policy aimed to encourage investments in the state with the hope to attract about Rs. 51,727 crores to upgrade the infrastructure and modernization of agriculture, processing, horticulture, etc. To support and rehabilitate drought in the state, there must be



stability in agricultural activity so that the farmers' income will get better, develop food processing units, and increase the state's agricultural export. The challenge is due to the climatic change the yield drops leading to the suicide of the farmers. This challenge is to be addressed by ensuring a farmers' income is stabilized by developing jobs in agriculture and food processing units (Chandramouly, 2018).

In the article in The Hindu (2021), CSIR-Central Food Technological Research Institute (CFTRI) of Mysore has helped to set up workable food processing units in villages. Under the Sustainable Rural Food Processing Enterprises for Livelihood Generation, CSIR-CFTRI aims to provide rural households with an opportunity to become self-employed and gain the opportunity of skilled wage employment. The other programs launched to develop livelihood are The National Rural Livelihoods Mission (NRLM), Start-up Village Entrepreneurship Programme (SVEP), and Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM). Most of the enterprises that are supported through these programs by the Ministry of Rural Development are in the food processing sector. Virtual training courses are in the processing of jam, jelly, and ketchup processing; ingredients and formulation of a variety of papad and chips making; processing and preparations of a variety of pickles: packaging, labeling, and marketing nutrition, hygiene standards, and FSSAI requirements; skills for creating linkages with livelihoods opportunities.

### **Cases studies on companies adapting Responsible, Green and Sustainable Marketing**

It is not limited to the theory that they exist an integration between responsible, green, and sustainable, there is a practice of integrating the three concepts in reality by major business houses. Basically, the companies are adapting sustainability in their sourcing, production, and distribution. Companies give importance to protecting the planet because people give priority to environmental factors and their impact while buying. Thus, the companies respond to consumer preferences by strongly being part of the green marketing movement. Below are some of the companies that have extended their practices towards sustainability and sustainable marketing according to an article published on the website <https://growensemble.com> (Annexure – I) are

- 1) Patagonia, an American company based in California operates globally with its outdoor clothing. Established in 1973, is on the top list for good reason as an eco-friendly company. The company is very conscious about its practices as they proudly state they “are in business to save our home planet”, pragmatically it is not easy for any business house to be in business for the sake of the planet but the company is grounded to the planet. The company pledges 1% of its sales to the conservation of the natural environment and contributes to national and international environmental groups. In 2017 the company went to the extent of suing President Trump to preserve national monuments. The company aims to be completely carbon neutral by 2025 and uses recycle or organically grown raw materials to reduce its environmental footprint. The company connects consumers with local activist and their products – Nano Puff or Topley Jackets.
- 2) US-based Seventh Generation, Vermont, is a company making paper, personal care, and cleaning products, focusing keenly on being co-friendly from the time of its commencement in 1988. The company’s mission is “to transform the world into a healthy, sustainable, and equitable place for the next seven generations.” The company uses plant-based material with ethical and sustainable ingredients, the packaging is environmentally friendly, and uses recycled material for packaging. The company aims to use 100% bio-based or post-consumer recycled material like Patagonia and wants to become a zero-waste company by 2025. The company is aiming to go beyond sustainable products and get to the doors of its consumers. This company is acquired by Unilever in 2016 for an estimated \$ 700 million and continues its business with sustainable products.

- 3) A Good Company, Sweden, is known for creating sustainability every day in its existence with full transparency to its customers. This gives the customers an opportunity to understand sustainability and what it looks like for any environmentally friendly based company that is focused on innovations to stay environmentally responsible "as humanly possible." The company works majorly on openness and encourages the customers to be conscious. The customers are shared with the knowledge and are involved in the decision of material used, product idea, and in every stage of the product creation. The company does not leave any stone unturned in its commitment to sustainability by ensuring climate-positive packaging.

