

CHAPTER 20

The Impact of Green Marketing Practices on Organizational Performance and Sustainability Outcome in Transportation and Logistics Industry in Namibia

Namvula Ankama and Vishal Wagh***

ABSTRACT

Global green objectives have gained momentum, putting pressure on organizations for the awareness, practices, and compliance of sustainable actions. The increasing importance of green marketing practices facilitates organizations' comprehensive effective planning, application, and coordination of resources to develop sustainable strategies and attain differentiated competitive advantage whilst minimising harmful impact associated with weak governance and ecological principles. This study aims to explore green marketing practices as a main construct with significance to the advancement of sustainable transportation and logistics sector in Namibia. Globally, though previous empirical studies investigated on green marketing, principally, they overlooked its impact, particularly, in emerging markets geared for substantial industrialization. A theoretical framework was applied to identify gap of knowledge, methods, and concepts previously published on green marketing and human sciences to support appropriate analysis and application in the new research. Explanatory research methodology was considered as it supports the skill-set integration of both quantitative and qualitative data designing, examination, findings, discussions, and processing in the most effective way. Data collection considered a semi-structured closed and open-ended questionnaire that targeted 200 respondents. A combination of SPSS 30.0 and thematic data analysis were applied to examine the hypothesis. Research findings logically presented study outcome through tables, charts, and graphs. Studies revealed that respondents support green marketing initiatives aimed at improving environmental well-being and competitive advantage. The findings demonstrate that green marketing practices play a statistically significant role in enhancing organizational performance, influencing customer buying behaviour, and improving sustainability outcomes in Namibia's transportation and logistics sector. The strong explanatory power of green marketing adoption underscores its strategic importance beyond symbolic compliance. Practical recommendations summarised most applicable framework for sound decisions-making and for future actions to academia and industry practices.

Keywords: Green; Marketing; Practices; Competitive; Advantage.

1.0 Introduction

The subject of environmental sustainability has become a global phenomenon by virtue of organizations and people's surging consequential actions on ecosystems with adverse impact on every aspect of life on earth.

**Corresponding author; DM Candidate, Department of Marketing, UCAM, Windhoek, Namibia
(E-mail: naduankamams@gmail.com)*

***Assistant Professor, Transport & Logistics Department, PCET-SB Patil Institute of Management, India
(E-mail: vishal.wagh@sbspatilmba.com)*

The interrelatedness of networks is rooted in shared resources, experiences, and coordinated efforts to address common challenges. Transportation and logistics industry, a pillar of contemporary society, functions as a fundamental role in connecting resources, such as goods, services, information, societies, and economies (Kaboub, 2024). In particular, land transportation, predominately road traffic, is a significant source of environmental pollution through air and noise pollution, soil contamination, and land degradation (Keegan and Green, 2019).

According to the World Bank (2014) Namibia's transportation industry accounts roughly 55.4 percent of CO₂ to the environment, exacerbating climate change, degrading land quality, and weakening national sovereignty (UNEP, 2023). To address sustainability threats of this industry, the coordination of green marketing strategies and practices within transportation and logistics sector becomes crucial. This study focuses on several fragments that investigate green marketing practices on organizational sustainability, customer buying behavior, and sustainability outcome in Namibia's transportation and logistics industry.

In the theoretical background part, context is provided by deliberating on marketing mix concepts of green marketing, organizational performance, and sustainability outcome. Study methodology provides perspective on data collection and analysis procedures. Research findings offer a demonstration of study outcomes and discussions. Study conclusion summarises by synthesizing findings and by providing practical recommendations to organizations in transportation and logistics industry. Chapter one introduces the study by providing an overview of the research.

1.1 Research background

Globally, transportation and logistics sectors are increasingly under pressure to reduce their environmental footprint due to rising concerns over climate change, environmental degradation, and sustainable development. As one of the major contributors to carbon emissions, waste generation, and energy consumption, the transportation and logistics industry plays a critical role in advancing national and global sustainability agendas. In response, organizations are progressively adopting green marketing practices to communicate their environmental initiatives, align business strategies with sustainability goals, and influence consumer behaviour (Singh and Mahanta, 2021).

Green marketing refers to the planning, promotion, pricing, and distribution of products and services in a manner that minimizes negative environmental impacts while delivering valuable experiences to customers. Beyond communication, green marketing encompasses responsible production, transparent environmental claims, ethical branding, and long-term sustainability orientation. When implemented effectively, green marketing has the potential to enhance organizational performance, strengthen brand reputation, shape consumer attitudes, and support sustainable business practices (Mukonza, et al., 2021;

Malyan and Duhan, 2019). In Namibia, the transportation and logistics sector is a strategic pillar of economic development facilitating trade, mobility, and regional integration (NPC, 2023). However, the sector also faces sustainability challenges related to waste management, emissions, resource inefficiency, and limited regulatory enforcement of green initiatives (Kaboub, 2024; IPPR, 2016). Globally, while green marketing practices are increasingly discussed in policy and business discourse, empirical evidence on their actual influence on organizational performance, consumer behaviour, and sustainability outcomes within the Namibian transportation and logistics context remains limited.

