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Going Green: The New Strategy for Environmental Sustainability and CSR in India

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Abstract:

Over the past few decades, India has seen the rise of corporate social responsibility (CSR) among the corporate. In the middle of economic and social upheaval and from the immense pressure from environmentally conscious consumers, government and environment activists, Indian organizations are increasingly rectifying their CSR strategies in order to express their responsible nature.

Different studies have been conducted CSR and environmental sustainability whereby showing different kinds of relationship human behavior and CSR practices. Research suggested how organizations are positively inclined to protect the present while fulfilling the need but without compromising the needs of future generations.

This paper investigates and reviews literature regarding the mentioned problem which is based on secondary data. The paper explores the effect of environmental CSR on companies' sustainability. The main objective of this paper is to find out the strategies companies are framing regarding environmental sustainability and incorporating them into their CSR activities. Conclusion and recommendation is made on what strategies companies should be following to sustain their green image.

Key words: Green Consumers, Sustainability, CSR

1. Introduction

World Business Council for Sustainable Development defines Corporate Social Responsibility (CSR) as “The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.”

Indian philanthropic movement is more than 80 years old. Mahatma Gandhi started it all in 1930s. But it was made famous by Howard R Bowen in 1953 in his book “Social Responsibilities of the Businessman” and he defined CSR as “to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objective and values of our society” Archie B. Carroll in 1999 termed Bowen as the Father of Corporate Social Responsibility. Keith Davis in the 1960s showed that there is an appositive relationship between social responsibilities and companies' power over the society (Selbes & Mohamed, 2010).

With a notion that profitability and social responsibility being reciprocally helpful, firms are choosing operation and process which leads them towards sustainability (Karna et al., 2003). Firms have been more responsible recently and their actions like recycling waste, efficient utilization of energy and materials, recycling of paper, improved logistic management etc. Triple Bottom Line approach to management is adopted by modern firms when evaluation of environmental performance is in question (Cronin et al., 2011). It has been observed that corporate environmentalism and consumer environmental consciousness are on the rise. Events like global climate change, depleting fisheries, deforestation, current ways usage of energy and water crisis have led companies and consumers to asses and evaluate CSR environmental behavior (Dr. Chaudhary et al., 2011). Sustainability should not always be regarded as greenwash which sometimes is the case where companies making false claims about environmental practices by which consumers are confused about the credibility and honesty of an organization (Mukherjee and Ghosh, 2014). Having said that, “Green” is the global buzzword by which companies are empowering themselves.

1.1. Problem Statements

“Going Green” is the latest strategy Indian companies are looking for their future sustainability. Highly correlated factor like environmental conscious consumers, environmental regulations, government, non-governmental organizations and organizations, apart from playing key roles in Indian economy, are the main ingredients in environmental sustainability. The study will focus on the area of implementation of new strategy taken up by the Indian industries as a CSR policy for their sustainability.

1.2. Research Objectives

The objectives of this research paper are as follows:

- To investigate the strategies Indian companies are adopting as CSR measures for their sustainability.
- To recommend improvement in the strategic planning for sustainable development in India.

2. Theoretical Framework

2.1. Green Consumers and Their Consumptions

A green consumer is an individual who is very anxious about the environment and, therefore, only purchased products that are environmentally-friendly or eco-friendly. People interested in green products can be segmented for successful marketing. According to Roper Survey (2002) green consumers can be segmented into four parts: (Green Gauge Report, 2003)

- **True Blue Greens (9%)**: They are also called environmental leaders and activists. They are more educated and have high purchasing power. They regularly access internet and are influential people;
- **Greenback Greens (6%)**: Dearth of time and interest makes them less willing to put their money on green product but there is a tendency towards green products. They seek pleasure which makes them more prone to comfort and less prone to environmentally friendly products;
- **Sprouts (31%)**: They rarely buy green product if it means spending more. They are supportive on one issue might not be for others related ecology Because of their jockeying nature they can be persuaded to purchase green products;
- **Grousers (19%)**: Grousers think the environment is others responsibility. They tend to be less aware about environmental issues and problem is too huge for them to affect change;
- **Basis Browns (33%)**: Basic browns essentially are blue collar people. They are less educated and have low income which makes them careless about environmental social issues.