Some of the other companies on the list of being sustainable mentioned on the website are New Belgium Brewing, Pela, Dr. Bronner's, Preserve, Numi Organic Tea, Allbirds, Tentree, Aspiration, Avocado Green Mattress, Tablas Creek, MUD Jeans, Grove Collaborative. There are many more international companies on the list.

Now, talking about the Indian-based companies that are concerned with the planet, sustainability, and CSR as per the website <https://www.futurescape.in/responsible-business-rankings/> (Annexure – II) for sustainability and CSR 2021 are Godrej Consumer Products Limited, Infosys Limited, Wipro Limited, Tata Chemicals Limited, ITC Limited, Jubilant Life Sciences Limited, Grasim Industries Limited, Vedanta Limited, Tata Power Company Limited and JSW Steel Limited. These companies belong to a range of industries that include FMCG, information technology, life sciences, power, chemicals, textiles, life sciences, and mining and these companies have mapped their business goals with the Sustainable Development Goals (SDG). For the first time, Godrej Consumer Products has topped the list with two Tata companies in the list of top 10 rankings. Manufacturing companies are more promising than service companies. Among the service companies' information technology is top performing the other financial companies.

ITC Limited is an Indian Conglomerate having its a presence in the diversified business including food processing in four categories – snack, staples, confectionery, and ready-to-eat with different products under the brand Aashirvaad, Sunfeast, mint-o-masti blue and Kitchens of India to name. ITC as an example adopts sustainability.

Sustainability in food processing is about finding new ways of meeting the present needs without compromising future viabilities, in a constantly changing economy and environmental conditions. Sustainability is important in food production practices to avoid damaging and wasting natural resources, and minimize the contribution to climatic changes by often consuming more local food that is not transported too far, have nutritional security, and has a healthy life for present and future generations. In order to achieve sustainability in food and agriculture there are five principles adopted as mentioned below:

- 1) To increase productivity, employment, and value addition in food systems.
- 2) To protect and enhance natural resources.
- 3) To improve livelihoods and foster inclusive economic growth.
- 4) To enhance the resilience of people, communities, and ecosystems.
- 5) To adapt governance to new challenges.

The above principles are directly or indirectly interrelated to the trends in sustainable marketing such as zero wastage, a plastic-free environment, buying products locally, healthy cities, carbon labeling, transparency, and cultural cancel. Since sustainable marketing contributes to sustainable development by

minimizing the environmental impact by implementing policies and strategies that entrust sustainable growth as a fundamental part of the economy.

The world's top 100 companies (Annexure –III & IV) in food and beverages in published on the website <https://www.foodengineeringmag.com/top-100-food-&-beverage-companies-2015>, among them a few companies embedded in the Indian market are Nestle, PepsiCo Inc., the Coca-Cola Company, Unilever, and Kraft Heinz.

**Nestle:** According to the information provided on the website of Nestle, the company is continuously working on research and development to achieve Nestle's 2030 goal of zero environmental impact in its operations and net zero greenhouse gas emissions by 2050. Their key initiatives are to transform their portfolio with products that have a positive impact on the environment and contribute to a healthier diet, increase the support towards agriculture, and reduce carbon emissions example Nestle has announced KitKat to be carbon neutral brand by 2025, and use 100% renewable electricity in all their sites. The R & D teams have revealed a unique low carbon drought resistant coffee variety that gives increased yield and reduces 30% of the CO<sub>2</sub> and many more developments are in pipeline. In dairy agriculture, the company is associating with universities, suppliers, and startups for low milk carbon footprint and is helping Wunda a low-carbon brand that is certified by the Carbon Trust from carbon neutral launch. When it comes to processing, the experts of the company have introduced new technologies to reduce CO<sub>2</sub> emissions drastically and increase the capacity of the factory by optimizing electricity and using thermal energy, aiming for zero waste and also reducing emissions in their restaurants. Concentrating on low-carbon recipe design, focusing on reducing food waste and upcycling nutrients, and launching plant-based foods. In packaging, the company is into safe and convenient paper-based recyclable formats. For example, the company has launched paper packaging for Nesquik, Smarties, and Maggi brands, pods for Nescafé Dolce Gusto, and capsules for Nespresso. They are using a new enzymatic recycling plastic for Perrier bottles that are equivalent to virgin PET. The focus is to meet their commitment to using recyclable or reusable packaging by 2025, hence the company has tied up with Terracycle, an enterprise that is working towards eliminating waste.

