

GREEN BUSINESS PRACTICES OF EVENT MANAGEMENT FIRMS IN KERALA

Thesis
Submitted to the University of Calicut
for the award of the degree of

Doctor of Philosophy in Commerce

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December 2025

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I hereby declare that the work presented in the thesis entitled **"Green Business Practices of Event Management Firms in Kerala"** is based on the original work done by me under the guidance of Dr. Udayakumar O K, Associate Professor, PG & Research Department of Commerce, Government College Madappally, Vatakara and has not been included in any other thesis submitted previously for the award of any degree. The contents of the thesis are undergone plagiarism check using iThenticate software at C.H.M.K. Library, University of Calicut, and the similarity index found within the permissible limit. I also declare that the thesis is free from AI generated contents.

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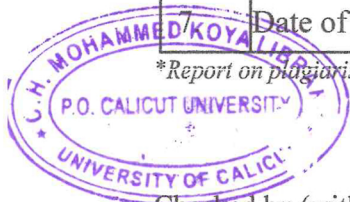


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Dedicated to

*All my well-wishers whose support, encouragement,
and blessings has been a source of strength in the
academic journey...*

Acknowledgment

I am deeply grateful to many people for their enthusiastic support, thoughtful suggestions, and ongoing encouragement. I would like to express my sincere gratitude to all those individuals who, through direct and indirect means, have supported and encouraged the successful completion of my research work.

I would like to express my utmost gratitude to Dr. Udayakumar O K., my Research Supervisor, for his relentless guidance, valuable discussions, and constructive criticism throughout this work. Continuous supervision, timely advice, and confidence in my potential have been crucial in the timely completion of this research. I thank him beyond words for his encouragement in this work and for his inspiration that has motivated me in all my hours.

I would like to extend my sincere thanks to Mr. Shinu Padinhara Malammal, Associate Professor and Principal-in-Charge, Government College, Madappally, for his continuous support. I am also grateful to Dr. Vineethan T., Head of the Department of Commerce at Government College, Madappally, for providing a research-friendly atmosphere and for his invaluable suggestions.

I hereby wish to extend my deepest gratitude to Dr. Babu P (The former Head of the Department of Commerce at Govt. College Madappally) for the insightful suggestions he provided me during the research work. I would like to express my gratitude to Dr. Preetha B, the former Principal in Charge of Government College, Madappally, for her constant support.

I extend warm gratitude to the entire faculty members of the Department of Commerce at Government College, Madappally, Dr. Praveen M V, Mr. Agilesh M, Mrs. Jiji N, Mr. Prineesh C M, Mr. Shyju Koodayil, and Miss Remya K M for their support and sacrifice. Their abundant support and generous encouragement have played a crucial role in the successful completion of my research work.

I also extend hearty thanks and gratitude to the former faculty members of the Department of Commerce, Government College, Madappally. The research work would not have been completed without the constant support and rich encouragement of Dr. Sravana K, Mr. Prasad P.J., Mr. Muhammed Salim K.C., and Mr. Mahesh P.B. I would like to thank my dear teachers, Dr. Rajeev Kumar A D, Dr.Jithendran S, Dr.Biju Gopal, Dr.Jayaraj R, Mr. Sivaprasad A, Dr. Abhilash Kumar R G., Mrs. Sreerekha S. V. and others, who persistently encouraged me to finish my research.

I am greatly indebted to all the teaching and non-teaching staff at Government College, Madappally, for their support, particularly Mr. Pushpangadan M.G. (Senior Superintendent), Mr. Shaji Pattarachuttaparambil (Junior Superintendent), Mrs. Surya M. B., and Resma Raj K (Section Clerks). I also extend my gratitude to Mr. Kabir P and Divya (Part-time Research Scholars, GC Madappally), Mrs. Anusree Ashokan, Miss. Swathi Mohanan P K, Aswathi Ashok T V, Aswin Prakash, and Nidhin Kumar K (Full-time Research Scholars G C Madappally), Dr.Shamshana V.C, Dr. Bhavana B.V, and Dr Farisa Aboobacker, and other full-time and part-time research scholars in Commerce, G C Madappally.

I would like to express my heartfelt gratitude to all the respondents in my study, whose sincere responses greatly aided me in data collection, and for their patience and kind cooperation.

Finally, I would like to acknowledge my father, wife, brothers, children, father-in-law, mother-in-law, and friends who supported and sacrificed for me in the completion of my research. I extend sincere gratitude to my supportive family and friends for their love and support.

Shajm M S

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List of Abbreviations

AGF	- A Greener Festival
AI	- Artificial Intelligence
ANOVA	- Analysis of Variance
AR	- Augmented Reality
AR6	- Sixth Assessment Report
AVE	- Average Variance Extracted
CAGR	- Compound Annual Growth Rate
CEO	- Chief Executive Officer
CII	- Confederation of Indian Industry
COP	- Conference of the Parties
CSR	- Corporate Social Responsibility
EA	- Environmental Awareness
ECP	- Economic Performance
EGF	- Event Greening Forum
EMAK	- Event Management Association of Kerala
EMS	- Environmental Management Systems
ENP	- Environmental Performance
EPR	- Extended Producer Responsibility
ESG	- Environmental, Social, and Governance
FB	- Financial Benefit
FICCI	- Federation of Indian Chambers of Commerce and Industry
FIFA	- Fédération Internationale de Football Association
GBC	- Godrej Green Business Centre
GBP	- Green Business Practices
GEMP	- Green Energy Management Practices
GHG	- Greenhouse Gas
GMIC	- Green Meetings Industry Council

GMP	- Green Marketing and Promotion
GMS	- Green Management and Strategy
GPP	- Green Procurement Practices
GSA	- Green Sports Alliance
GSCM	- Green Supply Chain Management
GST	- Goods and Services Tax
GTP	- Green Transportation Practices
GWM	- Green Water Management Practices
GWP	- Green Waste Management Practices
HRM	- Human Resource Management
HTMT	- Heterotrait-Monotrait Ratio
HVAC	- Heating, Ventilation and Air Conditioning
IBEF	- India Brand Equity Foundation
IBM	- International Business Machines
IGBC	- Indian Green Building Council
IIHF	- International Ice Hockey Federation
IISD	- International Institute for Sustainable Development
IMEX	- International Meetings and Events Exhibition
IPL	- Indian Premier League
KB	- Knowledge Barriers
KPI	- Key Performance Indicators
KPMG	- Klynveld Peat Marwick Goerdeler
LBR	- Lack of Budget and Other Resources
LCA	- Life Cycle Assessment
LED	- Light Emitting Diode
LEED	- Leadership in Energy and Environmental Design
LRS	- Lack of Regulatory System
LSS	- Lack of Stakeholders Support
LTI	- Lack of Technology and Infrastructure
MAE	- Mean Absolute Error
MICE	- Meetings, Incentives, Conferences and Exhibitions
MS	- Marketing Strategy

NAPCC	- National Action Plan on Climate Change
NFI	- Normed Fit Index
NGO	- Non-Governmental Organization
NRBV	- Natural Resource–Based View
OD	- Organizational Drawback
OECD	- Organisation for Economic Co-operation and Development
OV	- Organizational Value
OVAM	- Openbare Vlaamse Afvalstoffenmaatschappij
PCA	- Principal Components Analysis
PLS-SEM	- Partial Least Squares Structural Equation Modelling
PMR	- Poor Market Response
RBV	- Resource-Based View
RM	- Regulatory Mechanism
RMSR	- Root Mean Square Error
ROI	- Return on Investment
SEA	- Sustainable Event Alliance
SME	- Small- and Medium-sized Enterprise
SOP	- Social Performance
SP	- Stakeholders Pressure
SRMR	- Standardized Root Mean Square Residual
TBL	- Triple Bottom Line
TEI	- Technological Expertise and Infrastructure
UEFA	- Union of European Football Associations
UJALA	- Unnat Jyoti by Affordable LEDs for All
VIF	- Variance Inflation Factor
VR	- Virtual Reality
ZWTL	- Zero Waste to Landfill

ABSTRACT

The event management industry is one of the fastest-growing service sectors worldwide, and in India, it has expanded rapidly, creating numerous jobs and entrepreneurs. Despite this growth, the industry remains resource-intensive, consuming substantial materials, energy, water, and transportation, raising significant environmental concerns amid increasing climate pressures driven by human activities. As a result, adopting sustainable and environmentally friendly practices has become essential for industries with large environmental footprints. The current study, titled "Green Business Practices of Event Management Firms in Kerala," examines the extent of Green Business Practice (GBP) adoption, the key drivers and barriers influencing this adoption, the level of sustainable performance of these firms, and the relationships between drivers, barriers, GBPs, and Sustainable Performance. The study uses descriptive statistics, independent samples t-tests, ANOVA, and Partial Least Squares Structural Equation Modeling (PLS-SEM) based on primary data collected from 226 event management firms in Kerala via a structured questionnaire. Results show that firms exhibit a moderate level of GBP adoption, with notable strengths in waste management, green managerial commitment, and green marketing. However, practices related to energy efficiency, water conservation, and green transportation are comparatively weak. The study also finds that certain drivers, such as Environmental Awareness, Organizational Values, Stakeholder Pressure, Technological Expertise and Infrastructure, and Regulatory Mechanisms, have a strong positive influence on GBP adoption, indicating that values, expectations, and supportive systems encourage firms to go green. Conversely, barriers like technological and infrastructural challenges, lack of knowledge, financial constraints, stakeholder support issues, and weak regulatory systems negatively impact GBP adoption, highlighting persistent structural, financial, and informational hurdles to sustainable change. Regarding performance, social sustainability is relatively stronger, economic performance is moderate, and environmental performance remains weak. The analysis confirms that practices such as Green Waste Management, Green Management and Strategy, and Green Marketing have the most significant impact on overall sustainability. Overall, this study provides valuable insights for policymakers, sector organizations, and industry players interested in promoting green event management practices in Kerala.

Keywords: Green Business Practices, Green Practices of Event Management, Event Management, Drivers of Green Business Practices, Barriers of Green Business Practices, Sustainable Performance.

സംഗ്രഹം

ലോകത്തിൽ അതിവേഗം വളരുന്ന സേവനമേഖലകളിൽ ഒന്നാണ് ഇവൻ മാനേജ്മെന്റുകൾ .നിരവധി തൊഴിലവസരങ്ങളും സംരംഭക സാധ്യതകളും സൃഷ്ടിച്ചുകൊണ്ട് ഇന്ത്യയിലും ഇവ ഇന്ന് അതിവേഗം വളർച്ച നേടിക്കൊണ്ടിരിക്കുകയാണ്. വൻതോതിൽ വസ്തുക്കൾ ഊർജ്ജം വെള്ളം ഗതാഗതം എന്നിങ്ങനെ വിഭവങ്ങൾ ഉപയോഗിക്കുന്നതിനാൽ പാരിസ്ഥിതിക പ്രശ്നങ്ങൾ ഇവന് മാനേജ്മെന്റ് നിമിത്തം വന്നുചേരുന്നുണ്ട്. കാലാവസ്ഥക്കും പരിസ്ഥിതിക്കും വെല്ലുവിളി ഉയർത്തുന്ന താകയാൽ ഇത്തരം വ്യവസായ സ്ഥാപനങ്ങൾ പരിസ്ഥിതി സൗഹാർദ്ദപരമായ സുസ്ഥിരവികസനം സാധ്യമാക്കുന്നപ്രവർത്തന മേഖലകൾ തെരഞ്ഞെടുക്കേണ്ടത് അനിവാര്യമാണ്. "കേരളത്തിലെ ഇവൻ മാനേജ്മെന്റ് സ്ഥാപനങ്ങളുടെ ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങൾ 'എന്ന തലക്കെട്ടിൽ തയ്യാറാക്കിയ ഈ പഠനം ഇവൻ മാനേജ്മെന്റ് സ്ഥാപനങ്ങൾ സ്വീകരിച്ചിരിക്കുന്ന ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങൾ ഏതു നില വരെ സ്വീകരിച്ചിട്ടുണ്ട്?', അവയെ സ്വാധീനിക്കുന്ന ഘടകങ്ങൾ എന്തൊക്കെ? , ഇവർ നേരിടുന്ന തടസ്സങ്ങൾ എന്തൊക്കെ?ഇവൻ മാനേജ്മെന്റ് സ്ഥാപനങ്ങളുടെ സുസ്ഥിര പ്രകടന നില എന്താണ്? എന്നിങ്ങനെയുള്ള വസ്തുതകൾ അറിയുകയും ബാഹ്യ പ്രേരക ശക്തികൾ ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങളെ എത്രത്തോളം സ്വാധീനിച്ചിരിക്കുന്നു എന്നും ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങൾ സ്ഥാപനങ്ങളുടെ പ്രകടനത്തിൽ എത്രത്തോളം സ്വാധീനിച്ചിട്ടുണ്ടെന്ന് അറിയുകയുമാണ്. കേരളത്തിലെ 226 സ്ഥാപനങ്ങളെ റാൻഡം സാമ്പിൾ ഉപയോഗിച്ച് തെരഞ്ഞെടുത്തു. ഘടനാപരമായ ചോദ്യാവലി തയ്യാറാക്കി. വിവരശേഖരണം നടത്തി. വിവരണാത്മക സ്ഥിതിവിവര കണക്കുകൾ, descriptive statics, independent sample t- test, ANOVA, practical least square, structural equation, modelling, PLS SEM എന്നിവ ഉപയോഗിച്ചാണ് പഠന വിശകലനം നടത്തിയത് സ്ഥാപനങ്ങൾ മിതമായ നിലവാരത്തിൽ ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങൾ സ്വീകരിക്കുന്നതായാണ് ഫലങ്ങൾ സൂചിപ്പിക്കുന്നത് മാലിന്യ നിയന്ത്രണം, ഹരിത ഘട്ടങ്ങൾ പാലിക്കുന്നതിനുള്ള പ്രതിബദ്ധത, ഹരിത മാർക്കറ്റിംഗ് എന്നിവയിൽ നല്ല പ്രകടനം കണ്ടെങ്കിലും ഊർജ്ജക്ഷമത, ജലസംരക്ഷണം, ഹരിത ഗതാഗതം എന്നിവയുമായി ബന്ധപ്പെട്ട പ്രവർത്തനങ്ങൾ താരതമ്യേന ദുർബലമാണ്. കൂടാതെ പരിസ്ഥിതി ബോധം, സ്ഥാപന മൂല്യങ്ങൾ, ഹിതാധികാരികളുടെ സമ്മർദ്ദം, സാങ്കേതികവൈദഗ്ധ്യം, അടിസ്ഥാന സൗകര്യങ്ങൾ, നിയമ നടപടി സംവിധാനങ്ങൾ മുതലായ പ്രേരക ഘടകങ്ങൾ ഹരിത ബിസിനസ് പ്രവർത്തനം സ്വീകരിക്കുന്നതിന് ശക്തമായ സ്വാധീനം ചെലുത്തുന്നുണ്ട്. എന്നും പഠനം കണ്ടെത്തി.മറുവശത്ത് അടിസ്ഥാന സൗകര്യങ്ങളുടെയും സാങ്കേതികവിദ്യയുടെയും

പരിസ്ഥിതി അറിവിന്റേയും കുറവ് മൂലധനത്തിന്റെ കുറവ് ഹിതാധികാരികളുടെ സമ്മർദ്ദങ്ങൾ, നിയമം നടപ്പാക്കുന്നതിനുള്ള ദുർബലവും തുടങ്ങിയവ ഹരിത ബിസിനസ് സ്വീകരിക്കുന്നതിന് തടസ്സങ്ങൾ ആകുന്നു എന്നും കണ്ടെത്തി. സുസ്ഥിര പ്രവർത്തനങ്ങളിലേക്കുള്ള മാറ്റത്തെ ഇത് ഇപ്പോഴും ബാധിക്കുന്നുവെന്നും ഫലങ്ങൾ സൂചിപ്പിക്കുന്നു. ഇവൻ മാനേജ്മെന്റുകളുടെ പ്രകടനപരതയിൽ സാമൂഹിക സ്വസ്ഥിരത താരതമ്യേന ശക്തമാണ്. സാമ്പത്തിക പ്രകടനം മിതമായതും പരിസ്ഥിതി പ്രകടനം ദുർബലവും ആണ്. ഹരിതമാലിന്യ മാനേജ്മെന്റ് & സ്റ്റാറ്റജി ഹരിത മാർക്കറ്റിംഗ് എന്നിവ സുസ്ഥിരത മെച്ചപ്പെടുത്തുന്നതിൽ ഏറ്റവും കൂടുതൽ സംഭാവന ചെയ്യുന്നതായി പഠനം സ്ഥിരീകരിക്കുന്നു. കേരളത്തിലെ ഗ്രീൻ ഇവൻ മാനേജ്മെന്റ് പ്രോത്സാഹിപ്പിക്കുന്നതിന് ആഗ്രഹിക്കുന്ന നയ- രൂപകർക്കും മേഖലയിലെ സംഘടനകൾക്കും, വ്യവസായ പ്രവർത്തകർക്കും ഉപയോഗിക്കാവുന്ന പ്രസക്തവും വിലമതിക്കാനാകാത്തതുമായ വിവരങ്ങളും ഈ പഠനത്തിലൂടെ ലഭ്യമാക്കുന്നുണ്ട്

സൂചകപദങ്ങൾ: ഹരിത ബിസിനസ് പ്രവർത്തനങ്ങൾ, ഇവൻ മാനേജ്മെന്റ്, പ്രേരക ഘടകങ്ങൾ, തടസ്സ ഘടകങ്ങൾ, സുസ്ഥിര പ്രകടനം

Chapter 1

INTRODUCTION AND DESIGN OF THE STUDY

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**“Sustainability is no longer about doing less harm.
It’s about doing more good.” Jochen Zeitz**

1.1 Background of the Study

Sustainable economic initiatives are increasingly recognized, accepted, and practiced worldwide. At the same time, human economic activities are now evaluated through the lens of the Sustainable Development Goals (SDGs), reflecting a global commitment to harmonize development with environmental and social responsibility. Within this broad sustainability discussion, the event management industry has gained attention as researchers and practitioners increasingly examine the social, cultural, economic, and environmental impacts of events.

Events have long been a key part of human civilization, serving as venues for socializing, celebration, and cultural expression. Historical evidence indicates that in ancient Rome and early Christian societies, communal gatherings and rituals were central to community life (Roberts et al., 2021). Over time, the purpose and nature of events evolved into more organized forms of social, cultural, and tourism entertainment. The nineteenth century saw further change with industrialization and advances in transportation, allowing large-scale, destination-based events across Europe and North America (Roberts et al., 2021). Lakshmi (2018) emphasizes that modern events include artistic, social, sporting, and professional activities, while Dolasinski et al. (2021) describe them as planned, time-limited gatherings providing unique social experiences. Together, these features help support social cohesion, cultural continuity, and economic growth.

The event industry has become a major global economic force, generating substantial revenue, boosting tourism, creating jobs, and encouraging knowledge exchange and diplomacy (Getz & Page, 2020). According to Allied Market Research (2024), the worldwide events industry reached an estimated US \$736.8 billion in 2021 and is expected to grow to US \$2.5 trillion by 2035, with a CAGR of 6.8 percent from 2024 to 2035. In India, the sector has expanded quickly due to rising middle-class incomes,

increased corporate spending, digitalization, government-led destination branding, and a thriving entertainment industry (KPMG, 2023). The India Brand Equity Foundation (IBEF, 2024) reports that the Indian event and exhibition market was valued at US \$5.23 billion in 2024 and is projected to reach US \$7.80 billion by 2029, with an annual growth rate of 8.31 percent. These developments position event management as a lively contributor to employment, entrepreneurship, tourism, and growth in the service sector.

Despite its economic significance, event management has a substantial environmental footprint. Events demand high levels of energy for lighting, sound, and air conditioning, and consume significant water for catering, sanitation, and cleaning. They also generate large amounts of waste, including disposable items, single-use décor, printed banners, and packaging materials (Janjusevic & Salama, 2021). Such practices lead to pollution, increased greenhouse gas emissions, and broader ecological degradation (Ahmad et al., 2016; Mokhtar et al., 2014). Moreover, climate change-induced extreme weather events—floods, storms, and heat waves—pose growing risks to event operations worldwide (Mair, 2024). These challenges highlight the urgent need for sustainable practices within the industry.

In Kerala, the environmental impact of event management becomes more critical due to the state's unique ecological features, such as backwaters, forests, hill stations, and coastal regions. These natural sites host many cultural and tourism events. However, unsustainable practices in event planning can harm these delicate ecosystems, endanger biodiversity, and reduce the long-term tourism prospects that support the local economy (Ahmad et al., 2013; Mair, 2024). Communities also face indirect effects like water shortages, waste disposal issues, and disruptions to ecological balance, which ultimately impact social well-being (Nihmathullah & Devabalane, 2021). Kerala's sensitivity to climate change—characterized by changing temperatures, altered rainfall patterns, floods, and droughts—adds to these challenges (Jamaludheen et al., 2024; Alex & Kurian, 2025).

Given these environmental pressures, adopting Green Business Practices (GBP) in the event management sector becomes essential. GBPs—such as energy efficiency, waste

minimization, sustainable procurement, carbon reduction, and eco-friendly logistics—support climate change mitigation and improve operational sustainability. As Blampied (2023) notes, businesses contribute to greenhouse gas emissions but also play a crucial role in providing solutions through innovation, resource efficiency, and sustainable value creation. Studies indicate that integrating green practices positively impacts both business outcomes and sustainability performance (Budisaptorini & Wibowo, 2024). Therefore, implementing GBPs in Kerala's event industry aligns with the state's environmental goals and promotes global commitments under the United Nations Sustainable Development Goals (UN SDGs).

Against this backdrop, the present study explores the Green Business Practices adopted by event management firms in Kerala, the factors that drive these practices, the barriers that impede their implementation, and the resulting sustainable performance outcomes. By providing a clear understanding of the industry's current sustainability landscape, this study aims to offer valuable insights for policymakers, event managers, and stakeholders to promote green adoption and support the growth of a more responsible, innovative, and sustainable event management sector in Kerala.

1.2 Statement of the Problem

Event management business in India has emerged as a successful and rapidly developing business that generates substantial revenues to the national economy in terms of the creation of jobs, tourism development, and foreign exchange earnings. The industry includes different categories like Meetings, Incentives, Conferences and Exhibitions (MICE), weddings, sports and live entertainment, making the market size of the sector over 5 lakh crore (IBEF, 2024). It has been enhanced by the need to have professionally organised events, higher corporate budgets towards branding, technological advancements, as well as the emergence of digital marketing, leading to its rapid growth. Millions of lives depend on this sector, and various other related sectors like hospitality, logistics, and media are triggered by this sector (KPMG, 2023).

Although the industry is economically valuable, it is highly unstructured and poorly regulated, which creates a demand for a sustainable, organised structure that balances development with responsibility for environmental safety.

The nature of events is energy-intensive, water-intensive, material-intensive, and transport-intensive, which leads to large amounts of waste products and greenhouse gas production (Mair & Smith, 2022; Ahmad et al., 2013). In Kerala, with its ecologically delicate backwaters, forests, and hill country, these are especially problematic. As Kerala is becoming a hub of cultural and tourism-based event destinations, there is a paucity of empirical evidence on whether event management firms in the state have embraced Green Business Practices (GBPs).

In order to achieve sustainable changes, one must comprehend forces that facilitate the adoption of GBP: environmental regulation, stakeholder pressures, market demand, and a reduction in costs, innovation, and brand positioning (Ramely et al., 2022; Park & Kim, 2017). On the other hand, it can pose challenges to companies, such as small technical knowledge, financial resources, poor regulatory leadership, and stakeholder engagement (Devenish & Moital, 2019). These drivers and barriers may not have the same impact in Kerala as a state due to its peculiar socio-economic and cultural context.

Moreover, the impact of implementing the GBP on sustainable performance should also be analysed. From a triple bottom line perspective, sustainable performance encompasses environmental responsibility, social welfare, and economic sustainability (Labuschagne et al., 2005; Yildiz Çankaya & Sezen, 2019). Even though GBP adoption is linked to a better image, operational efficiency, and compliance, none of these has been empirically examined in the context of Kerala for event management.

Existing empirical evidence on how event management firms in Kerala implement Green Business Practices (GBPs), what triggers their adoption, what discourages their adoption, and the impacts on sustainable performance is clearly lacking. Despite rapid growth in the event management industry in Kerala amid a sensitive environment, little is known about the actual extent of GBP implementation, its driving forces, the

challenges faced by firms, and its environmental, social, and economic impacts. This limited knowledge makes it difficult for companies, policymakers, and sustainability planners to promote environmentally friendly event practices that suit Kerala's specific conditions. As a result, the research problem centers on the lack of well-established, Kerala-specific empirical knowledge about the factors and impacts of Green Business Practice implementation in the event management sector.

1.3 Objectives of the Study

The growing environmental concerns and sustainability imperatives have prompted businesses, including event management firms, to adopt green business practices. This study aims to assess the extent and impact of such practices within Kerala's event management sector through the following objectives:

1. To assess the level of green business practices adopted by event management firms.
2. To assess the level of drivers influencing the adoption of green business practices in event management firms.
3. To assess the level of barriers hindering the adoption of green business practices in event management firms.
4. To assess the level of sustainable performance exhibited by event management firms.
5. To analyse the effect of drivers and barriers on the adoption of green business practices by event management firms.
6. To analyse the effect of green business practices on the sustainable performance of event management firms.

1.4 Research Questions

In alignment with these objectives, this study examines key issues related to the level of Green Business Practice (GBP) adoption by event management companies in Kerala. Specifically, it focuses on the strength of the motivating forces that encourage

the adoption of GBP, the severity of the obstacles that hinder it, and how these forces collectively influence the overall adoption pattern. It also assesses the extent of sustainable performance demonstrated by the firms and evaluates how the implementation of GBPs has contributed to environmental, social, and economic outcomes. In addition to these interconnected topics, the study provides a comprehensive view of green practices in Kerala's event management industry and their impact on organizational sustainability.

To operationalise these objectives, the study addresses the following specific research questions:

1. What is the level of adoption of GBPs among event management firms in Kerala?
2. Which factors act as drivers for the adoption of GBPs among Event Management firms?
3. Which factors act as barriers in restricting the adoption of GBPs among Event Management firms?
4. How do drivers and barriers affect the level of GBP adoption?
5. What is the level of sustainable performance of event management firms in Kerala?
6. To what extent does the adoption of GBPs influence sustainable performance?

1.5 Research Hypotheses

To empirically examine the research questions and establish causal relationships among the key constructs, the study formulates the hypotheses below.