2.2. Green Purchase Intentions

Eco consumer's attitude is defined as a learned predisposition to react consistently favorable or unfavorable manner with respect to the environment. There is a scientific evidence to show that a positive relationship exists between environmental attitude and behavior (Rashid, 2009). Studies suggested that people with less knowledge about the environment often do express strong emotional attachment to welfare of the environment (Ling-yee, 1997) and that is why we see attitude as an important factor of consumers' willingness to pay more for environmentally friendly products (Laroche et. al., 2001).

Knowledge has a great influence to a consumer's decision making process. According to Rashid in 2009, "Green purchase intention is conceptualized as the probability and willingness of a person to give preference to products having eco-friendly features over other traditional products in their purchase considerations".

2.3. Importance of Green Marketing in India

India though having the second largest population in the whole world has seen only 25% consumers are environmental friendly and 28% health conscious. Currently India is a large consumer market and it is foreseen that it will surpass many developed countries by the year 2026. It is also forecasted that dependency ratio will constantly decrease till the year 2025 eventually leading to huge growth of individuals with more purchasing power. Keeping this future statistics in mind it is all the more necessary for India to ponder upon environmental issues and government should be having a close watch to direct these issues in the proper direction (Deshpande Nandini and M, 2011).

2.4. Sustainability and Sustainable Development through Green Marketing

There is no easy single line definition of sustainability as so many appropriate ones exists. Sustainability is defined as 'the consumption of goods and services that meet basic needs and quality of life without jeopardizing the needs of future generations' (OECD, 2002). Cooper in 2005 defines sustainability as the reducing the consumption of resources by optimally utilizing it. Ehrenfeld (2008) defines sustainability as "the possibility of the human and other life will flourish on the earth forever". USA national environmental policy act (1969) defined sustainability as: "Create and maintain conditions under which [humans] and nature can exist in productive harmony, and fulfill the social, economic and other requirements of present and future generations of Americans.". A futuristic definition given by the "Report of the World Commission on Environment and Development (United Nations, 1987)" is that the sustainable development is a process of using scarce resource to satisfy human needs at present and in the future while conserving the environment. It is pretty clear from the last definition that the sustainable development is a form of growth of sustainable economy keeping sustainable consumption in mind while safeguarding the environment. Brundtland Commission had coined this term and made it famous by defining it appropriately as the development that "meets the needs of the present without compromising the ability of future generations to meet their own needs.". So sustainability can be explained in terms of three perspectives, that is, the environment, the economy, and the society. Therefore sustainability development can be categorized into three segments: a) environmental sustainability, b) economic sustainability and c) socio-political sustainability (Saxena Ravindra & Khandelwal Pradeep K., 2010). This is also popularly known as the three dimension of sustainability. Keeping the current context in mind, it can be said that green marketing can be a profitable strategy for sustainable growth. In achieving these three dimensions and therefore helping human being in their nourishment for existence, sustainability becomes a powerful strategy (Hasna Vancock, 2007).

2.5. Green Marketing and the Corporate Social Responsibility

CSR has elevated into a new height where environment has been the integral part of it. It has been reflected through commitment, promises and proclamation (Dr. Chaudhary et al., 2011). CSR enforces the firms to take more responsibility for their negative business practices which is also a reflection of consumer demand (Menon & Menon, 1997). With a notion that profitability and social responsibility being reciprocally helpful, firms are choosing operation and process which leads them towards sustainability (Karna et al., 2003). Firms have been more responsible recently and their actions like recycling waste, efficient utilization of energy and materials, recycling of paper, improved logistic management etc. Triple Bottom Line approach to management is adopted by modern firms when evaluation of environmental performance is in question (Cronin et al., 2011). We have observed that corporate environmentalism and consumer environmental consciousness are on the rise. Events like global climate change, depleting fisheries, deforestation, current ways usage of energy and water crisis have led companies and consumers to assess and evaluate CSR environmental behavior (Dr. Chaudhary et al., 2011). According to Dr. Cahudhury in 2011 “CSR environmental behavior and “cleantech” investments have become essential to a company’s core operations, regardless of the sector in which the company operates.” Company should be responsible for its operation and its effects on society and natural environment (Robins, 2008).