**PepsiCo:** For the year 2021, the company is recognized with the Terra Carta Seal by His Royal Highness for demonstrating a commitment to and driving momentum toward the creation of genuinely sustainable markets. The world's largest company is committed to all the stakeholders and is tremendously contributing to the sustainability in procurement, operations, distribution, and post-consumption in the countries of its existence. The company is focused to reduce the footprint in water, packaging, waste, energy, and agriculture with actionable towards the planet and people. They source their crops and ingredients by restoring the earth and strengthening the farming communities. The company has principles and practices to restore the ecosystem to regenerate agriculture. They check the health of the soil, reduction of greenhouse gas (GHG) emissions and carbon footprint, watershed management, biodiversity, and livelihood of the farmers to improve their living. The range of activities starts with the framers and suppliers growing crops, converting them to food and drinks, packaging, distributing and recycling the waste after consumption, addressing the global challenges in a systematic way, and accelerating the value chain. There is a high focus on driving towards recycling and using recycled material and reinventing the use of renewable material for low- or no-packaging formats. The company involves people by working with them to increase racial equality – a Racial Equality Journey for supporting the black and Hispanic communities, and providing job opportunities. In the case of power consumption, the company introduced an innovative clean electricity program pep+ Renew with two objectives: to educate the company's value chain partners about renewable electricity choices and followed with fastening the transition to renewable electricity through aggregate power purchase agreements (PPAs) and have other renewable electricity procurement options.

In India, the company has a partnership with Alternatives Development Initiative (ADI) in Nelamangla, to replenish more than 4 times the water that it has consumed in its manufacturing operations. The company provided safe drinking water to 9 million people through the PepsiCo Foundation and its partners since 2006. Their 2025 agenda, is to extend the environmental efforts to the members of the supply chain and communities for efficacy in manufacturing operations, and work towards the UN 2030 Sustainable Development Goals and contribute to the global framework such as Paris Climate Agreement.

**Unilever:** The company is committed to their stakeholder through its brand to make a sustainable living place and deliver growth that is consistent, competitive, profitable, and responsible. The company aims for zero emissions by 2030 in its operations through Climate Transition Action Plan and zero emissions in its value chain by 2039. They have actions to find new low-carbon ingredients that are plant-based and develop fossil-fuel-free cleaning and laundry products this is to ensure that the company's products have less impact on the consumers while consuming and accelerating the value chain. The company brings people, partners, and technology together to protect and regenerate nature. Moving towards a waste-free world, Unilever is focused on cutting plastic waste by using less plastic, better plastic, or no plastic at all, fight against food waste – in their factories and on the people's plates. Providing nutrition is another goal in fighting against malnutrition, obesity, and social and environmental issues such as food poverty and food waste. Helping to choose a healthy diet, reduce salt, sugar, and calories, aim to meet the World Health Organization – nutritional standards, and reduce the environmental impact of the global food chain. Focus on providing plant-based meat and dairy products, and combat the issue of food loss and wastage. The company's products promote health and well-being by safeguarding their health by washing hands with soap until the end of the day brushing their teeth day and night, contributing to educational activities, mental well-being, and gender equality. Individuals are treated fairly by eliminating any bias and respected with uniqueness without discrimination. The company's leadership represents in removing barriers among people with disabilities and increasing the inclusion of diversified groups in their advertisements. The company provides opportunities to break the cycle of poverty by helping people make a decent living or income who directly provide goods and services to the company. In the retail value chain, 5 million SMEs are helped to support their skills, finance, and technology and believe in a healthy society and healthy business. Beyond its own work environment, the company equips its employees to be flexible by creating jobs and skills outside Unilever.

