



Green Marketing Initiatives by Indian Corporate Sector –A Study of ITC

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Abstract

"Green Marketing" refers to holistic marketing concept wherein the production, marketing consumption and disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch in to green products and services. While the shift to "green" may appear to be expensive in the short term, it will definitely prove to be indispensable and advantageous, cost-wise too, in the long run. Going by alternative names such as sustainable marketing, environmental marketing, green advertising, eco marketing, organic marketing, all of which point to similar concepts though perhaps in a more specific fashion, green marketing is essentially a way to brand your marketing message in order to capture more of the market by appealing to people's desire to choose products and services that are better for the environment. There are many environmental issues impacted by the production of goods and rendering of services, and therefore there are also many ways a company can market their eco-friendly offerings. Green marketing can appeal to a wide variety of these issues: an item can save water, reduce greenhouse gas emissions, cut toxic pollution, clean indoor air, and/or be easily recyclable. Green projects and initiatives undertaken by ITC have a positive impact on the environment. It goes a long way in maintaining and improving the state of the environment. The carbon positive standard helps in reducing the emission of carbon dioxide in the environment, thereby helping in avoiding air pollution. Being water positive by following the rain water harvesting path is very thoughtful. Also, the watershed development project is very helpful in solving the water woes. In a country like India, where water scarcity is a bane, projects like these come as a boon. Green marketing should be a habit and not compulsion on anybody. The present study is analytical and based upon secondary data which has been collected from different published reports, journals and existing available literature. The objective of study is green marketing initiatives by ITC. This paper also consists of integrated sustainability into its core business processes and opportunity to create sustainable livelihood option for a large number of people living on the margins and also to reduce its impact on social and environmental capital.

Keywords: Sustainable Marketing, Marketing Mix, Benefits of Green Marketing, ITC's initiatives, Impact on Environment, Corporate Strategies, Customer Vision & Services, Sustainable Livelihoods.



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Introduction

According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. The "Green Marketing" refers to holistic marketing concept wherein the production, marketing consumption and disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch in to green products and services. While the shift to "green" may appear to be expensive in the short term, it will definitely prove to be indispensable and advantageous, cost-wise too, in the long run.

Definition: Green marketing definitions can be a little confusing, since green marketing can refer to anything from greening product development to the actual advertising campaign itself. Going by alternative names such as sustainable marketing, environmental marketing, green advertising, eco marketing, organic marketing, all of which point to similar concepts though perhaps in a more specific fashion, green marketing is essentially a way to brand your marketing message in order to capture more of the market by appealing to people's desire to choose products and services that are better for the

environment. There are many environmental issues impacted by the production of goods and rendering of services, and therefore there are also many ways a company can market their eco-friendly offerings. Green marketing can appeal to a wide variety of these issues: an item can save water, reduce greenhouse gas emissions, cut toxic pollution, clean indoor air, and/or be easily recyclable. When put side by side with the competition, the more environmental marketing claims the product or service can make, the more likely it is the consumer will select it, provided the price point isn't too much higher than the alternative.

I.T.C. Ltd. (India Tobacco Company)

ITC is rated among the World's Best Big Companies, Asia's 'Fab 50' and the World's Most Reputable Companies by Forbes magazine, among India's Most Respected Companies by Business World and among India's Most Valuable Companies by Business Today. ITC ranks among India's '10 Most Valuable (Company) Brands', in a study conducted by Brand Finance and published by the Economic Times. ITC also ranks among Asia's 50 best performing companies compiled by Business Week.