1.2 Problem

Despite growing awareness of environmental sustainability and the potential benefits of green marketing, many transportation and logistics organizations in Namibia appear to adopt green marketing practices inconsistently or superficially. Concerns regarding greenwashing, lack of clear regulatory guidance, limited organizational capabilities, and uncertainty about the tangible benefits of green marketing continue to hinder meaningful implementation (Kotler and Armstrong, 2020; Bulsara, et al., 2021). As a result, organizations may struggle to leverage green marketing as a strategic tool for improving performance, influencing consumer behaviour, and achieving sustainability objectives. Furthermore, existing studies on green marketing have predominantly focused on developed economies, manufacturing sectors, or consumer goods industries, leaving a contextual gap in relation to emerging economies and service-oriented sectors such as transportation and logistics (Malyan and Duhan, 2019). In the Namibian context, there is insufficient empirical research examining how green marketing practices interact with organizational characteristics, consumer perceptions, and sustainability outcomes.

The absence of robust, data-driven evidence limits the ability of policymakers, industry leaders, and organizations to design effective green marketing strategies, regulatory frameworks, and incentive mechanisms tailored to the transportation and logistics sector. This study therefore seeks to address this gap by empirically examining the influence of green marketing practices on organizational performance, consumer buying behaviour, and sustainability outcomes in Namibia's transportation and logistics industry.

1.3 Research aim and questions

Specific Research Questions:

- Is there a significant relationship between the adoption of green marketing practices and perceived organizational performance in the transportation and logistics sector?
- Do green marketing practices significantly influence consumer buying behaviour in the transportation and logistics sector?

- Do perceptions of green marketing and sustainability differ significantly across organizational characteristics (company type, location, and years of operation)?
- Does green marketing adoption significantly predict sustainability outcomes within transportation and logistics organizations?

1.4 Research objectives

To examine the influence of green marketing practices on organizational performance, consumer buying behaviour, and sustainability outcomes in the transportation and logistics sector in Namibia.

- To assess the relationship between green marketing practices and perceived organizational performance in transportation and logistics organizations.
- To determine the effect of green marketing practices on consumer buying behaviour and attitudes towards green products and services.
- To examine whether perceptions of green marketing and sustainability differ across organizational characteristics such as company type, location, and years of operation.
- To evaluate the extent to which green marketing practices predict sustainability outcomes within transportation and logistics organizations.

1.5 Research significance

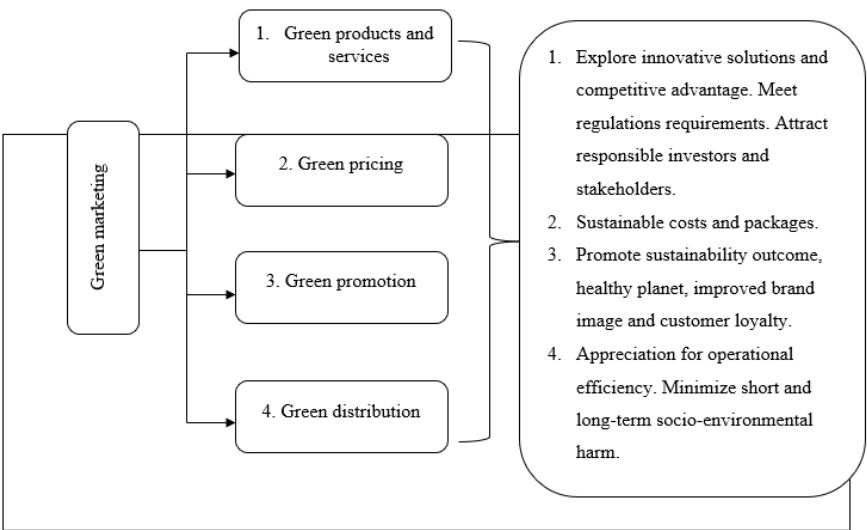
Theoretical Significance: Green marketing practices drive eco-friendly innovation and support a more responsible conscious image for the industry, eventually contributing to a more prosperous future. Consequently, green marketing addresses growing customer demand for eco-friendly solutions, can lead to increased productivity, and differentiated competitiveness (Traistaru, 2023; Singh and Mahanta, 2021).

Practical Significance: Green marketing focuses on the reduction of social and ecological effects attributed by the movement of goods and services from one point to another. To ensure that eco-friendly practical requirements are complied with throughout the value chain, organizations are expected to implement strategies that optimize routes, and reduce the use of unnecessary materials in packaging, among others (Harrison, Skipworth, van Hoek and Aitken, 2019).