Unilever Sustainable Living Plan (USLP) worked miracles for the company. It was launched in 2010 and the company celebrated its 10 years of sustainable living plan. In an article published on the company's website on May 2, 2020, the company's CEO Alan Jope addressed the reinforcement of commitment to sustainability and requested renewed actions to solve social inequality and the climatic crisis. This embarked a remarked achievement of reaching 1.3 billion people through their health and hygiene programs, reducing total waste footprint per consumer use of their products by 32\$ and achieving zero waste across all their factories, reduction of 65% in GHG emission in their manufacturing and achieved 100% renewable grid electricity in their sites, reduced sugar in their beverage by 23% and 56% in their food product portfolio to meet the high nutrition standards, and initiate programs to promote safety, develop skills or expand opportunities to 2.34 million women and have a gender-balanced workplace with 51% of the managerial people are women.

In India, including 12 other countries, the company has provided safe drinking water to 121 billion people between 2005 to 2020 and is continuing to be committed to providing it through Pureit. To reach low-income households the company has partnered with micro-financial institutions.

The sale of Domestos bottles contributes to supporting the government of India on the Swachh Bharat Mission, 5% of the bottle price is donated to UNICEF's sanitation improvement program in India. To

develop the self-esteem of the youth between the age group of 10-18, the company has tied up with UNICEF for developing skills and education and aims to reach 230 million people by 2030 in India, Brazil, and Indonesia. The company is working on processing Varun Agro, in Maharashtra, to support 5,000 small farmers to grow tomatoes using drip irrigation that covers approximately 9,000 acres for Kissan ketchup. Promotes fairness in the workplace by providing training to women in Assam, India, Kenya, and Tanzania; opportunities for women; Shakti enterprise program has expanded to 131,000 women entrepreneurs.

### **Bottlenecks in INDIAN Food Processing Industries**

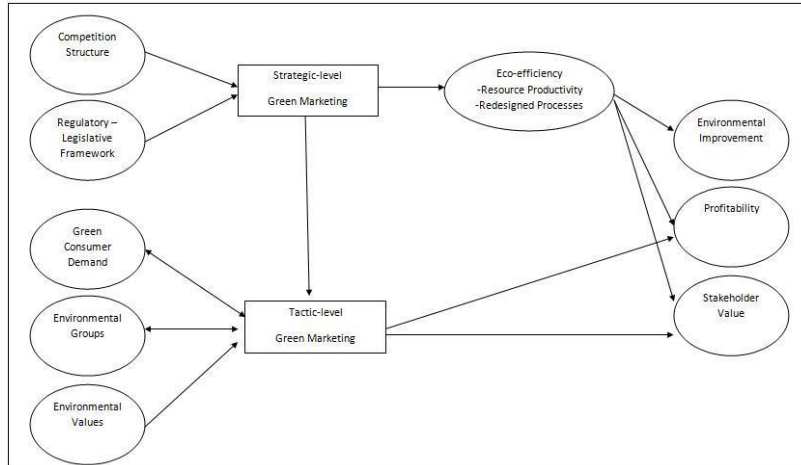
The factors affecting the production, processing, and distribution of FPI in India are due to the lack of skills, technology, regulations, capital, and structure of the industry; while the industry is surrounded by constraints that include infrastructure of road connectivity, shortage in electricity supply, lack of integration between marketing and information, weak cold storage supply chain system, deficiency in implementing quality standards, surging cost, inadequacy in the availability of credit from the private sector and banks, preventing farmers to market their products directly and are routed only through designated channels, the packaging is pathetic but the cost is increasing, increase in demand for capital requirement and rigidity in the laws (Singh et al., 2012). The industry has the capacity to generate employment opportunities but the laborers are highly unskilled, the majority of them are less than the 10th standard educated, and the science and technology capabilities, infrastructure, and skills of the laborers have to be developed (Rais et al., 2013). The industry has a high potential to develop income and employment but lacks the availability of resources, technology as a key factor for growth and efficiency, a huge market, labor, and a positive business environment that impede the growth of the Indian Food processing industry (Ali et al., 2009). A model developed by Singh et al., (2022) interprets the barriers that impede the growth of the Indian Food Processing Sector (IFPS) at three different levels. These three levels are farm, distribution, and consumer levels, comprising 18 hurdles as shown in Figure 1. The factors that impede the growth due to rain-dependent farming is at the farm level, the soaring cost of cold chain facilities, and low return at the distribution level, and at the consumer, the level is a lack of standardization and quality in processed food.

