SUSTAINABLE MANAGEMENT PRACTICES: GREEN MARKETING AS A SOURCE FOR ORGANIZATIONAL COMPETITIVE ADVANTAGE

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ABSTRACT

Objective: The objective of this research was to analyze the contributions of green marketing as a source of competitive advantage for organizations.

Methodology: The research adopted the systematic review methodology, following the PRISMA guidelines, to analyze articles on sustainable management practices, green marketing and competitive advantage. Search platforms such as Google Acadêmico and Scielo were used, with inclusion criteria for scientific articles in Portuguese published between 2018 and 2023. Exclusion criteria were applied to discard non-pertinent works, resulting in the selection of 7 articles.

Results and data analysis: As a result, it was possible to see that the systematic review highlighted green marketing as a source of competitive advantage for organizations, by integrating environmental concerns into market strategies. This enables differentiation, operational efficiency, and more sustainable production processes. In addition, the adoption of sustainable practices attracts consumers engaged with sustainability, increasing the profitability of production models. Certifications such as ISO 14001 demonstrate a commitment to sustainability, giving competitive advantage. Thus, green marketing favors the company's image and, at the same time, engages consumers in sustainable practices, contributing to the positioning of the organization in the market as a socio-environmentally responsible company.

Conclusion: It is concluded, therefore, that green marketing not only improves the competitiveness of companies, but also fosters a culture of sustainability and preservation of natural resources, representing a significant contribution to organization, society and the environment.

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PRÁTICAS GERENCIAIS SUSTENTÁVEIS: O MARKETING VERDE COMO FONTE PARA A VANTAGEM COMPETITIVA ORGANIZACIONAL

Resumo

Objetivo: O objetivo desta pesquisa foi analisar as contribuições do marketing verde como fonte de vantagem competitiva para as organizações.

Metodologia: A pesquisa adotou a metodologia de revisão sistemática, seguindo as diretrizes PRISMA, para analisar artigos sobre práticas gerenciais sustentáveis, marketing verde e vantagem competitiva. Foram utilizadas plataformas de busca como Google Acadêmico e Scielo, com critérios de inclusão para artigos científicos em português publicados entre 2018 e 2023. Os critérios de exclusão foram aplicados para descartar trabalhos não pertinentes, resultando na seleção de 7 artigos.

Resultados e análise dos dados: Como resultado, foi possível constatar que a revisão sistemática ressaltou o marketing verde como fonte de vantagem competitiva para as organizações, ao integrar preocupações ambientais às estratégias de mercado. Isso possibilita diferenciação, eficiência operacional e processos produtivos mais sustentáveis. Além disso, a adoção de práticas sustentáveis atrai consumidores engajados com a sustentabilidade, ampliando a lucratividade dos modelos de produção. As certificações como a ISO 14001 evidenciam o compromisso com a sustentabilidade, conferindo vantagem competitiva. Assim, o marketing verde favorece a imagem da empresa e, ao mesmo tempo, engaja os consumidores em práticas sustentáveis, contribuindo para uma o posicionamento da organização no mercado como uma empresa socioambientalmente responsável.

Conclusão: Conclui-se, portanto, que o marketing verde não apenas aprimora a competitividade das empresas, mas também fomenta uma cultura de sustentabilidade e preservação dos recursos naturais, representando uma contribuição significativa para a organização, a sociedade e o meio ambiente.

Palavras-chave: Marketing Verde, Vantagem Competitiva, Gestão, Sustentabilidade, Meio Ambiente.

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1 INTRODUÇÃO

Over the last few decades, human action has been a determining factor in changing the environment. Human activities, driven by industrial development, urban expansion and population growth, have exerted significant pressure on natural ecosystems. As a consequence, such activities often result in processes of environmental degradation, which include air, water and soil pollution, loss of biodiversity, deforestation and climate change (CALAZANS; SILVA, 2016).

In this scenario, sustainable management practices are becoming increasingly essential for organizations that seek not only to maximize profits, but also to minimize negative impacts on the environment and society. Among these practices, green marketing stands out, which
focuses on promoting products and services that are environmentally responsible (PEREIRA JÚNIOR; PEREIRA, 2017).