Social and Environmental Significance: In transportation and logistics industry, green marketing focuses on supporting environmentally oriented practices that benefit society, the planet, and commercial activities by means of reducing pollution, conservation of resources, and enhancing quality of life. Therefore, by applying green marketing strategies, organizations can strengthen brand reputation and attract eco-conscious stakeholders (Singh and Mahanta, 2021).

Methodological Significance:

Figure 1: Demonstrates Green Marketing Practices for Sustainable Organizational Performance



Source: Own Design

Educational Significance: Green marketing practices in transportation and logistics play a very significant role subsequent to its educational value that supports sustainable practices, social, and environmental well-being as well as commercial practicality. Through green marketing initiatives, educational campaigns are planned, targeting the right customers with the right messages at the right time, through the right medium (Kotler, Keller and Chernev, 2021).

Economic Significance: Cost saving - Increased returns - Enhanced brand image and profitability. Therefore, embracing green marketing initiatives not only contribute to a more resilient world, however, also attain substantial economic and social advantages.

2.0 Literature review

The emphasis of exploring historical significance of green marketing offer stakeholders’ rational perspective and analysis of its chronological progression and reputation to determine its worthiness and substantial contribution to modern society, commercial, ecology, and academia.

Figure 2: Above Illustrates Marketing Management's Progressive Evolution



Source: Malyan and Duhan, 2019, pp.6 and 163; Popovic, Cvetkovic and Avramovic, 2023, pp. 61-73

2.1 Green marketing theories

Green marketing theories provide in-depth exploration and analysis of various concepts supporting environmental marketing studies to understand and predict the behaviour and attitudes of customers towards ecologically oriented products, services, and choices. The argument navigates through varied theoretical contexts such as the theory of green marketing mix orientation, theory of planned behavior, theory of social practices, VBN, and theory of reasoned action. Although these philosophies provide valuable outlook, they similarly display restrictions in predicting and broadly clarifying green marketing ingenuities, which future studies could bridge these gaps by exploring emerging technological advancements to improve green marketing strategies. Below is a breakdown of some prominent green marketing principles.

2.2 Analysis of relevant theories

2.2.1 Compare and contrast scientific literature

The study went through a rigorous comparison to identify both convergent (compare) and divergent (contrast) elements. The compare and contrast Table 2.3 below, provides a detailed comparison of important theories and recent studies relevant to green marketing and a more sustainable future in transportation and logistics industry in an emerging market. Emphasis was placed on key aspects such as core concepts, focus, green marketing and sustainability future factors, application to transportation and logistics, as well as strengths and weaknesses.

This provides a comprehensive overview of how both foundational and contemporary research contribute to understanding the subject matter.

2.3 Theoretical framework

2.3.1 Conceptual model description

This study is guided by a conceptual framework that positions green marketing practices as the primary independent construct influencing key organizational and market-level outcomes. Green marketing practices encompass responsible and transparent communication, informed customers, sustainable costing, strong governance, green-to-market distribution, packaging, and sustainability-oriented strategies. Green marketing 5Cs theoretical framework embraces innumerable perspectives on how organizations can incorporate socio-ecological considerations within marketing and business strategies and practices. The context takes inspiration from disciplines including marketing, business, governance, logistics and transportation management, as well as market dynamics among others. These principles take in several theories comprising of planned behaviour and value-belief-norm theories, institutional theory, the 7Rs of sustainability, and marketing mix theory to appreciate the requirements of the regulators, organizations, customers, and overall stakeholders' standpoint of the ecosystem.

2.3.2 The framework proposes that green marketing practices directly influence

- Organizational Performance (brand reputation, competitive advantage, perceived performance)
- Customer Buying Behaviour (attitudes, ethical considerations, purchase intentions)
- Sustainability Outcomes (waste reduction, environmental protection, integrated sustainability practices)

Organizational characteristics—namely company type, location, and years of operation—are treated as control or moderating variables that may influence how green marketing practices are adopted and perceived.