The following hypotheses are formulated in the study related to the effect of Drivers of GBP on Green Business Practices:

H1: Organizational Value has a significant positive effect on Green Business Practices

H2: Financial Benefits have a significant positive effect on Green Business Practices

H3: Environmental Awareness has a significant positive effect on Green Business Practices

H4: Stakeholder Pressure has a significant positive effect on Green Business Practices

H5: Technological Expertise and Infrastructure have a significant positive effect on Green Business Practices

H6: Marketing Strategy has a significant positive effect on Green Business Practices

H7: Regulatory Mechanism has a significant positive effect on Green Business Practices

The following hypotheses are formulated in the study related to the effect of Barriers to GBP Adoption on Green Business Practices:

H8: Organizational Drawback has a significant negative effect on Green Business Practices

H9: Knowledge Barriers has a significant negative effect on Green Business Practices

H10: Lack of Budget and Other Resources has a significant negative effect on Green Business Practices

H11: Lack of Stakeholder Support has a significant negative effect on Green Business Practices

H12: Lack of Regulatory System has a significant negative effect on Green Business Practices

H13: Poor Market Response has a significant negative effect on Green Business Practices

H14: Lack of Technology and Infrastructure has a significant negative effect on Green Business Practices

The following hypotheses are formulated in the study related to the effect of Green Business Practices on Sustainable Performance:

H15: Green Management and Strategy has a significant positive effect on Sustainable Performance

H16: Green Procurement has a significant positive effect on Sustainable Performance

H17: Green Energy Management has a significant positive effect on Sustainable Performance

H18: Green Marketing & Promotion Practices has a significant positive effect on Sustainable Performance

H19: Green Water Management has a significant positive effect on Sustainable Performance

H20: Green Waste Management Practices has a significant positive effect on Sustainable Performance

H21: Green Transportation Management has a significant positive effect on Sustainable Performance

1.6 Significance of the Study

The present study is significant both theoretically and practically for understanding green practices in the event management industry in India, especially in Kerala. The event industry has become a key driver of economic growth, tourism promotion, and job creation (IBEF, 2024; KPMG, 2023). However, it remains one of the resource-heavy service sectors that exert pressure on natural ecosystems through energy use, waste output, and carbon emissions (Janjusevic & Salama, 2021; Mair, 2024). Therefore, it is crucial to evaluate how well Event Management companies adopt Green Business Practices (GBP) to balance economic progress with environmental responsibility and sustainability.

Academically, this research will significantly contribute to the existing knowledge on green event management, a field that currently lacks regional data and empirical

insights. While research has been conducted on GBPs in hospitality, manufacturing, and tourism, little attention has been given to studying the adoption of green practices, their drivers, barriers, and effects within the event management industry in Kerala. By exploring these aspects, this work not only supports concepts such as the Natural Resource-Based View, Institutional Theory, and Stakeholder Theory but also contextualizes them within a highly relevant and dynamic industry. The findings will also lay a foundation for future research on green business adoption in service-oriented industries operating in ecologically sensitive areas.

In practice, the research has immediate implications for event management companies, policymakers, and sustainability advocates. For practitioners, understanding what influences GBP adoption and inhibition can help develop more efficient and environmentally friendly business policies that align with market expectations and legal requirements. It also helps firms assess how green practices can improve their sustainable performance, not only environmentally but also socially and economically. For government agencies and environmental planners, the study can provide evidence-based recommendations for establishing specific types of interventions, incentives, and policies to promote green transformations in the events sector. This is especially important for Kerala, where tourism and environmental protection are both critical to the state's development.

Finally, the research helps align local business practices with global standards: the United Nations Sustainable Development Goals (SDGs)—especially Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action). The research is consistent with the vision of making Kerala a sustainable and climate-resilient economy by examining how green practices can be integrated into event management. In doing so, it fosters an organizational culture of environmental responsibility and innovation, which can significantly contribute to the broader discussion of sustainable business models and the role of service industries in addressing the climate crisis.

1.7 Scope of the Study

The scope of this study is limited to event management companies operating in Kerala that are involved in the full planning, coordination, and execution of events. It specifically focuses on full-service firms that offer complete event solutions, including venue selection, logistics, client coordination, marketing, and sustainability efforts. Therefore, individuals or organizations that provide only specialized services—such as catering, sound and lighting, stage decoration, or photography—are excluded, since their operational roles do not encompass the comprehensive event management processes analyzed in this research.

The unit of analysis is the event management company. Data is gathered only from firm representatives, owners, or managers who have sufficient knowledge of their organization's environmental practices, strategic policies, and operational decisions. This guarantees that the information collected represents organization-wide sustainability efforts and performance results, rather than personal opinions of individual employees or customers.

The study's findings are expected to benefit event managers, policymakers, industry associations, and sustainability advocates. It provides insights into the main drivers and obstacles affecting the adoption of Green Business Practices (GBPs), aiding stakeholders in creating effective policies, training programs, incentives, and support systems to promote sustainable transformation in the event industry. Additionally, the study enhances the global conversation on sustainability by aligning its implications with the United Nations Sustainable Development Goals (SDGs), especially SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).

The study explores the conceptual links among key factors influencing sustainability in Kerala's event management sector. It investigates how drivers of Green Business Practices motivate companies to adopt sustainable initiatives, how various barriers prevent this adoption, and how implementing these practices ultimately leads to sustainable performance results. These results are evaluated across economic, social, and environmental aspects, allowing a comprehensive view of how green practices improve efficiency, boost community well-being, and lessen ecological impacts. By

examining these interconnected elements, the study offers a thorough understanding of the factors driving sustainable change in Kerala's event management industry.

1.8 Operational Definitions

The operational definitions of the terms utilized in the study are as follows.

1.8.1 Green Business Practices

Green Business Practices (GBPs) are measurable environmental efforts adopted by event management companies across seven dimensions: management strategy, procurement, energy, water, waste, transportation, and marketing, aiming to reduce environmental impact and enhance sustainable performance.

1.8.2 Event

An event is a structured activity with a start and end point, created to achieve specific goals by coordinating the activities of individuals in real, virtual, or mixed environments.

1.8.3 Event Management

Event management is a systematic process of planning, executing, and evaluating events by coordinating all operational aspects to achieve specific social, cultural, commercial, or institutional objectives.

1.8.4 Green Event

A Green Event is a single occasion that is planned and conducted in an environmentally responsible way to minimize waste, conserve resources, use eco-friendly materials, and reduce emissions without compromising the quality of the event or participant satisfaction.

1.8.5 Green Business Practices of Event Management

Green Business Practices in event management refer to the organisation-wide actions and routines adopted by event firms to integrate environmental responsibility into all stages of their business processes, including sustainable procurement, energy and

water conservation, waste minimisation, green marketing, and environmentally responsible transportation.

1.8.6 Drivers of Green Business Practices in Event Management

Drivers of Green Business Practices in event management are the motivating factors—such as organisational value, financial benefits, environmental awareness, stakeholder pressure, technological expertise and infrastructure, marketing strategy, and regulatory mechanisms—that encourage event organisers to adopt environmentally responsible methods without compromising quality or profitability.

1.8.7 Barriers to Green Business Practices adoption in Event Management

Barriers to green business practices in event management include organizational and external constraints—such as organizational drawbacks, knowledge limitations, insufficient digital and other resources, lack of stakeholder support, weak regulatory systems, poor market response, and inadequate technology and infrastructure—that hinder the effective adoption and implementation of environmentally responsible practices throughout the event lifecycle.

1.8.8 Sustainable performance

Sustainable performance refers to an organization's measurable ability to achieve economic success while simultaneously fulfilling its environmental and social responsibilities, as reflected through economic, environmental, and social performance indicators.

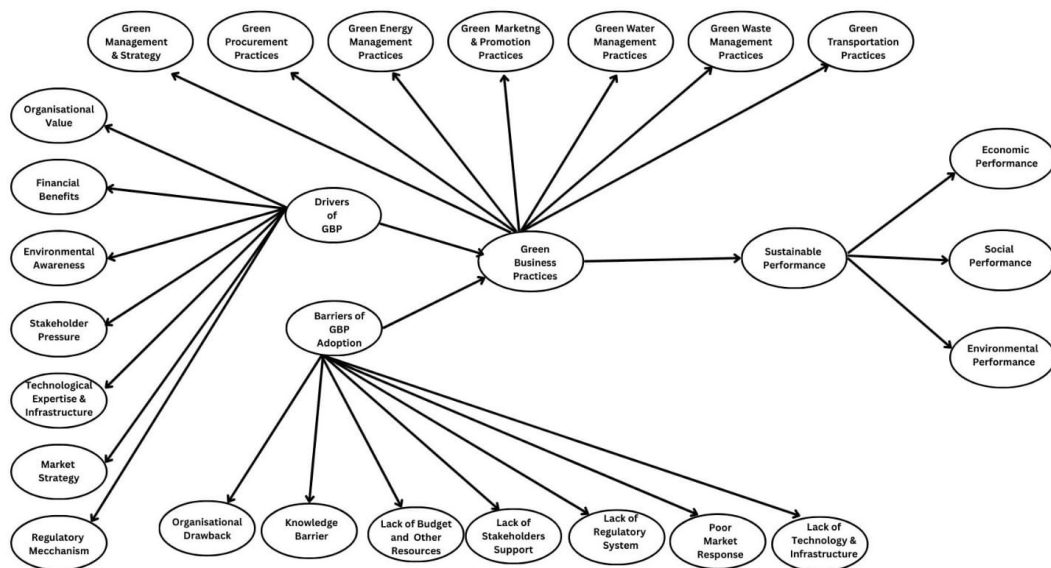
1.9 Conceptual Model

The conceptual model of the study gives the hypothesised relationship among the primary constructs, such as Drivers, Barriers, Green Business Practices, and Sustainable Performance, within the context of Event Management firms in Kerala. It provides a visual representation of how various driving factors encourage the adoption of Green Business Practices and how different barriers hinder it. This model further shows how the various Green Business Practices of event management firms contribute positively to their Sustainable Performance, in terms of economic, social,

and environmental outcomes. This framework serves as the foundation for formulating the study's hypotheses and guiding the empirical analysis. Figure 1.1 shows the Conceptual Framework of the Study

Figure 1.1

Conceptual Model of the Study



1.10 Research Methods

Research methods are means to establish systematic knowledge (Patten, 2017) and to explore particular research questions. The aim is to challenge or question traditional beliefs about absolute truth (Williams, 2007). Based on Saunders et al. (2007), the following research methods were developed:

1.10.1 Research Philosophy

Research philosophy is the way in which data should be gathered and analysed, and forms the comprehensive framework that guides research (Willis, 2007). It is important because research is based on several assumptions (Burrell & Morgan, 1979). It is divided into positivism, interpretivism, critical realism, post-modernism, and pragmatism (Saunders, Lewis, & Thornhill, 2015). The present study has adopted a positivist philosophy. Positivist approach is aligned with the deductive model, builds

on verifying hypotheses, examines by operationalising variables and measures, focuses on identifying cause-effect relations, employs quantitative approach, depends on empirical findings from large samples, and draws generalisable inferences (Park, Konge, & Artino Jr., 2020). The present study uses generalised theories to describe the phenomenon under study, and involves testing a priori hypotheses. The related concepts are defined in terms of measurable variables, and their measurement methods are specified. Cause-and-effect relations between the variables are conceptualised, and employ the collection and analysis of quantitative data using the survey method. Hence, the use of positivist philosophy is justifiable.

1.10.2 Research Approach

The research approach involves developing a theory for the study (Saunders, Lewis, & Thornhill, 2015). There are three approaches – deductive, inductive, and abductive. In the present study, a deductive approach was employed. In a deductive approach, there is an existing theory logically derived from literature, and if the theory is true, the conclusion is also proper. This is based on empirical observations and hypothesis testing (Collis & Hussey, 2003; Ketokivi & Mantere, 2010). In the present study, existing theories on Green Business Practices were adapted, and empirical data were collected and subjected to statistical tests to arrive at logical conclusions. Hence, the use of a deductive approach is justifiable.

1.10.3 Methodological Choice

In methodological choice, the decision is on how many methods would be used to collect the two types of data – qualitative or quantitative. Choices may be mono-method, multi-method, or mixed method (Phair & Warren, 2021), based on whether one or more types of data would be used (Bryman & Bell, 2007). The present study has adopted the mono-method quantitative as the research choice. In the study, the concepts were measured using a survey instrument anchored on a Likert-type scale. Analysis was based on summated mean scores of responses collected, yielding a numerical score (Spector, 2011). Hence, the methodological choice of mono-method quantitative is justifiable.

1.10.4 Research Strategy

Research strategy deals with how the research is conducted, and is based on its objectives (Saunders, Lewis, & Thornhill, 2015). The strategies may be experimental, survey, archival, case study, ethnography, action research, and grounded theory. The present study has adopted the survey method as its strategy. Survey method involves obtaining large quantity of data (McNeill & Chapman, 2005) from a population in a relatively short time using closed-ended questions through samples (Asenahabi, 2019) using questionnaires or structured interviews (Fowler, 2009). In the study, a structured questionnaire was employed to collect primary data, allowing for clarifications and an in-depth understanding of the variables included in the study. The responses were quantified. Hence, the use of the survey method is justifiable.

1.10.5 Time Horizon

Time horizon refers to the time frame within which the study is carried out. It may be cross-sectional or longitudinal (Melnikovas, 2018). In the present study, the time horizon was chosen to be cross-sectional. Cross-sectional studies are short-term studies, collecting data at a specific point of time (Schmidt & Brown, 2019). In the study, data were collected from the event management firms at a single point in time by administering a structured questionnaire. Data were collected from a respondent only once, without any intention to compare changes in perception over time. Hence, the use of a cross-sectional time horizon is justifiable.

1.10.6 Research Techniques and Procedure

Techniques and procedures include the activities and processes related to the collection and analysis of data. It involves decisions about sampling and survey instrument development (Creswell, 2009). Hence, this deals with the development of the research design. The research design is composed of (a) sampling design, (b) observational design, (c) statistical design, and (d) operational design (Kothari, 2004). These are discussed in the following section:

1.10.7 Sampling Design

Sampling design involves selecting a smaller subset from a larger population; it is crucial for research because the nature and generalizability of findings depend on the sampling design (Elfil & Negida, 2017). Sampling design includes defining the population, identifying the sampling unit, choosing the sampling method, determining the sample size, and selecting the sample (Ahmed, 2024).

1.10.7.1 Population and Sampling Frame

The total units under study, about which some information is collected from the population (Banerjee & Chaudhary, 2010). The population for the present study comprised full-fledged event management firms in Kerala. Since an exhaustive official list of event management firms operating in the state was unavailable, a population list was compiled by contacting the registered members of the Event Management Association of Kerala (EMAK), a proactive organisation in the event management sector with pan-Kerala coverage. Accordingly, the prepared list included 1,150 full-fledged event management firms operating in the state, which served as the sampling frame.

1.10.7.2 Sampling Unit

It is the final element about which information is collected and measured (Qian, 2010). The sampling unit for the study comprised event management firms in Kerala, represented by an owner, CEO, or a member of the firm's senior management.

1.10.7.3 Sample Size

The minimum sample size required for the study is significant and depends on the area of study, population groups, and variability in population (Daniel & Cross, 2018). In the present study, the minimum sample size was computed using the following equation proposed by Snedecor and Cochran (1989):

$$N = \frac{(Z)^2 \times S^2}{d^2}$$

Where N is the required sample size, Z is the Z-score for a two-tailed test under a normal distribution at a 5 percent significance level (± 1.96), S is the standard deviation from the pilot study (0.364), and d is the accuracy estimate or margin of error (0.05).

$$N = \frac{(1.96)^2 \times (0.364)^2}{(0.05)^2}$$

$$N = \frac{3.8416 \times 0.1325}{0.0025}$$

$$N = \frac{0.5096}{0.0025}$$

$$N = 203.84$$

The minimum sample size must be a whole number; therefore, it was rounded up to 204 respondents. Accordingly, the computed sample size required for the final study is **204**

1.10.7.4 Sample Selection

It is the process of selecting specific sampling units from the population based on the nature of the problem, ensuring representative sampling (Lo, 2009). Since the minimum required sample was identified as 204, considering the possibility of non-responses or invalid responses and assuming an adjustment factor of 35 percent, it was decided to collect data from 275 firms.

Using a simple random sampling method, 275 firm names were selected. The key personnel of these firms were contacted by telephone or via message to arrange an appointment for discussion and data collection. Positive response was received from 247 firms.

1.10.8. Observational Design

Observational design is the actual conditions in which the sample units are observed to elicit their responses (Kothari, 2004). This design is dependent on the nature of the study, the type of data required, and the data collection instrument.

1.10.8.1. Nature of the Study

The present study is descriptive, explanatory, and quantitative. Loeb et al. (2017) define a descriptive study as one in which the level and trend of an existing phenomenon are observed and documented. Since the present study aimed to examine the levels of Green Business Practices, their drivers, barriers, and sustainable practices, it is descriptive in nature. Explanatory research is quantitative in nature, tests prior hypotheses, examines cause-and-effect relations, and uses statistical analysis (Given, 2008), and extends descriptive study (Bentouhami et al., 2021). In the present study, cause-and-effect relations between variables are examined using quantitative statistical tools, and hypotheses were formulated. Hence, the study is explanatory in nature. Quantitative research collects and analyzes numerical data and attempts to identify patterns, test causal relations, and generalize the findings to a broader population (Bhandari, 2020). In the present study, respondents' perceptions were collected on a categorical scale, and summated mean scores were obtained for further statistical analysis. The patterns of responses were also identified, the relations between variables were examined, and the findings were generalised to the broader population. Hence, the study is quantitative in nature.

1.10.8.2. Survey Instrument Development

An extensive survey of existing literature was conducted to develop insights into the research problem. The literature also helped in identifying the relevant variables and their measures. The process of survey instrument followed the guidelines of Churchill Jr. & Gilbert (1979) and includes the following steps:

1.10.8.3. Specifying the Domain of the Variables: Based on the review of literature, the variables under the study were conceptualised, and operational definitions were provided to lend clarity to the domain within which the variables were included in the study. The variables were measured on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), with the midpoint labeled Neutral (3).

For the conceptualisation of Green Business Practices, the study adopted a seven-component model. These components were identified based on insights from previous

studies and relevant theories: **Green Management and Strategies** (Jones, 2018; Salama & Almomani, 2021; Hagen, 2021; Tiwari et al., 2020; Janjusevic & Salama, 2021; Merrilees & Marles, 2011; Frost et al., 2014; Jithina, 2019); **Green Procurement Practices** (Ahmad et al., 2013; Gagre & Sumit, 2018; Harris & Schlenker, 2018; Majurin, 2017; Ramely et al., 2022; Torres et al., 2013); **Green Energy Management Practices** (Viviers et al., 2017; Marumo, 2016; Nawarathna & Arachchi, 2023; Park & Kim, 2017; Wee et al., 2021; Borbon, 2022; Balaji & Adil, 2019; Tiwari et al., 2020; IIHF Manual, 2015; Fogarassy et al., 2017; Ahmed, 2021; Cekanavicius, 2014; Ham & Han, 2013; Gagre, 2018; Jeong et al., 2014; Majurin, 2017; Ramely et al., 2022; Cuevas et al., 2020; KN, 2012; Dey, 2022; Ahmad et al., 2013); **Green Marketing and Promotion Practices** (Jones, 2018; Kim et al., 2019; Park & Kim, 2017; Ramely et al., 2022; Salama & Almomani, 2021; Wee et al., 2021; Zamzuri, 2020; Zitz, 2014); **Green Water Management Practices** (Ahmad et al., 2013; Balaji & Adil, 2019; Borbon, 2022; Marumo, 2016; Ramely et al., 2022; Sultana et al., 2020; Tiwari et al., 2020; Viviers et al., 2017; Yuniati, 2021); **Green Waste Management Practices** (Ahmad et al., 2013; Balaji & Adil, 2019; Borbon, 2022; IIHF Manual for Sustainable Events, 2015; Marumo, 2016; Mokhtar et al., 2014; Perramon et al., 2014; Ramely et al., 2022; Sultana et al., 2020; Tiwari et al., 2020; Viviers et al., 2017; Harris & Schlenker, 2018;) and **Green Transportation Practices** (Ahmed, 2021; Borbon, 2022; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Luthra et al., 2016; Mair, 2024; Marumo, 2016; Mokhtar et al., 2014; Nawarathna & Arachchi, 2023; Park & Kim, 2017; Ramely et al., 2022; Tiwari et al., 2020; Viviers et al., 2017; Werner, 2024; Zitz, 2014);.

To conceptualise the Drivers of Green Business Practices, the study adopted a seven-component model. These components were identified based on insights from previous studies and relevant theories: **Organizational Value** (Ghebrehiwet, 2019; Hamalainen, 2021; Harris & Schlenker, 2018; Jithina K. K., 2019; Jones, 2010; Li et al., 2020; Merrilees & Marles, 2011; SP, 2014; Walker, Di Sisto, & McBain, 2008); **Financial Benefit** (Aghelie, 2017; Ashton, Russell, & Futch, 2017; Jithina, 2019; Kasim & Ismail, 2012; Lee, Wu, & Zheng, 2021; Li et al, 2020; Walker, Di Sisto, & McBain, 2008); **Environmental Awareness** (Dey, 2022; Frost, 2014; González-

Benito & González-Benito, 2006); **Stakeholders Pressure** (Hagen, 2021; Jones, 2010; Lee, Wu, & Zheng, 2021; Pereira & Alves, 2015); **Technological Expertise and Infrastructure** (Frost, 2014; Hagen, 2021; Jithina, 2019; Kammerer, 2008); **Marketing Strategy** (Dey, 2022; SP, 2014; Walker, Di Sisto, & McBain, 2008); and **Regulatory Mechanism** (Akadiri & Fadiya, 2013; Dey, 2022; Frost, 2014; Ghebrehiwet, 2019; Kammerer, 2008; SP, 2014; Walker, Di Sisto, & McBain, 2008; Wielewska et al., 2023).

To conceptualise Barriers to Green Business Practices Adoption, the study adopted a seven-component model. These components were identified based on insights from previous studies and relevant theories: **Organizational Drawback** (Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aghelie, 2017; Devenish & Moital, 2019; Ghebrehiwet, 2019; Jabbour et al., 2016; Jithina K. K., 2019; Kasim & Ismail, 2012; Khan et al., 2023; Lee, Wu, & Zheng, 2021; Li et al., 2019; Li et al., 2020; McEwen, 2013; Omowole et al., 2024; Ramely et al., 2022; Reynolds, 2024; SP, 2014; Walker et al., 2008; Yildirim et al., 2023); **Knowledge Barriers** (Aghelie, 2017; Aykol & Leonidou, 2015; Devenish & Moital, 2019; Ghebrehiwet, 2019; Kulatunga et al., 2015; Lee, Wu, & Zheng, 2021; Li et al., 2020; Reynolds, 2024; Walker et al., 2008; Wilmink-Thomas, 2021; Yildirim et al., 2023; Zamzuri, 2020); **Lack of Budget and Other Resources** (Aghelie, 2017; Devenish & Moital, 2019; Ghebrehiwet, 2019; Hamalainen, 2021; Khan et al., 2023; Kulatunga et al., 2015; Lee, Wu, & Zheng, 2021; Li et al., 2020; Nath & Agrawal, 2022; Navare, 2017; Omowole et al., 2024; Reynolds, 2024; SP, 2014; Walker et al., 2008; Wilmink-Thomas, 2021; Yildirim et al., 2023); **Lack of Stakeholders' Support** (Dey, 2022; Firdaus, 2023; Ghebrehiwet, 2019; Hamalainen, 2021; Jithina K. K., 2019; Khan et al., 2023; Lee, Wu, & Zheng, 2021; Nath & Agrawal, 2022; Navare, 2017); **Lack of Regulatory System** (Ghebrehiwet, 2019; Goel, 2017; Jithina K. K., 2019; Kasim & Ismail, 2012; Reynolds, 2024); **Poor Market Response** (Hamalainen, 2021; Jithina K. K., 2019; Yildirim et al., 2023); and **Lack of technology and infrastructure** (Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Goel, 2017; Hamalainen, 2021; Jabbour et al., 2016; Jithina K. K., 2019; Khan et al., 2023; Li et al., 2020; Reynolds, 2024).

For the conceptualisation of Sustainable Performance, the study adopted a three-component model. These components were identified based on insights from previous studies and relevant theories: **Economic Performance** (Afum et al., 2020; Alraja et al., 2022; Aykol & Leonidou, 2015; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Hejazi et al., 2023; Irum et al., 2018; Luthra et al., 2016; Sahoo & Vijayvargy, 2021; Staniskis & Arbaciauskas, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016); **Social Performance** (Afum et al., 2020; Aykol et al., 2015; Baeshen, Soomro, & Bhutto, 2021; Budisaptorini & Wibowo, 2024; da Silva et al., 2023; Hejazi, Al Batati, & Bahurmuz, 2023; Irum et al., 2018; Luthra, Garg, & Haleem, 2016; Staniskis & Arbaciauskas, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016); **Environmental Performance** (Afum et al., 2020; Alraja et al., 2022; Aykol et al., 2015; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Hejazi et al., 2023; Irum et al., 2018; Luthra et al., 2016; Sahoo et al., 2021; Staniskis & Arbaciauskas, 2009; Wei, 2024; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016).

1.10.8.4. Generation of Indicators for Measurement of Variables or Constructs:

Based on the literature review, an initial set of items (indicators) was developed to measure the variables. These items were adapted from literature to suit the purpose and context of the present study. Editing was done to the wording to avoid double-barrelled statements, and to ensure single-idea generation. The pool of items was discussed with a select number of academicians and field experts to ensure use of only socially acceptable statements.

1.10.8.5. Pilot Study: Assessing the Psychometric Property of the Survey

Instrument: A pilot study is a mini-version or trial run conducted before and in preparation of the final study (Polit et al., 2001). It also serves as a pre-test of the instrument initially developed (Baker, 1994). Since the variables were measured using items adapted from the literature and used on a different population, it was essential to assess the psychometric properties of the survey instrument. Based on the recommendations of Browne (1995), Cocks and Torgerson (2013), Sim and Lewis (2012), and Teare et al. (2014), the sample size for the pilot study was set at 35. The

sample was selected on a purposive basis . The pilot study provided the following inputs and results:

1.10.8.6. Determination of Sample Size for the Final Study: Based on the standard deviation of the summated mean scores of the responses in the pilot study, the sample size for the final study was decided. The computed standard deviation was 0.364, which was used as an input in the Snedecor and Cochran (1989) formula to compute the sample size.

1.10.8.7. Scale Reliability or Internal Consistency of the Scale: The scale reliability of the scale was assessed by computing Cronbach's alpha (Cronbach, 1951). The computation was repeated (if required) by removing items, and the process was stopped when the highest value of alpha was achieved. The attempt was to achieve alpha values above 0.70, which indicate reliability of the scale, based on Nunnally and Bernstein (1994). In all cases, the final computed alpha values were above 0.70, indicating achievement of scale reliability.

1.10.8.8. Convergent Validity of the Scale: Convergent validity was established using exploratory factor analysis based on the recommendations of Churchill (1979). The extraction method used was principal components analysis (PCA), and the extraction of the underlying factor was based on Eigen-values. Eigen-values, extraction sum of squared loadings (% variance), and item loadings were used to establish convergent validity. Eigen-value above one was used for retaining factors based on Kaiser (1970). Items with loadings (within the same construct) of above 0.40 were retained based on Velicer (1974). The proportion of total variance explained was set at above 50 percent based on Streiner (1994). In all cases, the Eigen values, item loadings, and Variance explained were within the established criteria, indicating achievement of convergent validity.

1.10.8.9. Discriminant Validity of the Scale: Discriminant validity of the scale was established by assessing the inter-item cross-loadings. When an item has factor loadings of 0.30 or less with the items of all other constructs (cross-loadings), discriminant validity is achieved, based on Bhattacharjee (2012). In all cases, the

computed cross-loadings were below 0.30, indicating that discriminant validity was achieved.

1.10.9. Final Data Collection: After the establishment of the accuracy of the measures and finalisation of the survey instrument, it was decided to collect final data by administering a structured questionnaire. Data were collected using both online and printed versions. The participants were briefed on the objective of the study, and their participation was purely voluntary. They were assured of their privacy, and they had no financial gain or expense in participating in the survey. Utmost care was taken to ensure the cooperation of the respondents and the objectivity of the data. The data collection spanned over a period of ten months, commencing from April 2024 to January 2025.

