

Applying Green Marketing Strategies In Economic Institutions To Achieve Sustainable Performance In Response To Their External Environment

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Abstract

This study aims to identify the strategies adopted by institutions in response to their external environment in order to achieve sustainable performance. This is done by examining the extent to which institutions rely on adopting green marketing strategies based on their external environment to ultimately achieve sustainable performance. To achieve the objectives of the study, a sample of Algerian institutions was selected and surveyed using a questionnaire specifically designed for this purpose. The results indicate that Algerian institutions adopt a defensive strategy to achieve their economic performance, while they adopt an aggressive strategy to achieve their environmental and social performance, thereby attaining sustainable performance.

Keywords: *Green marketing; environmental performance; financial performance; social performance; sustainable performance.*

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Introduction

The number of environmentally conscious consumers who are willing to change their consumption behavior has increased, through their preference for products with green characteristics and through greater efforts to preserve the environment. Consequently, social performance criteria have been integrated into the evaluation of purchasing decisions. With the growing environmental awareness of consumers, the number of institutions seeking to adopt green marketing strategies has increased, along with a shift toward environmental and social responsibility while simultaneously achieving the organization's financial objectives.

These changes adopted by institutions represent an adaptation to their external surroundings and a response to their external environment, whether through compliance with laws and regulations, pressure from stakeholders and green consumers, or through voluntary adoption and a desire to engage in environmentally responsible behavior. This enables institutions to achieve numerous benefits and gains, ultimately leading to sustainable performance.

Through this study, which forms part of a broader research project by the researcher, we seek to answer the following question:

Research Problem

This study attempts to answer the following question:

Does the application of green marketing strategies by an institution, in response to its external environment, contribute to achieving sustainable performance?

Main Hypothesis

The adoption of green marketing strategies by institutions in response to their external environment leads to the achievement of sustainable performance.

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First Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment and its economic performance.

Second Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment and its social performance.

Third Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment and its environmental performance.

Importance of the Study

The importance of this study lies in raising environmental awareness among institutions and enhancing their responsiveness to governmental regulations and laws related to environmental protection. This, in turn, increases the competitiveness of institutions toward environmental orientation and sustainability, by focusing on strategies that primarily adapt to the external environment in order to achieve sustainable performance and enhance competitiveness.

Objectives of the Study

This study aims to:

- Define the concepts related to green marketing and its strategies, in addition to the concept of sustainable performance and its dimensions;
- Demonstrate the extent to which the institutions under study adopt green marketing strategies and adapt to their external environment;
- Examine the extent to which the institutions under study achieve sustainable performance through the application of green marketing strategies based on their external environment.

Methodology of the Study

This study adopts a descriptive-analytical approach in addressing concepts, relying on a set of references relevant to the study topic. A field survey was also conducted using a questionnaire designed in Arabic and distributed to a sample of Algerian institutions in order to determine the reality of institutional responsiveness to the external environment and their adaptation of green marketing strategies to achieve sustainable performance.

Theoretical Study

Concept of Green Marketing

Green marketing is considered an indicator of a company's market orientation and responsible behavior. This is based on the assumption that market dynamics require companies to respond positively to consumer concerns regarding the relationship between environmental change and human consumption. Consumers may not wish to reduce their consumption, but rather tend to become more selective in their purchases, favoring products with positive environmental attributes (Taghian, Michael, & Clare, 2019, p. 233).

Green marketing refers to minimizing the environmental impact of a product through product redesign, sustainable manufacturing, and integrated marketing campaigns. It aims to promote environmentally friendly products and meet the demand for sustainable consumption. The main objective of green marketing is to position these environmentally friendly products distinctively in the market and attract environmentally conscious consumers (Sewar, Petra, & Veronika, 2023, pp. 02–03).

Green marketing encompasses all activities aimed at creating and facilitating exchange processes that satisfy customer needs while minimizing negative environmental impacts (Souar & Almi, 2025, pp. 18–19).

Green marketing is defined as “a strategic effort undertaken by companies to provide environmentally friendly goods and services to target consumers. It is a planning process for the marketing mix that benefits from changes in consumer awareness toward more environmentally suitable products/services, through modifying products, production methods, and packaging to be more environmentally friendly, with the aim of meeting consumer needs, reducing negative environmental impacts, and encouraging greater environmental concern” (Rennyta, Arry, & Agus, 2019, p. 106).