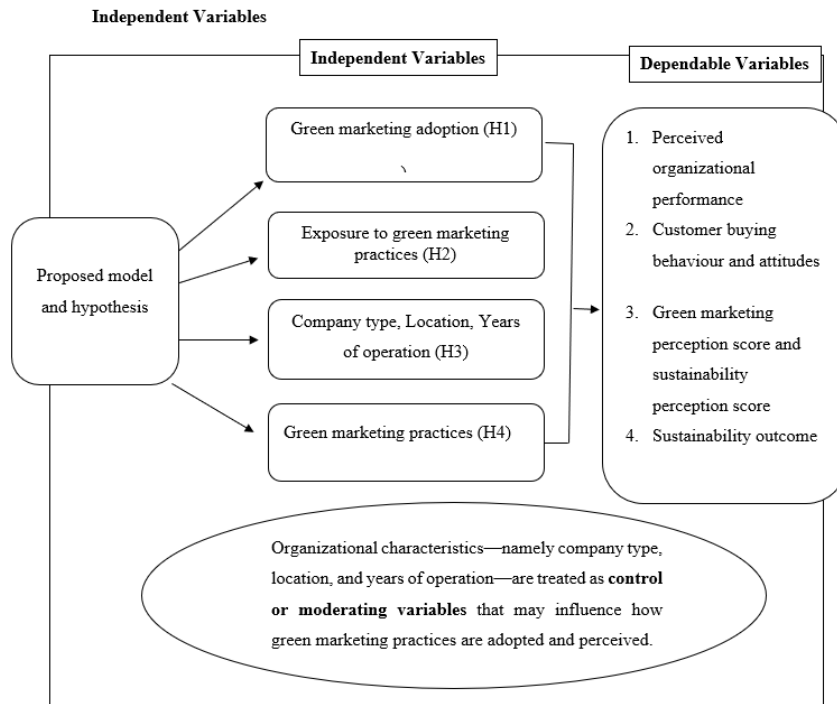
2.3.3 Textual representation of the framework

Green Marketing Practices (strong governance, communication, informed customers, sustainable costing, green-to-market distribution, ethical claims) → Organizational Performance → Customer Buying Behaviour → Sustainability Outcomes [Moderating Variables]

- Company Type
- Location
- Years of Operation

2.4 Proposed model and hypothesis

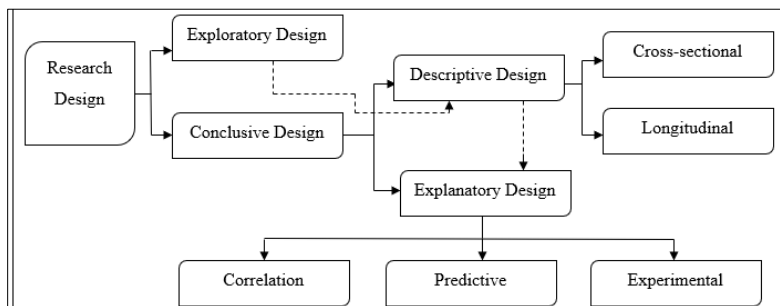
Figure 3: Illustrates the Proposed Model and Hypothesis for Green Marketing Practices within Transportation and Logistic Companies