1.10.10. Statistical Design

Statistical design is the plan of analysis such that valid conclusions can be drawn from data, using statistical principles, minimising error and maximising information (Montgomery, 2017; Kerlinger & Lee, 2000). This involves the use of statistical tools. The collected final data were codified and entered into an Excel spreadsheet for further use in analysis using various statistical packages. The following were the components of the statistical design developed:

1.10.11. Preliminary Analysis of Data

Before the final analysis, the collected data were examined for their quality to run descriptive and inferential statistical analyses. The following measures were checked.

- 1. Univariate Outliers:** Outliers were estimated by computing Z-scores, as recommended by Polit and Beck (2010). Z-scores outside ± 3.29 are considered outliers based on Tabachnick & Fidell (2013).
- 2. Univariate Normality:** Normality of the data was examined by performing the one-sample Kolmogorov-Smirnov (Normal) Test. A p-value ≥ 0.05 indicates that the data do not deviate from normality, based on IBM (2023).

3. **Homogeneity of Variances:** Howell (2013) recommended the use of Levene's test, where p-values above 0.05 indicate homogeneity of variances across the selected respondent groups (across capital invested, annual returns, location, and annual turnover).
4. **Internal Consistency Reliability:** Internal consistency reliability was estimated using Cronbach's Alpha to examine the reliability of the instrument. Values above 0.70 was considered as acceptable, as suggested by Nunnally and Bernstein (1994).
5. **Convergent Validity:** Convergent validity was measured using item loadings computed with Principal Component Analysis. Loadings above 0.708 is recommended based on Hair Jr., Hult, Ringle, Sarstedt, et al. (2021).
6. **Discriminant Validity:** Discriminant validity was measured using cross loadings computed with Principal Component Analysis. Loadings well below 0.708 is recommended based on Hair Jr., Hult, Ringle, Sarstedt, et al. (2021).
7. **Unidimensionality:** Unidimensionality was measured using Principal Component Analysis (PCA). One component extracted with Eigen Value above 1.00 is indicative of Unidimensionality, based on Kaiser (1960).

1.10.12. Descriptive Analysis of Data

As part of descriptive statistics, the computation of the arithmetic mean and standard deviation of each item was done for the entire sample.

1.10.13. Inferential Analysis of Data

The inferential statistics were computed in the following manner:

1. **T-test for Equality of Means across Capital Invested:** This test was run to examine the equality of means across the two categories of firms (Micro and Macro) based on capital, regarding their perception of the variables under study.
2. **T-test for Equality of Means across Annual Return:** This test was run to examine the equality of means across the two categories of firms (Below 20% and

Above 20%) based on annual returns regarding their perception of the variables under study.

- 3. One-Way ANOVA for Equality of Means across Location:** This test was run to examine the equality of means across the three categories of firms (Urban, Semi-urban, and Rural) based on their location regarding their perception of the variables under study.
- 4. One-Way ANOVA for Equality of Means across Annual Turnover:** This test was run to examine the equality of means across the three categories of firms (Below Rs. 1 crore, Below Rs. 5 crore, and Above Rs. 5 crore) based on their annual turnover regarding their perception of the variables under study.

The overall objective was to examine whether the firm characteristics (location, size, scale of business, and profitability) have any effect on the level of perception of Green Business Practices.

1.10.14. Structural Equation Modelling

SEM using Partial Least Squares (PLS-SEM) was run to examine the significance of the cause-and-effect relations that existed among the different variables under the study. Hypotheses were formulated and tested. The following cause-and-effect relationships were specified:

- (i) Effect of the seven components of Drivers on Green Business Practices;
- (ii) Effect of the seven components of Barriers on Green Business Practices;
- (iii) Effect of the seven components of Green Business Practices on sustainable Performance.

Initially, before running SEM, A pre-SEM technical analysis was performed to confirm the suitability of the data for SEM based on Hair et al. (2010). Then, the SEM analysis was performed in three stages and was based on the recommendations of Chin (2010), Hair et al. (2014), and Shmueli et al. (2019).

1.10.15. Pre-SEM Technical Analysis: The following analyses were done:

- (i) Minimum sample size requirement was examined using power analysis.
- (ii) Linearity of relations was examined using the Linearity Test (ANOVA-Deviation from Normality).
- (iii) Multivariate normality was examined by computing Mahalanobis distance and critical Chi-square values.
- (iv) Multivariate outliers were examined by plotting a scatterplot for Standardized Residual-Centred Leverage Value.

1.10.16. Measurement Model Specification: In specifying the measurement model, the variables and the items to measure the variables were finalised, based on the literature. The exogenous and endogenous variables were also identified. Green Business Practices formed the endogenous variable for the two exogenous variables, namely, Drivers and Barriers. Sustainable Performance was the endogenous variable for the exogenous variable Green Business Practices. All the variables under the study were multi-component concepts, with seven components each for Green Business Practices, Drivers, and Barriers, and three components for Sustainable Performance. Hence, for running SEM, Hierarchical Component Analysis was performed using the lower-order components and the higher-order constructs. All components and constructs were specified as reflective-reflective type.

1.10.17. Measurement Model Evaluation: The evaluation of the measurement model was done in two stages using a disjoint two-stage approach since the model was hierarchical in nature, based on Ringle et al. (2012). The evaluation was intended to establish the reliability, convergent validity, and discriminant validity of the constructs (variables).

1. Evaluation of Indicator Reliability: Indicator reliability was measured using Indicator Loadings based on Hair Jr. et al. (2021).

- 2. Evaluation of Internal Consistency Reliability:** Internal consistency reliability was measured using Cronbach's Alpha, Composite Reliability (ρ_c), and Exact Reliability (ρ_a) based on the recommendations of Ringle et al. (2023).
- 3. Evaluation of Convergent Validity:** Convergent validity was measured using Average Variance Extracted (AVE) based on Hair Jr. et al. (2021).
- 4. Evaluation of Discriminant Validity:** Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT Ratio) based on Hair Jr. et al. (2021).

1.10.19. Structural Model Assessment: In this part, the hypothesised relations between the constructs were examined for its statistical significance. There were two structural models assessed:

Model 1: Components of Drivers and Barriers were linked to Green Business Practices and Green Business Practices to Sustainable Performance.

Model 1: Components of Green Business Practices were linked to Sustainable Performance, while the Drivers and Barriers were linked to each component of Green Business Practices.

Twenty-one hypotheses were formulated. The assessment included the following computations:

- 1. Multi-Collinearity among predictor groups:** It was examined using the Variance Inflation Factor (VIF), and the Tolerance Level based on Hair et al. (2014). VIF values of 5 or higher and a Tolerance value of 0.20 or lower are indicative of collinearity.
- 2. Assessment of Path Coefficients:** The paths were computed based on Bollen (1998), where the values near ± 1.0 indicate a stronger relation.
- 3. Assessment of Coefficient of Determination (R^2):** R^2 values of 0.75, 0.50, and 0.25 were considered substantial, moderate, and weak, respectively, based on Hair, Ringle, & Sarstedt (2011).

4. **Assessment of Effect Size (f^2):** The importance of predictors was assessed using the effect size based on Cohen (1988).
5. **Out-of-Sample Predictive Power:** It was examined using Q^2 Predict values and computation of RMSE and MAE values based on Shmueli et al. (2019).
6. **Assessment of Model Fit:** Standardized Root Mean Square Residual (SRMR), discrepancy measures such as unweighted least squares discrepancy (d_{ULS}) and geodesic discrepancy (d_G), Chi-square, and Normed Fit Index (NFI) were computed based on Ringle et al. (2023).
7. **Testing of Hypotheses:** The 21 hypotheses formulated were tested for evidence to support them. The hypotheses were tested using Path Coefficients, T-Statistics, p-values, and two-tailed 95% Confidence Intervals. The significance level was set at five percent.

1.10.20. Operational Design

Operational design is the careful execution of all the theoretical aspects of research and includes the procedures to ensure correct collection and measurement of data (Kothari, 2004). The following were included:

1.10.20.1. Ensuring Sampling Adequacy

A minimum sample size is essential for achieving adequate statistical power to observe relationships that exist among data. Minimum sample size required for the study was computed in two methods: (i) using the Snedecor and Cochran (1989) formula, and (ii) G*Power software.

1.10.20.2. Software Used

The Microsoft Excel application was used for the codification of data in the initial stage. For descriptive and inferential analysis, IBM SPSS Statistics Version 20 was used. For running the SEM model, SmartPLS Version 3 and Version 4, and G* Power were used for analysis. Only licensed versions of the software were used.

1.10.21. Data Collection

The present study adopted a survey method of research to gather primary data from the key persons of event management firms. A structured questionnaire was administered to the respondents through online and offline modes. Printed forms of the questionnaire were used for offline data collection. In this case, the researcher personally visited the firms' offices and interacted directly with the key person. In the online mode, a questionnaire in Google Form was sent to the key person, with a request to complete it. A total of 275 questionnaires were administered in both methods. Completed questionnaires returned by the respondents were 247 in total. The received questionnaires were thoroughly checked to identify missing or duplicate responses. After omitting such cases, a final sample of 226 questionnaires were used for the final analysis, revealing a success rate of 82.2%.

1.11. Limitations of the Study

- The data collected for this study is limited to the responses of event managers or key officials, excluding feedback from other important stakeholders such as clients, government agencies, and community representatives.
- Subjective bias may exist since the responses are possibly affected by personal orientation, awareness, and attitude of the individual respondent concerning green business practices.
- The study adopted a cross-sectional research design, capturing the conditions at a single point in time. Hence, it does not reflect changes or trends in the adoption of green business practices or sustainable performance over time.
- Firms' specific characteristics, such as size, capital investment, turnover, and geographical location, were used only for descriptive purposes. These factors were not incorporated into the SEM model as moderating or mediating variables, which could have yielded deeper analytical insights.

1.12 Chapterisation

Chapter 1: Introduction and Design of the Study

This chapter establishes the foundation for the entire research. It describes the background and importance of studying Green Business Practices (GBPs) among event management firms and states the research problem that shaped the study. The objectives, research questions, and hypotheses are clearly outlined to direct the investigation. Key terms are operationally defined, and the conceptual model and methodology are presented to show how the study was constructed. The scope, significance, and limitations are also outlined, along with a brief overview of the chapters that comprise the thesis.

Chapter 2: Review of Literature

This chapter consolidates published work related to climate change, the role of businesses in sustainability, and the development of green practices. It reviews research on GBPs, event management, drivers and barriers to adopting sustainability, and how green practices influence organizational performance. The literature is critically analyzed to develop the conceptual model and identify research gaps that justify this study.

Chapter 3: Conceptual and Theoretical Perspective

This chapter provides the foundational concepts needed to understand the study's main themes. It covers event management, green practices, climate concerns, and the transition toward sustainable events. Global and national sustainability standards, industry organizations, and green awards are discussed to give context. It also highlights the key drivers and barriers that impact GBP adoption. Major theories such as RBV, NRBV, Institutional Theory, Stakeholder Theory, and the Triple Bottom Line are used to support the study framework and explain why firms choose to adopt or resist sustainability initiatives.

Chapter 4: Data Quality and Psychometric Properties of Measures

This chapter confirms that the data used in the study is solid and trustworthy. It identifies outliers, tests for normality, and checks the homogeneity of variances. Reliability and validity of the constructs are confirmed through internal consistency, convergent validity, discriminant validity, and unidimensionality assessments. These analyses ensure that the measurement tools used for further statistical tests and SEM modeling are scientifically valid.

Chapter 5: Green Business Practices of Event Management Firms

This chapter outlines the current level of green practices adopted by event management firms. It provides descriptive statistics for each GBP dimension and explains how firms perform in different areas. Inferential analysis illustrates how GBP adoption varies based on firm characteristics. The chapter highlights areas where firms excel and identifies aspects that need improvement, offering a clear view of the current sustainability landscape in the sector.

Chapter 6: Drivers and Barriers of Green Business Practices

This chapter explores the internal and external factors that influence whether firms adopt GBPs. Descriptive statistics are provided for each driver and barrier dimension, offering a detailed view of the motivating and hindering forces. Inferential results demonstrate how these factors vary across different types of firms. The chapter concludes by summarizing the key factors that most strongly encourage or limit environmental initiatives among event companies.

Chapter 7: Sustainable Performance of Event Management Firms

This chapter examines the economic, environmental, and social outcomes achieved by firms through their operational and sustainability efforts. It summarizes the firms' performance patterns using descriptive statistics and explores variations across different firm characteristics with inferential analysis. The findings demonstrate how well firms are performing on the triple bottom line and identify areas where further progress is needed.

Chapter 8: Drivers, Barriers, and Outcomes of GBPs – A SEM Approach

This chapter employs Structural Equation Modeling (SEM) to examine the relationships between drivers, barriers, GBPs, and sustainable performance. It details the measurement model, evaluates reliability and validity, and assesses the structural relationships among constructs. Hypotheses are tested to determine significant and non-significant pathways. The chapter summarizes the main SEM results and offers empirical evidence supporting the final research model.

Chapter 9: Summary, Findings, and Conclusion

This chapter summarizes the entire research by providing a clear overview of the methodology, analyses, and key results. It highlights the important findings related to drivers, barriers, green practices, and sustainable performance. The chapter ends with a unified interpretation of the results, demonstrating how the study advances knowledge and understanding of green practices of event management firms.

Chapter 10: Recommendations

The final chapter provides practical recommendations for increasing GBP adoption in the event industry. It covers the study's theoretical contributions and its policy implications for government agencies, industry associations, and event organizers. The chapter ends by highlighting future research directions that can further enhance understanding in the field of green event management.

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Chapter 2

REVIEW OF LITERATURE

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2.1 Introduction

The literature review forms a crucial part of any research as it provides a comprehensive understanding of existing knowledge in the field. It helps in identifying various terminologies and concepts, thereby ensuring conceptual clarity for the present study. By reviewing earlier works, the researcher can avoid unnecessary duplication and build upon established findings. It also offers valuable insights into different perspectives and methodologies adopted in previous research. Ultimately, the literature review identifies research gaps that serve as the foundation for the present investigation. In addition, it strengthens the study's theoretical base by linking past knowledge with current objectives. Thus, the literature review not only justifies the present research but also directs it toward meaningful contributions.

A broad variety of original and pertinent sources was used to conduct the review of this study. These contained books, theses, dissertations, assignments, journals, articles, conference proceedings and outstanding studies. The reviewed materials were on major areas like the climate change, green business practices, event management, and green events. The literature on the drivers and inhibitors in the adoption of green business practices in event management firms received special attention. Also, the studies on sustainable performance were reviewed to give a powerful background to the current research. In order to take adequate and reliable coverage, the related studies were identified and retrieved in the major academic databases including Scopus, Web of Science and Google Scholar. These databases were accessible to quality and peer-reviewed literature that is essential in building a strong theoretical basis.

The review has been structured into different categories to enhance conceptual clarity and provide a systematic understanding of the subject. This categorization ensures that the discussion remains organized and focused on relevant themes. The review

also helps to identify the approaches of global industries and countries towards green business practices. By doing so, it becomes easier to gain a clear idea about the different terminologies used in the field. Each category highlights specific dimensions of the study, ranging from event management practices to green business strategies and sustainability measures. Such an approach also enables a critical examination of existing knowledge and gaps in the literature. Significantly, the structured review assists in the identification of suitable variables for the present study. Ultimately, it contributes to the development of a well-grounded conceptual framework that guides the entire research process.

After a thorough analysis of the literature, the review has been organized into seven sections for better clarity. These sections are:

The Climate Crisis and the Role of Business

Green Business Practices (GBP)

Event Management

Green Business Practices (GBPs) in Event Management

Drivers of Green Business Practices (GBP)

Barriers to Green Business Practices (GBP) adoption

Green Business Practices (GBP) and Sustainable Performance

This categorization ensures that all aspects of the investigation are thoroughly covered and carefully examined. An overview of the breadth and convergence of the sources will be given below to place the thematic synthesis within the contextual framework.

2.1.1 Scope and Distribution of the Reviewed Literature

This chapter synthesizes a systematic review of 158 scholarly and practitioner sources mapped onto seven key themes: Climate Change and Business (12), Green Business Practices (GBP) (43), Event Management (12), Green Business Practices in Event Management (33), Drivers of Green Business Practices adoption (31), Barriers to the

Green Business Practices adoption (28), and Green Business Practices and Sustainable Performance (38). Since many studies address multiple themes, these counts are not mutually exclusive. The cross-theme analysis revealed 30 interconnected articles: 13 on Drivers and Barriers; 2 on Drivers, Barriers, GBP, and Sustainable Performance; 2 on GBP and Sustainable Performance; 1 on Drivers and GBP; 1 on Drivers and Green Events; 1 on Barriers and GBP; 2 on Drivers, Barriers, GBP, and Sustainable Performance; 6 on GBP and Sustainable Performance; and 2 on Drivers. The overlapping density, especially between GBP and Drivers, Barriers, and Sustainable Performance, highlights how green practices act as a process connecting enabling and constraining forces that influence economic, social, and environmental performance in the events sector.

The review is systematically organized by context-to-practice, sector, mechanisms, and outcomes, before transitioning to the themes from two perspectives—global and Indian. First, Climate Change and Business describe how climate change impacts business activities and the importance of climate action by firms. Second, Green Business Practices clarify what constitutes green at the firm level and connect various labels such as green business practices, green supply chain management, environmental practices, and eco-friendly practices, followed by an overview of adoption patterns at both global and Indian levels. Third, the Event Management assesses sector relevance and development. Fourth, Green Events generalizes operational details, benchmarks, and practice archetypes, again comparing global experience with Indian progress. Fifth, the review identifies the variables that influence the adoption of GBP, and sixth, the variables that hinder it, presented side by side to highlight differences between international evidence and Indian realities. Finally, Sustainable Performance summarizes results related to economic, environmental, and social aspects of GBP. These themes are introduced in the following sections, in the given order.

2.2 The Climate Crisis and the Role of Business

Business contributions to the escalation of environmental problems are significant and varied. Industrial activities are a primary cause of ecological damage due to

greenhouse gas emissions, resource overexploitation, waste production, and air and water pollution. These unsustainable activities speed up climate change and the deterioration of biodiversity and ecosystems. According to Verma (2021), human-made greenhouse gas emissions have increased climate variability, negatively affecting agriculture, water resources, and human health, especially in at-risk regions such as India.

Such business activities have adverse economic impacts in addition to environmental degradation. Kahn et al. (2019) estimated that, unless global warming is adequately mitigated, global real GDP per capita will decline by more than 7 per cent by 2100, which is why sustainability-oriented business strategies are urgently required. On the same note, Mikayelyan and Vardanyan (2023) highlighted the interdependence between climate change and macroeconomic stability, citing significant global GDP losses due to poor adaptation and innovation. Zhang (2023) also estimated that a globally recurring inaction would reduce global GDP by as much as 18 percent by 2050, especially in high-exposure industries such as agriculture and energy.

On the regional level, Mohan, Nair, and Sankaran (2024) and Jamaludheen et al. (2024) studies demonstrate how extreme weather variability affects local economies. In Kerala, the frequency and unpredictability of floods and droughts are increasing, threatening agricultural productivity, water security, and community resilience. These facts highlight the localized economic impacts of international climate change. Companies are both the perpetrators and victims of climate change. They face a twofold challenge: the direct physical risk, such as extreme weather events that disrupt production and logistics, and the indirect risk, including regulatory pressures and changing consumer expectations. Physical damage and supply chain disruptions are key threats identified by Shrestha (2014), who encourages companies to adopt integrated and sustainability-focused responses. Similarly, Kumar et al. (2023) emphasized that regulatory pressure and increased stakeholder scrutiny prompt companies to reevaluate their business models toward eco-friendly, low-carbon approaches.

The article by Mori and Chiba (2017) also highlighted that climate risks are systemic threats to financial stability that financial institutions must incorporate into their strategic decision-making. Sectoral analyses show that some industries are particularly vulnerable. According to Sinclair-Maragh (2016), the hospitality and tourism industry in developing countries is highly susceptible to climate disruptions and needs timely stakeholder collaboration.

In a broader context, Yazici's (2023) bibliometric analysis indicates that more researchers are focusing on the link between climate and business, which presents both threats (such as regulatory pressure and supply-chain disruptions) and opportunities for innovation and competitive advantage. Similarly, Tshabalala, Ramraj, and Ramasamy-Gurayah (2021) noted that while climate change is a significant challenge, it can also catalyse green entrepreneurship and sustainable innovation. Overall, the reviewed literature emphasizes that businesses are the primary contributors to environmental degradation, yet they also face increasing economic and operational risks from climate change. Therefore, adopting sustainable, eco-efficient business practices is essential not only as an ethical obligation but also as a strategic approach to ensure long-term economic resilience and environmental sustainability.

2.3 Green Business Practices (GBPs)

Green business practices encompass a wide range of initiatives aimed at achieving environmental sustainability. According to Sruthi (2020), GBPs are based on the 4Rs—Reduction, Reuse, Recovery, and Recycling—as principles that help companies balance ecological responsibility with economic interests. Porwal (2023) states that GBPs are no longer just add-ons but integral to modern business strategies. These include waste minimization, resource efficiency, eco-design, renewable energy use, and ethical supply chains. KN (2012) notes that implementing these practices in green buildings involves water conservation, greenhouse gas reduction, and life cycle assessments. According to Cekanavicius et al. (2014), green business is an organization that is committed to the principles of environmental sustainability in its

operations, strives to use renewable resources, and tries to minimize the negative environmental impact of its activities.’

2.3.1. Green Business Practices Vs Like Concepts.

Green Business Practices (GBPs) are organizational strategies and practices aimed at ensuring environmental sustainability and reducing ecological impact. The literature review indicates that various scholars have used different terminologies to describe the practices, reflecting differences in focus, sector, and research perspectives. Li et al. (2019) and Ashton et al. (2017) refer to it as Sustainability Initiatives, whereas Yuniati (2021) and Navare (2017) call it Eco-friendly Practices. Tang (2015) and Alkhodary (2023) use the term Environmental Sustainability Measures and point out to the importance of the Environmental Management Systems (EMS). Irum et al. (2018) and Luthra, Garg, and Haleem (2016) have extensively discussed Green Supply Chain Management (GSCM) in the context of the supply chain. Also, Gagre (2018) refers to the term Sustainable Business Practices, whereas Goel (2017) focuses on Renewable Energy Adoption and continues the debate with Green Banking. The concept of environmental responsibility in the form of Corporate Social Responsibility (CSR) was developed by Sruthi S. (2020), and Sustainable Operations are also mentioned by Gagre (2018). Equally, the central theme in Porwal (2023) is Resource Efficiency, whereas Goel (2017) emphasizes Eco-friendly Products and Services. Although all these terms are used differently, all of them lead to the same concept of matching the business activity with the sustainability objectives. Hence, as in this research, these diverse manifestations are summarized under the umbrella of Green Business Practices (GBPs).

This thematic review examines the adoption of Green Business Practices (GBP) from both global and Indian perspectives. It highlights how enterprises across different sectors and regions incorporate sustainability into their operations, reflecting diverse regulatory, cultural, and economic contexts. The section further outlines the patterns and progress of GBP adoption in India, emphasizing sectoral variations and emerging trends that illustrate the country’s gradual shift toward sustainable business practices.

2.3.2 Green Business Practices-Global Perspective.

The adoption of Green Business Practices (GBPs) worldwide has shifted from being a voluntary ethical choice to a strategic necessity for businesses striving to balance profitability with environmental management. It is also evident that companies across various sectors are incorporating sustainable production, resource efficiency, and environmental management into their long-term policies. As Porwal (2023) notes, environmental sustainability is now part of competitive positioning, as companies that focus on renewable energy, waste reduction, and eco-friendly product design enhance profitability and brand value. Similarly, Alkhodary (2023) found that businesses integrating energy efficiency, waste reduction, and environmental management systems experience measurable benefits in innovation, customer retention, and market share. These studies clearly demonstrate that ecological responsibility is linked to increased competitiveness and long-term viability, rather than restricting growth.

A thorough overview of small- and medium-sized enterprises (SMEs) has shown that the use of GBPs depends on both internal motivation and external institutional pressure. Aykol and Leonidou (2015) found that government regulation, public concern, and managerial attitude significantly influence environmental engagement in smaller service companies, while Čekanavičius et al. (2014) revealed that contextual differences—such as cost consciousness in Lithuania and revenue orientation in Ireland—affect how firms internalize green principles. Complementary evidence from Portugal, provided by Alves et al. (2020), showed that the 3Rs (recycle, reuse, reduce), supported by structured environmental policies, employee training, and supplier evaluations, are key to successful sustainability implementation. However, SMEs still face challenges due to insufficient funding and expertise. Collectively, these studies underscore the importance of coherent institutional frameworks and managerial commitment to transforming green awareness into green practice.

The hospitality and tourism industries serve as clear examples of how consumer perceptions and stakeholder alignment enhance GBPs. Researchers found that customer loyalty increases when hotels' environmental efforts—such as water

conservation, waste management, and the use of renewable energy—are perceived as genuine extensions of their core brand values (Ham & Han, 2013), in a study by Tang (2015), energy- and water-conservation programs at hotels in Taiwan significantly boosted consumer satisfaction, even though eco-certification did not guarantee repeat business. Jeong et al. (2014) also noted that a visible green image and positive customer attitudes can be improved through actions like recyclable packaging and energy-efficient lighting, which enhance a restaurant's green reputation. Cuevas et al. (2020) found in the Philippines that energy and water conservation were widely adopted, while systematic waste segregation was less common. Similar trends emerged in Indonesia, where Yuniati (2021) observed large-scale green hotel initiatives focused on land use, air quality, food waste, and CSR, though awareness gaps among operators and tourists persisted. Chivandi et al. (2023) emphasized that open communication and community engagement are vital for maintaining sustainability and credibility in hospitality.

In the manufacturing industry, the synthesis of lean and green philosophies has become eminent. According to Ashton et al. (2017), U.S. SMEs are seeking energy efficiency, material recycling, and pollution prevention mainly to save costs and enhance operations, rather than as a response to external regulation. Inman and Green (2018) demonstrated that combining lean management with green initiatives yielded synergistic results, including improvements in environmental and operational performance. On the same note, Irum et al. (2018) found that eco-design, green purchasing, and environmental cooperation are green supply-chain practices that yield environmental, economic, and social benefits across developing economies in Asia. The UAE survey by Younis et al. (2016) showed that to a significant extent, eco-design and reverse logistics are the most prevalent practices. In contrast, the collaboration with suppliers and green purchasing is still underdeveloped. Li et al. (2019) extended this view in the context of the Chinese manufacturing industry. They showed that the effectiveness of environmental initiatives is mediated by top management commitment and corporate culture in the influence of external incentives and foreign customer requirements. Jabbour et al. (2016) observed in Brazil that employee training and awareness are key internal barriers, even with favorable

external policies, highlighting the importance of human resources in facilitating the promotion of sustainable production.

The strategic value of GBPs is further explained through entrepreneurial theories on sustainability. Odeyemi et al. (2023) emphasized that entrepreneurs who utilize eco-innovation, circular-economy frameworks, and technology-based efficiency achieve lower carbon emissions and enhanced resource utilization. Similarly, Omowole et al. (2024) noted that SMEs that adopt waste minimization, energy efficiency, and sustainable supply-chain networks of operations get to save costs, meet regulatory requirements, and improve competitiveness when there are policy incentives to eliminate waste and conserve energy. Perramon et al. (2014), in their study of the restaurant sector, highlighted that green initiatives enhance operational efficiency and firm performance, particularly when implemented in line with market demand. The analysis of corporate environmental reports in Green Business Practices in 22 Global Companies showed a high level of eco-technologies, recycling, and energy-efficiency initiatives, but the level of openness about financial outcomes is limited. In unison, the research of the world is narrowed down to the opinion that GBPs, i.e., innovation, leadership, stakeholder collaboration, and greening of supply chains, are a convergent avenue of sustainable economic and environmental performance.