### **Model used in CSR, Green and Sustainable Marketing**

Geva (2008) has introduced three models of CSR as shown in figure 2 and depicted the interrelationship between theory, research, and practice. Each of these models is different from one other although they have the same terminologies – Philanthropic, Ethical, Legal, and Economic. These four terminologies are presented in three different ways, Pyramid, Intersection Circles, and Concentric Circles. These three models enable us to interpret the integration of business and society involving the stakeholders, corporate citizenship, and the triple bottom line of sustainability.

Merdin (2011) proposed a model for green marketing, the variables included in the model specifications are focused on the environment, involvement of stakeholders, legal regulatory policies and finally aiming to provide value and improve the environment and bottom line – profitability.

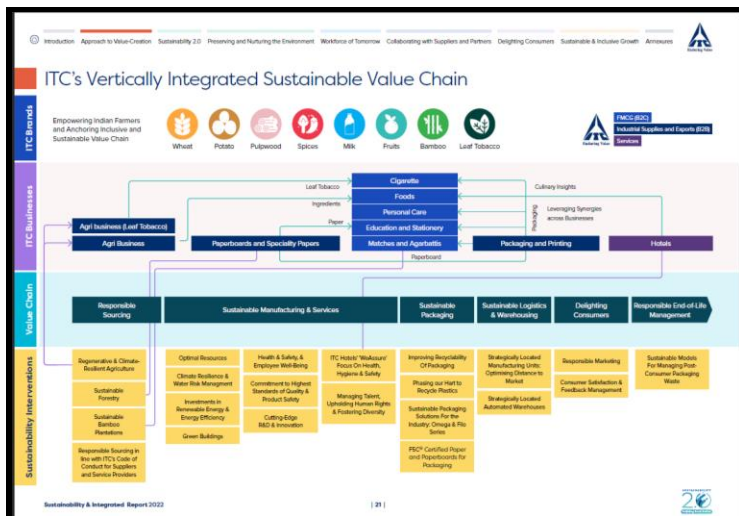




**Figure 2.**

The sustainability marketing model includes the promotion of the environment, and social responsibility in products, practices, and brand values. The sustainability business model of Bansal (2011) includes Diversity of resources, people, and investment; Modularity of functional operations; Openness to ideas outside firm boundaries; Slack resources in assets and capabilities; and Matching cycle and rhythms of business and environment. The interconnected sustainability forms are social, environmental, and economic which represent people, the planet, and profit.

After discussing the various models proposed by various researchers, we can observe the model used by ITC Limited that supports all the variables of green marketing, CSR activities, and finally, aim at sustainability. The value chain of sustainability includes green concepts, responsible marketing, and sustainability.



**Figure 3.**

### Discussion

For any company to be sustainable, the operational activities have to be concentrated on the stakeholders and the policies targeting the various communities must be unbiased to achieve a triple bottom line that includes people, the planet, and profit. Sustainable operational activities must be transparent, ethical,

and environmentally conscious to be eco-friendly. Sustainable practices protect the planet and any impact will impact all of us. According to a report published in 2019 by Nielsen, 81% of consumers recommend the implementation of programs that improve the environment, and 30% of consumers are willing to pay a premium for products that are claimed to be socially responsible. 90% of the gen Z and millennials believe that companies must act to support and contribute to social and environmental issues. It is the consumer consciousness in shopping and the power of spending that drive companies to be socially responsible. Hence companies are forced to be eco-friendly in energy consumption and efficient in utilizing resources as it brings positive benefits in the future.