Source: Own design

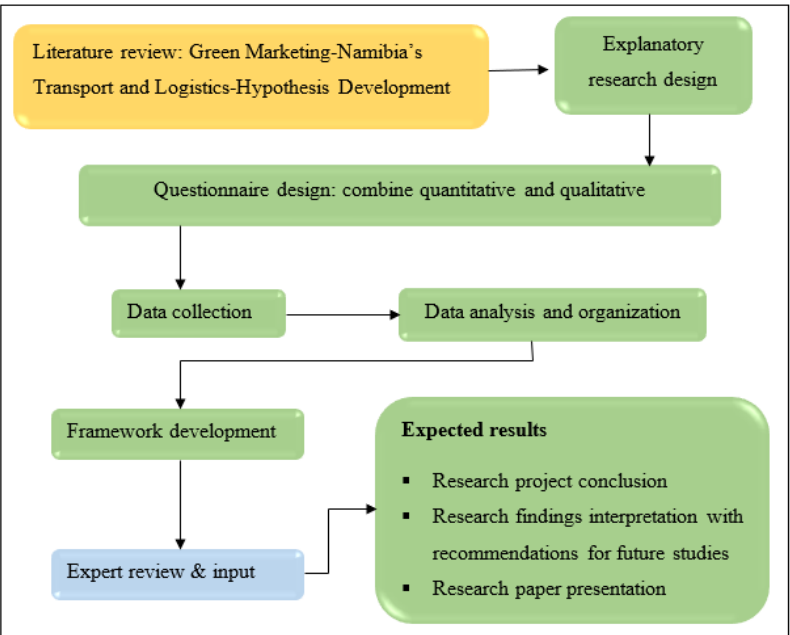
3.0 Methodology

Figure 4: Illustrates Different Types of Research Designs



Source: Iacobucci and Churchill, 2022, pp. 76-96; Exeed College, 2025

Figure 5: Illustrates Explanatory Research Strategy

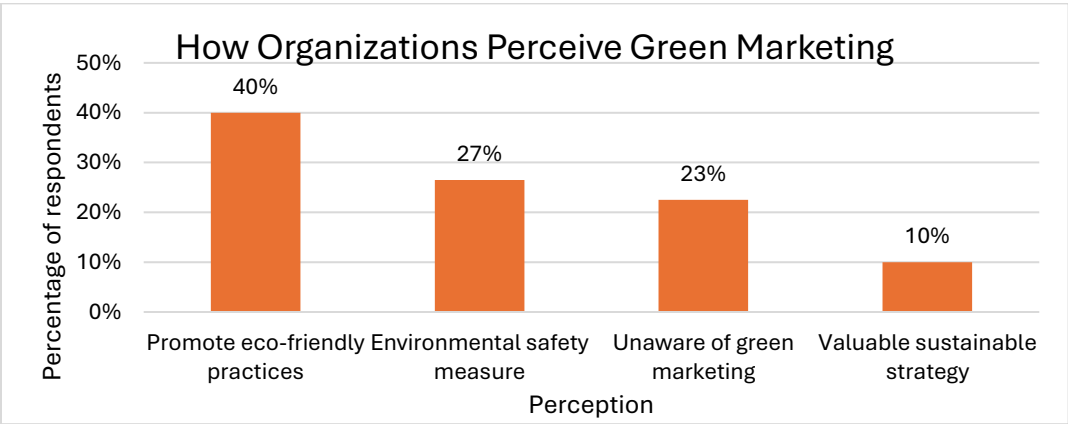


Source: Iacobucci and Churchill, 2022; Scribbr, 2023

4.0 Data Analysis and Interpretation

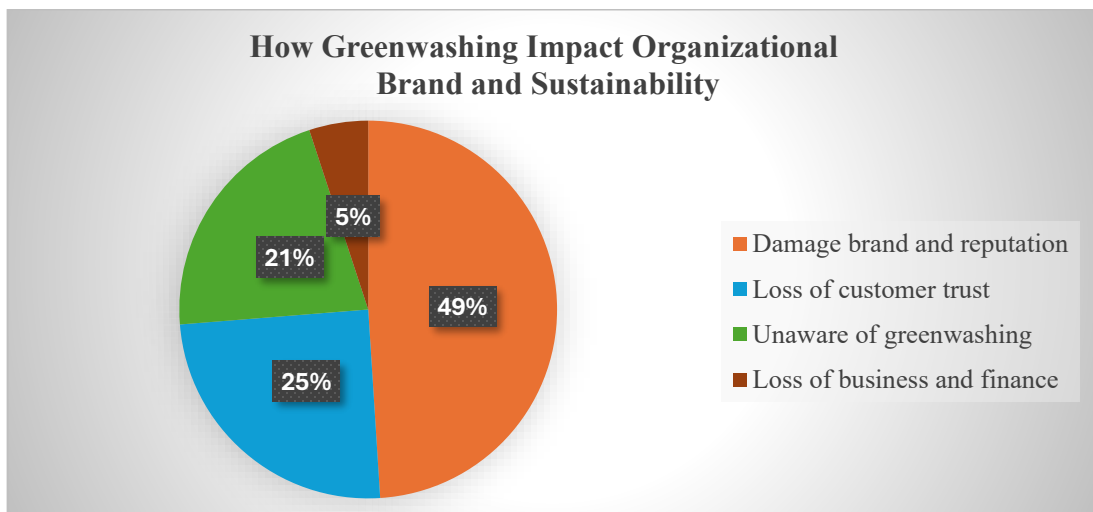
4.1 Presentation and interpretation

Figure 6: Organizations’ Perceptions of Green Marketing



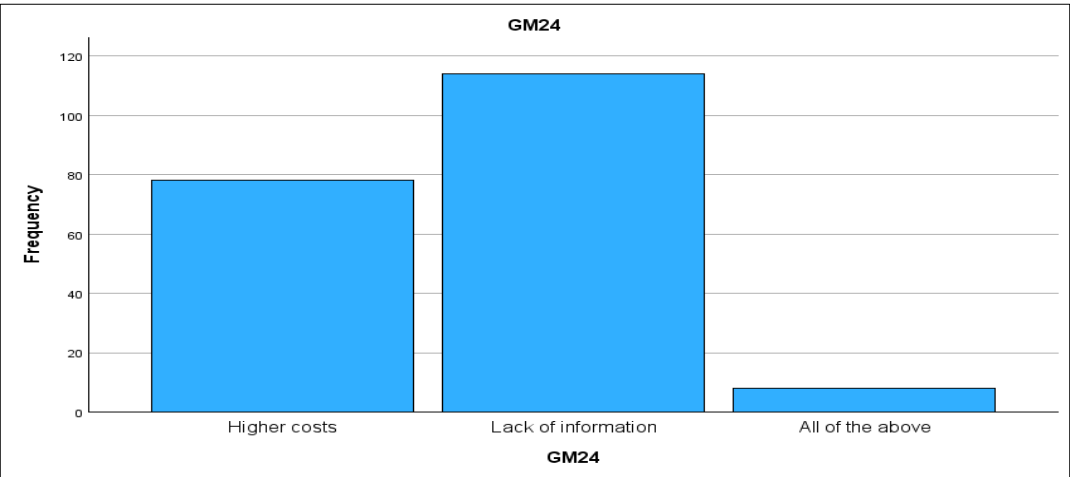
Interpretation: As shown in Table 4.21 and Figure 6, among the 200 respondents, 40 percent perceived green marketing as a means of promoting eco-friendly practices. Additionally, 27 percent of the respondents viewed it as an environmental safety measure, while 10 percent regarded it as a valuable sustainability strategy. Notably, 23 percent reported being unaware of green marketing. These findings indicate that although a substantial proportion of respondents seem familiar with the concept, a relatively large share (over 23 percent) remains unaware. This underscores the need for collaborative educational campaigns to enhance understanding of green marketing.