CSR brings goodwill to the company if environment is one aspect of it as it is obligated to stakeholders, like customers, suppliers, government and non-government agencies, employees and society at large (Miles & Covin, 2000). This positive image brings long term profitability to the company (Murphy Jennifer, 2012). Companies have the responsibilities in uplifting the society and in making the world greener (Usama Awan, 2011). CSR do not only reflects economic and monetary value of the firm but more importantly commitment and sole effort towards the society (Sirsly, 2008). With a third party certification to firm’s CSR effort; a firm gets reputation from the stakeholders (Sirsly and Lametz, 2008). Proactive marketing strategies with the help of the government will build a strong environmental sustainability.

2.6. CSR in India

In 1960s and 1970s we have seen the rise corporate philanthropy (Mohan, 2001). India which is a developing country saw corporate policy to integrate social development to abide by the laws of government. We have seen a paradigm shift in CSR from being philanthropic to socially responsible to multi stakeholder oriented (Urmila Moon Dr., 2012).

In the recent past we have seen India is among the top ten among the Asian countries who has committed in increasing the importance to CSR. According to social enterprise CSR Asia’s Asian Sustainability Ranking (ASR), released in October 2009 India was ranked fourth in the list. ‘Sustainability in Asia ESG reporting uncovered’ (September 2010) ranked India to be second among the Asian countries where General, Environment, Social and Governance were the four parameters. Here it is seen that Indian companies has lived up to international development standards which can be credited to Indian government who being the key enforcers enforced companies (especially public companies) to provide for community investment and other environmental, social and governance liabilities (Urmila Moon Dr., 2012).

A research organization in India TNS and the Times Foundation conducted a survey in 2008 to understand corporate CSR and they found out that 90 percent of the Indian companies have embraced CSR. Here private sector dominated over public sector in being socially responsible. In June 2009 an industry body conducted a survey on 300 corporate houses where they found that CSR activities have spread their wings across 20 states and union territories among which Maharashtra being the key state (Urmila Moon Dr., 2012). A study conducted by Economic Times showed that donations provided by listed companies grew by 8 per cent during the financial year 2008-2009 and that 760 companies donated US\$ 170 million in the same year, up from US\$ 156 million in the year-ago period. As many as 108 companies donated over US\$ 216,199, up 20 per cent over the previous year (Urmila Moon Dr., 2012).

The provision on corporate social responsibility (CSR) spending continues to be one of the controversial issues as we see the Companies Bill in 2011 is still waiting in the parliament for ratification. Nobody knows what shape the Companies Bill will take in the next law making process. The strangeness of the CSR proposal in the Indian context is its mandatory nature, which has been somewhat diluted in the 2011 Bill to make it quasi-mandatory or “hybrid” in nature.

CSR in India has moved from being mere charity to be an integral part corporate strategy. Companies have CSR teams who frame relevant policies and also decide the budget for implementing them. CSR in India has shifted from responsive activities to sustainable initiatives. We need an effective participation and integration between companies, NGOs and the government to catapult the social and environmental development. India passed the world’s first corporate social responsibility law requiring large companies to spend 2 percent of each year’s profit on those kinds of initiative.