As consumers must identify sustainable companies when we google "eco-friendly companies." We will get a list of companies that are transparent, and socially responsible in their business. The companies aim to be completely sustainable by 2050 and also have short-term and long-term goals in sustainable innovation and positive impact. Certification is another way to identify eco-friendly businesses. These certifications indicate reliability, transparency, and values in business activities. For example, B Corporation certification is the gold standard that has world-class business practices.

Suradha (2022) mentioned that the Gobble Cake brand started in 2014 without sustainable practices, they used single-use plastic containers, and colorful stickers and later realized the importance of sustainability and shifted to alternative sustainable options by 2020. Huda Bar established a brand aligned with sustainability and eco-friendly options. Both small and large brands are incorporating sustainable practices in their business. Especially, small food brands are sourcing fresh or organic raw materials, from the local market, and working with indigenous communities, without adding preservatives and moving toward a sustainable future. Many food brands are spreading the message of being sustainable through social media example Instagram.

The makers of Mason & Co in Tamil Nadu is aiming to support farmers, they source organic beans from certified farmers and co-ops in Kerala, Karnataka, and Tamil Nadu, and make cacao products such as powder, drinking chocolate, and cacao nibs; the waste of organic cacao bean shells is supplied to the local farms to use it in compost and much.

Araku Coffee sources coffee from the farmers in tribal communities of Andhra Pradesh's Araku Valley, they also have a café in Bengaluru, with a variety of options on their menu ranging from gluten-free cookies to vegan waffles, scotch eggs, and roasted chicken with vegemite. They use seasonal raw materials and make the dishes from scratch; the interiors of the café are made of bamboo, recycled metals, and paper, and do not use single-use plastic in the kitchen, biodegradable cups, and coffee pouches are used with plastic coating.

Foods and Inns Ltd. India's largest processor and exporter of processed fruit and vegetable products use sustainability as an ingredient in food processing. The company does the sustainability of mango farming in India in every operational activity. The company is partnered with IDH, a company based out of the Netherlands, it works with businesses, financiers, governments, and civil society to follow sustainable global value chains. This tie-up is to address social and environmental challenges that affect climate change, pesticide management, and crop traceability.

Based on the above examples, it can be concluded that multi-country studies will help in understanding how consumers with a different culture will react to sustainable marketing strategies (Sreen et al., 2018). It all depends on consumer perceptions of sustainable fit as how much they are willing to spend in support of sustainable companies that adopt sustainable marketing strategies (Gleim et al., 2023).

The road ahead for food processing companies to operate in the market when the consumers are the driving factor for sustainability is challenging. Annexure V is the list of the top 20 companies in 2023. Convincingly, when the companies introduce the policies of the government into their strategic plan, it makes it convenient for the companies to become sustainable in their motives. Further research is anticipated to study the performance of the 20 companies mentioned in Annexure V on the sustainable activities that are integrated into the marketing strategies to appeal to the consumers. This research study will stimulate further research to understand the models adopted by the companies to implement sustainability in their marketing strategies.

### Annexure – I

**Table 1. 15 Sustainable companies for 2022**

<b>Company Name</b>	<b>F &amp; B/ Non F &amp; B</b>
1. Patagonia	Non F & B
2. Seventh Generation	Non F & B
3. A Good Company	Non F & B
4. New Belgium Brewing	<b>F &amp; B</b>
5. Pela	Non F & B
6. Dr. Bronner’s	Non F & B
7. Preserve	Non F & B
8. Numi Organic Tea	<b>F &amp; B</b>
9. Allbirds	Non F & B
10. tentree	Non F & B
11. Aspiration	Non F & B
12. Avocado Green Mattress	Non F & B