2.3.3 Green Business Practices -Indian Perspective

GBPs are becoming more popular in India as companies adjust to growing environmental pressures, regulatory demands, and stakeholder expectations. According to Mishra (2020), hotels that engage in energy-saving practices, waste reduction, and staff involvement have increased guest satisfaction and loyalty. Maheshwari (2015) found that recycling, water conservation, and eco-branding are becoming popular among luxury hotels in Kolkata to enhance their CSR profiles. However, visitors are reluctant to pay high prices for environmentally friendly hotels. Furthering this research question, Gagre (2018) found that paperless operations, organic sourcing, and environmentally aware housekeeping in Indian hotels enhance profitability and brand image, whereas Navare (2017) found that policy support, managerial involvement, and international certification reinforce overall

sustainability outcomes. This was extended by Venugopalan and Kumar (2017) to the case of the tourism industry in Kerala, where resource and waste management, along with community involvement, are key to the sustainable development of tourism. All these studies, in unison, confirm that the keys to successful green transformation in Indian hospitality are consumer awareness, management commitment, and open communication.

The same is evident in other service industries, such as banking and retail. Dey (2022) found that organized retailers that have implemented eco-policies, including energy and water management, waste minimization, and employee training, have better profitability, customer retention, and brand equity, even though there is a sparse formal policy framework. Goel (2017) examined sustainable banking and found that management support, client expectations, and perceived utility play key roles in determining eco-audits, the use of renewable resources, and recycling frameworks, whereas simple rivalry deters genuine sustainability. Both studies propose that proactive organizational culture, as well as stakeholder involvement, is more important than compliance requirements during the actual green adoption.

In the manufacturing and supply chain environment, Indian research aligns with evidence from around the world. According to Luthra et al. (2016), green design, purchasing, production, and logistics are the key practices in the automobile industry that are motivated by regulatory, internal management, and competitiveness. Sahoo and Vijayvargy (2021) subsequently found that the most significant change in environmental and operational performance results from eco-design and investment recovery programs, suggesting that the maturity of Indian GSCM is gradual but positive. In the construction industry, KN (2012) reported that green buildings with solar photovoltaic systems, high-efficiency HVAC, and rainwater harvesting systems achieved significant energy and water savings, demonstrating the real results of technological adaptation.

India's micro and small enterprises (MSMEs) face unique opportunities and challenges in transitioning to GBPs. Jithina (2019) noted that innovation and managerial commitment are associated with greater sustainability performance when

environmental awareness is enforced, waste reduction is promoted, paper use is minimized, and low-emission equipment is used. However, insufficient funding, knowledge, and technical capacity still hinder progress. Sruthi (2020) outlined that implementing the 4Rs observed in the daily operations, such as reduction, reuse, recovery, and recycling, reduces environmental degradation and improves efficiency and competitiveness. On the same note, Rai and Jambhulkar (2018) emphasized that green product design, energy and water conservation, and pollution mitigation are initiatives that help enhance the corporate image and overall performance of Indian companies.

All in all, Indian studies are a reflection of the world's tendencies, but also tend to show some differences in perspective. In line with the global discussion on sustainability, the study by Porwal (2023) confirmed that resource efficiency, renewable energy, and waste management should be part of the core strategy of Indian enterprises, as they make enterprises both profitable and reputable. Meanwhile, results from MSMEs in Kerala (Jithina, 2019) and the tourism industry (Venugopalan & Kumar, 2017) show that regional policy support, awareness campaigns, and targeted training are vital to maintaining momentum. On the whole, Indian research shows that GBPs is a multidimensional construct that involves leadership, policy, innovation, and stakeholder participation, and is practical for achieving sustainable performance in emerging markets.

2.4 Event Management

Event management is broadly understood as a multidisciplinary process involving the planning, organization, execution, and evaluation of events across social, corporate, governmental, educational, and hospitality contexts (Reusch & Reusch, 2013; Sutawidjaya & Nawangsari, 2020). Scholars emphasize that events demand specialized approaches that combine logistics, human resources, budgeting, technology, and creativity (Prasanth, 2023; Larina & Ivanytskyi, 2024). Over time, the field has evolved from being viewed as a subset of project management into a distinct discipline requiring its own frameworks and professional standards (Reusch & Reusch, 2013; Prasanth, 2023).

One important theme is the role of events in governance and community development. Larina and Ivanytskyi (2024) conceptualize event management as central to public administration, where events foster transparency, dialogue, and public participation in decision-making. They highlight benefits such as creating a positive organizational image, mobilizing resources, and strengthening regional development. Similarly, Nihmathullah and Devabalane (2021) illustrate how events generate socio-cultural enrichment, community pride, and economic gains, while also producing environmental challenges. These studies show that events are not only organizational tools but also instruments for policy communication and civic engagement.

Several studies stress the need for standardization in event management. Prasanth (2023) argues that treating events as simple extensions of project management underestimates their complexity, calling for discipline-specific standards and methodologies. Brown et al. (2015) echo this by reviewing event evaluation practices and proposing conceptual models for more reliable, verifiable indicators aligned with international frameworks such as EMBOK and ISO 20121. Likewise, Srivastava et al. (2022) provide bibliometric evidence that event management is gaining academic recognition, though gaps in global standardization remain. Together, these studies highlight that professionalizing the field requires consistent evaluation, codified knowledge, and international benchmarking.

Technological innovation has also shaped the field. The patent by Bellers et al. (2013) describes a computerized event management system that integrates calendars, availability checks, and automated booking processes to reduce administrative burdens. Wahed (2017) similarly shows how IT applications improve budgeting, vendor management, and real-time coordination, though challenges in training and cost remain. These studies position technology as a key enabler of efficiency, scalability, and accuracy in event execution.

Another body of work underscores the role of human resources in event success. Lakshmi (2018) finds that employee engagement in Kerala's event firms significantly influences customer satisfaction, profitability, and retention, with key drivers being training, culture, and work-life balance. Ojo and Mejabi (2024) reveal that challenges

like weak teamwork, poor security, and a lack of government support hinder hospitality-linked event management in Nigeria. These studies suggest that effective HR practices and supportive policies are as critical as technology or planning frameworks in ensuring successful events.

Event management is highly relevant across multiple sectors. In the service industry, Sutawidjaya and Nawangsari (2020) demonstrate that integrating project management enhances operational efficiency, resource allocation, and monitoring. In hospitality and tourism, Ojo and Mejabi (2024) and Nihmathullah & Devabalane (2021) highlight the economic and cultural importance of events for local development. In global academia, bibliometric studies (Srivastava et al., 2022) confirm the rising scholarly attention, while industry research (Larina & Ivanytskyi, 2024; Prasanth, 2023) indicates its growing policy and professional relevance.

Organizational study at Wings Brand Activations Pvt. Ltd. (2024), which examines internal practices, structural configuration, and management processes within a branding/activation company. Although the paper is more focused on internal organizational assessment than on event theory per se, it offers insights for event management firms on how organizational culture, structure, staffing, and internal controls affect performance. This bridges a gap by linking organizational behavior and event operations — showing that the success of event management is not only about external practices (planning, evaluation, stakeholder management) but also about internal alignment, resource allocation, and managerial controls.

The literature establishes event management as a distinct, evolving discipline that merges project management principles with unique practices addressing governance, technology, human resources, and sustainability. Its relevance lies not only in enabling efficient organizational performance but also in driving community development, stakeholder engagement, and resilience against global challenges such as climate change. The thematic evidence demonstrates that event management is integral across industries, demanding standardization, technological integration, and sustainable practices to enhance both organizational and societal outcomes.

2.5 Green Business Practices (GPBs) in Event Management

2.5.1 Environmental Impact and Resource Intensity of Events.

It is also well known that the events industry is resource-intensive and consumes significant amounts of water, energy, and materials (Ahmed, 2021; Toscani et al., 2024). Such intensive use usually results in waste, carbon emissions, and overutilization of infrastructure, posing a threat to the sustainability of host destinations. The literature highlights that this intensity is not merely environmental but also economic, requiring financial approaches that incorporate sustainability principles to achieve equilibrium between the environmental footprint and long-term viability (Ahmed, 2021). Local populations, resource consumption, and carbon emissions are significant effects of events, requiring sustainable practices to mitigate adverse impacts and maximize long-term benefits (Attygalle et al., 2025).

The intensity of resource use is bound to have profound effects on the environment. These issues include waste buildup, energy efficiency, pollutants, and increased greenhouse gas emissions (Mokhtar et al., 2014). Festivals and massive events have been shown to have visible and tangible environmental impacts, including air and water contamination, traffic jams, and ecosystem destruction (Janjusevic & Salama, 2021; Viviers et al., 2017). Less significant events in life, such as weddings or business meetings, also cause such problems due to unsupportable procurement, venue selection, and logistics (Roth, 2013; Merrilees & Marles, 2011). The overall evidence indicates that events are socio-economically positive and environmentally negative, highlighting the paradox the industry faces.

2.5.2 Green Business Practices in Events

To address these concerns, scholars are increasingly calling for sustainable and green event practices. The urgency is also explained not only by environmental issues but also by an increasing number of stakeholders and regulatory pressures (Janjusevic et al., 2021). The importance of green event practices is seen as a means to remain competitive, build a strong organizational reputation, and benefit the community in the long term (Ahmad et al., 2016; Tiwari et al., 2020). According to the empirical

data, including the South African and Sri Lankan examples, both the audience and the organizations involved also appreciate the importance of the sustainable measures, but pay special attention to the reduction of waste, energy efficiency, and the use of renewable energy (Viviers et al., 2017; Nawarathna & Arachchi, 2023). The fact that adaptation to sustainability is a knowledge-based and behavior-driven process (Ramely et al., 2022; Wee et al., 2021) is also supported by the need to coordinate among organizers, stakeholders, and policymakers.

The concept of the green event has gained prominence as a solution to mitigate the industry's environmental footprint. Ahmad et al. (2013) define green event management through four key variables: energy efficiency, waste minimization, water conservation, and eco-procurement. Similarly, Arcodia, Cohen, and Dickson (2012) adapt benchmarking indicators from the Green Globe environmental accreditation scheme, including sustainable policy, energy and water consumption, waste management, social commitment, and vehicle management. Green Business Practices of events in MICE tourism focus on five key practices—green venues, green accessibility, green advertising, green food and beverages, and green waste management—aiming to reduce environmental impact, promote sustainability, and enhance event appeal, despite challenges like higher costs and gaps between intention and practice (Wee et al., 2021).

So, in a bid to know how such sustainable practices can be operationalized in various contexts, it is crucial to focus on how event management companies adopt Green Business Practices from a global and Indian perspective, with the view of highlighting how different environmental, cultural, and regulatory environments can influence their application and its results.

2.5.3 Green Business Practices in Events -Global Perspective

The integration of Green Business Practices (GBPs) into event management has shifted from a mere symbolic expression of corporate strategy to a core management strategy. More and more often, events such as cultural festivals, conferences, or mega sporting events are understood to be resource-intensive, consuming enormous amounts of water, energy, and materials, and producing large amounts of waste and

greenhouse gas emissions (Ahmed, 2021; Toscani et al., 2024). As such, researchers and organizers worldwide have highlighted the importance of integrating sustainability concepts throughout the life cycle of events, including conceptualization and planning, implementation, and post-event analysis. Malaysian research was among the first studies in the Asian region to describe systematic paradigms for sustainable event planning, with energy efficiency, waste minimization, and eco-procurement as the primary areas of focus (Ahmad et al., 2013). Ahmad et al. (2016) further developed this argument by defining stakeholder demand and policy alignment as the key facilitating factors of green event tourism. It is important to note that sustainability not only improves environmental performance, but also competitiveness and destination image. Nevertheless, Zamzuri et al. (2013) found that the cost of green materials remains very high and performance is inconsistent, which prevents mass adoption and signals a continuous disparity between awareness and use in developing economies.

The study of large-scale arts festivals like Aardklop and Innibos, as conducted in the African context, especially in South Africa, offers one of the most important pieces of evidence of how audiences have engaged with a sustainability issue. Viviers et al. (2017) found that participants strongly supported green initiatives, such as energy and waste management, and Marumo (2016) found that waste segregation and energy conservation measures can improve audience members' satisfaction and environmental consciousness. However, these two works recognize obstacles to the adoption of green transportation stemming from the use of the individual car, demonstrating that behavioral change is as crucial as infrastructural innovation. Arcodia et al. (2012) transferred benchmarking indicators from the Green Globe accreditation system (including sustainable policy, energy and water consumption, waste management, and social commitment) to Europe. They developed quantifiable sustainability standards that event organizers can use. There is also an increase in the policy focus on accountability and certification, reflected in European scholarship. Zitz (2014) found that Austrian enterprises are aware of eco-labels such as Green Meetings and Events; however, they have limited knowledge of compliance processes, which means they must continue learning and improving their publicity.

Likewise, Fogarassy et al. (2017) in Hungary introduced a circular-economy assessment instrument for mega-events such as the 2024 Olympics in Budapest, demonstrating that integrating renewable energy sources and efficiently using materials can deliver social, environmental, and financial benefits simultaneously.

Professional knowledge and clients' expectations have been key drivers of sustainability adoption in North America. Boo and Park (2013) found that environmental education and training are significant to meeting planners' willingness to adopt green practices, whereas Frey (2016) found that Canadian conference firms that use sustainable strategies are better positioned in the market and gain customer trust despite initial cost obstacles. To enrich these results, the Manual on Sustainable Events of the International Ice Hockey Federation (Switzerland) proposed detailed operating principles for waste management, low-carbon transport, and social inclusion, encouraging similar practices across the international sports industry (IIHF, 2015). Various case studies in Asia (including Indonesia, Sri Lanka, and the Philippines) indicate the increasing yet disproportionate developments. Nawarathna and Arachchi (2023) reported increased adoption of LED lighting, three-bin waste systems, and solar energy among Sri Lankan event organizers, suggesting a connection among sustainability, corporate image, and community well-being.

In Indonesia, Susyarini et al. (2022) found that adopting renewable energy sources and proper waste disposal as green event activities can be achieved through cost savings and positive consumer reactions, but affordability and perceptions remain barriers to implementation. Likewise, in the Philippines, Borbon (2022) found that although organizers sometimes use energy-saving technologies, water conservation and adherence to certification standards remain insufficient, and more intensive awareness and institutional reinforcement are necessary. International comparisons at the level of mega-events demonstrate opposite results. The FIFA World Cup 2022 in Qatar generated about 3.6 million tons of CO₂, highlighting the disparity between sustainability rhetoric and practice (Nufer & Nufer, 2024). The London 2012 Olympic Games, in turn, have shown that sustainable planning and stakeholder collaboration can leave a lasting economic, social, and environmental impact (Gulak-Lipka &

Jagielski, 2020). Reviews also point out that sustainability should not be confined to environmental management, but it should also include governance and ethics. Ahmed (2021) redefined sustainability through financial planning: the author argues that green budgeting, responsible procurement, and resource optimization will ensure ecological balance and sustainability. Collectively, the international literature shows that GBPs in event management offer a range of advantages, including reduced waste and emissions, cost-effectiveness, enhanced reputation, and greater competitiveness. Nevertheless, the effectiveness of such projects will depend on the implementation of the policy, stakeholder participation, and the harmonization of economic and environmental goals.

2.5.4 Green Business Practices in Events - Indian Perspective

The sustainability debate in event management in India reflects numerous global trends but is also influenced by local socio-cultural factors, infrastructure constraints, and evolving regulatory frameworks. Tiwari et al. (2020) highlighted that the booming event and tourism industry in India faces extreme pressure from resource overuse, waste production, and carbon emissions, and that sustainability is much-needed, not an option. According to their findings, organizers demonstrate a positive intention toward green practices, including waste separation, water reuse, and green energy, even though their implementation is often symbolic due to a lack of coherent governance and technical skills. In a study in Chennai, Balaji and Adil (2019) found growing awareness among planners and participants about environmentally friendly event solutions, which, in their case, led to much higher levels of satisfaction and a better brand image, driven by reduced waste and minimal plastic use. However, the implementation of international sustainability standards, such as ISO 20121, is not yet formalized, indicating a discrepancy between desire and practice.

Kerala's regional knowledge also contributes to the tendency towards a community-based approach to sustainability. According to Venugipalan and Kumar (2017), the increasing use of eco-certified spaces, waste-sorting technologies, and online logistics to reduce resource costs is facilitated by local tourism policies that combine environmental education and community involvement. Other big-city projects, such

as the adoption of energy-saving lamps, water collectors, and electronic tickets, can also be seen as indicators of India slowly moving towards a sustainable model of events. However, it has been observed that there are still issues in this area, including the lack of standardized environmental guidelines, limited enforcement, and financial hesitation among small- and medium-sized event companies to adopt them. Collectively, the international and Indian evidence proves that the globalization of event management is a moral and strategic necessity. As developed countries enjoy institutionalized structures and accreditation procedures, developing countries, such as India, are advancing through awareness and community-based efforts. The shared body of knowledge emphasizes that incorporating environmental responsibility into event design, implementation, and appraisal results in practical economic efficiency, increased stakeholder confidence, and organizational sustainability (Ahmad et al., 2016; Tiwari et al., 2020; Nawarathna & Arachchi, 2023). Sustainability in events, therefore, as it has traditionally been understood as a limitation on profitability, is undergoing a global shift in understanding, now seen as one of the avenues to innovation, competitiveness, and long-term value creation.

2.5.5 Different Terminologies about Green Business Practices in the Event

In the broader context, all these varied terminologies essentially converge under the umbrella of Green Business Practices (GBPs) in Event Management firms. Whether described as *green event management* (Ahmad et al., 2013), *greening initiatives* (Zamzuri et al., 2013; Ahmad et al., 2016), *sustainable event management* (Janjusevic & Salama, 2021; Tiwari et al., 2020; Toscani et al., 2024), or even as *eco-friendly* and *environmentally friendly events* (Mokhtar et al., 2014), the central aim remains the same: reducing the environmental footprint of events while aligning operations with sustainability goals. Region-specific terms such as Austria's "Green Meetings and Green Events" certification (Zitz, 2014), or strategic framings like "climate-resilient events" (Mair, 2024; Werner, 2024) and "circular event management" (Fogarassy et al., 2017), expand the scope of GBPs to include adaptation, resilience, and resource efficiency. Similarly, approaches that stress sustainable finance (Ahmed, 2021), CSR-driven events (Nawarathna & Arachchi, 2023), or eco-conscious practices in weddings (Roth, 2013) reinforce that, irrespective of terminology, the core practices

revolve around conserving resources, minimizing waste, reducing emissions, and embedding responsibility into organizational strategies. Thus, despite differences in labels across contexts and authors, these concepts collectively represent the application of Green Business Practices by event management firms, positioning sustainability not merely as compliance but as a strategic pathway toward operational efficiency, stakeholder trust, and long-term competitiveness.

2.5.6 Variables identified from previous studies

When examining previous research on Green Business Practices (GBPs) and Green Event Management, a coherent set of indicators has been identified, which, together, can be viewed as the main dimensions in which sustainability is integrated into organizations' work. The selection of these indicators was based on other empirical and conceptual studies that directly used them as measurement items or applied constructs that represented the same meaning. The table below summarizes the dimensions of Green Business Practices, and each of them indicates the associated indicators and key references in the literature, which look like a structured framework of understanding how GBPs have been conceptualized and operationalized in various industrial and geographical settings.

Table 2.1

Dimensions and Indicators of Green Business Practices (GBP) Identified from the Literature

Code	Dimensions and Indicators	Description	References
GMS	Green Management and Strategy	Green Management and Strategy refer to an organisation's planned efforts to integrate environmental responsibility into its goals and operations to support long-term sustainability.	(Jones, 2018; Salama & Almomani, 2021; Hagen, 2021; Tiwari et al., 2020; Janjusevic & Salama, 2021; Merrilees & Marles, 2011; Frost et al., 2014; Ramely & Rashid, 2014; Jithina, 2019)
GMS1	Green Dynamics Capabilities	The ability of firms to combine, develop, and reorganize existing resources and knowledge to build and renew eco-focused organizational competencies that enable them to adapt to environmental and market changes.	(Chen and Chang 2013), (Joshi and Dhar 2020), (Yousaf, 2021)

Code	Dimensions and Indicators	Description	References
GMS2	Green Venue	A green venue is a facility designed and operated in an environmentally friendly way, emphasizing sustainable practices like energy efficiency, waste reduction, resource conservation, and minimal ecological impact.	(Jones, 2018; Park & Kim, 2017; Salama & Almomani, 2021; Wee et al., 2021)
GMS3	Green Policy	A green policy is an organizational or corporate framework that promotes environmentally responsible practices to reduce negative environmental impacts.	(Alves et al., 2020; Arcodia et al., 2012; Borbon, 2022; Cekanavicius, 2014; Harris & Schlenker, 2018; Jones, 2018; Park & Kim, 2017; Salama & Almomani, 2021; Wee et al., 2021)
GMS4	Green Awareness	Green Awareness pertains to the understanding and sensitivity that individuals or organizations possess regarding environmental issues, enhanced through training that encourages responsible and informed choices.	(Alkhodary, 2023; Borbon, 2022; Cekanavicius, 2014; Dey, 2022; Jithina, 2019; Kim, 2017; Marumo, 2016; Sultana et al., 2020; Tiwari et al., 2020; Viviers et al., 2017; Wee et al., 2021; Zitz, 2014)
GPP	Green Procurement Practices	Green procurement practices involve responsibly sourcing goods and services by prioritizing eco-friendly products, sustainable suppliers, and waste-reducing methods.	(Ahmad et al., 2013; Gagre & Sumit, 2018; Harris & Schlenker, 2018; Majurin, 2017; Ramely et al., 2022; Torres et al., 2013)
GPP1	Supply Planning	Supply planning involves precisely estimating and coordinating material needs before an event to reduce waste and maximize the use of resources.	(Borbon, 2022; Goel, 2014; Harris & Schlenker, 2018; Merrilees & Marles, 2011; Viviers et al., 2017;)
GPP2	Bulk Purchasing	Bulk purchasing involves buying goods in large quantities to boost efficiency and lessen environmental impacts from packaging, transportation, and waste.	(Ahmad et al., 2013; Borbon, 2022; Balaji & Adil, 2019; Jones, 2018; IIHF Manual, 2015; Cekanavicius, 2014; Alves et al., 2020; Sluisveld & Worrell, 2013; Emblem, 2012; Frey, 2016; Miyamoto et al., 2020)
GPP3	Suppliers' green behaviour	Organizations are encouraged to favor suppliers that demonstrate environmental responsibility (e.g., by complying with environmental standards, using eco-friendly materials, or reducing pollution).	(Ahmad et al., 2013; Borbon, 2022; Balaji & Adil, 2019; Park & Kim, 2017; Wee et al., 2021; Jabbour et al., 2016; Inman, 2018; Luthra et al., 2016; Younis et al., 2016; Li et al., 2019; Alves et al., 2020; Mokhtar et al., 2014; Harris & Schlenker, 2018)
GPP4	Bio-degradable materials	Bio-degradable materials are preferred for event supplies like packaging, disposables, decorations, or promotional products because they reduce the amount of persistent waste.	(Borbon, 2022; Balaji & Adil, 2019; Jabbour et al., 2016; Perramon et al., 2014; Sahoo et al., 2021; Inman, 2018; IHF Manual for Sustainable Events, 2015; Yuniati, 2021; Roth, 2013; Harris & Schlenker, 2018; Mokhtar et al., 2014; Sluisveld & Worrell, 2013; Emblem, 2012; Cekanavicius, 2014)

Code	Dimensions and Indicators	Description	References
GEP	Green Energy Management Practices	Green Energy Management Practices involve reducing energy use, improving efficiency, and adopting cleaner or renewable energy sources to minimise environmental impact.	(Viviers et al., 2017; Marumo, 2016; Nawarathna & Arachchi, 2023; Park & Kim, 2017; Wee et al., 2021; Borbon, 2022; Balaji & Adil, 2019; Tiwari et al., 2020; IIHF Manual, 2015; Fogarassy et al., 2017; Ahmed, 2021; Cekanavicius, 2014; Ham & Han, 2013; Gagre, 2018; Jeong et al., 2014; Majurin, 2017; Ramely et al., 2022; Cuevas et al., 2020; KN, 2012; Dey, 2022; Ahmad et al., 2013)
GEP1	Save energy	It refers to intentional measures and strategies that organisations implement to reduce energy use, thereby lowering operating costs and lessening environmental impact.	(Fogarassy et al., 2017; Ahmed, 2021; Salama & Almomani, 2021; Kilic, 2012; Luthra, Garg, & Haleem, 2016; Ramely et al., 2022; Perramon et al., 2014; Majurin, 2017; Balaji & Adil, 2019; Sultana et al., 2020; Tiwari et al., 2020; Borbon, 2022; Mokhtar et al., 2014; Harris &
GEP2	Efficient use of energy equipment	Refers to practices that aim to minimize energy consumption during events by using energy-saving technologies and equipment.	(Ahmad et al., 2013; Ramely et al., 2022; Marumo, 2016; Viviers et al., 2017; Borbon, 2022; Nawarathna & Arachchi, 2023; IIHF Manual, 2015; Harris & Schlenker, 2018; Majurin, 2017; Fogarassy et al., 2017; Mokhtar et al., 2014; Torres & Villapando, 2013; Jeong et al., 2014; Mishra, 2020; Dey, 2022)
GEP3	Reduce energy demand	Reducing energy demand involves implementing strategies and measures to decrease the total energy required during the planning and execution of events, aiming to reduce environmental impact and enhance sustainability.	(Ahmad et al., 2013; Ramely et al., 2022; Marumo, 2016; Viviers et al., 2017; Borbon, 2022; Nawarathna & Arachchi, 2023; Mokhtar et al., 2014; Fogarassy et al., 2017; Dey, 2022; Jeong et al., 2014; Majurin, 2017; IIHF Manual, 2015; Sultana et al., 2020; Merrilees & Marles, 2011; Zitz, 2014; KN, 2012; Cekanavicius, 2014; Harris & Schlenker, 2018)
GEP4	Renewable source of energy	A renewable source of energy is a clean, sustainable energy option utilized by event venues or organizers to minimize environmental harm by reducing reliance on non-renewable, polluting energy sources.(Ramely et al, 2022)	(Nawarathna & Arachchi, 2023; Fogarassy et al., 2017; Majurin, 2017; IIHF Manual for Sustainable Events, 2015; Ahmed, 2021; Mokhtar et al., 2014; Borbon, 2022; Harris & Schlenker, 2018; Dey, 2022; Ramely et al., 2022; Goel, 2017; Mishra, 2020; Arcodia et al., 2012;
GMP	Green Marketing and Promotion	Green Marketing and Promotion involve promoting products or practices by highlighting their environmental benefits and sustainability.	(Jones, 2018; Kim et al., 2019; Park & Kim, 2017; Ramely et al., 2022; Salama & Almomani, 2021; Wee et al., 2021; Zamzuri, 2020; Zitz, 2014)
GMP1	Green Advertising	Green Advertising employs digital and environmentally friendly promotional methods to minimize resource consumption and demonstrate a commitment to sustainability.	(Wee et al., 2021; Kim et al., 2019; Jones, 2018)