Figure 7: Perceived Effect of Greenwashing Impact on Organizational Brand Image and Sustainable Advancement



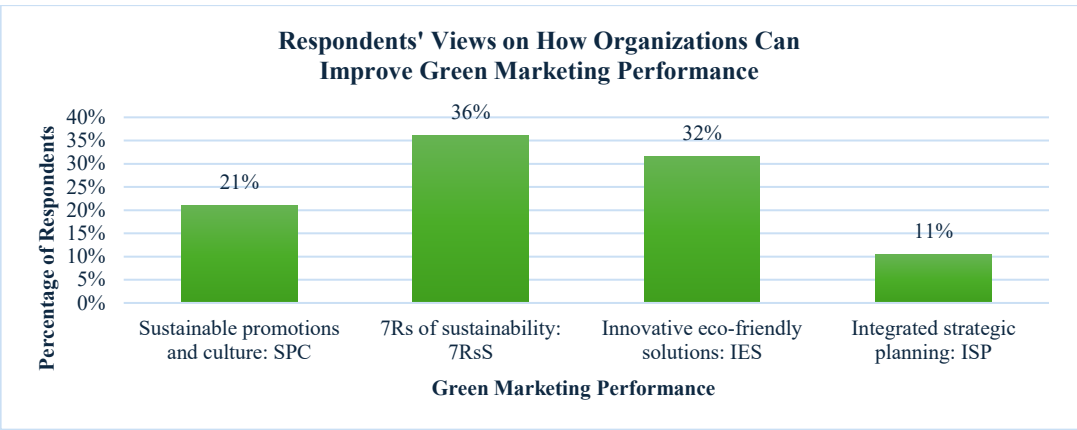
Interpretation: Table 4.22 and Figure 7 show that of the 200 respondents, 49 percent indicated that greenwashing damages an organization's brand and reputation. Additionally, 25 percent reported that greenwashing impacts erodes customer trust, while 5 percent stated that it can lead to loss of business and financial setbacks. Notably, 21 percent of respondents indicated that they were unaware of greenwashing. These findings suggest that although a substantial proportion of respondents understand the negative impacts of greenwashing, a significant share remains uninformed. This highlights the need for collaborative educational initiatives to improve awareness and support sustainable organizational practices.

Figure 8: Barriers Preventing Implementation of Green Marketing by Organizations



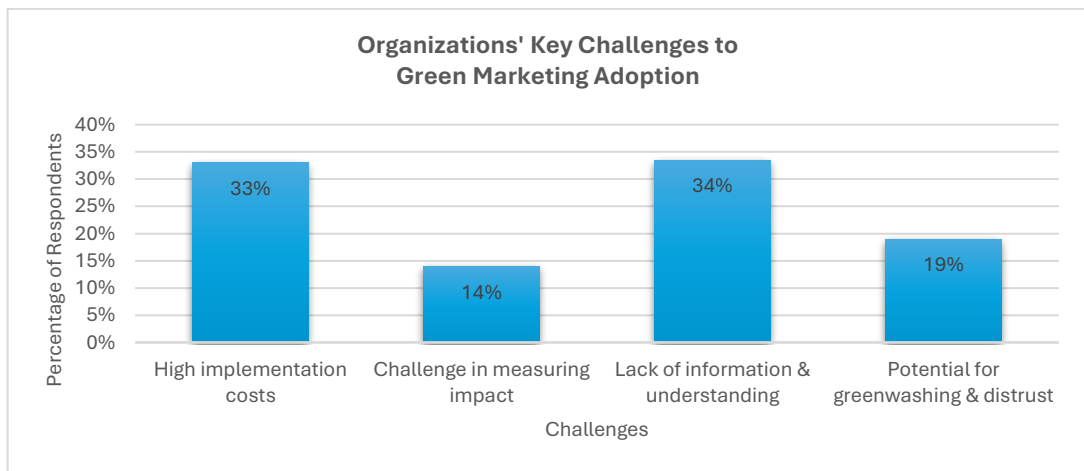
Interpretation: As reflected in Table 4.30 and Figure 8, 57 percent of respondents identified a lack of information as the primary barrier preventing their organizations from consistently adopting green marketing practices. A further 39 percent indicated that higher costs pose a significant barrier, while only 4 percent selected the option representing all the listed barriers. The findings suggest that the prominence of information gaps may contribute to poor decision-making and ineffective problem-solving, which could, in turn, negatively affect organisational operations and overall performance.