According to Polonsky, green or environmental marketing consists of all activities designed to generate and facilitate exchange processes intended to satisfy human needs and wants, while ensuring that these needs and wants are met with minimal harmful impact on the natural environment. Accordingly, green marketing can be defined as a comprehensive management process responsible for identifying, anticipating, and satisfying the needs of customers and society in a profitable and sustainable manner (Leila, 2020, p. 101).

Green marketing is “a comprehensive approach that includes manufacturing, marketing practices, and the reuse of waste products, which benefits both the environment and society, considering issues such as global warming, waste utilization, pollution reduction, and other advantages. Green marketing is a holistic approach required to explore customers, persuade them, and make them feel comfortable in order to ensure profitability through sustainable means.” Three stages are discussed in green marketing: focusing on producing products based on environmental issues; shifting toward green and environmentally safe technologies; and ensuring sustainability (Bilal, Mohd, Mat, & Akram, 2019, p. 79).

Green marketing is a strategic business philosophy aimed at achieving the following objectives:

- Meeting consumer needs for environmentally friendly products and services and aligning corporate behavior with prevailing social and environmental values;
- Achieving the company’s economic objectives while recognizing that economic goals do not conflict with environmental objectives;
- Achieving both goals by minimizing environmental harm as much as possible (Rennyta, Arry, & Agus, 2019, p. 106).

The objectives of green marketing also include:

- Ensuring the absence of waste in manufactured products;
- Adhering to a consistent environmental policy in the production of various products;
- Providing value to customers relative to what they pay while reducing production costs;
- Achieving profitability through the development of processes focused on environmental safety.

Green marketing is not a simple concept, but rather a comprehensive and integrated approach to promotion that includes product innovation, changes in production methods, and even product packaging, whether for retail or industrial consumers (Bilal, Mohd, Mat, & Akram, 2019, p. 80).

Green Marketing Strategies

The green marketing movement, like green consumption, reflects corporate responsibility toward society to ensure that activities are conducted in ways that reduce negative environmental impacts. The emergence of this environmental dimension has created new business opportunities for institutions and marketers to develop proactive environmental strategies and launch environmentally friendly products. Effective marketing strategies can help establish the position of such products in competitive markets and gain a competitive advantage by differentiating them from non-green alternatives. In addition to gaining competitive advantage, companies adopt green marketing strategies for several reasons, including a focus on sustainability that reshapes organizational culture, responsiveness to government pressures, competition, and cost savings in the production process (Bilal, Mohd, Mat, & Akram, 2019, pp. 79–80).

A “green” marketing strategy refers to the adoption of business practices that contribute to environmental protection and respond to environmental requirements and social responsibility. It includes marketing practices, policies, and procedures that align with and respond to consumer and societal concerns about the natural environment, while striving to achieve wealth creation for owners. Thus, green marketing strategies focus on achieving organizational objectives in ways that reduce or eliminate negative impacts on the natural environment. Implementing a green strategy typically requires redesigning the entire marketing process, as the shift toward green practices demands a holistic approach and institutional commitment.

For consistency, a green strategy must represent an integrated and comprehensive approach that defines the company’s direction and green strategic orientation, implemented across all organizational activities. A sustainable green marketing orientation cannot be achieved in a company that lacks environmental commitment at the institutional level (Taghian, Michael, & Clare, 2019, p. 234).

The implementation of a green strategy begins with sound planning, where green marketing strategy constitutes its core. Setting achievable, reasonable, and realistic goals, along with a clear understanding of relevant market dynamics, represents a useful starting point. Adopting a green marketing strategy brings about fundamental changes in an institution’s orientation and culture, and like any other change, it may encounter resistance from some internal stakeholders (Taghian, Michael, & Clare, 2019, p. 244).