ITC employs over 26,000 people at more than 60 locations across India. The Company continuously endeavors to enhance its wealth generating capabilities in a globalising environment to consistently reward more than 3,47,000 shareholders, fulfill the aspirations of its stakeholders and meet societal expectations. This over-arching vision of the company is expressively captured in its corporate positioning statement: "Enduring Value for the



nation for the Shareholder". ITC's mission is to sustain and enhance the wealth-generating capacity of its portfolio of businesses in a progressively globalising environment. As one of India's premier corporations employing a vast quantum of societal resources, ITC seeks to fulfil a larger role by enlarging its contribution to the society of which it is a part. The trusteeship role related to social and environmental resources, aligned to the pursuit of economic objectives, is the cornerstone of ITC's Environment, Health and Safety philosophy. ITC's EHS philosophy cognises for the twin needs of conservation and creation of productive resources. In the multi-business context of ITC, Corporate Strategies are designed to create enduring value for the nation and the shareholder, through leadership in each business and the attainment of world-class competitive capabilities across the value chain. The objective of leadership extends to all facets of business operations including Environment, Health and Safety. ITC is, therefore, committed to conducting its operations with due regard for the environment, and providing a safe and healthy workplace for each employee. Various international and national awards and accreditations stand testimony to ITC's commitment to EHS. Such external recognition further reinforces the need to direct the collective endeavour of the Company's employees at all levels towards sustaining and continuously improving standards of Environment, Health and Safety in a bid to attain and exceed benchmarked standards, whether regulatory or otherwise. ITC strengthened their commitment to green technologies by introducing 'ozone-treated elemental chlorine free' bleaching technology for

the first time in India. The result is an entire new range of **top green products and solutions**: the environmentally friendly multi-purpose paper that is less polluting than its traditional counterpart.

Objectives: The objective of this paper is to examine the need and significance of green marketing and also to evaluate the initiatives taken by the ITC and concern for green marketing in their core business values.

Need of Green Marketing: An Anthropological view issues like Global warming and depletion of ozone umbrella are the main for the healthy survival. Every person rich or poor would be interested in quality life with full of health and vigor and so would the corporate class. Financial gain and economic profit is the main aim of any corporate business. But harm to environment cost by sustain business across the globe is realized now though off late. This sense is building corporate citizenship in the business class. So green marketing by the business class is still in the selfish anthological perspective of long term sustainable business and to please the consumer and obtain the license by the governing body. Industries in Asian countries are catching the need of green marketing from the developed countries but still there is a wide gap between their understanding and implementation.

Challenges of Green Marketing Green products require renewable and recyclable material, which is costly. Requires a technology, which requires huge investment in R & D. Water treatment technology, which is too costly. Majority of the people are not aware of green products and their uses. Majority



of the consumers are not willing to pay a premium for green products

The majority of green products have one or more of the following health or environmental attributes:

1. They promote clean air quality (typically through reduced emissions).
2. They are durable and have low maintenance requirements.
3. They are recyclable and reusable.
4. They are made using natural, renewable or environment friendly resources.
5. They do not contain any ozone-depleting substances like green house gases.
6. They do not contain highly toxic compounds, and their production does not result in highly toxic by-products or waste products harmful to society and environment.
7. For wood or bio-based products, they employ "sustainable harvesting" practices.
8. They are biodegradable.

Various firms today are engaged into Green Marketing due to the following reasons:

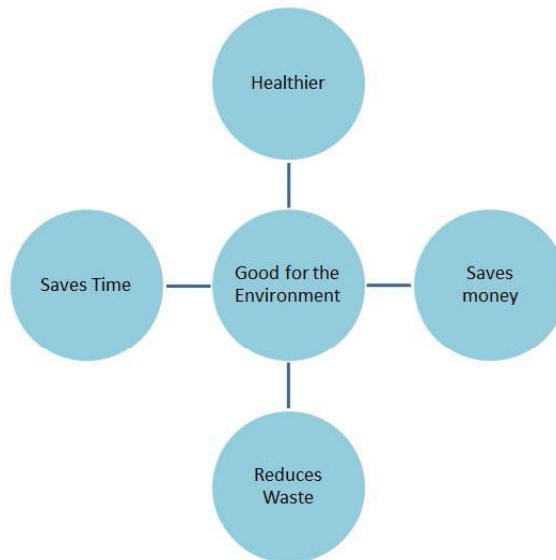
1. **Social Responsibility:** Many firms are beginning to realize that they are members of the wider community and therefore they must achieve environmental objectives as well as profit related objectives.
2. **Governmental Pressure:**
 - Reduce production of harmful goods or by-products;

- Modify consumer and industry's use and/or consumption of harmful goods

- Ensure that all types of consumers have the ability to evaluate the environmental composition of goods.