3. Research Methods

3.1. Research Design

There are quite a lot of environmental regulations India has enforced since 1927 (Indian Forest Act) among which the newly enforced ones are National Green Tribunal Act (2010), Biological Diversity Act (2002) and Wild Life (Protection) Amendment Act (2002). Indian organizations have to work under these regulations. Strategies for environmental sustainability and corporate social responsibilities are always planned abiding by these laws and regulations. Descriptive research is used to describe the above mentioned strategies of Indian organizations in the field of the green sustainability and throwing light in their green CSR activities. For this purpose secondary data were composed. The secondary data were collected through newspapers, magazines, books, journals, conference proceedings, Government reports and websites.

3.2. Quantitative Research

Quantitative data are generally collected at any point of time which leads to higher degree of reliability. Research reports and annual reports from secondary sources have been taken into consideration while collecting data. The techniques used during the data analysis stage of the research project included descriptive statistics such as mean, standard deviation and range, frequency distributions and percentages,

Michael Blanding in 2011 represented certain alarming facts on CSR and corporate sustainability responsibility performance. He said that organizations are now exposing their report on CSR about environmental footprint, business practices etc. more than ever before out of the pressure created by stakeholders like consumers, investors and civil society. That's why according to Harvard Business School it is now becoming mandatory in making ESG (Environmental, Social and Governance) transparent. According to Yale's EPI (Environmental Performance Index) in 2012 ranked India to 125th position among the 132 countries and that too in the last category called the "Weakest Performers". To support the fact it has to be mentioned that a study conducted by Lancet in 2010 found India to be the world's fifth highest killer in terms of outdoor air pollution.

There is a different picture that has been drawn due to a research called "Greendex" that has been conducted by National Geographic partnering with GlobeScan, which is fourth year, to measure and monitor consumer progress towards environmentally sustainable consumption. The research was conducted on seventeen countries based on factors like energy use and conservation, food, green products, transportation choices, green housing and attitude and knowledge towards environment, environmental issues and its sustainability. India is the top ranker in the overall ranking followed by China and Brazil. Considering the research from 2008 to 2012 it is seen that though India is topping the chart there is a decrease in overall score for the Indians whereas there is an increase in overall score for Chinese. Segregating the whole research into four parts namely Housing, Transportation, Food and Goods, the study suggest that except the Transportation section, India stood first in the other three categories. One of the striking factor out of number of other factors being identified in the research as "I Feel Guilty about the Impact I Have on the Environment" is the area where the greater percentage of Indians do "strongly agree" which means Indians are guilty conscious when it comes to damaging environment.

Then again if a light is thrown to corporate in this regard, an astonishing figuring can be noted which is suggested by Frost and Sullivan's survey conducted on attendees from top management of manufacturing sector in its fourth Green Manufacturing Excellence Summit held on 3rd May 2013. The objective was to gain knowledge on organizational role on sustainability and CSR. It was seen that 55% responded do invest 1-2%, 15% invests more than 1% and 28% invests less than 1% on CSR activities. So it is to be concluded that that percentage has not gone beyond 2%, which is mandatory investment regarding CSR. In this very study a statistics suggest that 63% of the respondent agrees that site CSR team plays a major role in CSR activities while 31% of the respondent agrees that the corporate office plays a major role in CSR activities which concludes that corporate office has less involvement regarding CSR. Another staggering fact was that 40% of the respondent said that the future focus of the organization is environment and 33% said it is society that should be the future objective of any organization.

Interesting fact has been laid down by IndianPowerSector.com collaborating with MNRE (Ministry of New and Renewable Energy) in their conference "Evolving Thought Leadership on Green CSR Interventions" held on 9th July 2013. Some of the fact related to environmental sustainability and CSR are summarized from the conference are given below:

- Spending on CSR Activities by 100 Profitable Companies in India (2012): Only 6% companies spending more than 2% PAT.
- Segment Wise CSR spending by Organizations in 2012: It was seen that spending is only 12.72% on Environment.
- Renewable Energy in Indian Energy Mix: The contribution of renewable energy to the total power generation is estimated to be 6.4% during 2012-13.
- The categories of components in terms of "Renewable Energy Initiatives under CSR Activities" are "Grid Connection Solutions", "Off-Grid Solutions", "Renewable Energy Certificates", and "Energy Efficiency".