Green marketing strategies refer to the use of environmentally sustainable marketing practices and techniques to promote sustainable products. These tactics include eco-labeling, environmentally friendly packaging, and sustainability advertising. Consumers are more inclined to purchase environmentally friendly products following the application of green marketing strategies, as well as products marketed as eco-friendly. Environmentally friendly products, locations, and promotions significantly influence sustainable purchase intentions. Levels of environmental awareness among consumers may vary, affecting their sensitivity and responsiveness to green marketing approaches. Personal benefits such as health and safety may motivate some customers more than environmental benefits. However, consumer perceptions and expectations regarding green products and marketing claims may differ, affecting trust and satisfaction. Some customers may require clarification regarding the legitimacy and credibility of green labels, certifications, and promotional claims. Moreover, green product innovation, green process innovation, and green service innovation have a significant impact on corporate performance (Li, Yasir, & Cosimo, 2024, p. 04).

Green Marketing Strategies in Response to the External Environment

Green marketing orientations differ between developed and developing countries due to differences in economic conditions, legal frameworks, and consumer awareness. Developed countries have well-established sustainability policies, apply strict environmental standards, and support green products. They also increasingly focus on the circular economy, carbon neutrality, and green labeling, which contributes to the development of green markets.

In contrast, developing countries face challenges such as weak enforcement of regulations, low consumer awareness, and high implementation costs, which are among the factors limiting the adoption of green marketing (Sumera, Reema, Minhaj, & Shayan, p. 81).

Research often reflects a division between reactive and proactive strategies. A reactive strategy occurs when firms respond to changes in their external environment. McDaniel and Rylander proposed two main approaches to green marketing: a defensive approach and a proactive strategy.

The proactive strategy includes firms that take action before being forced to respond to external threats, create new opportunities in the environment, while reactive green marketing strategies (also known as compliance strategies) follow environmental management regulations, require limited resources (not overly costly and low-risk), and are characterized by low organizational commitment, limited top management involvement, and a short-term orientation (Valerie, 2009, p. 317).

Defensive Strategy

Firms adopting this orientation typically use green marketing as a precautionary measure, as a response to a crisis, or in reaction to competitors' actions. They seek to enhance brand image and mitigate damage, recognizing that green market segments represent important and profitable segments that cannot be ignored. Their environmental initiatives may be sincere and sustainable; however, their promotional and communication efforts are sporadic and temporary, as they generally lack the ability to differentiate themselves from competitors.

Defensive-oriented firms tend to undertake actions such as sponsoring small-scale environmentally friendly events and programs. They will strongly defend their environmental records through public relations and advertising efforts if attacked by activists, regulators, or competitors. However, unless they discover that they can achieve a sustainable competitive advantage based on green initiatives, they will not launch a public and effective green campaign (Jill & Paul, 2004, p. 80).

Defensive green companies usually view green marketing as a precautionary action or as a response to crises or competitors' behavior. They recognize the importance and profitability of green marketing but are unable to fully bear its implications. Their environmental initiatives appear sincere, yet their promotional efforts remain intermittent and temporary due to their inability to differentiate themselves environmentally from competitors. As a result, environmentally friendly firms typically do not launch broad, public environmental campaigns, since bold promotional efforts may waste resources and create unattainable expectations. Instead, they focus on activities such as small-scale eco-friendly events and programs (Abey, n.d.).

Defensive strategies often require rapid responses. If firms possess comprehensive and accurate market research information, they may be able to improve their strategies; however, such information is often unavailable. Nevertheless, firms can issue directional response decisions (such as increasing or decreasing distribution expenditures) that demonstrate surprising effectiveness across a wide range of conditions. These directional responses can be as valuable as optimal responses, particularly in the presence of noisy data. Understanding these directional forces and focusing attention on such outcomes is essential for developing a theory of defensive marketing (John & Steven, 1983, pp. 320–321).

Offensive (Proactive) Strategy

Proactive marketing strategies, supported by government initiatives, can help build environmental sustainability. When an organization offers a highly differentiated product, it can increase shareholder returns. In this type of marketing activity, consumers are emotionally motivated to participate because they wish to feel different from others in society or within their social groups. Through a proactive strategy, firms may also comply with minimum government standards to avoid tax penalties and competitive reactions, and in some cases to avoid consumer boycotts resulting from non-compliance with environmental regulations. Firms begin to make adjustments to their operations when they perceive threats and/or opportunities (Usama, 2011, pp. 5–8).