3. **Competitive Pressure:** Many companies take up green marketing to maintain their competitive edge.
4. **Cost/Profit issues:** Reduction of harmful waste may lead to substantial cost savings.
5. **Opportunity:** In India, around 25% of the consumers prefer environment-friendly products and around 28% may be considered health conscious.

Benefits of Green Marketing: Companies that develop new and improved products and services with environment inputs in mind give themselves access to new markets, increase their profit sustainability and enjoy a competitive advantage over the companies which are not concerned for the environment. ITC has develop new and improved products and services with environment inputs in mind give themselves access to new markets, increase their profit sustainability, and enjoy a competitive advantage over the companies which are not concerned for the environment. Medical Insurance Domestic Partner Benefits Flexible Spending Account (FSA) Employee Stock Purchase Plan (ESPP) Tuition Reimbursement Employee Assistance Program (EAP) Life/AD&D Insurance Short- and Long-Term Disability Business Travel Insurance.



What Makes Marketing Green?

The real market is the business or the product as green without managing how a company functions with respect to the environment. Green marketing can take many forms. For instance, they may market eco-friendly aspects such as:

Operational sustainability: Service companies and manufacturers can improve operational sustainability by reducing everyday energy and water consumption, minimizing pollution, using greener materials and processes, and properly managing waste.

Green products: Companies producing products can do many things to improve the green factor of their offerings, including choosing sustainable materials, designing products to save energy and water, and making products that are less toxic and more natural than competitors' goods. Greener products will also be packaged in an eco-friendly manner and will be made to be easily recycled or composed.

Sustainable marketing: To ensure that the actual marketing systems is use are green, which is really distinct from the operational sustainability which focuses on manufacturing and production. For instance, when printing marketing materials, use 100% post-consumer recycled paper made without chlorine (called "processed chlorine free") and printed using plant-based dyes (like soy inks). It could also investigate tools like green web hosting, carbon offsets for any marketing emissions that may cause, recycling any unused materials from billboards and signage, ecological packaging, and so on.

Environmental causes: Any organization can choose to promote environmental causes. Nonprofits and NGOs will engage in green marketing to get the word out about their activities, but for-profits can also suppose environmental causes by making donations and advertising for these environmental do-gooders as part of a green marketing campaign.



Tools of Marketing Mix in ITC:

When companies come up with new innovations like eco friendly products, they can access new markets, enhance their market shares, and increase profits. ITC is the market leader in cigarettes in India. With its wide range of invaluable brands, it has a leadership position in every segment of the market. Its highly popular portfolio of brands include, India Kings, Classic, Gold Flake, Silk Cut, Navy Cut, Scissors, Capstan, Berkeley, Bristol and Flake. The Company has been able to build on its leadership position because of its single minded focus on value creation for the consumer through significant investments in product design, innovation, manufacturing technology, quality, marketing and distribution. All initiatives are therefore worked upon with the intent to fortify market standing in the long term. This in turn aids in designing products which are contemporary and relevant to the changing attitudes and evolving socio economic profile of the country. This strategic focus on the consumer has paid ITC handsome dividends. Just as ITC have 4Ps product prices, place and promotion in marketing, ITC have 4ps in green marketing too, but they are a bit different. They are but trespassed by three additional Ps, namely people, planet and profits.

PRODUCT:

The products have to be developed depending on the needs of the customers who prefer environment friendly products. Products can be made from recycled materials or from used goods. Efficient products not only save water, energy and money, but also reduce harmful effects on the environment.

Green chemistry forms the growing focus of product development. The marketer's role in product management includes providing product designers with market-driven trends and customer requests for green product attributes such as energy saving, organic, green chemicals, local sourcing, etc. ITC provide high quality, value priced product to its customers.

PRICE

Green pricing takes into consideration the people, planet and profit in a way that takes care of the health of employees and communities and ensures efficient productivity. Value can be added to it by changing its appearance, functionality and through customization, etc. The marketers can use activity based costing to identify eco-costs and allocates them to the products responsible for them. ITC should take facts into consideration while changing a premium price.