13. Tablas Creek	<b>F &amp; B</b>
14. MUD Jeans	Non F & B
15. Grove Collaborative	Non F & B

Source: 15 Sustainable Companies for 2022, <https://growensemble.com/environmentally-friendly-companies/>

### Annexure – II

**Table 2. India’s Top Companies for Sustainability and CSR 2021**

01	Godrej Consumer Products Ltd.
02	Infosys Ltd.
03	Wipro Ltd.
04	Tata Chemicals Ltd.
05	ITC Ltd.
06	Jubilant Life Sciences Ltd.
07	Grasim Industries Ltd.
08	Vedanta Ltd.
09	Tata Power Company Ltd.
10	JSW Steel Ltd.

Sources: <https://www.futurescape.in/responsible-business-rankings/>

### Annexure – III

**Table 3. The World’s Top 48 Food and Beverage Companies of 2015 that operate in India**

Rank	Company	Food Sales (\$)	Year
1	Nestlé	72,245	Dec. 14
2	PepsiCo, Inc.	66,683	Dec. 14
4	Anheuser-Busch InBev	47,063	Dec. 14
5	The Coca-Cola Company	45,998	Dec. 14
6	Archer Daniels Midland Company	43,232	Jun. 14
7	Tyson	37,580	Sep. 14
8	Mondelez International	34,244	Dec. 14
9	Cargill	33,700	May-14
10	Mars	33,000	Dec. 14
11	Unilever	29,070	Dec. 14
12	Danone	28,545	Dec. 14
13	Kraft Heinz	28,000	Dec. 14
14	SABMiller	26,177	Mar. 15
15	Heineken	26,000	Dec. 14
16	Lactalis	22,240	Dec. 13

17	Suntory	21,540	Dec. 14
18	Kirin Holdings	18,653	Dec. 14
19	Fonterra	18,565	Jul. 14
20	General Mills Inc.	17,910	May-14
21	ConAgra Foods Inc.	17,703	May-14
22	Asahi Group	17,017	Dec. 14
23	Diageo	15,900	Jun. 14
25	Kellogg Company	14,580	Dec. 14
27	Grupo Bimbo (Mexico)	14,390	Dec. 14
28	Arla Foods	14,330	Dec. 14
31	NH Foods	12,108	Mar. 15
32	Carlsberg	11,730	Dec. 14
33	Ferrero	11,355	Aug. 14
35	Pernod Ricard	11,045	Jun. 14
39	Bunge	10,035	Dec. 14
47	Associated British Foods	9,020	Sep. 14
55	The Hershey Company	7,422	Dec. 14
59	Red Bull	6,900	Dec. 14
60	McCain Foods Limited	6,860	Jun. 13
61	Muller Group	6,810	Dec. 13
62	Ajinomoto	6,485	Mar. 15
63	Savencia Fromage & Dairy	6,220	Dec. 14
66	Ingredion Inc.	5,998	Dec. 14
70	Bacardi	5,800	Mar. 14
72	Barry Callebaut	5,300	Aug. 14
74	ThaiBev	5,065	Dec. 14
75	Barilla	4,915	Dec. 13
76	Tsingtao Brewery	4,840	Dec. 14
79	Schreiber Foods	4,800	Dec. 14
82	Dole Food Company, Inc.	4,500	Dec. 14
86	McCormick Corporation	4,243	Nov. 14
89	Molson Coors Brewing Company	4,146	Dec. 14
95	Groupe Bel	3,757	Dec. 14

#### Annexure – IV

**Table 4. The World's Top 52 Food and Beverage Companies of 2015 that do not operate in India**

Rank	Company	Food Sales (\$)	Year Ending
3	JBS	52,580	Dec. 14
24	Royal FrieslandCampina	15,320	Dec. 14
26	CHS Inc.	14,500	Aug. 14
29	Smithfield Foods Inc.	13,221	Apr. 13
30	Brf Brasil Foods	13,185	Dec. 14
34	Femsa	11,330	Dec. 14
36	Vion	10,975	Dec. 13
37	Danish Crown	10,550	Sep. 14
38	Meiji Holdings	10,218	Mar. 15
40	Saputo	9,690	Mar. 15
41	Marfrig Group	9,580	Dec. 14