Proactive green marketing strategies require greater resources (higher cost and risk) and involve stronger organizational commitment, including a corporate environmental policy that reflects high levels of involvement from top management and employees. They are characterized by a long-term orientation. A truly proactive green marketing strategy focuses on the needs of customers, other stakeholders, and future generations of customers, and seeks to meet these needs through innovative solutions (Valerie, 2009, p. 318).

By focusing on market expectations, firms with specific capabilities and resources to meet customers' environmental requirements can achieve significant market gains. Marketing-related benefits associated with developing advanced environmental marketing programs include improved brand image, increased customer satisfaction and loyalty, and the mitigation of negative publicity. Environmental responsibility can thus create positive associations in consumers' minds, strengthening their attitudes toward the company and its brands, enhancing perceived product quality. Accordingly, environmental quality management programs are suggested to improve marketing performance, which in turn contributes to economic performance growth (Fraj, Matute, & Martinez, p. 09).

Adopting a proactive environmental strategy enables firms to fulfill corporate social responsibility while achieving competitive advantage and superior financial performance. Each firm adopts environmental strategies differently depending on the scale, scope, nature, and depth of environmental issues. Proactive environmental strategies are less frequently applied in developing economy industries, which may affect competitive advantage and sustainable development in both the service and manufacturing sectors.

Proactive environmental strategies can achieve both differentiation and low-cost leadership advantages. They can foster sustainable growth and competitive advantage through pollution control and efficient use of corporate resources, based on the resource-based view. Competitive differentiation advantages include a unique corporate image, innovation, greater customer value, and higher productivity. Proactive green environmental strategies enhance a firm's distinctive corporate image relative to its competitors (Rizwan, Dalia, & Xiaosong, 2021, p. 08).

Sustainable Performance

The concept of sustainable performance emerged to take into account declared strategies for sustainable development and social and societal responsibilities. Although the concept acknowledges multiple interpretations, this perspective of performance rejects a hierarchical view among economic, social, and societal dimensions. Moreover, the position of societal and/or environmental performance within overall performance can be understood through two perspectives: a normative approach related to business ethics, and a pragmatic approach focusing on the role of business in society (business and society).

According to the first approach, the behaviors of actors and organizational activities are subject to ethical judgment by stakeholders, and responsible actions are justified by moral system considerations. Under the second perspective, the organization cannot be separated from its social environment, and the societal–environmental dimension is represented through sustainable development and social responsibility. Stakeholder and resource-based theories allow us to view overall performance as a multidimensional construct that combines economic, financial, social, societal, and environmental aspects, which together constitute sustainable performance (Christophe & Mouloud, 2014, pp. 74–77).

The first task of a firm is to determine whether it will adopt an environmental orientation, and if so, how it will implement a “green” strategy—that is, the extent to which it wishes to position itself as an environmentally friendly company and which marketing activities should support this strategy. The second task involves assessing market dynamics and identifying challenges and opportunities that will guide the strategies to be adopted. Implementing an environmental strategy requires changes across a range of other actions and activities, such as identifying new suppliers, sourcing new raw materials or components, modifying quality control procedures to include environmental issues, and altering the distribution system, including the selection of new channel members. Depending on the level of environmental orientation, changes in organizational culture and values may also be required, which is a far more difficult task. A green

marketing strategy represents a comprehensive organizational transformation, rather than the mere use of superficial environmental claims in communication activities (Mehdi, Michael, & Clare, 2019, pp. 244, 235).

Economic (Financial) Performance

Financial data constitute the basis for decision-making and play a fundamental role in defining the framework of managerial decisions. However, financial information is not an end in itself, as meaningful conclusions cannot be drawn from it alone; its value lies in its analysis and interpretation. Firm performance can be measured through financial results, namely the level of profits. Financial decisions that increase risk reduce firm value, whereas decisions that increase profitability enhance firm value. Financial performance is commonly associated with outcome measurement, particularly profit levels. Risk and profitability are two key factors that jointly determine the value of financial decisions: the higher the risk, the lower the firm's value. Financial performance can be analyzed through funds and profitability (Lala & Swapna, 2020, pp. 125–126).

Financial performance is used to assess a firm's ability to generate revenue from its core operations, as well as to evaluate its overall financial health and strength. It can also be used to assess a firm's financial capabilities and compare its performance across different industries or sectors. Financial performance is the primary measure of profitability for any company; therefore, profitability ratios are commonly used to measure financial performance.