PLACE

Green place is about managing logistics to cut down on transportation emissions, thereby in effect aiming at reducing the carbon footprint. The ITC dealers are part of marketing team, attractive incentive linked with high volume are given to dealer.

PROMOTION

Green promotion involves configuring the tools of promotion, such as advertising, marketing materials, signage, white papers, web sites, videos and presentations by keeping people, planet and profits in mind. Promotion is the business of communicating with customers. ITC provide information that assist them in making a decision to purchase their products or services.



Green Initiatives by ITC

ITC has always been ahead when it comes to green marketing. By such projects and initiatives ITC not only ensures profit for itself but also for its esteemed customers, i.e. the people of India. Some of the green projects / initiatives undertaken by ITC are as follows:

- i. ITC has been 'Carbon Positive' three years in a row (storing twice the amount of CO₂ than the Company emits).
- ii. 'Water Positive' six years in a row (creating three times more Rainwater Harvesting potential than ITC's net consumption).
- iii. Close to 100% solid waste recycling.
- iv. ITC's Social and Farm Forestry initiative has greened over 80,000 hectares creating an estimated 35 million person days of employment among the disadvantaged.
- v. ITC's Watershed Development Initiative brings precious water to nearly 35,000 hectares of dry lands and moisture stressed areas.
- vi. ITC's Sustainable Community Development initiatives include women empowerment, supplementary education, integrated animal husbandry programmes.
- vii. All Environment, Health and Safety Management Systems in ITC conform to the best international standards.

ITC endeavors to create shareholder value while making a substantial contribution to society:

ITC Hotel Royal Gardenia World's largest LEED Platinum rated hotel: ITC Hotel

Royal Gardenia was conferred the highest rating for green building in the world- the LEED Platinum Rating awarded by the recognition makes it the world's largest platinum rated hotel and is yet another instance of ITC's leadership in sustainability. The LEED Platinum Rating for the hotel is one greener milestone close on the heels of the ITC Green Centre in Gurgaon, which was awarded the Platinum rating in 2004 by US Green Building Council (USGBC). The ITC Royal Gardenia is an inclusive blend of contemporary design and international green practices, breaking urban environment. Built on the ethos of 'Responsible Luxury', the hotel has adopted contemporary 'Green Practices' that harness natural beauty in an inspired setting to deliver unique guest experiences.

100% recycling: ITC businesses/Units are mandated to recycle all (100%) waste which not only conserves precious natural resources and energy but also prevents wastes from reaching landfills, with all its attendant problems such as health hazards, increase in GHG emissions, soil and ground water contamination etc.

Zero Waste Units: Cigarette factories at Bengaluru, Saharanpur, Munger & Kolkata, Lead Threshing Unit at Anaparth, Paperboards and Speciality Papers unit Tribeni, the ITC Green Centre at Gurgaon Central, Windsor, Mughal, Kakatiya and Sheraton hotel New Delhi & Rajputana reused/recycled almost the entire waste generated (more than 99%) out of their operations.

Wastes used as Raw Materials: ITC Kovai Paperboards Unit continued to use post-consumer wastepaper for the entire production and the Bhadrachalam Unit



also utilized 27778 tonnes of post consumer waste paper as raw material.

Creating Wealth Out of Waste (WOW): ITC's WOW initiative not only create awareness among the public about the advantages of the "Reduce-Reuse-Recycle" process, protecting the environment, improving civics amenities, public health and hygiene but also generates cost-effective raw materials for the paper, plastics, metal and glass industries. To emphasis the importance of source segregation, ITC provides special bags to accumulate dry waste like paper. Plastic and metal arranges periodic collection through outsources agencies.

Integrated Agriculture Development: These interventions aim to improve farm productivity and hence incomes by promoting a package of efficient farm practice and technologies that include provision of timely and quality agri-inputs through composing varietal demonstration and efficient management of water through group wells and sprinkler systems.

Economic Empowerment of Women: These projects aim to genders development by creating sustainable income opportunity for women by mobilizing them into self-help groups, promoting thrift and linking them to financial institutions for access to credit.