<b>42</b>	Dean Foods Company	9,503	Dec. 14
<b>43</b>	Yili Group	9,390	Dec. 14
<b>44</b>	Hormel Foods Corporation	9,316	Oct. 14
<b>45</b>	Yamazaki Baking	9,220	Dec. 14
<b>46</b>	Sudzucker	9,180	Feb. 15
<b>48</b>	Coca-Cola HBC	8,790	Dec. 14
<b>49</b>	Maruha Nichiro Corporation	8,390	Mar. 15
<b>50</b>	China Mengniu Dairy Company	8,340	Dec. 14
<b>51</b>	Campbell Soup Company	8,268	Jul. 14
<b>52</b>	Coca-Cola Enterprises	8,264	Dec. 14
<b>53</b>	Kerry Group	7,770	Dec. 14
<b>54</b>	Parmalat	7,490	Dec. 14
<b>56</b>	DMK Deutsches Milchkontor	7,365	Dec. 13
<b>57</b>	Sodiaal	7,290	Dec. 14
<b>58</b>	Oetker Group	7,100	Dec. 13
<b>64</b>	Dr Pepper Snapple Group	6,121	Dec. 14
<b>65</b>	Constellation Brands	6,028	Feb. 15
<b>67</b>	The JM Smucker Company	5,963	Apr. 15
<b>68</b>	Morinaga Milk Industry	5,948	Mar. 15
<b>69</b>	Nissui	5,818	Mar. 15
<b>71</b>	LVMH	5,365	Dec. 14
<b>73</b>	Land O' Lakes Inc.	5,098	Dec. 14
<b>77</b>	Itoham Foods	4,810	Mar. 15
<b>77 tie</b>	Maxingvest/Tchibo	4,810	Dec. 13
<b>80</b>	Sapporo Holdings	4,650	Dec. 14
<b>81</b>	Nisshin Seifun Group	4,507	Mar. 14
<b>83</b>	Coca-Cola Amatil	4,495	Dec. 14
<b>84</b>	Nissin Foods Group	4,315	Mar. 15
<b>85</b>	Ito En	4,305	Apr. 15
<b>87</b>	Agropur Cooperative	4,240	Dec. 14
<b>88</b>	Tate & Lyle	4,175	Mar. 15
<b>90</b>	OP Corporation	4,105	Nov. 14
<b>91</b>	J R Simplot	4,000	Aug. 14
<b>92</b>	Brown-Forman	3,946	Dec. 14
<b>93</b>	Coca-Cola West	3,905	Dec. 14
<b>94</b>	E & J Gallo Winery	3,800	Dec. 14
<b>96</b>	Flowers Foods	3,749	Dec. 14
<b>97</b>	DE Master Blenders 1753	3,645	Dec. 14
<b>98</b>	Keurig Green Mountain	3,605	Sep. 14
<b>99</b>	WhiteWave Foods	3,437	Dec. 14
<b>100</b>	Japan Tobacco International	3,425	Dec. 14

**Annexure – V**

**Table 5. The top 20 Indian Food Companies in 2023**

**TABLE OF CONTENTS**

- Hindustan Unilever
- ITC
- Nestle
- Britannia Industries
- Godrej Consumer Products
- TATA Consumer Products
- Marico Limited
- Glaxosmithkline Consumer Healthcare
- Jubilant FoodWorks
- Varun Beverages
- Hatsun Agro
- KRBL
- Parle Agro
- LT Foods
- Mondelez India
- Heritage Foods
- Rasna International
- Mother Dairy
- Vadilal Industries
- MTR Foods

Sources: Top 20 Indian Food Companies in 2023, <https://www.pfionline.com/top-20-indian-food-beverage-companies-in-2023/>

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