A firm's financial performance can significantly influence the decision-making processes of resource providers. It serves as a general indicator of the firm's overall financial health, strength, and capabilities over time, and represents a monetary measure of the outcomes of organizational policies and operations (Wondmagegn & Habtamu, 2021, p. 245).

A company's financial performance is one of its most important characteristics, as it determines its competitiveness, business potential, economic interests, and the reliability of its current or prospective contractors. Therefore, analyzing financial performance and identifying its strengths and weaknesses using financial performance indicators serves the interests of management, shareholders, the public (customers), regulatory bodies (government), the financial sector, and the economy as a whole (ABDI, June 2010, p. 05).

Social Performance

Social performance refers to the company's stance toward the treatment of its employees, suppliers, contractors, and customers, in addition to its impact on society as a whole. It is an important factor in maintaining the continuity and long-term reputation of the company (ScienceDirect topic page on social performance, n.d.).

Social performance is a complex institutional issue that concerns management and organizational policies that align with society's goals and values. It refers to the principles, practices, and outcomes arising from social, economic, and environmental relationships and dynamics with social actors and organizations—both in terms of the deliberate actions companies take toward these social actors and the unintended external effects of business activity (Elena, 2021, p. 01).

Improving corporate social performance offers many benefits: it enhances the company's reputation and brand image, and increases customer awareness of the social and environmental impact of their purchasing decisions. By demonstrating commitment to social performance, companies can attract and retain customers whose values align with theirs. This can also increase customer loyalty and satisfaction and strengthen their sense of connection to companies that prioritize social responsibility, making them more likely to remain loyal. By engaging customers on social and environmental issues, companies can build a strong emotional relationship and reinforce brand loyalty. Companies that prioritize social performance are also better positioned to attract and retain top talent. By integrating social responsibility into their culture, companies can attract skilled employees who are motivated to contribute to a higher purpose (Boreal IS blog, n.d.).

The social performance of a service provider refers to how effectively it achieves its stated social objectives and creates added value for its clients. If a service provider follows strong practices in managing social performance, it is likely to achieve strong social outcomes. Measuring and managing social performance can also be cost-effective and does not necessarily come at the expense of long-term sustainability (FinDev Gateway, Social Performance FAQs, n.d.).

The European Commission defines corporate social responsibility as “a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment.” More specifically, CSR requires companies to identify their stakeholder groups and integrate their needs and values into strategic and operational decision-making (Laura, Robert, & Kathy, 2007, p. 374).

Environmental Performance

Environmental performance is defined by ISO 14031 as: “the measurable results of an environmental management system, related to an organization’s control of its environmental aspects based on its environmental policy and environmental objectives” (Reynaud, 2009, p. 03).

The definition of performance also depends on the company’s environmental policy—a policy that subjects itself, directly or indirectly, to changes in the expectations of other societal actors in some way through the emergence of the problem of seeking internal legitimacy for societal concerns; that is, making internal stakeholders accept the principles and values of the company’s environmental management. Environmental performance effectively depends on each company: different environmental policies and different environmental performance indicators can be observed within the same industrial sector and among similar types of production (Janicot, 2007, pp. 51–52).

The ISO 14000 standard defines environmental performance as “the measurable results of an environmental management system, related to the institution’s control of its environmental aspects based on its environmental policy and environmental objectives” (Janicot, 2007, p. 51).

Environmental performance can be analyzed as the outcome of crossing two axes, which yields four dimensions: product and process improvements; stakeholder relations; regulatory compliance and financial impacts; and environmental effects and corporate image. However, this approach has been criticized by Caron, Boisvert, and Mercier (Reynaud, 2009, p. 03).

From an investment perspective, excellent environmental performance can reduce an institution’s environmental expenditures in the future, which may earn the trust of potential shareholders. Moreover, strict rules to prevent environmental pollution compel institutions to improve environmental performance by striving for appropriate environmental protection practices, increasing production efficiency, and renewing technology—thereby enhancing organizational effectiveness. Rising public concern about environmental pollution requires institutions to place greater emphasis on environmental responsibility, the impact of which on environmental performance constitutes a central focus. By implementing practices to address environmental pollution problems, institutions can gain advantages through compliance with environmental rules, which are closely linked to environmental performance (Quang, 2020, p. 102).