Code	Dimensions and Indicators	Description	References
GMP2	Informative signage	Informative signage means use of signs or displays that provide clear, relevant information to attendees about sustainable practices, environmental guidelines, and green behaviours at the event.	(Jones, 2018; Viviers et al., 2017; Marumo, 2016; IIHF Manual, 2015; Salama & Almomani, 2021; Ramely
GMP3	Reduce print Materials	Reduce Print Material means limiting the use of physical printed materials, such as brochures, flyers, banners, or registration materials, during events to reduce paper use and waste.	(Jones, 2018; IIHF Manual, 2015; Ramely et al., 2022; Hagen, 2021; Jackle, 2021; Thienen et al., 2024; Borbon, 2022; Balaji & Adil, 2019; Marumo, 2016; Cekanavicius, 2014; Zitz, 2014)
GWM	Green Water Management Practices	Green Water Management Practices involve efficiently using water, minimizing waste, and adopting sustainable methods to conserve and protect water resources in organizational activities.	(Ahmad et al., 2013; Balaji & Adil, 2019; Borbon, 2022; Marumo, 2016; Ramely et al., 2022; Sultana et al., 2020; Tiwari et al., 2020; Viviers et al., 2017; Yuniati, 2021)
GWM1	Reduce Water Consumption	Reducing water consumption involves taking various steps to use water more efficiently and prevent waste in restaurant operations.	(Aykol et al., 2015; Borbon, 2022; Mishra, 2020; Mokhtar et al., 2014; Perramon et al., 2014; Ramely et al., 2022; Tang, 2015; Torres et al., 2013)
GWM2	Clear instructions to attendees	Explicit Instruction to Attendees involves giving participants straightforward, easy-to-understand, and practical guidance on the environmentally sustainable use of water.	(Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Marumo, 2016; Perramon et al., 2014; Ramely et al., 2022; Salama & Almomani, 2021; Viviers et al., 2017)
GWM3	Using water-efficient equipment	Water-efficient equipment refers to the use and integration of technologies, machinery, and fixtures designed to reduce water use during production processes.	(Ahmad et al., 2013; Borbon, 2022; Navare, 2017; Ramely et al., 2022; Tang, 2015; Harris & Schlenker, 2018; Jeong et al., 2014)
GWM4	Reduce the use of plastic bottles.	Reduce Plastic Bottle refers to an environmentally friendly practice at events aimed at decreasing the use and disposal of single-use plastic bottles to lessen environmental impact by curbing irresponsible water consumption.	(Balaji & Adil, 2019; Borbon, 2022; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Mokhtar et al., 2014; Ramely et al., 2022)
GWP	Green Waste Management Practices	Green Waste Management Practices involve reducing, reusing, and recycling waste to minimize environmental impact and promote sustainable resource use.	(Ahmad et al., 2013; Balaji & Adil, 2019; Borbon, 2022; IIHF Manual for Sustainable Events, 2015; Marumo, 2016; Mokhtar et al., 2014; Perramon et al., 2014; Ramely et al., 2022; Sultana et al., 2020; Tiwari et al., 2020; Viviers et al., 2017; Harris & Schlenker, 2018;)
GWP1	Waste Minimisation Strategies	Waste minimization strategies involve estimating potential waste before an event and implementing planned actions to reduce waste generation through efficient	(Ahmad et al., 2013; Borbon, 2022; Mokhtar et al., 2014; Perramon et al., 2014; Ramely et al., 2022)

Code	Dimensions and Indicators	Description	References
		resource use and prevention measures.	
GWP2	Waste Segregation	Waste segregation involves dividing waste produced at events into different categories—such as organic, recyclable (plastic, paper, glass, metal), and non-recyclable waste—at the point of disposal.	(Ahmad et al., 2013; Balaji & Adil, 2019; Borbon, 2022; Cuevas et al., 2020; IIHF Manual for Sustainable Events, 2015; Marumo, 2016; Mokhtar et al., 2014; Ramely et al., 2022; Tiwari et al., 2020; Viviers et al., 2017; Wee et al., 2021)
GWP3	Reduce, recycle, and reuse waste materials.	Green business events adopt strategies based on the classic environmental trilogy of reduce, reuse, and recycle, emphasizing energy conservation and waste minimization as key practices.	(Alves et al., 2020; Borbon, 2022; Cekanavicius, 2014; Ham & Han, 2013; IIHF Manual for Sustainable Events, 2015; Inman, 2018; Jabbour et al., 2016; Jeong, Jang, & Day, 2014; KN, 2012; Luthra et al., 2016; Majurin, 2017; Marumo, 2016; Merrilees & Marles, 2011; Rai & Jambhulkar, 2018; Ramely et al., 2022)
GM4	Waste Disposal Mechanism	A structured and accountable system that involves collecting, sorting, transporting, and responsibly managing waste generated at events to promote environmental protection, cleanliness, and resource recovery.	(Ahmad et al., 2013; Borbon, 2022; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Marumo, 2016; Mokhtar et al., 2014; Ramely et al., 2022; Tiwari et al., 2020; Viviers et al., 2017; Wee et al., 2021; Ramasawmy & Nagowah, 2023)
GWP5	Monitoring waste disposal	Monitoring waste management processes, such as separate waste collection, sorting, and final disposal, shows clear environmental benefits.	(Ali, Alam, & Rahaman, 2012; Oliveira et al., 2022; Ramasawmy & Nagowah, 2023).
GWP6	Assigning Staff	Assigning staff to monitor ensures proper waste sorting, regular inspections, and attendee guidance, effectively implementing the waste management plan.	(Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Salama & Almomani, 2021)
GWP7	Donate leftover food	Donating leftover food involves collecting uneaten, safe-to-eat food from events and giving it to charities, shelters, or food banks.	(Balaji & Adil, 2019; Frey, 2016; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Wee et al., 2021)
GTP	Green Transportation Practices	Green Transportation Practices involve using eco-friendly travel options and strategies that reduce fuel consumption, emissions, and environmental impact in the movement of people and goods.	(Ahmed, 2021; Borbon, 2022; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jones, 2018; Luthra et al., 2016; Mair, 2024; Marumo, 2016; Mokhtar et al., 2014; Nawarathna & Arachchi, 2023; Park & Kim, 2017; Ramely et al., 2022; Tiwari et al., 2020; Viviers et al., 2017; Werner, 2024; Zitz, 2014)
GTP1	GHG emission reduction	GHG emission reduction refers to actions taken to lower greenhouse gas emissions during event planning and execution.	(Asha, 2019; Gagre & Sumit, 2018; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Jabbour et al., 2016; Jithina, 2019; KN, 2012; Luthra et al., 2016; Navare, 2017; Ramely et al., 2022)

Code	Dimensions and Indicators	Description	References
GTP2	Buy from the Local Market	Using regional and seasonal products reduces the carbon footprint by avoiding long-distance transportation and excessive logistics.	(Borbon, 2022; Frey, 2016; Harris & Schlenker, 2018; IIHF Manual for Sustainable Events, 2015; Luthra et al., 2016; Mokhtar et al., 2014; Nawarathna & Arachchi, 2023; Perramon et al., 2014; Ramely et al., 2022; Tiwari et al., 2020;
GTP3	Venue Accessibility	Venue accessibility is not just about physical access; it also includes ensuring that the location is reachable by modes of transport that minimize environmental impact, such as public transportation, walking, cycling, or shuttle services.	(Harris & Schlenker, 2018; Jones, 2018; Laing & Frost, 2011; Mokhtar et al., 2014; Park & Kim, 2017; Ramely et al., 2022; Sultana et al., 2020; Wee et al., 2021)
GTP4	Virtual meeting	A virtual meeting is an event conducted online where all participants join through their computers or devices, using platforms that provide video and audio communication, without being physically present at a common venue.	(Frost, Mair, & Laing, 2014; Hagen, 2021; Jäckle, 2021; Jones, 2018; Klerings, Metzendorf, & Bissels, 2020; Mokhtar et al., 2014; Thienen et al., 2024)

2.6 Drivers of Green Business Practice Adoption

The determinants that push firms to adopt Green Business Practices (GBPs) are termed drivers, but they vary markedly across countries and across industries. To capture this heterogeneity, the next two sections synthesize: (i) global drivers, illustrating how the three-part engine (institutional pressure, market pull, organizational capability) manifests in different national and sectoral contexts; and (ii) India-specific drivers, where capability-plus-market dynamics are especially salient and intersect with regulatory cues and top-management commitment.

2.6.1 Global driving factors

At the global level, numerous studies reveal that the adoption of Green Business Practices (GBPs) is driven by multiple factors reflecting organizational, financial, environmental, stakeholder, technological, marketing, and regulatory influences across industries and regions. The Australian experience with mass gatherings, according to Harris and Schlenker (2018), shows that adoption is often values-led, where internal philosophies and attendee/community expectations predominate, with leadership buy-in and supportive stakeholder relationships serving as facilitators

despite ineffective measurement systems. Jabbour et al. (2016) report that in Brazil, the tipping point is perceived to be the overcoming of internal barriers: after green operational practices are established, firms experience both environmental and operational performance benefits, which in turn encourage further adoption. Li et al. (2019) found an institutional-leadership cascade revealing that in China, government policy cues and international customer demand trigger top-management championing, fostering a culture and rituals of green implementation. The results delivered by Hämäläinen (2021) in the festival landscape of Finland show that the sustainability values of both organizers and audiences, along with their competitive positioning and educative mission, are the main drivers, while the interests of finance and infrastructural limitations restrain ambitions.

The Asian event perspective, as discussed by Li and Liu (2020), shows that customer demand, government incentives and regulations, social responsibility, media promotion, and peer influence are key drivers, while the lack of government support and human resources act as significant barriers. As Zamzuri (2020) explains, Malaysian scholarship expands this picture: business events are also propelled by internal CSR, competitiveness, and image goals, supply chain impact, and customer CSR expectations, but time, skills, resources, and unsupportive frameworks hinder progress. Restaurants focus on top management commitment, cost considerations, employee involvement, regulation, and stakeholder expectations, while low awareness, financial constraints, and weak enforcement slow change, highlighting the need for public education and government support (Kasim & Ismail, 2012; SP, 2014). The study by Walker, Di Sisto, and McBain (2008), in the context of supply chains, identified that internal values, cost and quality considerations, employee involvement, as well as external regulatory and customer pressures are crucial factors driving diffusion in public and private organizations; diffusion typically occurs through mimetic or normative channels rather than supplier coercion. Sectoral analyses reflect market-performance feedback: Perramon et al. (2014) state that external pressures on Spanish restaurants are prompting green practices that improve operational efficiency and competitiveness, leading to sustainable adaptation; Ghebrehiwet (2019) shows that South African food retail has internal HR potential, process efficiency, profit-

maximization goals, and increasing customer awareness interacting with government regulation and competition. Kulatunga et al. (2015) emphasize the importance of capability drivers such as awareness, education, university R&D links, and global networking, especially in resource-limited environments like Sri Lankan manufacturing.

Akadiri and Fadiya (2013) suggest that the UK construction industry is highly regulated, with government rules being the most decisive influence, supported by top management commitment and stakeholder pressure. Ashton et al. (2017) and Purwandani and Michaud (2021) found in the United States that competitiveness and cost reduction are internal motivations among SMEs; consumption spreads through peer or consultant norms, and capital is limited, restricting deeper investments. Research on pan-European festivals, as presented by Wilmink-Thomas (2021), introduces catalysts such as inter-festival cooperation, cultural changes, audience involvement, and data systems, as well as established barriers including finance, knowledge, internal resistance, and limited control over attendee behavior. Contextualizing these findings, the review of smaller service firms, as Aykol and Leonidou (2015) state, highlights concepts like stakeholder/institutional cues and RBV-style resource preparedness as standard drivers, emphasizing the need for more focused theories and broader geographic studies. Similarly, as Fields and Atiku (2017) mention, analyses emphasize collective green creativity, transformational leadership, shared green vision, and dynamic capabilities as enabling conditions that help transform pressures into eco-innovation.

2.6.2 Indian Perspective

The ability to enable market and capability consistency is identified in Indian studies to be moderated by industry. In the case of manufacturing MSMEs, the research by Singh et al. (2016) indicates that green process and organizational innovations have the most significant influence on business performance; such innovations, in turn, are driven by internal factors (technological capabilities, knowledge, CSR orientation) and external factors (regulation, green customer demand, peer pressure). They indirectly affect performance through innovation, suggesting that developing

innovation capabilities is the key channel. In the banking sector, Goel and Nath (2017) consider that perceived usefulness and management commitment/support are the main drivers of intention and adoption, with customer pressure also having a positive impact. However, competitor pressure is either negative or weak in a fledgling market. Their work notes that high construct reliability/validity and environmental sustainability are the highest-variance-explaining constructs; supporting training, clear guidelines, and system support are also important.

According to Dey (2022), organized retail in Mumbai presents a market image and cost profile: eco-labels and green procurement are connected with customer retention, competitive advantage, sales growth, and market share, and energy-saving efforts imply cost/ROI savings. However, low awareness of EMS, limited auditing, and poor record quality hinder rigorous cost-benefit analysis and policy-based improvements. Evidence from Kerala's MSMEs shows that GBP adoption is influenced by a broad set of validated constructs and 33 motivating drivers versus 26 barriers, with demographic differences (size, location, education, gender) conditioning responsiveness. GBP improves enterprise performance, but drivers and barriers do not mediate this effect—suggesting more complex pathways and the need for targeted Green Consultancy and Training Centres (Jithina, 2019).

2.6.3 Variables identified as Drivers for the Adoption of Green Business Practices.

There is a wide variety of drivers that lead event management firms to adopt Green Business Practices (GBPs). Based on empirical and conceptual data from areas such as events, hospitality, retail, manufacturing, construction, banking, and supply chains, this study has identified a multidimensional list of factors influencing firms to implement GBPs. These drivers include Organizational Values, Financial Benefits, Environmental Awareness, Stakeholder Pressure, Technological Expertise and Infrastructure, Market Strategy, and Regulatory Mechanism, as they are complex and interconnected factors driving green adoption in the events industry. From a review of 31 studies, 25 indicators across seven dimensions were identified. The indicators were either explicitly mentioned in previous studies or included based on their conceptual similarity or equivalence.

Table 2.2

Dimension and Indicators of Drivers of Green Business Practices (GBPs) Identified from the Literature

Code	Dimension and Indicators	Description	Reference
OV	Organizational Value	Organizational Value refers to a firm's commitment to responsible, innovative, and environmentally aligned practices that motivate the adoption of green initiatives.	(Ghebrehiwet, 2019; Hamalainen, 2021; Harris & Schlenker, 2018; Jithina K. K., 2019; Jones, 2010; Li et al., 2020; Merrilees & Marles, 2011; SP, 2014; Walker, Di Sisto, & McBain, 2008)
OV1	Social Responsibility Strategy	Social responsibility in green event practices means organising events in ways that support community well-being, social equity, and ethical conduct while meeting environmental sustainability goals.	(Aghelie, 2017; Ashton et al., 2017; Dey, 2022; Frost, Mair, & Laing, 2014; Goel, 2017; Jithina, 2019; Lee, Wu, & Zheng, 2021; Li et al, 2020; SP, 2014; Walker, Di Sisto, & McBain, 2008; Wielewska et al., 2023; Wilmink-Thomas, 2021)
OV2	Creativity and Innovation	Creativity and innovation help firms develop eco-friendly technologies and practices that reduce energy use, waste, and emissions more effectively than conventional methods.	(Fields & Atiku, 2017; Frost, 2014; Ghebrehiwet, 2019; Horbach, Rammer, & Rennings, 2012; Jithina, 2019; Kammerer, 2008; Shah, 2022; Singh et al., 2016)
OV3	Green HRM	Green HRM refers to integrating environmental values into HR practices to promote sustainable employee behaviour and support the organization's green goals.	(Faisal, 2023; Ghebrehiwet, 2019; Wielewska et al., 2023)
FB	Financial Benefit	Financial Benefit refers to the economic advantages that motivate firms to adopt green practices, such as improved financial performance, access to supportive incentives, and reduced operational expenses.	(Aghelie, 2017; Ashton, Russell, & Futch, 2017; Jithina, 2019; Kasim & Ismail, 2012; Lee, Wu, & Zheng, 2021; Li et al, 2020; Walker, Di Sisto, & McBain, 2008)
FB1	Profitability	Profitability refers to a firm's capacity to earn profit beyond its expenses, especially when adopting green or eco-friendly technologies.	(Ashton, Russell, & Futch, 2017; Devenish & Moital, 2019; Ghebrehiwet, 2019; Goel, 2017; Jithina, 2019; Kasim & Ismail, 2012)
FB2	Government Grant and Financial Assistance	Government grants and financial assistance refer to the direct support, subsidies, or incentives provided by authorities to encourage environmentally superior practices and technologies.	(Aghelie, 2017; Aykol & Leonidou, 2015; Dey, 2022; Ghebrehiwet, 2019; Jithina, 2019; Li et al., 2019; Shah, 2022)

Code	Dimension and Indicators	Description	Reference
FB3	Reduce Cost	Cost reduction through green practices is achieved by improving energy and resource efficiency, minimising waste, and adopting sustainable procurement, resulting in financial savings and long-term business sustainability	(Ankit Goel, 2017; Dey, 2022; Ghebrehiwet, 2019; Jithina K. K., 2019; Lee, Wu, & Zheng, 2021; Li et al., 2020; Merrilees & Marles, 2011; Walker, Di Sisto, & McBain, 2008)
EA	Environmental Awareness	Environmental Awareness refers to understanding environmental issues and making informed choices that conserve resources and reduce ecological harm.	(Dey, 2022; Frost, 2014; González-Benito & González-Benito, 2006)
EA1	Awareness about Environmental Issues	Rising concern about issues such as global warming, resource depletion, pollution, and waste has strongly encouraged the adoption of green practices in the retail sector	(Dey, 2022; Ghebrehiwet, 2019; Goel, 2017; Jithina, 2019; Lee, Wu, & Zheng, 2021; Li et al, 2020; Merrilees & Marles, 2011; Walker, Di Sisto, & McBain, 2008)
EA2	Conserve Natural Resources	Conservation of natural resources means using Earth's materials wisely and sustainably to ensure they remain available for present and future generations	(Aghelie, 2017; Ainin, Naqshbandi, & Dezdar, 2016; Jithina, 2019)
EA3	Reduce Environmental Impact	Reduction of environmental impact refers to minimising the harmful effects of human activities on nature through green practices and resource conservation	(Dey, 2022; Ghebrehiwet, 2019; Goel, 2017; Jithina, 2019)
STP	Stakeholders Pressure	Stakeholder Pressure refers to the influence of customers, employees, regulators, suppliers, and the community in pushing firms to adopt environmentally responsible practices.	(Hagen, 2021; Jones, 2010; Lee, Wu, & Zheng, 2021; Pereira & Alves, 2015)
STP1	Client's Green Demand	Customer demand for green products or services can motivate firms to shift their regular operations toward environmentally sustainable practices	(Ashton, Russell, & Futch, 2017; Dey, 2022; Devenish & Moital, 2019; Ghebrehiwet, 2019; Goel, 2017; González-Benito & González-Benito, 2006; Hamalainen, 2021; Jithina, 2019; Kammerer, 2008; Li et al., 2020; Li et al., 2019; Walker, Di Sisto, & McBain, 2008)
STP2	Trade Association support	Support from trade or event management associations can encourage organisations to adopt Green Business Practices.	(Akadiri & Fadiya, 2013; Ashton, Russell, & Futch, 2017; Hamalainen, 2021; Harris & Schlenker, 2018;

Code	Dimension and Indicators	Description	Reference
			Jones, 2010; Werner, Griesse, & Große Ophoff, 2022)
STP3	Peer Firm Influence	Peer Firm Influence means firms adopt green practices when their competitors do so, to stay competitive and aligned with industry norms.	(Ashton, Russell, & Futch, 2017; Aykol & Leonidou, 2015; González-Benito & González-Benito, 2006; Jithina, 2019; Li et al., 2020; Walker, Di Sisto, & McBain, 2008)
STP4	Suppliers and Distributors Demand the adoption of GBP	Green behaviour among suppliers and distributors can motivate organisations to adopt environmentally sustainable practices.	(Aykol & Leonidou, 2015; Ghebrehiwet, 2019; González-Benito & González-Benito, 2006; Jithina, 2019; Jones, 2010; Kammerer, 2008)
STP5	Pressure from the Local Community, Media, Politicians, and NGOs	Pressure from the local community, media, politicians, and NGOs can encourage organisations to adopt Green Business Practices by raising awareness and promoting accountability	(Frost, 2014; Ghebrehiwet, 2019; González-Benito & González-Benito, 2006; Harris & Schlenker, 2018; Jithina, 2019; Jones, 2010; Li et al., 2020; Pereira & Alves, 2015; Walker, Di Sisto, & McBain, 2008)
STP6	Sponsor's Green Specification	Sponsor demand refers to expectations from sponsors that encourage or require organisations to adopt environmentally sustainable practices as part of their partnership or funding terms.	(Akadiri & Fadiya, 2013; Harris & Schlenker, 2018; Merrilees & Marles, 2011; Pereira & Alves, 2015; Shah, 2022; Walker, Di Sisto, & McBain, 2008)
STP7	Availability of Skilled Workforce	Availability of skilled workforce refers to having employees with the knowledge and expertise needed to implement and manage green business practices effectively.	(Ghebrehiwet, 2019; Jithina, 2019; Walker, Di Sisto, & McBain, 2008)
TEI	Technological Expertise and Infrastructure	Technological Expertise and Infrastructure act as drivers by providing the skills, facilities, and technologies needed for organisations to implement effective and sustainable practices.	(Frost, 2014; Hagen, 2021; Jithina, 2019; Kammerer, 2008)
TEI1	Green Venue	A green venue is an event location designed and operated with eco-friendly practices such as energy efficiency, waste reduction, and water conservation to minimise environmental impact.	(Werner, Griesse, & Große Ophoff (2022; Hagen, 2021; Harris & Schlenker, 2018; Shah, 2022; Sustainability Through a Green Event, 2023)
TEI2	Availability of Infrastructure	Availability of infrastructure—such as public transport, good roads, renewable energy, and	(Hagen, 2021; Pereira & Alves, 2015; Shah, 2022)

Code	Dimension and Indicators	Description	Reference
		recycling facilities—supports and encourages businesses to adopt sustainable practices.	
TEI3	Technological Development	Technological development refers to advances in technologies that enable more efficient, sustainable, and environmentally friendly business practices.	(Frost, 2014; Hagen, 2021; Hamalainen, 2021; Jithina, 2019; Kammerer, 2008; Navare, 2017; Shah, 2022; Wilmink-Thomas, 2021)
MS	Marketing Strategy	Implementing green business practices as a marketing strategy helps strengthen the brand, enhance market appeal, and create a competitive edge.	(Dey, 2022; SP, 2014; Walker, Di Sisto, & McBain, 2008)
MS1	Brand Image	Brand image refers to the public perception of a company, shaped by its values and customer experiences, and can be strengthened through environmentally responsible practices.	(Aghelie, 2017; Dey, 2022; Goel, 2017; Jithina, 2019; Lee, Wu, & Zheng, 2021; Li et al., 2020; Wilmink-Thomas, 2021; Zamzuri, 2020)
MS2	Expected Marketability	Expected marketability refers to an event firm's anticipation of future demand for green events, encouraging them to adopt sustainable practices to attract eco-conscious clients and remain competitive.	(Aghelie, 2017; Jithina, 2019; Lee, Wu, & Zheng, 2021)
MS3	Competitive Advantage	Competitive advantage refers to the benefits a firm gains from adopting green practices, such as attracting eco-conscious clients, improving its reputation, and reducing costs, thereby strengthening its market position.	(Ashton, Russell, & Futch, 2017; Dey, 2022; Ghebrehwet, 2019; Goel, 2017; González-Benito & González-Benito, 2006; Hamalainen, 2021; Jithina, 2019; Lee, Wu, & Zheng, 2021; Li et al., 2020; Merrilees & Marles, 2011; Walker, Di Sisto, & McBain, 2008; Wilmink-Thomas, 2021; Zamzuri, 2020)
RM	Regulatory Mechanism	Regulatory Mechanism refers to environmental rules and penalties under current and upcoming sustainability laws that compel firms to follow eco-friendly practices.	(Akadiri & Fadiya, 2013; Dey, 2022; Frost, 2014; Ghebrehwet, 2019; González-Benito & González-Benito, 2006; Kammerer, 2008; SP, 2014; Walker, Di Sisto, & McBain, 2008; Wielewska et al., 2023)
RM1	Regulatory Enforcement/Penalties.	Penalties imposed by local self-government refer to fines or sanctions issued by local authorities for non-compliance with environmental rules, encouraging firms to adopt Green Business Practices	(Ashton, Russell, & Futch, 2017; Frost, 2014; Ghebrehwet, 2019; Jithina, 2019; Lee, Wu, & Zheng, 2021; Li et al., 2019; Li et al., 2020; Walker, Di Sisto, & McBain, 2008; Wilmink-Thomas, 2021)

Code	Dimension and Indicators	Description	Reference
RM2	Current Environmental Legislation	Current environmental legislation refers to existing laws and regulations that require or encourage businesses, including event firms, to follow environmentally responsible practices such as waste management, emissions control, and resource conservation.	(Aghelie, 2017; Akadiri & Fadiya, 2013; Frost, 2014; Ghebrehiwet, 2019; Goel, 2017; Jithina, 2019; Kammerer, 2008; Li et al., 2020; Walker, Di Sisto, & McBain, 2008)
RM3	Expecting Future Legislation regarding Sustainability	Expected future legislation refers to anticipated environmental laws or policy changes that motivate firms to adopt sustainable practices proactively	(Horbach, Rammer, & Rennings, 2012; Jithina, 2019; Kammerer, 2008; Wilmink-Thomas, 2021)

2.7 Barriers to Green Business Practice Adoption

Green business practices face several barriers that hinder their adoption. While some obstacles differ across countries and sectors, others are common regardless of the national context. Based on the literature, the following review highlights these barriers from a global perspective and specifically from the Indian perspective.

2.7.1 Global Perspective

In all settings, companies face a range of challenges inherent in implementing Green Business Practices (GBPs). These include: a lack of commitment from management that prevents sustainability considerations from becoming part of the strategic plan; insufficient knowledge and skills to execute this strategy; technology and infrastructure limitations that make operationalizing greener options difficult; financial constraints that restrict initial investments; uncertain economic returns that weaken the business case; limited information about markets, technologies, and regulations; poor external partnerships across sites and sources; and gaps in policy and regulatory support due to inconsistent supply chains, events, and services. Evidence shows that these barriers coexist and reinforce each other—for example, policy uncertainty increases perceived financial risk, while capability gaps heighten resistance to change. This suggests that the primary need is to reduce upstream

obstacles rather than addressing symptoms individually (Walker et al., 2008; Kasim & Ismail, 2012; Abdullah et al., 2016; Reynolds, 2024; Yildirim et al., 2023).

Country studies explain how this bundle differs. Regarding leadership buy-in as a facilitating factor in Australian public events, Harris and Schlenker (2018) note that weak measurement, venue control issues, and infrastructure gaps coexist with patchy structures, such as a lack of information, technological and infrastructural constraints, and policy gaps. In contrast, in Brazil, Jabbour et al. (2016) find that internal barriers—such as attitudes, legacy, and capabilities—are more complex for manufacturers to overcome until they see performance improvements once practices sink in, due to management gaps, knowledge and skills deficits, and resistance to change. Li et al. (2019) did not identify external signals that catalyze leadership in China, but resource and capability deficits limit progress unless policies are effective, highlighting gaps in policy effectiveness, financial constraints, and shortages of knowledge and skills. Hamalainen (2021) finds that Finnish festivals face constraints such as limited finances, time, access to suppliers, and restrictions on venues and transport, including financial constraints, technological and infrastructural limitations, and weak external partnerships. Abdullah et al. (2016), Zamzuri (2020), SP (2014), and Kasim and Ismail (2012) observe similar issues in Malaysia, such as limited skills, finances, information, enforcement, and weak green supply chains, driven by knowledge and skills gaps, financial constraints, insufficient information, policy gaps, and weak external partnerships. Li and Liu (2020) focus on the lack of human and financial resources and on inadequate policy support in Macao's event firms, which are constrained by financial issues, policy gaps, and weak external partnerships.