Air quality and emissions: ITC has made continuous improvements to ensure the emission levels not only comply with statutory norms but also achieve international benchmarks to achieve through adoption of cleaner technology/fuel and state pollution control equipment. As Bhadrachalam unit, the largest integrated paper/paperboard unit in India accounts

for a significant portion of ITC's total emissions. Particulate Matter emissions from Bhadrachalam were 1.75kg/BDMT (Bone-Dry Metric Tonne) in the financial year 2010-11 whereas large-scale Indian mills typically emit 3.8 kg BDMT. Bhadrachalam also monitors Hydrogen Sulphide emitted. The average measured value for the year 2008-09 was 3.41 mg/Nm³, almost a third of the regulatory norm of 10mg/Nm³.

Carbon emission: ITC has been 'carbon positive' from four years in a row sequestering /storing twice the amount of CO₂ that the company emits. All of ITC's units remain committed to benchmarking against international standards and is implemented for state of the art processes and technologies. Some of the latest processes employed at Bhadrachalam are Precipitated Calcium Carbonate plant which reduces the Carbon Dioxide emitted into the air by 50 percent, by converting it into PCC Green Boiler. Odour Control Initiatives with the installation of the Super Batch Cooking process, is achieved zero emissions from cooking. ITC operations (manufacturing & freight) generated total emission of 1709 kilo tonnes (KT) in 2009-10 (1572 KT in 2008-09). Higher CO₂ emission was due to significance growth in most businesses and increased pulp production which substitutes imported pulp.

Biodiversity: ITCs all new/expansion projects have been undertaken after due to Environmental Impact Assessments (EIA) and stakeholder consultations, as applicable. During financial year 2010-11 the full-time direct employees numbered over 26,200 of which nearly 2,279 employees in the Leaf Tobacco business were engaged on a seasonal basis due to the very nature of the business. In addition, 205 hectares under Integrated



Pest Management (IPM) spices and Medicinal Aromatic Plants (MAP) were promoted during the year, 1002 farmers were directly benefited under the programme.

Energy efficiency: ITC businesses continue to make concerted efforts in energy conservation and adopt renewable energy to reduce the carbon intensity of ITC's growing portfolio of products and services. ITC is 98 percent self sufficient through co-generation of energy. The efforts in the last 3 years for energy conservation with number of projects 77 Annual Electrical Energy Savings with 20.61 Million Units of Annual Thermal Energy Savings with 1.19 Lakh MT of Coal and total savings of Rs. 278.86 Million. ITC PSPD Bhadrachalam has less energy consumption in terms of National or International standards. In order to use energy efficiency ITC is using solar energy and wind energy.

Health and safety: All ITC units continued efforts to achieve the Company's 'Zero Accident' goal. 'Lost Time Accidents' in ITC included one fatal accident at the Bhadrachalam paperboards unit during the financial year 2011-12.

Waste management: ITC prides itself on being Solid Waste recycling positive more waste than its businesses generates. All ITC units businesses, apart from minimising waste generation are mandated to recycle 100 percent of waste generated by their operations. Waste paper is a key input in the manufacture of recycled paperboards. ITC has commenced a strategic initiative for wastepaper recycling called WOW (Wealth out of Waste). Fly Ash is one of the residues generated in the combustion of coal. 100 percent of fly ash generated is

converted into bricks and used for construction not only in Bhadrachlam, but also by builders in nearby state. 40 percent of chipper dust is used for steam generation in coal fed boiler, there by reducing the demand for coal. The balance is sent to other industries as a fuel for their boilers. 100 percent of slivers generated are distributed for use as a wood fuel substitute.

Water management: ITC has been 'Water Positive' for seven years in a row creating two times more Rainwater Harvesting Potential than ITC's net consumption. All ITC businesses practice the following integrating strategies with regard to precious resource of Water Conservation (through audits, benchmarking and use of best practices) to achieve the lowest specific water consumption (water per unit of production). Zero Wastewater Discharge treating and recycling all wastewater. Enhancing Water Positive' footprint through Rainwater Harvesting. Bhadrachalam unit, the largest integrated paper and paperboards mill in India, accounts for 79.7 percent of the total fresh water intake in ITC. In last 3 years, the units achieved water savings of 22231 metric cubes/per day through 66 water conservation projects. The benefits of this project are fresh water consumption reduced by 1500 m³/day, effluent load reduction at ETP by effective utilization of back water after proper treatment at disc filter and reduction in fibre loss. Cooling water is provided to both jet condenser & vacuum pump which has led to an annual water consumption reduction of 1, 65,000 metric cube.