Green marketing is a strategic approach that aims to promote products and services in an environmentally responsible way. It is, therefore, a marketing tool that seeks to meet growing consumer demands for products that have a lower environmental impact, are sustainable and are aligned with environmental preservation values. This practice involves everything from developing environmentally friendly products to communicating and marketing these products in a transparent and ethical manner (SCHIOCHET, 2018).

Green marketing also encompasses the adoption of business policies and practices that aim to minimize waste, reduce pollution and conserve natural resources. By adopting green marketing, companies seek not only to obtain competitive advantages in the market, but also to contribute to the promotion of environmental sustainability and the construction of a positive corporate image before consumers and society in general (LANGE; TRINDADE; MARQUES, 2018).

As reiterated by Piasentin et al. (2018), green marketing aims to meet growing consumer demands for environmentally friendly products, while it can also become a significant source of competitive advantage for organizations. This is because, by adopting green marketing strategies, companies can differentiate their products in the market, attract consumers concerned about the environment and strengthen their corporate image as a socially responsible company.

Given this context, the objective of this research was to analyze the contributions of green marketing as a source of competitive advantage for organizations. It is expected that the results of this study will contribute to a better understanding of the benefits that green marketing can provide to companies, highlighting its strategic importance in the current business scenario focused on sustainability.

2 METHODOLOGY

The research was carried out following the principles and guidelines of a systematic review, chosen for its rigorous and objective methodological approach in analyzing a specific topic. The reason for choosing this methodology is to ensure a comprehensive and structured search of existing literature on sustainable management practices and green marketing, enabling the identification and synthesis of relevant evidence to answer the research question in a systematic and reliable way.
To conduct the systematic review, the PRISMA guidelines (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), which provide a detailed roadmap for planning, executing and reporting systematic reviews. These guidelines help ensure the transparency and quality of the review process, from the search to the synthesis of results.

SciELO search platforms were used to identify relevant articles. Specific keywords related to the topic were used, such as "sustainable management practices", "green marketing", "business sustainability", among others. Furthermore, Boolean operators "AND" and "OR" were used to combine and exclude terms, refining the results and ensuring the inclusion of relevant studies that addressed the various dimensions of the topic.

The inclusion criteria adopted were: scientific articles, completely available on the internet, in Portuguese, of Brazilian origin and published between 2018 and 2023. These criteria were established to guarantee the relevance, accessibility and timeliness of the articles selected for analysis.

On the other hand, the exclusion criteria were applied to discard works that did not meet the inclusion criteria, such as abstracts, theses, annals, monographs, among others, as well as articles that were not fully available on the internet or were not associated with the topic of sustainable management practices and green marketing.

The analysis of the articles was conducted in two stages. In the first stage, the abstracts and titles of the articles were read to assess their preliminary relevance. In the second stage, the articles selected in the previous stage were read in full for a more detailed and critical analysis, identifying their contributions, methodologies and conclusions. This process allowed for a comprehensive and in-depth understanding of the current state of knowledge on sustainable management practices and green marketing.

As a result of the systematic review process, 7 articles were selected. The data from the articles were synthesized in an Excel spreadsheet, in order to provide a summary of the main information from the studies.

3 RESULTS AND DATA ANALYSIS

As a result of the systematic review, 7 articles were selected, as shown in table 1.
Green marketing is fundamental for companies committed to socio-environmental concerns, providing an integrated approach in relations with their internal and external audiences. By integrating environmental marketing actions with social and relationship marketing, the aim is to satisfy companies, corporations, and consumers concerned about environmental issues, but also makes production models more profitable, promoting a balance between environmental preservation and operational efficiency. In this way, green marketing not only provides benefits to companies, but also contributes to a culture of sustainability and the preservation of natural resources for future generations.