Ghebrehiwet (2019) highlights execution capabilities in South African food retailing, supplier credibility, and customer purchasing power, all of which are affected by knowledge and skills deficits, weak external partnerships, and low customer demand. Concerning awareness, finance, infrastructure, and policy gaps—such as inadequate information, lack of financial constraints, technological and infrastructural limitations, and policy gaps—Kulatunga et al. (2015) identify these issues in Sri Lankan manufacturing. Wilmink-Thomas (2021) and Dickson and Arcodia (2010)

document finance, data, and knowledge gaps, control over attendee behavior, and internal resistance in European festivals; although associations are effective, they face capacity constraints, including financial limitations, lack of information, technological and infrastructural deficiencies, and resistance to change.

2.7.2 Indian Perspective

Similar obstacles are reflected in sectoral evidence in India, with specific priorities. Goel and Nath (2017) find that in the banking sector, adoption is limited by process and usability hurdles and limited guidance, despite perceived usefulness and top-management support increasing adoption intent (such as technology and infrastructure constraints, insufficient information, knowledge, and skills deficits, and policy gaps). In organized retail in Mumbai, Dey (2022) observes low EMS awareness, weak auditing and record-keeping, and conservative cost-benefit analysis that slow scaling despite energy savings (due to insufficient information, knowledge, and skills, and uncertain monetary gains). Jithina (2019) also notes that a diverse mix of barriers—including finance, skills, technology, and information—along with demographic differences among Kerala MSMEs, leads to varying responsiveness to Green Business Practice adoption (such as financial constraints, knowledge and skills gaps, technology and infrastructure issues, lack of information, and resistance to change). On the demand side, Nath and Agrawal (2022) suggest that lower willingness to pay, perceived performance issues, availability problems, and routine-integration frictions contribute to weak customer demand, which diminishes the viability of green offerings (weak customer demand). The focus is on tackling the most impactful barriers. Recommendations by Reynolds (2024) and Abdullah et al. (2016) include de-risking finance and clarifying payoffs to resolve financial constraints and uncertain economic benefits. According to Goel and Nath (2017) and Li and Liu (2020), credible standards, incentives, and guidance help reduce gaps in policy and regulatory support and attract investment. Dickson and Arcodia (2010), Zamzuri (2020), and Walker et al. (2008) highlight that gaps in knowledge, skills, information, and weak external relationships can be addressed through targeted training, supplier development, and association tools, while resistance to change can be overcome with structured change

management. Yildirim et al. (2023) also demonstrate that resolving financial, policy, and information issues paves the way for the entire network, underscoring the importance of coordinating interventions and implementing them sequentially rather than through isolated projects.

2.7.3 Variables identified - as a barrier to the Adoption of Green Business Practices

Although there has been increased attention to sustainability, event management companies often face several challenges that hinder the successful implementation of Green Business Practices (GBPs). Based on empirical and conceptual data across industries, including events, hospitality, manufacturing, construction, retail, banking, and supply chains, the study defines a multidimensional spectrum of barriers that limit green implementation. These obstacles include Organizational drawbacks, Knowledge barriers, lack of budget and resources, lack of stakeholder support, lack of regulatory system, poor market response, and lack of technology and infrastructure, all of which are interrelated in the event industry. After reviewing 28 studies, 25 indicators spanning these seven dimensions were identified. The indicators were directly borrowed or added because they were conceptually equivalent or had a similar meaning as in the previous research.

Table 2.3

Dimension and Indicators of Barriers to the Adoption of Green Business Practices (GBPs) Identified from the Literature

Code	Dimensions and Indicators	Descriptions	References
OD	Organizational Drawback	Organizational Drawback (OD) refers to internal weaknesses that limit a firm's ability to adopt Green Business Practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aghelie, 2017; Devenish & Moital, 2019; Ghebrehiwet, 2019; Jabbour et al., 2016; Jithina K. K., 2019; Kasim & Ismail, 2012; Khan et al., 2023; Lee, Wu, & Zheng, 2021; Li et al., 2019; Li et al., 2020; McEwen, 2013; Omowole et al., 2024; Ramely et al., 2022; Reynolds, 2024; SP, 2014; Walker et al., 2008; Yildirim et al., 2023)

Code	Dimensions and Indicators	Descriptions	References
OD1	Lack of Green Policy	The absence of a green policy reduces commitment and direction, making it difficult for organisations to adopt sustainable practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Devenish & Moital, 2019; Ghebrehiwet, 2019; Jithina K. K., 2019; Li et al., 2020; Li & Liu, 2020; Ramely et al., 2022; SP, 2014; Walker et al., 2008)
OD2	Inadequate Organizational Structure	Inadequate Organizational Structure means relying heavily on external organizers, making it difficult to control and implement consistent green practices.	(Aghelie, 2017; Ghebrehiwet, 2019; Jithina K. K., 2019; Khan et al., 2023; Li et al., 2019; Mair & Laing, 2012; McEwen, 2013)
OD3	Resistance to Change	Resistance to change by management or owners slows or blocks the adoption of green practices by limiting support for new sustainable approaches.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aghelie, 2017; Ahmad, 2008; Ghebrehiwet, 2019; Jabbour et al., 2016; Jithina K. K., 2019; Kasim & Ismail, 2012; Reynolds, 2024; Wilmink-Thomas, 2021)
KB	Knowledge barriers	Knowledge Barriers refer to the lack of technical skills, practical understanding, and environmental awareness that prevent firms from effectively adopting and integrating green business practices.	(Aghelie, 2017; Aykol & Leonidou, 2015; Devenish & Moital, 2019; Ghebrehiwet, 2019; Kulatunga et al., 2015; Lee, Wu, & Zheng, 2021; Li et al., 2020; Reynolds, 2024; Walker et al., 2008; Wilmink-Thomas, 2021; Yildirim et al., 2023; Zamzuri, 2020)
KB1	Lack of green technical skills and knowledge	A lack of green technical skills and environmental knowledge limits the expertise needed to implement sustainable practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Ahmad, 2008; Aghelie, 2017; Dey, 2022; Ghebrehiwet, 2019; Goel, 2017; Jithina K. K., 2019; Kasim & Ismail, 2012; Lee, Wu, & Zheng, 2021; Li et al., 2020; Omowole et al., 2024; Zamzuri, 2020)
KB2	Lack of Knowledge about how to incorporate green business Practices	A lack of knowledge on incorporating green practices hinders organisations from taking meaningful sustainability actions.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aghelie, 2017; Aykol & Leonidou, 2015; Devenish & Moital, 2019; Dey, 2022; Goel, 2017; Jithina K. K., 2019; Li et al., 2020; Ramely et al., 2022; Walker, Di Sisto, & McBain, 2008)
KB3	Lack of knowledge about Environmental issues	A lack of understanding of environmental issues reduces awareness of business impacts and diminishes motivation to implement sustainable practices.	(Aghelie, 2017; Aykol & Leonidou, 2015; Dey, 2022; Goel, 2017; Jabbour et al., 2016; Jithina K. K., 2019; Lee, Wu, & Zheng, 2021; Li & Liu, 2020; Li et al., 2020; Ramely et al., 2022; Wilmink-Thomas, 2021)
LBR	Lack of Budget and Other Resources	Lack of Budget and Other Resources refers to financial constraints that hinder green adoption, such as additional costs for technology,	(Aghelie, 2017; Devenish & Moital, 2019; Ghebrehiwet, 2019; Hamalainen, 2021; Khan et al., 2023; Kulatunga et al., 2015; Lee, Wu, & Zheng, 2021; Li et al., 2020; Nath & Agrawal, 2022; Navare,

Code	Dimensions and Indicators	Descriptions	References
		infrastructure, and environmentally friendly materials.	2017; Omowole et al., 2024; Reynolds, 2024; SP, 2014; Walker et al., 2008; Wilmink-Thomas, 2021; Yildirim et al., 2023)
LBR1	Extra financial burden	Extra financial burden refers to the overall additional costs that businesses may face when adopting green practices.	(Aghelie, 2017; Ahmad, 2008; Aykol & Leonidou, 2015; Devenish & Moital, 2019; Dey, 2022; Ghebrehwet, 2019; Hamalainen, 2021; Jabbour et al., 2016; Jithina K. K., 2019; Li et al., 2020; Mair & Laing, 2012; Walker et al., 2008; Wilmink-Thomas, 2021)
LBR2	High cost of technology and infrastructure	The high cost of green technology and infrastructure—such as renewable energy systems, energy-efficient equipment, and sustainable facility upgrades—can be a significant barrier to the adoption of environmentally friendly business practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aykol & Leonidou, 2015; Ghebrehwet, 2019; Goel, 2017; Jabbour et al., 2016; Jithina K. K., 2019; Li et al., 2020; Navare, 2017; Wilmink-Thomas, 2021)
LBR3	High price for green products and materials	The high price of green products and sustainable raw materials can discourage businesses from choosing environmentally friendly options, especially when cheaper, conventional alternatives are readily available.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Ahmad, 2008; Ghebrehwet, 2019; Lee, Wu, & Zheng, 2021; Li et al., 2020; Walker et al., 2008; Wilmink-Thomas, 2021)
LSS	Lack of Stakeholders Support	Lack of Stakeholder Support refers to insufficient cooperation or encouragement from clients, sponsors, government bodies, suppliers, event associations, and the wider community, making it difficult for firms to adopt and sustain green practices.	(Dey, 2022; Firdaus, 2023; Ghebrehwet, 2019; Hamalainen, 2021; Jithina K. K., 2019; Khan et al., 2023; Lee, Wu, & Zheng, 2021; Nath & Agrawal, 2022; Navare, 2017; Ong et al., 2015)
LSS1	Clients/Sponsors are not willing to pay a premium price	Clients or sponsors are often unwilling to pay extra for green events, limiting the funds needed to adopt sustainable practices.	(Firdaus, 2023; Ghebrehwet, 2019; Jithina K. K., 2019; Nath & Agrawal, 2022; Navare, 2017; Ong et al., 2015)
LSS2	Lack of support from the government	Insufficient government support—through policies, funding, or initiatives—creates barriers to promoting and sustaining green or eco-friendly industry practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Aghelie, 2017; Hamalainen, 2021; Li & Liu, 2020; Li et al., 2020; Navare, 2017; Ramely et al., 2022)
LSS3	Lack of green suppliers and distributors	A lack of green-minded suppliers and service partners limits access to environmentally friendly materials and practices, making green adoption difficult.	(Aghelie, 2017; Devenish & Moital, 2019; Ghebrehwet, 2019; Hamalainen, 2021; Jabbour et al., 2016; Jithina K. K., 2019; Kasim & Ismail, 2012; Li et al., 2020; Mair & Laing, 2012; Walker et al., 2008)
LSS4	Lack of pressure from the public, the Local Community, the Media, Politicians, and NGOs	Weak or absent pressure from the public, community groups, media, political leaders, and NGOs reduces the push for organisations to adopt environmentally responsible practices.	(Ghazilla et al., 2015; Hamalainen, 2021; Jithina K. K., 2019; Mair & Laing, 2012; Yildirim et al., 2023)

Code	Dimensions and Indicators	Descriptions	References
LSS5	Lack of support from the Event associations	This refers to the lack of guidance, support, or leadership from professional associations, making it harder for firms to adopt and promote green practices.	(Dickson & Arcodia, 2010; Hamalainen, 2021; Harris & Schlenker, 2018; Ramely, Talib, Radha, & Mokhtar, 2022; Werner, Griesse, & Grosse Ophoff, 2022; Wilmink-Thomas, 2021)
LSS6	Lack of Peer group pressure	When peer firms do not adopt green practices, the lack of competitive or normative pressure discourages others from implementing GBP.	(Aghelie, 2017; Ashton et al., 2017; Liu & Chen, 2023; Walker et al., 2008)
LSS7	Client/Sponsors are not willing to cooperate	Clients are often unwilling to compromise or adjust their event plans for green alternatives, which limits the adoption of sustainable practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Ahmad, 2008; Asha, 2019; Devenish & Moital, 2019; Goel, 2017; Kasim & Ismail, 2012; Walker et al., 2008)
LRS	Lack of Regulatory System	A lack of a regulatory system leads to weak or inconsistent environmental laws and policies that fail to support or enforce green practices.	(Ghebrehiwet, 2019; Goel, 2017; Jithina K. K., 2019; Kasim & Ismail, 2012; Reynolds, 2024)
LRS1	Lack of support from the regulatory authority	Lack of support from regulatory authorities results in insufficient guidance, policies, or assistance from local bodies to help firms comply with environmental regulations.	(Abdullah et al., 2016; Aghelie, 2017; Ghazilla et al., 2015; Jabbour et al., 2016; Jithina K. K., 2019; SP, 2014)
LRS2	Environmental legislation and laws are lacking.	Lack of environmental legislation and law refers to unclear or insufficient regulations, rigid requirements, and limited flexibility for firms to meet environmental compliance.	(Aghelie, 2017; Ghazilla et al., 2015; Ghebrehiwet, 2019; Jabbour et al., 2016; Kasim & Ismail, 2012; Ramely et al., 2022; SP, 2014)
LRS3	Inconsistent legislation and government policies	Inconsistent legislation and government policies occur when existing laws are outdated, misaligned with environmental needs, or conflict with new sustainability priorities.	(Goel, 2017; Jabbour et al., 2016; Jithina K. K., 2019; Omowole et al., 2024; SP, 2014)
PMR	Poor Market Response	Poor Market Response refers to weak demand and price pressures in a highly competitive market, making it difficult for firms to promote or sustain green business practices.	(Hamalainen, 2021; Jithina K. K., 2019; Yildirim et al., 2023)
PMR1	lack of demand	A lack of green demand means clients do not actively seek or prioritise eco-friendly products or events, thereby reducing market pressure for sustainable practices.	(Abdullah et al., 2016; Ahmad, 2008; Aghelie, 2017; Dey, 2022; Ghazilla et al., 2015; Goel, 2017; Jithina K. K., 2019; Pachaly, 2012)
PMR2	Pressure for a low price	Pressure for low prices arises when customers expect minimal costs, discouraging firms from offering greener options that are more costly to provide.	(Ghebrehiwet, 2019; Walker et al., 2008; Wang et al., 2022)

Code	Dimensions and Indicators	Descriptions	References
PMR3	Intense competition	Intense competition forces firms to focus on price and survival, making them less willing to invest in green initiatives that may not yield immediate financial returns.	(Goel, 2017; Jabbour et al., 2016; Jithina K. K., 2019; Pachaly, 2012; Yildirim et al., 2023)
LTI	Lack of Technology and Infrastructure	Lack of Technology and Infrastructure means not having the necessary facilities, venues, or green technologies to support sustainable practices.	(Abdullah, Zailani, Iranmanesh, & Jayaraman, 2016; Goel, 2017; Hamalainen, 2021; Jabbour et al., 2016; Jithina K. K., 2019; Khan et al., 2023; Li et al., 2020; Reynolds, 2024)
LTI1	Unavailability of general infrastructure	The absence of essential infrastructure—such as renewable energy systems and reliable transport—makes it difficult to organise environmentally sustainable events.	(Brennan et al., 2019; Embergenova, 2023; Hamalainen, 2021; Li et al., 2020)
LTI2	Lack of green venue	A venue without eco-friendly facilities restricts the ability to conduct green events.	(Devenish & Moital, 2019; Hamalainen, 2021; Li et al., 2020; Mair & Laing, 2012; Ramely et al., 2022)
LTI3	Lack of Green Technology	Insufficient suitable technology limits a firm's ability to implement sustainable methods and adopt green practices.	(Dey, 2022; Gupta & Barua, 2018; Hamalainen, 2021; Jithina K. K., 2019; Reynolds, 2024; Yildirim et al., 2023)

2.8 Green Business Practices (GBPs) and Sustainable Performance (SP)

The relationship between Green Business Practices (GBPs) and Sustainable Performance (SP) has become one of the primary themes in sustainability research, connecting environmental responsibility with economic and social performance. This body of literature is closely aligned with the Triple Bottom Line (TBL) model developed by Elkington (1997), which considers sustainability in economic, environmental, and social terms. The analysed literature, comprising 38 significant works of empirical and conceptual character, all confirm that the introduction of GBPs will lead to a quantifiable improvement in firm performance, operational efficiency, and social legitimacy. Nevertheless, the intensities, nature, and consequences of these practices differ significantly across the global and Indian contexts, driven by differences in regulatory maturity, technology, institutional support, and market orientation. To this end, this part of the paper embarked on a two-fold synthesis: the first, a Global Perspective that summarizes global trends in GBP-SP linkages; and the

second, an Indian Perspective that puts these findings in perspective relative to the realities of emerging markets.

2.8.1 Global Perspective

Scholars worldwide view GBPs as dynamic abilities that can make firms more competitive and reduce environmental impacts. There is considerable evidence that Green Supply Chain Management (GSCM) practices, including green purchasing, eco-design, waste minimization, and reverse logistics, significantly enhance each of the three TBL dimensions. Research in manufacturing and logistics industries indicates that green integration between suppliers and customers enhances the economic performance by lowering costs, increasing productivity, and enhancing innovation, and at the same time, enhancing the environmental performance by reducing wastes and emissions (Afum et al., 2020; Younis et al., 2016; Hejazi et al., 2023). Complementary strategies, such as lean management and eco-innovation, are often used to strengthen these operational linkages, maximizing resource utilization and promoting continuous improvement (Inman & Green, 2018; Wu et al., 2015). The GBP-performance nexus is enhanced more by technological innovation and digital integration. The application of information systems and automation, as well as online collaboration platforms, helped SMEs maintain economic, environmental, and social performance despite disruptions during crises, such as the COVID-19 pandemic (Alraja et al., 2022). Similarly, green innovation competence, based on absorptive capacity, human capital, and management commitment, is a direct driver of sustainable business performance in SMEs (Baeshen et al., 2021). Parallel literature focuses on the mechanisms of financial health and green finance as facilitators. Research indicates that financially viable companies have a greater capacity to cover the initial expenditures of green transformation and to generate long-term returns through efficiency and reputational benefits (Karakoç, 2023; Sugiharto et al., 2019). Additionally, the recent rise of green finance indicates that green financial instruments can expand access to capital and encourage firms to make sustainable investments, thereby advancing business sustainability and performance (Budisaptorini & Wibowo, 2024). There is also a significant influence from institutional and regulatory

contexts. The external pressures imposed by environmental laws and standards compel firms to innovate, comply, and incorporate sustainability into their strategies (Zaim & Lukman, 2023; Wei, 2024). Nevertheless, studies demonstrate that regulations are unlikely to improve performance when mediated by corporate social responsibility (CSR) or environmental innovation (Gupta & Gupta, 2021; Maldonado-Guzmán et al., 2024). In this regard, companies that turn compliance into an opportunity by engaging in CSR, certifying as eco-friendly, or utilizing green supply chains achieve better TBL results. One global trend is the application of social media and green communication to increase social performance. Research shows that transparent and consistent sustainability communications on the social platform also increase corporate legitimacy, consumer trust, and brand equity (Crapa et al., 2023; Russo et al., 2021). Companies with strong social media competence can amplify the positive impacts of CSR on the employer's reputation and stakeholder interests (Benitez et al., 2017; Yan, 2025). The scope of performance measurement has also been extended into the field of monetized social indicators (job creation, training, and accident reduction) to add non-financial effects to the decision-making process (da Silva et al., 2023) and the implementation of integrated sustainability performance indicators (SPIs) (environmental, social, and communication) (Staniskis & Arbaciauskas, 2009). On a sectoral level, the study encompasses the manufacturing, hospitality, retail, and event management. Manufacturing research has also verified that green logistics and cleaner production help organizations become more profitable and efficient (Yildiz Çankaya & Sezen, 2019), whereas in services, environmental initiatives enhance brand image and customer satisfaction (Aykol & Leonisou, 2015). When discussing events and tourism sustainability, Getz (2009) operationalizes the concept with the help of the TBL framework, which comprises the three aspects: economic viability, socio-cultural inclusion, and environmental protection, and offers a balanced model to assess sustainability performance. Together, these are global indications that GBPs are tactical facilitators in connecting environmental stewardship to organizational sustainability in the long term.

2.8.2 Indian Perspective

The implementation of GBPs in the Indian economy is gradually increasing across industries, but due to resource constraints, awareness, and infrastructure limitations, it is not always possible. The Indian studies reveal that the strategic application of green policies and practices delivers real financial, environmental, and social performance improvements aligned with global sustainability trends. Green procurement, cleaner production, waste recycling, and energy optimization are the GSCM practices applied in manufacturing that have been demonstrated to help improve the efficiency of operations, the cost-saving of the organizations, and their compliance with environmental regulations (Luthra et al., 2016; Sahoo & Vijayvargy, 2021; Nulkar, 2014). These results confirm that green operations will not only help reduce the ecological load but also improve the firm's competitiveness. In the retail industry, Dey (2022) provides detailed empirical evidence showing that green measures in energy management, waste management, and eco-procurement enhance economic and environmental performance. Retailers who had adopted formal green policies reported significant reductions in operating expenses, increased profitability, and improved corporate image. Additionally, green communication and sustainable economic results were found to be associated with customer environmental teaching and eco-labels, which reinforced the social and reputational performance. One such determinant of environmental performance, found to recur among Indian firms, is financial sustainability. Research using models such as Altman's Z-score suggests that financially healthy firms can more easily adopt and sustain green initiatives (Sailaja & Bindumadhavi, 2015). Equally, easier access to green finance and incentives tied to sustainability can help SMEs overcome liquidity constraints and implement environmentally friendly technologies, thereby directly affecting sustainable performance (Budisaptorini & Wibowo, 2024). Research of a sector becomes yet another layer. Eco-friendly clusters, such as paperless administration, energy-saving lighting, and local procurement, are used in the hospitality industry to increase customer satisfaction and cost-efficiency (Gagre, 2018). Scholars also state that in event management, GBPs such as waste separation, renewable energy use, and green sourcing contribute to achieving environmental and social sustainability, which aligns

with global event management models (Getz, 2009; Jithina, 2019). In addition to these positive results, Indian research also highlights challenges of insufficient policy implementation, employees' inability to adhere to ethical standards, and poor monitoring mechanisms (Dey, 2022; Nulkar, 2014). Several organizations have biased or token implementations of green programs, without systematic evaluation of results, meaning they are not fully leveraging their capabilities to be green. However, it is increasingly being realized that environmental responsibility and financial health do not necessarily go hand in hand. Companies that have incorporated GBPs into their strategic management models can achieve high returns, reduced risk, and greater stakeholder credibility.

Overall, Indian evidence supports the global view that green business practices play a critical role in achieving sustainable performance, especially when backed by financial power, managerial dedication, and institutional motivation. Nevertheless, the Indian experience also highlights the need to be aware, build capacity, and put in place strong policy mechanisms to mainstream sustainability in business operations. In this regard, GBPs in India are no longer seen as peripheral compliance platforms but rather as central strategic tools for achieving long-term financial stability, environmental stewardship, and social welfare.

2.8.3 Variables Found from Literature

An extensive survey of 38 articles shows that Sustainable Performance is most widely studied in the framework of the Triple Bottom Line (TBL), which involves Economic, Social, and Environmental Performance. After reviewing 38 studies, 18 indicators were identified across three dimensions: Economic, Social, and Environmental Performance. The indicators were directly retrieved from earlier research or added because of their conceptual equivalence or similarity in meaning. The combination of these three dimensions summarizes the effects of GBPs on overall sustainability to define the most valuable variables and indicators, as reflected in the table below.