Good governance: ITC Limited has been one of the front runners in India to have put in place a formalised system of Corporate Governance. It governance



framework joins the high standards of ethical and responsible conduct of business to create value for all stakeholders. Since large corporations employ a vast quantum of societal resources, ITC believes that the governance process should ensure that resources are utilised in a manner that meets stakeholders' aspirations and societal expectations. This belief is reflected in the Company's deep commitment to contribute to the "triple bottom line", namely the conservation and development of the nation's economic, social and environmental.

and Ethics that applies to the employees, executive officers and directors, including chief executive officer, chief financial officer and principal accounting officer.

Sustainability Impact:

ITC business operations impact the environment in three areas release of greenhouse gases, water use and effluent disposal and generation of solid waste. The below figure shows the input-output of external resources use by ITC with regards to demonstrating its status as carbon-positive and water-positive as well as standards for solid waste management.

ITC's external resource input-output

Business ethics and code of conduct: ITC have adopted a Code of Business Conduct

Energy used:14820 terajoules
 Energy use increased by 13.3% over 2006-07
 Renewable energy:24.1%
 Fresh water intake: 27.5 million kilo liters
 Fresh water intake increased by 0.7% over 2006-07
 Treated effluents discharged 18.92 million kilo liters
 Total RWH potential created:25.84 million kilo liters
 Principal raw materials: 2212913 tonnes
 (externally sourced)

ITC's Businesses



Solid waste generated: 353000 tonnes
 Recycled/reused: 99%
 CO2 emissions: 1352 kilotonnes (manufacturing & freight)
 Increased of 18.3% from 2006-07
 CO2 sequestered: 2638 kilotonnes

Source: Sustainability Report 2010 Social Initiatives



Impact on Environment:

All these green projects and initiatives undertaken by ITC have a positive impact on the environment. It goes a long way in maintaining and improving the state of the environment. The carbon positive standard helps in reducing the emission of carbon dioxide in the environment, thereby helping in avoiding air pollution. Being water positive by following the rain water harvesting path is very thoughtful. Also, the watershed development project is very helpful in solving the water woes. In a country like India, where water scarcity is a bane, projects like these come as a boon. Today it seems that deforestation is on the rise, but companies like ITC are actively involved in spreading greenery over 80,000 hectares of land. Thus, as long as the companies like ITC, their can be assured that the environment is in safe hands. Others should take cue from ITC and they too should follow on the same path. Green marketing should be a habit and not compulsion on anybody.

Some more Examples:

- i. McDonald's restaurant's napkins, bags are made of recycled paper.
- ii. Coca-Cola pumped syrup directly from tank instead of plastic which saved 68 million pound/year.
- iii. Badarpur Thermal Power station of NTPC in Delhi is devising ways to utilize coal-ash that has been a major source of air and water pollution.
- iv. Barauni refinery of IOC is taken steps for restricting air and water pollutants.

Social Marketing Concept of ITC's: Social Marketing concept in businesses generate livelihoods for over 5 million people.

- i. In line with its corporate vision to promote sustainable and inclusive growth, ITC has driven innovation to forge unique business models that synergise long-term shareholder value enhancement with the super ordinate goal of creating greater societal capital. These unique initiatives have contributed towards creating meaningful livelihood opportunities for over 5 million people, predominantly from India's rural poor.
- ii. ITC's globally recognised e-Choupal initiative is the world's largest rural digital infrastructure benefiting over 4 million farming families :- ITC's Agri Business Division, one of India's largest exporters of agricultural commodities, has conceived e-Choupal as a more efficient supply chain aimed at delivering value to its customers around the world on a sustainable basis. The e-Choupal model has been specifically designed to tackle the challenges posed by the unique features of Indian agriculture, characterised by fragmented farms, weak infrastructure and the involvement of numerous intermediaries, among others.
- iii. ITC's Social and Farm Forestry initiative has greened over 80,000 hectares creating an estimated 35 million person days of employment among the disadvantaged: - ITC's social forestry programme simultaneously addresses the livelihood problems of marginal farmers and the ecological imperative of regenerating biomass and nurturing depleted soils.
- iv. ITC's Watershed Development Initiative brings