Figure 9: Respondents’ Views on How Organizations Can Improve Green Marketing Performance



Interpretation: As reflected in Table 4.32 and Figure 9, 36 percent of respondents identified the application of the 7Rs of sustainability as the most effective approach for improving organizations' green marketing performance. A further 32 percent indicated the adoption of innovative eco-friendly solutions, whereas 21 percent highlighted sustainable promotions and organisational culture. Approximately 11 percent of respondents identified integrated strategic planning as an additional approach for enhancing green marketing performance. The relatively high proportion of responses favouring innovative sustainability initiatives suggests that organizations are increasingly considering the integration of long-term environmental and social responsibility, alongside economic viability, into their marketing strategies to create sustainable value while safeguarding the environment.

Figure 10: Respondents' Views on Key Challenges to Adopting Green Marketing Practices in Their Organizations



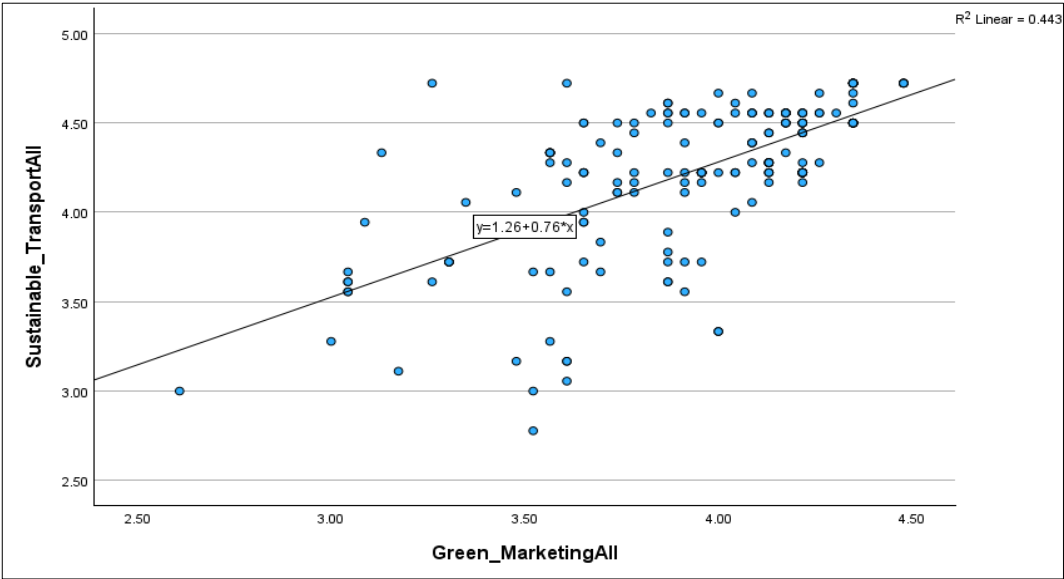
Interpretation: As illustrated in Table 4.52 and Figure 10, 34 percent of respondents identified a lack of information as the primary challenge organizations face in adopting green marketing. High implementation costs were highlighted by 33 percent of respondents, while 19 percent noted the potential for greenwashing and resulting distrust. A further 14 percent indicated that measuring the impact of green marketing represents a major challenge. These findings suggest that organizations encounter multiple obstacles in implementing green marketing, which may affect their business models. The results also indicate that successfully embracing ecological practices requires significant investment, transparent communication, stakeholder collaboration, a shift in organisational culture, and a genuine commitment to environmental responsibility.

Figure 11: Respondents’ Perspectives on Ways to Improve Organizational Green Marketing Practices in Their Organizations



Interpretation: As shown in Table 4.53 and Figure 11, the majority of respondents (41 percent) indicated that transparent communication and awareness creation is the primary way for transportation and logistics organizations to improve green marketing practices. A further 26 percent highlighted the importance of embracing stakeholder collaboration as the second most effective approach.

Figure 12: Green Marketing Practices and Sustainability Outcome Scatter Plot



Additionally, 18 percent of respondents emphasised the development of eco-friendly solutions, while 15 percent suggested embedding sustainability into operational processes as another key strategy. These findings suggest that respondents recognize the potential of green marketing to engage ecologically conscious customers and stakeholders while creating a strategic advantage. Consequently, organizations should be encouraged to integrate green marketing practices more comprehensively across all operational areas to maximise their impact.