Table 2.4*Dimensions and Indicators of Sustainable Performance Identified from the Literature*

Code	Dimension and Indicators	Description	Reference
ECP	Economic Performance	Economic Performance refers to a firm's ability to achieve strong financial outcomes through improved profitability, market position, financial stability, cost efficiency, and effective use of resources.	(Afum et al., 2020; Alraja et al., 2022; Aykol & Leonidou, 2015; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Hejazi et al., 2023; Irum et al., 2018; Luthra et al., 2016; Sahoo & Vijayvargy, 2021; Staniskis & Arbaciauskas, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ECP 1	Annual Profit	Annual profit refers to the total amount of money a business earns as profit after all expenses are deducted from revenue over the course of one year.	(Afum et al., 2020; Alraja et al., 2022; Aykol & Leonidou, 2015; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Dey, 2022; Gagre, 2018; Irum et al., 2018; Kovilage, 2021; Lee, 2012; Luthra et al., 2016; Perramon et al., 2014; Staniskis & Arbaciauskas, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ECP 2	Market share	Market share refers to the portion of total sales a company captures in its market, indicating its competitive position.	(Afum et al., 2020; Alraja et al., 2022; Dey, 2022; Luthra et al., 2016; Younis et al., 2016)
ECP 3	Financial Health	Financial health refers to a firm's ability to manage finances effectively, maintain liquidity, and secure required funding for stable and productive operations.	(Liang & Pathak, 2016; Muhadzdzib & Leon, 2022; Sailaja & Bindumadhavi, 2015; Sugiharto et al., 2019)
ECP 4	Efficient Working Capital Management	It involves managing short-term assets and liabilities to maintain liquidity and profitability, influencing long-term financial performance.	(Iqbal et al., 2023; Karakoç, 2023; Kargin & Alp, 2023; Panigrahi, 2023)
ECP 5	Decreased cost of materials	It refers to reducing the costs a company incurs for raw materials, components, packaging, and decoration, as well as the reuse or recycling of resources used in its operations.	(Dey, 2022; Hejazi, Al Batati, & Bahurmuz, 2023; Lee, 2012; Luthra et al., 2016; Sahoo et al., 2021; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ECP 6	Decreased cost of energy consumption	Green practices help reduce energy use through efficient measures and equipment, lowering overall energy costs.	(Dey, 2022; Hejazi, Al Batati, & Bahurmuz, 2023; Luthra et al., 2016; Sahoo et al., 2021; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ECP 7	Decreased cost of waste disposal	Green practices reduce waste and material use, lowering disposal and procurement costs while improving economic performance.	(Dey, 2022; Hejazi, Al Batati, & Bahurmuz, 2023; Luthra, Garg, & Haleem, 2016; Sahoo et al., 2021; Younis et al., 2016)

Code	Dimension and Indicators	Description	Reference
SOP	Social Performance	Social Performance refers to the positive social outcomes a firm creates through stronger community relations, employee development, and broader engagement and participation.	(Afum et al., 2020; Aykol et al., 2015; Baeshen, Soomro, & Bhutto, 2021; Budisaptorini & Wibowo, 2024; da Silva et al., 2023; Hejazi, Al Batati, & Baharmuz, 2023; Irum et al., 2018; Luthra, Garg, & Haleem, 2016; Staniskis & Arbaciauskas, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
SOP 1	Improved relation with community stakeholders (NGOs)	Improved relations with community stakeholders mean building trust, fostering collaboration, and promoting open communication with NGOs and local groups to gain their support for sustainability efforts.	(Afum et al., 2020; Hejazi, Al Batati, & Baharmuz, 2023; Irum et al., 2018; Luthra, Garg, & Haleem, 2016; Yildiz Çankaya & Sezen, 2019)
SOP 2	Improved practices in community welfare programmes	Improved community welfare programs—such as tree planting, rehabilitation efforts, education, and green awareness—demonstrate a firm's greater commitment to social and environmental responsibility.	(Alraja et al., 2022; Baeshen, Soomro, & Bhutto, 2021; Budisaptorini & Wibowo, 2024; Getz, 2009; Hejazi, Al Batati, & Baharmuz, 2023; Irum et al., 2018; Luthra, Garg, & Haleem, 2016; Staniskis & Arbaciauskas, 2009; Younis et al., 2016)
SOP 3	Improved employee training programme and education	Improving employee training and education involves strengthening workers' skills and knowledge through regular training initiatives, thereby demonstrating the firm's commitment to employee development.	(da Silva et al., 2023; Irum et al., 2018; Yildiz Çankaya & Sezen, 2019)
SOP 4	Increased local community participation	Increased local community participation means greater involvement of community members as suppliers, supporters, and contributors to events.	(Afum et al., 2020; Getz, 2009; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
SOP 5	Increased social media reach	Increased social media reach refers to a firm's improved ability to share sustainability efforts and engage stakeholders through digital platforms, strengthening its visibility and reputation.	(Benitez et al., 2017; Bruce et al., 2023; Crapa et al., 2023; Russo et al., 2021)
SOP 6	Increased job creation	Increased job creation shows a firm's contribution to socio-economic well-being by generating more employment opportunities through its activities.	(da Silva et al., 2023; Gagliardi et al., 2014; Getz, 2009; Younis et al., 2016)
ENP	Environmental Performance	Environmental Performance refers to how effectively a firm reduces waste, conserves resources, minimizes the use of harmful materials, and complies	(Afum et al., 2020; Alraja et al., 2022; Aykol et al., 2015; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Hejazi et al., 2023; Irum et al., 2018;

Code	Dimension and Indicators	Description	Reference
		with environmental regulations to lessen its overall ecological impact.	Luthra et al., 2016; Sahoo et al., 2021; Staniskis & Arbaciauskas, 2009; Wei, 2024; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ENP 1	Reduction in the waste generation	Reducing waste generation lowers air emissions and minimizes liquid and solid waste by implementing green business practices.	(Afum et al., 2020; Alraja et al., 2022; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Getz, 2009; Hejazi et al., 2023; Inman, 2018; Irum et al., 2018; Jabbour et al., 2016; Kovilage, 2021; Luthra et al., 2016; Perramon et al., 2014; Sahoo et al., 2021; Staniskis & Arbaciauskas, 2009; Wei, 2024; Wu et al., 2015; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ENP 2	Reduction in the consumption of water	Reduction in water consumption means using less water through efficiency, recycling, and conservation measures.	(Alraja et al., 2022; Jabbour et al., 2016; Kovilage, 2021; Luthra et al., 2016; Perramon et al., 2014; Younis et al., 2016)
ENP 3	Reduction in the consumption of energy	Reduction in energy consumption means lowering energy use through efficient technologies, improved processes, and conservation practices.	(Afum et al., 2020; Alraja et al., 2022; Baeshen et al., 2021; Budisaptorini & Wibowo, 2024; Getz, 2009; Irum et al., 2018; Jabbour et al., 2016; Kovilage, 2021; Perramon et al., 2014; Wu et al., 2015; Yildiz Çankaya & Sezen, 2019; Younis et al., 2016)
ENP 4	Reduction in the consumption of Hazardous materials	Reducing hazardous material consumption means minimizing the use of harmful substances by adopting safer alternatives, improving processes, and strengthening waste management practices.	(Afum et al., 2020; Aykol et al., 2015; Hejazi et al., 2023; Inman, 2018; Jabbour et al., 2016; Luthra et al., 2016; Sahoo et al., 2021; Wu et al., 2015; Yildiz Çankaya & Sezen, 2019; Younis, 2016)
ENP 5	Compliance with environmental regulation	Compliance with environmental regulation means following environmental laws and standards by adopting practices that prevent pollution, conserve resources, and minimize ecological impact.	(Budisaptorini & Wibowo, 2024; Gupta & Gupta, 2021; Luthra et al., 2016; Maldonado-Guzmán et al., 2024; Wei, 2024; Younis et al., 2016; Zaim & Lukman, 2023)

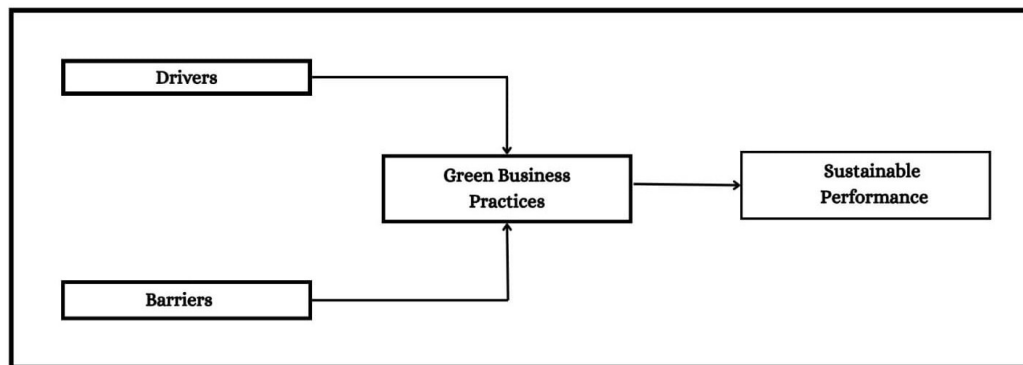
2.9 Conceptual model: Drivers, Barriers, GBPs and Sustainable Performance

Based on the previous review, this research develops a conceptual framework where drivers and barriers determine the level of Green Business Practices (GBP) adopted by event companies, and GBP, in its turn, impact on the sustainable performance (economic, environmental, social). The enabling and constraining forces are

translated into results in this pathway, in which GBP play a mediating role. Figure 2.1 illustrates these theorised interrelations and presents the blueprint to the gap in the research.

Figure 2.1

Conceptual model: Drivers, Barriers, GBPs and Sustainable Performance



2.10 Research Gap

The event management industry is a rapidly flourishing sector that contributes significantly to social, cultural, and economic development. However, it is also characterized by extensive consumption of natural resources, such as energy, water, and materials, which can lead to adverse environmental impacts. In the context of growing environmental concerns and the increasing need for sustainable practices, the adoption of Green Business Practices (GBPs) has become critically important. This is especially relevant in states like Kerala, which are increasingly experiencing the effects of a changing climate, underscoring the urgency of environmentally responsible operations across sectors.

While numerous studies have explored the adoption of GBPs across industries such as manufacturing, tourism, hospitality, and logistics, there is a notable lack of research on the event management sector in Kerala. Despite its resource-intensive nature and increasing scale, no comprehensive study has been conducted to assess the extent to which event management firms in Kerala adopt green practices, the factors that influence or hinder such adoption, or whether these practices lead to measurable sustainable performance outcomes. This gap in the literature limits both academic

understanding and the development of region-specific policy measures to promote sustainability in event operations.

Therefore, the present study aims to bridge this gap by investigating the adoption of Green Business Practices by event management firms in Kerala, identifying the drivers and barriers, and evaluating their impact on the firms' sustainable performance. This research will provide meaningful insights to the academic field and offer practical implications for fostering greener, more sustainable event practices in Kerala.

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Chapter 3

CONCEPTUAL AND THEORETICAL PERSPECTIVE ON GREEN BUSINESS PRACTICES OF EVENT MANAGEMENT FIRMS

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3.1 Introduction

This chapter develops the theoretical and conceptual framework of the study by combining insights that explain the reasons behind and mechanisms by which event management firms adopt Green Business Practices (GBPs) and how their adoption impacts sustainable performance. It begins with recognizing that the shift toward sustainability in the event industry is influenced by the interplay among internal resources, external forces, and stakeholder expectations. Event companies, especially in Kerala's emerging events industry, are facing increasing pressure to address resource use, waste, and environmental responsibility. Therefore, the theoretical perspective used to explain organizational behaviors, drivers, and barriers that influence the success of green transformation in this dynamic industry is multidimensional.

The chapter draws on several complementary organizational theories, including the Resource-Based View (RBV), Natural Resource-Based View (NRBV), Institutional Theory, Stakeholder Theory, the Triple Bottom Line (TBL) framework, Contingency Theory, and Dynamic Capabilities Theory, to provide a comprehensive understanding of the factors influencing GBP adoption and its outcomes. These perspectives together form the foundation for analyzing how internal competencies, institutional forces, stakeholder relationships, and contextual variables interact and influence sustainable performance across economic, environmental, and social dimensions. This integration highlights the gap between the conceptual model presented in the study and its actual research in the following chapter.

3.2 Event Management

Events are planned activities intended to achieve specific goals. In contemporary society, people are often involved in numerous events in their daily lives, ranging from

personal gatherings to large-scale public events. It is a critical part of human society, as people naturally desire to form a personal relationship with someone who is not a family member. Bladen et al. (2012) explain that our social nature creates a basic need for events, which have evolved from simple gatherings to modern, organized occasions influenced by cultural changes and a fast-moving global economy. Consequently, the importance and opportunities of the event management industry are increasing rapidly.

Event management is the systematic process of conceiving, planning, organizing, directing, and executing events to accomplish specific goals and objectives. It is increasingly a viable and interactive means of advertising, particularly for businesses aiming to increase their brands' visibility and appeal to their audiences. With dynamic character and growing use, the event management industry is becoming a powerful tool for communication and marketing.

The liberalization of the Indian economy in the early 1990s acted as a significant catalyst for the expansion of this sector. The development of satellite television and the increasing popularity of foreign artists have mainly contributed to this boost. What was previously seen as a promotion tactic directed almost solely at rural markets, especially for products subject to advertising restrictions such as alcohol and tobacco, is now accepted as a mainstream marketing strategy.

Initially, events were essential in rural markets due to limited literacy and inadequate media penetration. However, the scope and relevance of events have significantly widened. Today, event marketing is increasingly employed for long-term brand development. It plays a vital role in humanizing corporate identities, enabling organizations to connect with their audiences on a deeper level.

Given the increasing impact and exposure, the event management sector is now demanding greater academic focus and professionalism to achieve its aims more productively and sustainably. Over recent years, event management has become a widely recognized academic field, highlighting its importance and the growing professionalism of event organizing and management worldwide (Roberts et al., 2021).

Although events have existed for thousands of years, studying events as an academic subject started about 50 years ago. Early research began in the 1970s and gradually expanded during the 1980s and 1990s. It was in the late 1990s that research on events saw significant growth, focusing on areas such as event tourism, event management practices, attendee motivations, and event impacts (Roberts et al., 2021).

3.2.1 Meaning and Definition

The term *event* originates from the Latin word *eventus*, which referred to notable occurrences beyond ordinary routines (Stephen & Hariharan, 2014). In contemporary understanding, an event denotes a planned gathering or activity organized to achieve specific purposes, such as celebrations, competitions, conferences, festivals, corporate meetings, or community initiatives (Jones, 2017). According to Kotler (as cited in Jones, 2017), events are intentionally designed experiences that convey messages to particular audiences.

According to Getz (2008), events are unique occurrences shaped by the interaction among participants, the venue, and management processes. Each event is unique due to its timing, the people involved, and the type of experience it creates. The Events Industry Council (Insights, 2020) similarly describes an event as an organized occasion that brings together multiple related functions such as meetings, exhibitions, and formal gatherings.

In essence, events are structured activities intentionally designed to fulfil distinct objectives—whether entertainment, cultural celebration, education, or professional engagement (Stephen, 2017).

As an emerging discipline, event management is critical in the current organizational and social communication practices. It is defined as a structured approach to planning, coordinating, and executing events with specific objectives, often aimed at achieving emotional, social, commercial, or institutional goals. Bhattacharjee (2020) highlights that event management serves as a proactive communication medium designed to foster meaningful interactions with target audiences—whether customers, employees, stakeholders, or citizens. It is no longer confined to celebratory gatherings but has

evolved into a vital management function encompassing strategic planning, brand positioning, and stakeholder engagement.

3.2.1.1 Meaning

Event management refers to the process of planning, organizing, executing, and evaluating events in a structured and professional manner. It involves managing all aspects of an event—such as venue, logistics, budgeting, coordination, and promotion—to ensure its successful completion and fulfilment of objectives.

In simple terms, event management means ensuring that everything needed for an event (such as a wedding, seminar, festival, or product launch) is planned and carried out smoothly, efficiently, and effectively.

From a managerial perspective, event management integrates the classical management principles—planning, organizing, staffing, leading, and controlling—to ensure smooth execution and desired outcomes. These core functions are essential in aligning resources, managing timelines, coordinating teams, and maintaining quality standards throughout the event lifecycle.

3.2.1.2 Definition

Bhattacharjee (2020) defines “event management as a proactive communication tool used to connect with customers, end-users, or beneficiaries, aimed primarily at achieving customer satisfaction through the five core management functions: planning, organizing, staffing, leading, and controlling”.

Bladen et al. (2012) describe “event management as a project management tool that applies to the creation and development of festivals, events, and conferences, involving a blend of creativity and structured planning.”

Bowdin et al. (2011) view “event management as the application of project management to the creation and development of events, such as ceremonies, conferences, product launches, and celebrations.”

According to KPMG (2023),

“Event management is the process of planning, organising, and executing events, both large and small, professionally and effectively. It involves a wide range of tasks, including conceptualising the event, determining the logistics, securing the venue, coordinating with vendors, managing finances, marketing the event, and overseeing the entire process from start to finish.”KPMG, 2023)

Generally, events create spaces for celebration, interaction, and engagement. In personal gatherings like weddings, family reunions, or other social occasions, these events help strengthen family bonds, revitalize relationships, and often form new social connections. Conversely, professional events are organized by companies, educational institutions, nonprofits, or government agencies. They are planned around strategic goals that can include branding, public engagement, fundraising, knowledge sharing, or civic involvement.

The Event Management Industry has developed in response to the growing need for diverse and professionalized events in society. It has become a multi-service, organized sector encompassing planning, budgeting, coordination, marketing, logistics, and event evaluation. It addresses the varying expectations of stakeholders across different segments of society and plays a key role in ensuring meaningful, impactful experiences are delivered.

3.2.2 Evolution of the Event Management Industry

Event management, as a formalized and specialized discipline, is a relatively modern construct. However, its origins can be traced back to the dawn of civilization, where organized gatherings served spiritual, political, commercial, and communal purposes. Over time, these events evolved in form, function, and complexity—shaped by cultural transformations, technological advancements, and economic developments.

As a specialized and formalized field, event management is a comparatively new phenomenon. It, however, can be traced back to the era of civilization, whereby organised meetings had spiritual, political, business, and communal agendas. These

events changed over time; cultural changes, technological innovations, and shifts in the economy influenced their shape, roles, and levels of complexity.

3.2.2.1 Ancient to Medieval Periods

In prehistoric cultures, events played a central role in socio-religious life and governance. Other activities, such as the Greek Olympic Games (776 BC), were state-sponsored sports festivals that promoted unity and civic pride (Getz, 2008). Similarly, entertainment, political appeasement, and imperial propaganda were conveyed through Roman gladiatorial games and national shows at amphitheatres like the Colosseum.

The agrarian cycles and Confucian traditions were the origins of large-scale events in ancient China, such as the Spring Festival (Lunar New Year), which evolved into community-based celebrations featuring music, dancing, parades, and firecrackers (Li & Petrick, 2006). Religious pilgrimages, seasonal fairs, and harvest festivals gained popularity during the medieval period. An example of such events is the Champagne Fairs in France, influential economic and cultural gatherings that brought together merchants, artisans, and entertainers from across Europe (Bladen et al., 2012). These early events laid the foundation for trade-related activities and market entertainment.

3.2.2.2 Renaissance to Industrial Age

The Renaissance ushered in an era of courtly ceremonies, diplomatic banquets, and cultural festivals. Events such as the Field of the Cloth of Gold (1520)—a political summit between Francis I of France and Henry VIII of England—demonstrated how events were used to project power and forge alliances (Goldblatt, 2005).

The Industrial Revolution significantly altered the event landscape. With technological innovation and growing international trade, expositions and world fairs emerged as platforms for cultural exchange and commercial showcasing. The Great Exhibition of 1851 in London introduced many modern event features, including pavilions, public relations, logistics coordination, and mass ticketing (Bowdin et al., 2011). This marked the beginning of professionally organized mega-events.

3.2.2.3 Renaissance-Industrial Age

The Renaissance marked a period of courtly events, diplomatic dinners, and cultural activities. Events like the Field of the Cloth of Gold (1520), a political meeting between the young Francis I of France and Henry VIII of England, demonstrated how such gatherings were used to display power and forge alliances (Goldblatt, 2005).

The Industrial Revolution significantly changed the landscape of events. As technology advanced and world trade expanded, expositions and world fairs were held as a medium of cultural exchange and a means of commercial expression. Most of the event-related elements considered modern today, such as pavilions, logistics coordination, and mass ticketing, were introduced at the Great Exhibition in London in 1851 (Bowdin et al., 2011). This is where the concept of professionally organized mega-events started.

3.2.2.4 20th Century: Institutionalization and Growth

Following the devastation of World War II, events took on new roles in social reconstruction, nation branding, and cultural diplomacy. The Festival of Britain (1951) and Edinburgh International Festival (1947) became symbols of resilience, emphasizing arts, architecture, and national identity (Shone & Parry, 2013).

The second half of the 20th century witnessed the emergence of specialized event types, including consumer exhibitions, sports tournaments, and music festivals. The Los Angeles Olympics (1984) and Live Aid (1985) were landmark events that integrated broadcast media, sponsorship deals, fundraising, and mass participation, setting the stage for modern global event strategies (Goldblatt, 2005).

3.2.2.5 21st Century: Professionalism, Digitalization, and Sustainability

In the current century, event management has matured into a highly structured global industry, contributing significantly to tourism, employment, branding, and urban development. Mega-events like the London 2012 Olympics, Expo 2020 Dubai, and UEFA championships illustrate how countries leverage events for economic development, global visibility, and cultural soft power (Getz & Page, 2016).

Technological advancements have led to the rise of hybrid events, virtual conferences, and immersive brand experiences, while growing environmental awareness has pushed event planners to adopt green event practices and sustainable resource use (Silvers, 2012). Today, event management is seen as a creative, logistics-driven industry that combines elements of marketing, hospitality, public relations, and strategic planning.

3.2.2.6 21st Century: Professionalism, Digitalization, and Sustainability

In the current century, event management has evolved into a highly organized global industry, playing a major role in tourism, employment, branding, and city growth. Mega-events like the London 2012 Olympics, Expo 2020 Dubai, and UEFA championships show how countries use events to boost the economy, increase international visibility, and strengthen cultural influence (Getz & Page, 2016).

Technological advancements have led to the rise of hybrid events, virtual conferences, and immersive brand experiences, while increasing environmental awareness has encouraged event planners to implement green practices and sustainable resource use (Silvers, 2012). Today, event management is viewed as a creative, logistics-focused industry that combines marketing, hospitality, public relations, and strategic planning.

3.2.3 Emerging Trends in the Event Management Industry

The event management industry is rapidly evolving in the modern world, with diversification, computerization, and an emphasis on destination experiences becoming the main trends. Key areas of growth include:

- MICE (Meetings, Incentives, Conferences, Exhibitions) tourism involves cities like Delhi, Gurugram, Mumbai, Chennai, Hyderabad, Bangalore, Cochin, and others, building world-class venues. (India Tours 2025)
- Destination weddings, especially in Rajasthan, Goa, and Kerala, attract international customers. (FICCI, 2023)

- Events based on intellectual property (IP), such as the Jaipur Literature Festival, Comic Con India, and Sunburn Festival, generate experiential brand value. (Ernst & Young, 2025)
- The campaigns of Make in India, Digital India, Smart Cities Mission, G20 Presidency events, and others showcase India's desire to become a global event destination. (FICCI, 2023)

The industry is also transforming through digital innovation, which includes:

- Virtual and hybrid event platforms
- Social media integration
- Influencer-based promotions
- Live audience interaction analytics (Renjen, 2024)

3.2.4 Event Management Process: Pre-Event, During-Event, and Post-Event Phases

Bhattacharjee (2020) conceptualizes event management as a step-by-step process comprising three interlinked stages—pre-event, during-event, and post-event—each requiring distinct managerial skills and coordination techniques.

A. Pre-Event Activities

This initial stage begins once the client's approval is obtained and focuses on turning the conceptual framework into an operational plan. Major tasks include:

- Refining event ideas through collaboration with creative and production teams.
- Hiring service providers and consultants for lighting, sound, stage design, and other technical needs.
- Preparing the final budget and allocating financial resources efficiently.
- Securing legal permissions, venue licenses, and safety compliance (such as fire safety and medical readiness).
- Conducting staff briefings, travel arrangements, and material procurement.

Clear contractual agreements that specify roles, costs, and delivery timelines are essential to avoid post-event disputes and ensure accountability.

B. During-Event Activities

The execution phase turns planning into actual performance. It involves:

- Monitoring schedules, logistics, and task flow in real time.
- Coordinating front-stage and backstage operations to ensure consistency.
- Documenting event proceedings with photos, videos, and records for post-event review and marketing.
- Handling interpersonal communication and quickly resolving unforeseen issues.

Performance during this phase directly influences participant satisfaction, audience experience, and the event's overall success.

C. Post-Event Activities

The final stage emphasizes closure, evaluation, and learning. Key responsibilities include:

- Clearing the venue and ensuring compliance with contractual obligations to avoid penalties.
- Collecting participant and client feedback, including audiovisual testimonials.
- Preparing and submitting post-event reports, accounts, and settlements.
- Conducting debrief sessions to identify strengths and areas for improvement.
- Recognizing the contributions of staff and service partners.

An effective post-event review not only enhances professional relationships but also builds institutional memory that supports quality improvement in future projects.

3.2.5 Types of Events – An Overview

Events are voluntary social or organizational gatherings to achieve a specific goal, such as celebration, communication, learning, collaboration, or competition. They differ in shape and size according to their aims, target audiences, and organizing bodies. The typology of events must be well understood to facilitate proper planning

and management, as the categories imply different logistical requirements, stakeholder expectations, and success outcomes. According to Bhattacharjee (2020), events can be categorized as corporate, social, sporting, special, MICE (Meetings, Incentives, Conferences, and Exhibitions), and educational. Government events are another distinct category because they are important for both communicating public policy and encouraging civic participation.

1. **Corporate Events:** Corporate events are business-specific gatherings organized by companies or institutions, typically managed by professional event agencies. They mainly serve to promote a brand, motivate employees, communicate with customers, and engage stakeholders. Standard formats include conferences, product launches, workshops, award ceremonies, company retreats, and brand-activation programs. These events help enhance an organization's image and market visibility through strategic marketing and relationship-building efforts. Similar events are also organized by professional bodies and trade associations, often in partnership with event firms, including annual meetings and observance days.
2. **Social Events:** People, families, or communities organize social events to celebrate personal achievements or everyday occasions. These include weddings, anniversaries, birthdays, religious functions, and community festivals. Besides fulfilling social and cultural needs, such events support the creative economy by increasing demand for decoration, entertainment, and catering services. The design of the theme, logistics, and management of the guest experience are the three key processes that event professionals ensure are correctly executed.
3. **Sporting Events:** Sports federations, government agencies, clubs, or organizations that operate under a franchise model organize sporting events—ranging from local tournaments to major international competitions. Event managers prepare the venue, coordinate broadcasting, secure sponsors, and manage crowds. Examples include the Olympic Games, the FIFA World Cup, the Indian Premier League (IPL), the Pro Kabaddi League, and the National Games. These events generate significant economic and social value through tourism, media exposure, and community engagement.

- 4. Special Events:** Special events include high-profile, one-off, or themed events organized by media organizations, nongovernmental organizations, religious organizations, or political entities. They have different goals, including recreation and cultural release, advocacy, or social mobilization. This can be film and music awards, culture festivals, religious meetings like the Kumbh Mela, charity concerts and social awareness campaigns. These events are usually funded through sponsorships and media collaborations to increase outreach and influence.
- 5. MICE Events (Meetings, Incentives, Conferences, and Exhibitions):** MICE events are an essential part of the event industry, typically organized by business federations, trade associations, and government agencies to promote networking and knowledge sharing. These include professional conferences, trade shows, incentive trips, and industry fairs. Event managers oversee logistics, registration, and marketing efforts. Notable examples are the India International Trade Fair, Renewable Energy India Expo, and AAHAR Hospitality Fair. MICE activities greatly support tourism, investment promotion, and the development of business connections between countries.
- 6. Educational Events:** Educational events are designed to promote learning, talent development, and academic collaboration. Educational institutions, government departments, or professional bodies typically organize them. Examples include seminars, workshops, college festivals, career fairs, and intercollegiate competitions. These events provide experiential learning opportunities and foster creativity, teamwork, and institutional branding. Educational activities will be geared towards enhancing learning, talent building, and academic teamwork. Schools, government departments, or professional organizations usually arrange them. It can be seminars, workshops, college festivals, career fairs, and intercollegiate competitions. The events also foster experiential learning, creativity, group effort, and the institution's branding.
- 7. Government Events:** Government events are programs, campaigns, or celebrations sponsored by local, state, or national governments. They aim to promote policies, celebrate national occasions, advertise welfare initiatives, and involve citizens. Examples include Independence Day and Republic Day

celebrations, awareness campaigns like Swachh Bharat Abhiyan, voter education programs, and consultative meetings. These events serve as tools of participatory governance and civic engagement, typically emphasizing inclusivity, transparency, and national unity.

Table 3.1

Types of Events

Social Events	1. Birthday events
	2. Weddings
	3. Anniversary Events
	4. Theme Events
	5. Social Gatherings & Get-togethers
	6. Family Picnics
	7. Baby Showers & Annaprasan
Corporate Events	HR Events
	1. Meetings
	2. Workshops
	3. Training Programmes
	4. Conferences
	5. Special Lectures
	6. Annual Day Celebration
	7. Award Ceremonies/ Incentive Events
	8. Annual Mela/Employees get-together
	9. Annual Sports Meet
	10. Theme Parties
	11. Gala Dinners
Sporting Events	Marketing: Promotional Events
	1. Experimental Marketing/ Brand Activation Product/Launches/Road shows, in-shop Promotion, Mall Promotion, BTL Activities.
	2. Direct Marketing/Door-to-door campaign
	3. Corporate Gigs
	4. Sales Award, Incentives, Award Ceremonies
Sporting Events	1. Marathon Events
	2. Cycling Events
	3. Football Tournament
	4. Cricket Tournament
	5. Kite Festival

Special Events	Entertainment Events
	1. Live entertainment Show
	2. Music/Video/Album Release
	3. Star Award Nights
	4. Fashion Events
	5. Star Musical Nights
	6. Gazal Nights
	7. Classical Music Concerts & Festivals
	8. Jazz Musical Festivals
	9. Folk Music & Dance Festivals
	Reality Shows
	1. Radio Reality Shows
	2. TV Reality Shows
	Food Festivals
	1. International/National Food Festivals
	2. International/ National Snacks Festivals
	3. Chicken festivals
	Fish Festivals
	Political and Religious Festivals
	1. Christian Missionary Festivals
	2. Rath Yatra
	3. Kumbh Mela
MICE	1. International/ National Technical Festivals
	2. EXPO (International/National Exhibitions)
	3. International/ National Trade Fairs
Educational Events	1. Technical Fest by Colleges or Societies
	2. College Fest
	3. Annual Sports Meet
	4. Educational Fair
Government Events	1. Ceremonial Events
	2. Cultural Events and Festivals
	3. Awareness Campaigns
	4. Policy and Welfare Program Launches
	5. Educational and Public Service Events
	6. Commemorative Events
	7. International and Diplomatic Events

Source: Bhattacharjee, A. (2020). *Event management: Zero investment startup business*

3.2.6 Global Trends in Event Management

The event management industry has experienced significant change in recent years, driven by rapid technological advances, evolving audience expectations, and a growing focus on sustainability and inclusion. The Glion Institute of Higher Education (2024) confirms that the industry is currently valued at approximately USD 1.1 trillion and is projected to surpass USD 2.1 trillion by 2032, highlighting its substantial economic importance and continuous growth.