In an article named "Eco-friendly: Going green a priority for Indian companies" by George Wyeth gave an insight on environmental issues Indian organizations are focusing on and listed some of the company who are supposed to be forerunner regarding environment as CSR activity. Few of the examples are given below:

- He regards Godrej and Boyce to be the greenest company because of launching a programme Good and Green which encompasses green activities in terms of social upliftment. "Godrej makes energy-efficient air-conditioners, and is one of the first makers in the world to market products with extremely-low-GHG refrigerants".
- Hindustan Lever is also one of the greener companies who has decided to reduce carbon emission by 22%, water waste by 29% and waste by 77% in terms of product manufacturing.
- To name a few giants like ITC, Kirloskar and Tata Group has also taken up environmental initiatives in their CSR for their sustainability.

Changes are vivid in Hotel and Restaurant industries. Not only around the globe but also in India hotel and restaurant industries are also going towards holistic sustainable development strategy. Some of the examples are given below:

- Taj Hotels Group: The entire enriched CSR history of Tata Group revolves around Mahatma Gandhi's philosophy – "The Earth provides enough to satisfy every man's needs, but not every man's greed." Tata invests 30% of its PAT (profit after tax) in different CSR activities and environment being one of the key components in their environmental sustainability while framing CSR strategies. That's why Taj launched EARTH (Environment Awareness and Renewal at Taj Hotels) certified by Green Globe, an environmental management project for green tourism.

- ITC hotels: Claiming to be the greenest hotel chains published a report called ITC sustainability report in 2013. It gave a holistic view of the process and activities that makes it greenest. Today, ITC Hotels are the “greenest luxury hotel chain in the world” with all its 10 premium luxury hotels being LEED (Leadership in Energy and Environmental Design) Platinum certified. A specific elaboration on environmental performance has been given in the report in terms of “Climate Change and Sustainable Development”, “Water Management”, “Recycling and Waste Management”, “Significant Air Emissions” and “Material Sustainability in ITC’s Businesses”.
- McDonald’s India: McDonald’s India believes in environmental sustainability whereby their restaurant chains are now at present complying with regulatory norms for prevention and control of pollution. So they have taken some initiatives in terms of greener practices like Superheat recovery from HVAC (Heating, Ventilation and Air Conditioning), Multi-utility heat pump with contacting device, LED lighting technology expansion etc.
- National Restaurant Association has released their first sustainability report in 2013 giving special impetus on environmental sustainability and waste reduction across the restaurant industry.
- Yum! Brands Inc. has so many famous restaurant outlets all over the world including India. KFC, Pizza Hut and Taco Bell are famous among a long list of food chains. They are now helping people in building community by communicating the world that they are “being responsible and intentional in their actions toward the sustainability of the environment and agricultural resources on which their business depends”.

4. Conclusion

It is been very clear that every business entity is trying to reduce environmental footprint but more transparency is required in framing and practicing green CSR strategies. Though guilty conscious Indians are ethically seems stronger in implementing environmental strategies but stronger awareness programs has to be conducted in reducing the gap of ignorance. Spending by corporate in green CSR activities is increasing as because law has enforced it to be but not to the extent as it should be. Often a holistic approach is missing while organizations are framing their CSR strategies. It is a positive sign that giant companies are stepping in whereby trying to protect the environment and framing their strategies encompassing the very idea of green but still numerous other companies are lagging behind in taking up this initiative.

Hotels and restaurant industry being a sensitive area are also keen in preserving the environment and it should be borne in mind that tourism in India is developing at a faster rate. Aforementioned hotel giants have taken wonderful initiative in safeguarding the environment as the very business involves waste management, efficient energy usage, promotion of organic materials and healthy foods and that is reflected through their strategies but to make people aware of it there is a need to involve domestic society, culture and communities (Kaul and Gupta, 2009).

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