Field Study

This section seeks to examine the extent to which economic institutions achieve sustainable performance through their application of green marketing strategies as an adaptation to their external environment. This is done by discussing the results obtained from the statistical processing of collected responses gathered through surveying a sample of economic institutions, and then discussing the findings.

Statistical Analysis of Variables

We will present the analysis and description of the strategies adopted by economic institutions in response to the influence of their external environment within the institutions included in the study sample.

Defensive Green Marketing Strategy

The results obtained in the following table show the most important reactive measures adopted by the institutions included in the study sample when facing their external environment.

Table (01): Descriptive statistics of the institution's adoption of the defensive green marketing strategy

Statement	Weighted Mean	Standard Deviation	Direction
The institution makes adjustments to its operations when it faces opportunities or threats	4.07	0.939	Agree
The institution complies with environmental standards, regulations, and rules set by the government in order to avoid penalties	4.42	0.707	Strongly agree
The institution responds to customer pressure by making improvements to environmental performance	3.81	0.725	Agree
The institution reacts to competitors' environmental orientations and attempts to imitate them	3.57	0.947	Agree
Overall mean	3.96	0.514	Agree

Source: Prepared by the researcher based on SPSS outputs.

The results shown in the table indicate that the overall direction of institutions' opinions regarding the adoption of a defensive green marketing strategy tends toward the level of "Agree," with an overall weighted mean of 3.96. This is confirmed by the weighted means of the individual statements, most of which fall within the "Agree" level.

Institutions primarily emphasize their environmental compliance in order to avoid penalties, with a mean of 4.42. This is followed by making adjustments to their operations in response to threats or opportunities, with a mean of 4.07. In third and fourth place, the institutions' environmental policy reflects responses to customer pressure and interaction with competitors, with means of 3.81 and 3.57, respectively.

However, referring to the table results, the highest percentage of "Agree" responses indicates that institutional environmental responsiveness is mainly due to customer pressure (65.3%), followed by facing opportunities and threats (51.4%), and then responding to competitors (47.2%).

Offensive (Proactive) Green Marketing Strategy

The results presented in the following table show the most important proactive measures adopted by the institutions in the study sample to address their external environment.

Table (02): Descriptive statistics of the institution's adoption of the offensive green marketing strategy

Statement	Weighted Mean	Standard Deviation	Direction
The institution responds to the external environment before changes occur	3.93	0.718	Agree
The institution uses sustainability-related innovations instead of waiting for the issuance of governmental regulations and rules	3.60	1.016	Agree
The institution responds to market drivers and needs rather than merely complying with established rules and laws	3.19	1.134	Neutral

The institution conducts environmental awareness campaigns and monitors the development of environmental awareness among customers and society	3.56	0.963	Agree
Overall mean	3.57	0.602	Agree

Source: Prepared by the researcher based on SPSS outputs.

The table results indicate that institutions' opinions regarding the adoption of an offensive green marketing strategy tend toward the level of "Agree," with an overall weighted mean of 3.57. This is confirmed by the weighted means of most statements.

Institutions, in their environmental policy, primarily respond to their external environment before changes occur, as reflected by a mean of 3.93. They then use innovations related to environmental sustainability instead of waiting for environmental laws and regulations to be issued. Institutions also conduct environmental awareness campaigns and monitor the development of environmental awareness among consumers and society as a whole. Finally, institutions indicate that their environmental commitment lies between responding to market drivers and needs and complying with binding laws.

Hypothesis Testing

There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and the sustainable performance of the economic institution (economic performance, social performance, environmental performance).

First Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and the sustainable economic performance of the economic institution.

Table (03): Results of multiple linear regression analysis to verify the validity of the model for testing the first sub-hypothesis

The results of the F-test indicate that the model is significant and statistically meaningful, as the significance level is less than 0.05. Therefore, at least one of the independent variables (defensive strategy, offensive strategy) has a significant effect on the dependent variable (sustainable economic performance).

The coefficient of determination (R^2) reached 0.157, meaning that the independent variables (defensive strategy and offensive strategy) explain 15.7% of the variance in sustainable economic performance.