4.2 Relationship between green marketing and organizational performance

Hypotheses

- H_{01} : There is no statistically significant relationship between green marketing adoption and perceived organizational performance.
- H_{11} : There is a statistically significant positive relationship between green marketing adoption and perceived organizational performance.

Step 1: Pearson Correlation (SPSS)

Table 1: Hypothetical SPSS Output

Variables	GMA	OP
GMA	1	.62**
OP	.62**	1

Correlation coefficient (r): 0.62

Significance (p-value): < 0.001

Interpretation: There is a strong, positive, and statistically significant relationship between green marketing adoption and organizational performance ($r = 0.62$, $p < 0.001$). Organizations that report higher levels of green marketing adoption also tend to report higher perceived organizational performance.

Decision

- Reject H_{01}
- Accept H_{11}

Step 2: Linear Regression (Doctoral-level strength)

Table 2: Hypothetical Regression Output

Predictor	β	t	P
Green Marketing Adoption	0.58	10.9	< 0.001

$R^2 = 0.38$

Interpretation: Green marketing adoption explains 38% of the variance in perceived organizational performance. A one-unit increase in green marketing adoption leads to a 0.58-unit increase in organizational performance.

4.3 Hypothesis test 2

Effect of Green Marketing on Consumer Buying Behaviour

Hypotheses

- H₀₂: Green marketing practices do not significantly influence consumer buying behaviour.
- H₁₂: Green marketing practices significantly influence consumer buying behaviour.

4.3.1 Statistical test: Simple Linear Regression

Table 3: Hypothetical Output

Predictor	β	t	p
Green Marketing Adoption	0.66	12.7	< 0.001

$R^2 = 0.44$

Interpretation: Green marketing adoption significantly predicts consumer buying behaviour ($\beta = 0.66$, $p < 0.001$). Approximately 44% of the variance in consumer buying behaviour is explained by exposure to green marketing practices.

Decision

- Reject H₀₂
- Accept H₁₂

4.4 Hypothesis test 3

Differences Across Organizational Characteristics: (Example: Company Type)

Hypotheses

- H₀₃: There are no significant differences in green marketing perceptions across company types.
- H₁₃: There are significant differences in green marketing perceptions across company types.

Groups

- Road transportation (n = 70)
- Rail transportation (n = 50)
- Logistics services (n = 80)

Table 4: One-Way ANOVA Output (SPSS)

Source	F	p
Company Type	6.21	0.002

Table 5: Group Means

Company Type	Mean GMA
Road	3.41
Rail	3.68
Logistics	3.92

Interpretation: There is a statistically significant difference in green marketing perceptions across company types ($F(2,197) = 6.21$, $p = 0.002$). Logistics service providers report the highest adoption of green marketing practices. (Post-hoc Tukey tests would show where differences lie.)

Decision

- Reject H_{03}
- Accept H_{13}

4.5 Hypothesis test 4

Green Marketing as a Predictor of Sustainability Outcomes

Hypotheses

- H_{04} : Green marketing practices do not significantly predict sustainability outcomes.
- H_{14} : Green marketing practices significantly predict sustainability outcomes.

Multiple Linear Regression

Table 6: Hypothetical Output

Predictor	β	t	p
Green Marketing Adoption	0.71	14.2	< 0.001

$R^2 = 0.50$

Interpretation: Green marketing adoption significantly predicts sustainability outcomes ($\beta = 0.71$, $p < 0.001$), explaining 50% of the variance in sustainability performance. This indicates that organizations with stronger green marketing practices are substantially more likely to achieve improved sustainability outcomes.

Decision

- Reject H₀₄
- Accept H₁₄

The findings demonstrate that green marketing practices play a statistically significant role in enhancing organizational performance, influencing consumer buying behaviour, and improving sustainability outcomes in Namibia's transportation and logistics sector. The strong explanatory power of green marketing adoption underscores its strategic importance beyond symbolic compliance.

5.0 Conclusion and Recommendations

5.1 Conclusion

This study aimed at establishing the impact of green marketing initiatives towards a sustainable future in transportation and logistics industry of Namibia and explain the relationship between green marketing adoption and the sector's sustainable competitiveness. Key green marketing initiative recommendations revolved around incorporating ecological, social, and economic benefits were identified to assist organizations transition toward sustainability, build brand loyalty, and avoid greenwashing. The findings demonstrate that green marketing practices play a statistically significant role in enhancing organizational performance, influencing customer buying behaviour, and improving sustainability outcomes in Namibia's transportation and logistics sector. The strong explanatory power of green marketing adoption underscores its strategic importance beyond symbolic compliance.

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