precious water to nearly 35,000 hectares of drylands and moisture-stressed areas: - ITC's watershed initiatives have led to an improvement in soil and moisture regimes – there is more land under irrigation, water tables have risen and farmers can harvest more than one crop, making it possible to live off the land round the year. ITC's watershed development initiatives promote two vital objectives – water conservation and soil enrichment.

- v. ITC's Sustainable Community Development initiatives include women empowerment, supplementary education, integrated animal husbandry programmes :- The confidence and skills generated among women by forming credit groups and managing businesses become assets to their communities. The empowerment of women has a catalytic effect in rural society, strengthening their voice in the community, forcing attention on human development issues of child rearing, education, health and gender parity.
- vi. ITC's encourage high levels of 'Human Rights' standards: - Our approach to managing human rights in the following distinct categories is as follows: - Our major businesses are vertically integrated across Divisions that follow ITC policies. We procure inputs for the Company's agri-based businesses from state controlled trading platforms and the open market. We position our managers at all significant 'outsourced' manufacturing facilities (cigarettes and packaged foods) to ensure high standards of product quality and adherence to ITC's guidelines on EHS

and labour practices. Government officials also routinely inspect these units to ensure relevant labour and factory acts, which, inter alia, provide for the necessary EHS and labour practices standards.

ITC's Corporate Strategies are :

1. Create multiple drivers of growth by developing a portfolio of world class businesses that best matches organisational capability with opportunities in domestic and export markets.
2. Continue to focus on the chosen portfolio of FMCG, Hotels, Paper, Paperboards & Packaging, Agri Business and Information Technology.
3. Benchmark the health of each business comprehensively across the criteria of Market Standing, Profitability and Internal Vitality.
4. Ensure that each of its businesses is world class and internationally competitive.
5. Enhance the competitive power of the portfolio through synergies derived by blending the diverse skills and a capability residing in ITC's various businesses.
6. Create distributed leadership within the organisation by nurturing talented and focused top management teams for each of the businesses.
7. Continuously strengthen and refine Corporate Governance processes and systems to catalyse the entrepreneurial energies of management by striking the golden balance between executive freedom



and the need for effective control and accountability.

CONCLUSION

Green marketing should not neglect the economic aspect of marketing. Marketers need to understand the implications of green marketing. Green marketing should not be considered as just one more approach to marketing, but has to be pursued with much greater vigor, as it has an environmental and social dimension to it. With the threat of global warming looming large, it is extremely important that green marketing becomes the norm rather than an exception or just a fad. Recycling of paper, metals, plastics, etc., in a safe and environmentally harmless manner should become much more systematized and universal. It has to become the general norm to use energy-efficient lamps and other electrical goods. So, if today's successful marketing is about appealing to personal values and delivering consumer empowerment, then surely the time is right to inject sustainable development into the marketing mix to help address some of the gritty issues currently facing our planet. Green marketing methods produce highly effective results. They apply all of the steps which is need to cut costs, raise response rates and increase growth in the most important marketing metric in all held accountable for—the bottom line.

To contribute to sustainable development in areas of strategic interest through initiatives designed in a manner that addresses the challenges faced by the Indian society especially in rural India. ITC collaborate with communities and institutions to contribute to the national mission of eradicating poverty and hunger, especially in rural areas, through agricultural research and knowledge

sharing, superior farm and agri-extension practices, soil and moisture conservation and watershed management, conservation and development of forest resources, empowering women economically, supplementing primary education and participating in rural capacity building programmes and such other initiatives. ITC also provides appropriate training and disseminate information to enable all employees to accept individual responsibility for Environment, Health and Safety, implement best practices, and work in partnership to create a culture of continuous improvement.

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