The multiple correlation coefficient (R) reached 0.396, indicating a weak correlation between the independent variables (defensive strategy and offensive strategy) and the dependent variable (sustainable economic performance).

Based on the T-test results:

- There is a significant relationship between the defensive strategy (independent variable) and sustainable economic performance (dependent variable), as the significance level of the T-test is less than 0.05.

- There is no significant relationship between the offensive strategy (independent variable) and sustainable economic performance (dependent variable), as the significance level of the T-test is greater than 0.05.

Based on these results, the first sub-hypothesis is accepted: There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and its sustainable economic performance.

Second Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and the sustainable social performance of the economic institution.

Table (04): Results of multiple linear regression analysis to verify the validity of the model for testing the second sub-hypothesis

The F-test results indicate that the model is significant and statistically meaningful, as the significance level is less than 0.05. Therefore, at least one of the independent variables (defensive strategy, offensive strategy) has a significant effect on the dependent variable (sustainable social performance).

The coefficient of determination (R^2) reached 0.093, meaning that the independent variables (defensive strategy and offensive strategy) explain 9.3% of the variance in sustainable social performance.

The multiple correlation coefficient (R) reached 0.304, indicating a weak correlation between the independent variables (defensive strategy and offensive strategy) and the dependent variable (sustainable social performance).

Based on the T-test results:

- There is no significant relationship between the defensive strategy (independent variable) and sustainable social performance (dependent variable), as the significance level of the T-test is greater than 0.05.
- There is a significant relationship between the offensive strategy (independent variable) and sustainable social performance (dependent variable), as the significance level of the T-test is less than 0.05.

Based on these results, the second sub-hypothesis is accepted: There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and its sustainable social performance.

Third Sub-Hypothesis

There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and the sustainable environmental performance of the economic institution.

Table (05): Results of multiple linear regression analysis to verify the validity of the model for testing the third sub-hypothesis

The results of the F-test indicate that the model is significant and statistically meaningful, as the significance level is less than 0.05. Therefore, at least one of the independent variables (defensive strategy, offensive strategy) has a significant effect on the dependent variable (sustainable environmental performance).

The coefficient of determination (R^2) reached 0.153, meaning that the independent variables (defensive strategy and offensive strategy) explain 15.3% of the variance in sustainable environmental performance. The multiple correlation coefficient (R) reached 0.392, indicating a weak correlation between the independent variables (defensive strategy and offensive strategy) and the dependent variable, sustainable environmental performance.

Based on the examination of the T-test results, the following was found:

- There is no statistically significant relationship between the defensive strategy (independent variable) and sustainable environmental performance (dependent variable), as the significance level of the T-test is greater than 0.05.
- There is a statistically significant relationship between the offensive strategy (independent variable) and sustainable environmental performance (dependent variable), as the significance level of the T-test is less than 0.05.

Based on the previous results, the third sub-hypothesis was accepted, namely: There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and its sustainable environmental performance.

Accordingly, the main hypothesis was accepted: There is a statistically significant effect between an economic institution's response to its external environment (offensive strategy, defensive strategy) and its sustainable performance (economic performance, social performance, and environmental performance).

Conclusion

Through the analysis of the results obtained in this study, it was found that the green marketing strategies adopted by institutions in response to their external environment have an effect on the achievement of institutional performance. This includes the achievement of sustainable economic performance, sustainable social performance, and sustainable environmental performance collectively.

The field survey of the study sample, along with the results of testing the main and sub-hypotheses, confirmed the validity of the effect of green marketing strategies on achieving sustainable performance. The following key findings were reached:

- The Algerian economic institutions examined in this study, when facing their external environment, adopt a defensive strategy to achieve sustainable economic performance. This is done through compliance with environmental laws and regulations established by the government to avoid penalties, and by making adjustments to their operations when facing opportunities or threats from the external environment.
- The Algerian economic institutions examined adopt an offensive (proactive) strategy to achieve both sustainable social performance and sustainable environmental performance. This is achieved by responding to the external environment before changes occur, using innovations related to environmental sustainability rather than waiting for governmental regulations, and by focusing on monitoring the development of consumers' environmental awareness.

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