### Table 1

**Articles selected in the systematic review**

<table>
<thead>
<tr>
<th>Authors</th>
<th>goal</th>
<th>Methodology</th>
<th>Conclusion</th>
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<tbody>
<tr>
<td>Benedict (2020)</td>
<td>Identify operational efficiency practices adopted by a shopping center in the Metropolitan Region of Recife - PE, correlating them as a strategic green marketing tool to obtain competitive advantage</td>
<td>Direct and systematic observation</td>
<td>Green marketing is recognized as a crucial source of competitive advantage for organizations, as it links environmental concerns to competitiveness. By adopting sustainable practices, as evidenced in a shopping center in the Metropolitan Region of Recife, it is possible to achieve operational efficiency and stand out in the market. The strategic advantages of green marketing involve a cleaner production process strategy, creating a sustainable competitive advantage. Investing in cutting-edge stocks in the green segment can open up opportunities for innovative products and technologies. Companies fully integrated with environmental aspects can use these market niches to sell products or services, strengthening their competitive position. Operational efficiency strategies are not exclusive to large enterprises, and an assessment of the impact of these strategies on customers can be a suggestion for future studies.</td>
</tr>
<tr>
<td>Biondi and Neres Junior (2022)</td>
<td>Evaluate how companies apply Green Marketing to products linked to responsibility and real commitment to the environment and their consumers, with an emphasis on organizational competitive advantage</td>
<td>Literature review</td>
<td>Green marketing emerges as an essential strategy for companies, highlighting their commitment to the environment and future generations. By adopting sustainable practices, companies are able to differentiate themselves in the market, gaining a competitive advantage. This approach not only attracts consumers concerned about environmental issues, but also makes production models more profitable, promoting a balance between environmental preservation and operational efficiency. In this way, green marketing not only provides benefits to companies, but also contributes to a culture of sustainability and the preservation of natural resources for future generations.</td>
</tr>
<tr>
<td>Santos and Andreoli (2022)</td>
<td>Analyze how micro and small sustainable cosmetics companies in the city of São Paulo employ (or not) green marketing as a new marketing orientation</td>
<td>Qualitative research</td>
<td>Green marketing emerges as a fundamental strategy for companies, representing a real market opportunity. The implementation of green marketing attributes is driven by ideological thinking that values environmental responsibility. However, there are still challenges to be overcome, such as the need for certification, the high cost of production inputs, small-scale production and the presence of greenwashing, which generates distrust on the part of consumers. Despite these barriers, green marketing remains a potential source of competitive advantage for companies seeking to align ethical and financial values in their business practices.</td>
</tr>
<tr>
<td>Costa et al. (2021)</td>
<td>Address some characteristics that make up the concept of green marketing and its benefits used within corporations</td>
<td>Bibliographic research</td>
<td>With consumers' growing concern regarding the quality and origin of the products they consume, companies are facing a demand for greater transparency in their practices. Green Marketing emerges as a fundamental strategy to meet these expectations, providing an important competitive advantage. By adopting sustainable practices, companies are able to differentiate themselves from the competition, increase their visibility and strengthen their brand in the minds of consumers. This not only contributes to maintaining the company's profitability, but also positions it as a responsible brand, concerned with sustainable production and environmental preservation. In addition to the environmental benefits, attention to the environment in business processes results in positive brand consolidation, improving its social reputation and establishing lasting commercial relationships with consumers. Therefore, the integration of Green Marketing practices into business planning not only guarantees long-term financial sustainability, but also contributes to the preservation of natural resources and the continuity of life on our planet.</td>
</tr>
<tr>
<td>Simão and Neto (2022)</td>
<td>Present facts that demonstrate the need to raise awareness about Environmental</td>
<td>Bibliographic research</td>
<td>Green Marketing is fundamental for companies committed to socio-environmental concerns, providing an integrated approach in relations with their internal and external audiences. By integrating environmental marketing actions with social and relationship marketing, the aim is to satisfy companies,</td>
</tr>
</tbody>
</table>
Management in companies as a form of Marketing strategy, which can present itself as a differentiator within the organizational scope to serve a consumer market concerned with the quality of the environment consumers and the environment. This growth in environmental awareness has led organizations to adopt environmental marketing programs, aiming to increase productivity, reduce costs, obtain resources more easily and respond to government and NGO pressures. The demand for companies and brands concerned with reducing environmental impacts is growing, making Green Marketing a significant source of competitive advantage. In addition to contributing to the companies' economy, this approach contributes to the preservation of the planet, by promoting environmental prevention actions and ensuring the survival of future generations.

Araújo and Nazário (2021) Show how green marketing has become a competitive tool between companies Bibliographic research The study highlights the relevance of business sustainability as a significant competitive differentiator, both for the success of companies and for the well-being of society. The research reveals that the adoption of sustainable practices is becoming increasingly common among companies of all sizes, driving innovation and the development of new technologies. Consumer preference for sustainable companies is on the rise, which makes these practices even more relevant. In addition to reducing waste and improving competitiveness, sustainable strategies also increase profits, improve the company's image and attract investors. Green marketing plays a crucial role in publicizing companies' sustainable actions, increasing their visibility and credibility. This business model not only allows companies to profit more and be more innovative, but also promotes environmental preservation in response to growing consumer demand. Ultimately, corporate sustainability drives healthy competition between organizations, leading to improvements in products and work practices, and generating positive returns for all parties involved.

Araújo et al. (2023) Analyze how environmental marketing can benefit a company's brand, as well as the environment Qualitative research Green marketing emerges as a powerful source of competitive advantage for organizations, especially in a context in which the population's environmental awareness is on the rise. Companies that adopt environmental marketing strategies are able to stand out in the market, attracting consumers concerned about sustainability. Furthermore, obtaining ISO 14001 certification demonstrates companies' commitment to sustainability and provides a significant competitive advantage, promoting sustainable development. Environmental marketing not only builds the company's image, but also engages consumers in sustainable practices, contributing to a healthier future for both the environment and organizations. This approach reflects the growing importance of environmental preservation and the need for concrete actions by companies and governments to ensure a sustainable world for future generations.

Source: Research data (2023).

Bento's text (2020) addresses the role of green marketing as a significant source of competitive advantage for organizations, highlighting its ability to integrate environmental concerns into market strategies. Through the adoption of sustainable practices, exemplified by the case of a shopping center in the Metropolitan Region of Recife, companies can achieve operational efficiency and differentiate themselves in the market. This strategic approach not only promotes a cleaner production process, but also establishes a sustainable competitive advantage, providing both economic and environmental benefits.

The research mentions that investing in cutting-edge initiatives in the green segment can open new opportunities for innovative products and technologies, reinforcing companies' position in the market. The full integration of environmental aspects can be used as a strategy.
to conquer specific market niches, where consumers are increasingly concerned about sustainability. This highlights the importance of incorporating environmental responsibility into companies’ strategic planning, not only as a matter of image, but also as a tangible competitive advantage.

Furthermore, the text highlights that operational efficiency strategies are not exclusive to large enterprises, suggesting that even smaller companies can benefit from adopting them. A suggestion for future studies would be to evaluate the impact of these strategies on customer perception, which could provide additional insights into how green marketing can influence companies’ competitiveness in the market.

Authors such as Biondi and Neres Junior (2022) highlight green marketing as a fundamental strategy for companies, highlighting their commitment to the environment and future generations. By adopting sustainable practices, companies are able to stand out in the market, gaining a significant competitive advantage. This approach not only attracts consumers concerned about environmental issues, but also makes production models more profitable, promoting a balance between environmental preservation and operational efficiency.

The authors point out that green marketing not only brings benefits to companies in terms of competitiveness, but also contributes to promoting a culture of sustainability and preserving natural resources for future generations. This view highlights the importance not only of financial results, but also of the social and environmental impact of business practices. In summary, green marketing is presented as a strategy that brings advantages to both companies and society as a whole, aligning commercial interests with environmental and social concerns.

Santos and Andreoli (2022) highlight green marketing as a crucial strategy for companies, presenting it as a real market opportunity. They explain that the adoption of green marketing principles is motivated by an ideology that values environmental responsibility. However, they recognize the existence of challenges to be overcome, such as the need for certification, the high cost of production inputs, small-scale production and the presence of greenwashing, which generates distrust among consumers.

Despite these difficulties, green marketing remains a significant source of competitive advantage for companies seeking to integrate ethical and financial values into their business operations. This suggests that, despite obstacles, companies can obtain substantial benefits from adopting green marketing strategies, strengthening their market position and meeting consumers’ growing demands for sustainability.
Complementarily, the article by Costa et al. (2021) highlights the importance of Green Marketing as an essential strategy for companies in the face of consumers’ growing concerns about the quality and origin of the products they consume. The authors explain that Green Marketing provides a significant competitive advantage by allowing companies to differentiate themselves from the competition, increase their visibility and strengthen their brand in the minds of consumers.

By adopting sustainable practices, companies not only maintain their profitability, but also position themselves as responsible brands, concerned with sustainable production and environmental preservation. Furthermore, the environmental benefits resulting from attention to the environment in business processes contribute to the positive consolidation of the brand, improving its social reputation and establishing lasting commercial relationships with consumers. Therefore, integrating Green Marketing practices into business planning not only ensures long-term financial sustainability, but also plays a crucial role in preserving natural resources and the continuity of life on our planet.

Simão and Neto (2022) highlight the importance of Green Marketing for companies that are committed to socio-environmental responsibility. Green Marketing provides an integrated approach to relationships with companies’ diverse audiences, including internal and external.

By integrating environmental marketing actions with social and relationship marketing, the objective is to achieve satisfaction not only for companies, but also for consumers and the environment as a whole. Increased environmental awareness has led organizations to adopt environmental marketing programs, aiming at various objectives, such as increasing productivity, reducing costs, obtaining resources more easily and responding to government and non-governmental organizations (NGOs) pressure.

The growing demand for companies and brands that care about reducing their environmental impacts makes Green Marketing a significant source of competitive advantage. In addition to bringing economic benefits to companies, this approach also contributes to preserving the planet, promoting environmental prevention actions and ensuring sustainability for future generations.

The research by Araújo and Nazário (2021) highlights the importance of business sustainability as a significant competitive differentiator, both for the success of companies and for the well-being of society. The adoption of sustainable practices is becoming increasingly common among companies of all sizes, driving innovation and the development of new technologies.
The authors reveal that consumer preference for sustainable companies is on the rise, which makes these practices even more relevant. In addition to reducing waste and improving competitiveness, sustainable strategies also increase profits, improve the company's image and attract investors. Green marketing plays a crucial role in publicizing companies' sustainable actions, increasing their visibility and credibility. This business model not only allows companies to profit more and be more innovative, but also promotes environmental preservation in response to growing consumer demand.

The research by Araújo et al. (2023) highlights green marketing as a powerful source of competitive advantage for organizations, especially in a scenario where the population's environmental awareness is growing. Companies that implement environmental marketing strategies are able to differentiate themselves in the market, attracting consumers concerned about sustainability.

Furthermore, obtaining ISO 14001 certification is highlighted as a way of demonstrating companies' commitment to sustainability, providing a significant competitive advantage and promoting sustainable development.

Environmental marketing is not just limited to building the company's image, but also engages consumers in sustainable practices, contributing to a healthier future for both the environment and organizations. This approach reflects the growing importance of environmental preservation and the need for concrete actions by companies and governments to ensure a sustainable world for future generations.

4 FINAL CONSIDERATIONS

By carrying out the systematic review, the analysis of the studies revealed the importance of green marketing as a source of competitive advantage for organizations. By integrating environmental concerns into market strategies, companies can differentiate themselves in the market, achieve operational efficiency and promote a cleaner production process.

Studies highlight that investing in sustainable practices not only attracts consumers concerned about sustainability, but also makes production models more profitable, balancing environmental preservation and operational efficiency. Furthermore, obtaining certifications, such as ISO 14001, demonstrates companies' commitment to sustainability, providing a significant competitive advantage.
It is important to highlight that green marketing is not just limited to building the company's image, but also engages consumers in sustainable practices, contributing to a healthier future for both the environment and organizations. This approach reflects the growing importance of environmental preservation and the need for concrete actions by companies and governments to guarantee a sustainable world for future generations.

In short, green marketing not only benefits companies in terms of competitiveness, but also promotes a culture of sustainability and preservation of natural resources. Therefore, incorporating environmental responsibility into companies' strategic planning is not only a matter of image, but also a tangible competitive advantage and a significant contribution to the well-being of society and the environment.

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