One of the main factors driving this evolution is the introduction of hybrid event models, which combine on-site and virtual participation. This approach broadens the audience, improves access, and enables data-driven future planning. Hybrid formats are also used in the luxury hotel industry to offer personalized experiences for in-person guests and to let virtual participants engage with and interact with the brand (Glion Institute of Higher Education, 2024).

Technology innovation has become a key element in modern event management. Artificial Intelligence (AI) and Augmented or Virtual Reality (AR/VR) applications are transforming how events are designed and experienced. AI enables real-time personalization, automates routine coordination tasks, and provides behavioral analytics, while AR and VR technologies foster immersive environments that boost audience engagement (Glion Institute of Higher Education, 2024).

At the same time, the world has become more concerned with environmental responsibility and social inclusion. Event professionals are adopting greener practices, including reducing travel emissions, implementing paperless ticketing, and using sustainable materials to lessen the ecological impact. Hybrid and virtual events naturally align with these principles, as they decrease resource use and make events more accessible to a broader audience (Glion Institute of Higher Education, 2024; Bunde & Deshmukh, 2024).

The other significant change is the increased reliance on data analytics for making strategic decisions. There is a growing trend among organizers to use performance metrics to evaluate engagement levels, optimize operations, and develop event content

that aligns with participants' preferences. This analytical approach will boost overall efficiency and enhance the return on investment (ROI) for all stakeholders (Glion Institute of Higher Education, 2024; Arizton Advisory & Intelligence, 2024).

Economically, the industry is expected to keep growing worldwide. According to the report released by Allied Market Research (2024), the global event industry is projected to reach USD 2.5 trillion by 2035 after expanding at a compound annual growth rate of 6.8%, from the current USD 736.8 billion sector. Similarly, Arizton Advisory & Intelligence (2024) predicts that the market will grow from USD 936.14 billion in 2023 to USD 1.76 trillion in 2029, with a 11.06% CAGR. Together, these forecasts highlight the industry's dynamic nature, driven by digital transformation, innovation in creativity, and increased demand for professional events worldwide.

3.2.7 Overview of Event Management Trends in India

The event management industry in India has become one of the most dynamic and fastest-growing sectors of the service economy. Its scope now includes a wide range of formats, including social and cultural celebrations — particularly wedding ceremonies — as well as corporate conferences, exhibitions, trade shows, government programs, sports contests, entertainment shows, and scholarly conferences. Over the past ten years, the industry has transitioned from a largely informal setup to a professionally structured and strategically managed sector that plays a crucial role in creating jobs, promoting tourism, supporting hospitality growth, and embracing the digital revolution.

KPMG (2023) reported that the Indian event management market reached over ₹5 lakh crore in 2023-24, just a year later, surpassing the size of the officially registered Media and Entertainment (M&E) industry in the country. The industry provides between 10 million and 50 million direct and indirect jobs, respectively, and significantly contributes to India's GDP, tourism revenues, and urban infrastructure development (IBEF).

3.2.8 Post-Pandemic Recovery and Market Growth

During the post-pandemic recovery and market growth, the company is likely to see increased market share and profitability. The live events and exhibition segments within the Indian market experienced a significant decline in 2020 due to the COVID-19 pandemic, which prevented gatherings. The industry as a whole saw a sharp drop in total value from about ₹83,000 crore in 2019 to ₹27,000 crore in 2020, followed by a slight increase to ₹32,000 crore in 2021. Despite these shocks, the industry demonstrated strong resilience and flexibility, rebounding quickly once in-person events resumed. The market recovered to nearly ₹49,000 crore in 2022 and grew to ₹74,000 crore in 2023, showing a V-shaped recovery pattern and regaining investor confidence (KPMG, 2023).

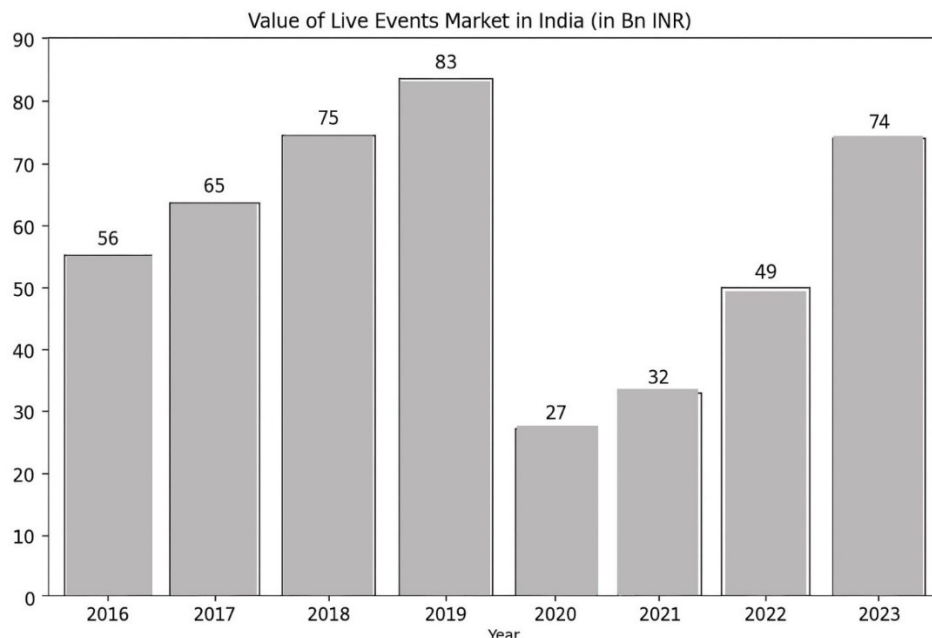
Table 3.2

Segment-Wise Market Distribution (2023–24)

Sl.No	Sector	Market Size (INRCrore)
1	Wedding & Allied Segments	₹41,34,225
2	MICE (Meeting, Incentives, Conference, Exhibitions)	₹3,75,764
3	Sports Events	₹3,12,356
4	Entertainment Live Events	₹49,007

Source: KPMG (2023). Elevating the Event Management Landscape, www.kpmg.com

Among all sectors, weddings are the biggest contributor, making up over 80 percent of the industry's total income. The MICE and sports industries are also expanding quickly, fuelled by government policies, rising foreign investments, and corporate branding efforts. The entertainment and live events sector, though smaller, is gaining momentum with a resurgence of concerts, festivals, and cultural performances. Table 3.3 shows the Year-wise Value of the Live Events Market in India (2016–2023) in Billion INR.

Figure 3.1*Value of the Live Events Market in India*

Source: Statista (2023) "Value of the live events market across India from 2016 to 2022, with estimates until 2025".

The bar chart shows the changing value of the Indian live events market from 2016 to 2023 in billion INR. From 2016 to 2019, the sector experienced growth, increasing from 56 billion to 83 billion due to rising demand for professionally organized events, especially weddings, MICE (Meetings, Incentives, Conferences, and Exhibitions), and entertainment events. In 2020 and 2021, the market sharply declined because of the COVID-19 pandemic, dropping to 32 billion and 27 billion respectively. This was caused by strict lockdowns, travel restrictions, and limits on social gatherings that halted most live events. Starting in 2022, the industry showed signs of recovery.

The market grew to ₹49 billion in 2022 and sharply increased to 74 billion in 2023. This rebound demonstrates the industry's resilience, renewed consumer trust, and the rising popularity of hybrid and in-person events. Overall, the chart highlights the potential for the Indian live events industry to be resilient and rebound, aligning with broader economic recovery trends and the sector's shift toward digital technology and sustainability.

3.2.9 Projected Growth and Future Outlook

The event and exhibition industry in India has significant growth potential over the next decade. According to the report by Mordor Intelligence, the market is expected to reach approximately USD 8.44 billion by 2030, with an annual growth rate of 8.31 percent. This steady increase reflects the growing influence of this sector on the country's service economy, particularly in tourism, trade promotion, and experiential marketing.

Several strategic factors drive this. First, the Government of India's focus on MICE (Meetings, Incentives, Conferences, and Exhibitions) through initiatives such as the G20 presidency and the National MICE Strategy has increased India's global visibility. It has also contributed to the growth of international conventions targeted at both major metropolitan areas and smaller Tier-2 cities.

Another driving force is geo-cloning, where event organizers from other countries can replicate successful global event models in India (Fastener Fair India, modeled after Fastener Fair USA). This approach helps minimize operational risks and broaden access to new markets in different regions. Additionally, the hybrid event format, combining physical attendance with virtual participation, has gained popularity in the post-pandemic era. This model is more accessible, less costly, and supports sustainability goals, which is particularly attractive to corporations, educational institutions, and professional organizations that seek a balance between impact and inclusion.

The young population base and effective digital connectivity of India only serve to support the industry's potential in the future. As more people join the internet and adopt technology, the country is poised to become a leader in digital-first event experiences by offering sophisticated virtual interactions and event design with analytics. All these developments indicate that India is rapidly becoming an international hub for event tourism and business exhibitions, supported by improved infrastructure, foreign investment, and innovation in event management practices. The combination of technology, policy support, and entrepreneurial energy positions the Indian event industry for sustainable and long-term growth.

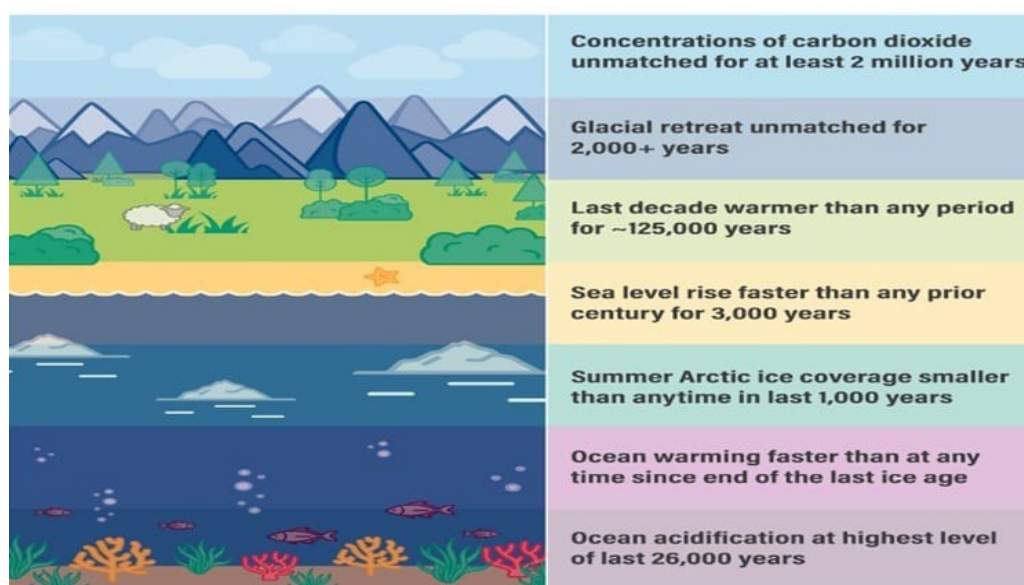
3.3 Climate Change: A Global, National, and Regional Imperative for Green Business Practices

The pursuit of high economic growth worldwide has often come at the expense of natural resources, leading to severe environmental problems such as global warming and climate change. According to the United Nations Framework Convention on Climate Change (UNFCCC, 2011), climate change refers to a change in climate that is directly or indirectly caused by human activities that alter the atmosphere, along with other natural climatic changes that happen within a similar timeframe.

The burning of fossil fuels and industrial emissions by humans has greatly increased the levels of greenhouse gases like carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). The Intergovernmental Panel on Climate Change (IPCC, 2021) states that these emissions have raised the Earth's average temperature by about 1.1°C above pre-industrial levels. This is likely to lead to more frequent and severe climate events, including floods, droughts, and large-scale human displacement, especially in vulnerable regions such as South Asia and Sub-Saharan Africa. Urgent and coordinated global efforts are needed to prevent temperatures from surpassing 1.5°C by 2030 (Boehm, S., & Schumer, C., 2023).

Figure 3.2

Evidence of Global warming is already underway



Source: IPCC AR6

The figure is based on the Sixth Assessment Report (AR6) of the IPCC and shows clear scientific evidence that global warming has already begun and is accelerating at an unprecedented rate. The level of carbon dioxide in the atmosphere is at its highest point in at least 2 million years, and glacial melting is faster than it was 2000 years ago. It has been hotter than anything experienced in roughly 125,000 years, and sea levels are rising faster than at any time in the past 3,000 years.

Moreover, the summer sea ice in the Arctic area has been at the lowest level in at least 1,000 years, and ocean warming is proceeding faster than at any point since the last ice age. Ocean acidification is also at the highest point in 26,000 years, endangering marine life and biodiversity. All these findings show that the effects of climate change are not hypothetical estimates but realities already being experienced and currently transforming the planet's environmental systems.

India faces serious threats from climate change, especially in agriculture and coastal management. Nelson et al. (2013) state that climate-driven yield shocks can pose significant challenges to food security and economic stability. India's 7,500 km coastline is highly vulnerable because sea levels have risen by 8.5 cm over the past 50 years and are expected to rise more, putting 36 million people at risk of chronic flooding by 2100 (Panda, 2020). Additionally, events such as Cyclone Amphan and increased monsoon flooding have displaced millions, underscoring the urgent need to incorporate climate risk assessments into business and economic planning.

Climate change is also becoming quite evident in Kerala. Previously characterized by an all-year-round climate and average precipitation rates (from 0.0080 to 0.0102 °C per year), Kerala today is experiencing increased temperatures (0.0080 to 0.0102 °C per year), unpredictable rainfall, and frequent extreme weather events such as the disastrous 2018 and 2019 floods (Jamaludheen et al., 2024; Hunt & Menon, 2020). These have negatively impacted agriculture, fisheries, tourism, and infrastructure, highlighting the need for local environmental governance and sustainable business practices.

From a business perspective, climate change has moved from being a minor environmental issue to a significant economic and operational challenge. Rising

temperatures, sea-level rise, and extreme weather events impact productivity, supply chains, and infrastructure, creating systemic risks to business continuity and macroeconomic stability (Kalogiannidis et al., 2024). Global projections show a potential 7% decrease in real GDP per capita by 2100 if climate trends go unchecked (Hsiang et al, 2017).

However, this crisis also presents an opportunity. Businesses are now re-evaluating their operational strategies to reduce environmental impact through waste minimization, responsible resource use, and lowering carbon footprints (Kumar et al., 2023). Mikayelyan and Vardanyan (2023) argue that eco-innovation and sustainability can lead to long-term business viability.

In addition, corporate social responsibility (CSR) and Environmental Accounting practices, which have incorporated environmental issues into both, enable business organizations to complement their financial and environmental objectives. Hashempour Abandansari et al. (2025) state that those companies that embrace environmental performance in their CSR are more likely to deliver sustainable results. Businesses play an important role in climate governance, contributing not only to addressing climate issues but also to developing and implementing solutions (Kranz, 2012).

The rationale for adopting Green Business Practices (GBPs) is therefore driven not only by environmental needs but also by the financial necessity of creating climate-resilient, socially responsible businesses. Incorporating climate responsiveness as a core business strategy will ensure long-term sustainability, competitiveness, and societal relevance.

3.4 Green Business Practices(GBP)

Green Business Practices (GBP) have become a crucial part of modern business strategy as ecological concerns grow and global efforts to advance sustainable development intensify. These practices are not just a trend but a vital shift in how companies operate in a world with limited resources and environmental vulnerability. As environmental damage, climate change, and biodiversity loss worsen, businesses

are expected to actively support positive environmental change. Green Business Practices (GBP) seek to align economic activities with ecological limits, ensuring growth occurs without harming the well-being of future generations (Zsolnai, 2002; Alkhodary, 2023).

In recent decades, the acceleration of climate change, the depletion of natural resources, and increased stakeholder awareness have pressured businesses to reevaluate their environmental impact and integrate sustainability into their core operations. Today, Green Business Practices (GBP) reflects a strategic shift toward responsible production, green innovation, and sustainable consumption patterns that support global climate goals while boosting organizational reputation and long-term competitiveness (Ahmad, 2016; Solaj & Adetola, 2018).

3.4.1 Evolution of Green Business Practices

Green business has seen significant growth and shifted from a compliance-based approach to a strategic model focused on innovation and stakeholder value. In the 1970s and 1980s, most organizations adopted environmentally friendly practices mainly to meet new legal standards. They primarily focused on pollution reduction, emission control, and safe waste management, which were reactive efforts and often not designed for long-term environmental impact (Ghebrehiwet, 2019).

By the 1990s, growing global awareness of sustainability and the influence of international initiatives such as the Rio Earth Summit and Agenda 21 prompted businesses to shift from end-of-pipe solutions to more proactive, resource-efficient strategies. This change was further driven by the rise of corporate social responsibility (CSR), the development of cleaner production technologies, and increased stakeholder pressure from activists. Green business practices expanded to include energy conservation, the use of renewable resources, life-cycle analysis, and the pursuit of environmental certifications (Smith et al., 2010).

The modern landscape has seen the alignment of the United Nations Sustainable Development Goals (SDGs), climate-related disclosure criteria, and Environmental, Social, and Governance criteria (ESG) standards to shift green business practices into

a performance-based paradigm. According to Ahmad (2016), ongoing sustainability efforts are also shaped by internal forces (such as ethical values and operational efficiency) and external forces like investors, markets, and regulatory frameworks. The current development of Green Business Practices (GBP) is, therefore, a dynamic balancing act between remaining economically competitive and protecting the environment.

3.4.1.1 Meaning of Green Business Practices

Green Business Practices (GBP) are eco-friendly methods businesses use to minimize environmental harm, maximize the use of natural resources, and align with their sustainability goals. GBP is an active, strategic approach to integrating ecological awareness across all areas of a business — procurement, production, distribution, and product disposal — to reduce environmental impact and achieve long-term profitability. It emphasizes generating economic value in a way that supports ecological balance so that current needs do not deplete resources for future generations. A business can be identified as green in two ways: offering greener products or services, or implementing environmentally friendly processes across its operations. Entrepreneurs can participate in the green economy in two ways: by developing eco-friendly products and renewable energy solutions or by improving processes with clean technologies and operating in the least harmful way (Majurin, 2017).

Green Business Practices involve intentional efforts by companies to design, execute, and manage their operations in ways that reduce environmental damage, support ecological stability, and advance sustainable growth (Ahmad, 2016; Alkhodary, 2023). These efforts cover a wide range of activities, including efficient resource use, waste reduction, reduced carbon emissions, and a commitment to clean energy sources.

GBP involves rethinking traditional business models to ensure profitability does not come at the expense of the environment. It includes adopting environmentally conscious procurement practices, ensuring sustainable product design, optimizing logistics and supply chain activities, and establishing environmental governance

mechanisms (Orlitzky et al., 2011; Solaj & Adetola, 2018). The goal of GBP is to balance business growth with the planet's ecological limits.

Furthermore, green businesses adopt a life-cycle approach that assesses the environmental impacts of a product or service at each stage—from raw material extraction to production, distribution, consumption, and disposal. By integrating sustainability into decision-making and operations, GBP not only supports environmental preservation but also boosts brand loyalty, regulatory compliance, and risk reduction (Ghebrehiwet, 2019; Akadiri, 2013).

3.4.1.2 Definitions of Green Business Practices

Several scholars and institutions have defined green business practices in ways that reflect their diverse approaches and priorities:

- Zsolnai (2002) defines a green business as one that integrates environmental concerns into its core decision-making and seeks to contribute positively to ecological well-being.
- Smith et al. (2010) state that green business practices involve activities aimed at reducing the negative environmental impacts of business operations while promoting sustainability.
- Ahmad (2016) describes GBP as an essential tool for sustainable development, incorporating principles such as renewable energy use, waste reduction, and pollution prevention.
- Ghebrehiwet (2019) expands the concept by including eco-friendly sourcing, green infrastructure, and environmentally responsible product design.
- Alkhodary (2023) views GBP as a strategic business approach that aligns corporate goals with sustainability, emphasizing clean production and ethical operations.

- Orlitzky et al. (2011) connect GBP with Corporate Social Responsibility (CSR), asserting that environmental performance can enhance a company's social standing and financial success.
- Solaj and Adetola (2018) define green business practices as strategic interventions designed to reduce ecological footprints through actions like renewable energy adoption and responsible consumption.
- Akadiri (2013) notes that the ability to adopt and implement green practices often correlates with business size, resource access, and organizational capability. that evaluates the environmental impacts of a product or service at every stage—from raw material extraction to production, distribution, consumption, and disposal. By embedding sustainability into decision-making and operations, GBP contributes not only to environmental preservation but also enhances brand loyalty, regulatory compliance, and risk mitigation (Ghebrehiwet, 2019; Akadiri, 2013).

3.4.1.3 Dimensions of Green Business

1. **Energy Efficiency, Renewable Energy, and Energy Conservation:** These elements collectively form a vital aspect of green business. Companies work to improve energy performance by adopting energy-efficient technologies, performing energy audits, and continuously enhancing energy management systems (Confederation of Indian Industry, 2023). Using renewable sources such as solar, wind, and biomass not only cuts reliance on fossil fuels but also supports national sustainability initiatives like the National Solar Mission. Effective energy management lowers operational costs, decreases carbon emissions, and promotes sustainable growth (Majurin, 2017; New Hampshire Department of Environmental Services, 2020).
2. **Water Conservation:** Water conservation involves managing water sustainably through measures such as water auditing, rainwater harvesting, and water recycling systems. Businesses adopting these practices aim for water neutrality or even water positivity, aligning with national initiatives like the Jal Jeevan Mission (Confederation of Indian Industry, 2023). Efficient water use lowers operational

costs and helps preserve vital resources. These practices demonstrate environmental responsibility and significantly contribute to overall ecological sustainability (Majurin, 2017; New Hampshire Department of Environmental Services, 2020).

- 3. Recycling, Waste Reduction, Reuse, and Material Conservation:** Effective recycling, waste reduction, reuse, and material conservation are essential aspects of green business practices. Businesses are encouraged to follow the 3Rs—Reduce, Reuse, and Recycle—by minimizing resource consumption, properly sorting waste, and using eco-friendly disposal methods (Majurin, 2017; New Hampshire Department of Environmental Services, 2020). Furthermore, focusing on material conservation, recycling, and designing products for recyclability aligns with circular economy principles. Implementing Zero Waste to Landfill (ZWTL) strategies improves environmental performance, reduces ecological impacts, and supports initiatives such as the Swachh Bharat Abhiyan (Confederation of Indian Industry, 2023).
- 4. Pollution Prevention, GHG Emission Reduction, and Air Emissions Control:** Pollution prevention, greenhouse gas (GHG) emission reduction, and air emissions control are essential aspects of reducing the environmental impact of business operations. Companies achieve pollution reduction by using low-emission equipment, adopting biodegradable materials, and optimizing operational processes (Majurin, 2017; New Hampshire Department of Environmental Services, 2020). Tracking and systematically lowering GHG emissions across all scopes (Scope 1, 2, and 3) aligns with broader climate efforts like the National Action Plan on Climate Change (NAPCC) and helps reach net-zero goals. These practices improve environmental compliance, public health, and long-term business sustainability (Confederation of Indian Industry, 2023).
- 5. Green Procurement and Green Supply Chain:** Green procurement and sustainable supply chain practices involve sourcing environmentally friendly, sustainable, and locally produced materials or products. Prioritizing partnerships with eco-conscious suppliers significantly reduces transportation emissions,

bolsters local economies, and ensures sustainable practices throughout the value chain (Majurin, 2017; New Hampshire Department of Environmental Services, 2020). Incorporating environmental criteria into procurement policies and vendor evaluations helps companies maintain sustainability standards and enhance their overall ecological footprint (Confederation of Indian Industry, 2023). Such proactive approaches strengthen brand reputation and support ethical business operations.

- 6. Product Stewardship and Life Cycle Aspects:** Product stewardship involves evaluating and managing environmental impacts throughout a product's entire life cycle, from raw material extraction to end-of-life disposal. Based on Life Cycle Assessment (LCA) principles, this approach encourages eco-design and urges companies to create products with minimal environmental impact (Confederation of Indian Industry, 2023; New Hampshire Department of Environmental Services, 2020). Considering the entire lifecycle promotes sustainability at every stage, reduces ecological damage, and meets growing consumer demands for responsible products. Ultimately, it improves corporate accountability and environmental governance (Majurin, 2017).
- 7. Innovation for Environment:** Innovation for the environment involves adopting and developing new technologies or processes specifically designed for environmental protection. Businesses that leverage innovation can effectively address sustainability challenges, gain significant competitive advantages, and enhance operational efficiency (Confederation of Indian Industry, 2023). Such innovative approaches promote cleaner production, waste reduction, and resource efficiency. Encouraging environmental innovation helps build business resilience, distinguish markets, and support sustained growth in eco-conscious markets.
- 8. Green Infrastructure and Ecology:** Green infrastructure and ecology involve efforts in sustainable building design, the development of green belts, and biodiversity conservation initiatives. This aspect addresses workplace ecological factors such as air quality, natural ventilation, and landscaping, significantly enhancing employee well-being and productivity (Confederation of Indian

Industry, 2023). Investing in ecological infrastructure shows corporate environmental responsibility, benefits local ecosystems, and supports broader environmental health objectives. These efforts underscore a company's commitment to sustainability beyond just economic goals.

9. Decent Work: Decent work highlights the social aspect of sustainability, focusing on fair wages, job security, workplace safety, social protection, and equal opportunities. Green businesses are dedicated not only to environmental responsibility but also to maintaining human dignity and encouraging inclusive growth (Majurin, 2017). Providing respectful working conditions and productive employment boosts employee morale, enhances corporate reputation, and supports operational stability. Decent work principles promote sustainable economic growth by aligning profitability with ethical values.

10. Transportation, Travel, and Green Distribution: Green transportation, travel, and distribution strategies lower transportation emissions and overall carbon footprint. Businesses should encourage sustainable transportation options, such as carpooling, public transit, or fuel-efficient vehicles, to reduce environmental impact (New Hampshire Department of Environmental Services, 2020). Working with eco-conscious distributors improves operational sustainability, cuts logistics-related emissions, and promotes environmental responsibility throughout the distribution network (Majurin, 2017).

3.5 Climate Change and the Need for Green Events

Events, whether they are cultural, corporate, sporting, or community-based, are important to society because they provide a platform for communication, celebration, and economic activity. However, they also leave a significant ecological footprint, mainly caused by high resource consumption (energy, water, materials), transportation logistics, and waste generation (Ahmad et al., 2013; Jones, 2017). These unsustainable practices are among the leading causes of human-induced climate change (Mokhtar et al., 2014), making the events industry both a victim and a contributor to environmental degradation.

Climate and weather conditions are crucial in determining the success or failure of many events, especially outdoor gatherings. As Mair (2024) notes, climate change presents increasing risks to the viability and sustainability of events worldwide. Rising extreme weather events like storms, heatwaves, or unpredictable rainfall can disrupt operations, damage infrastructure, and threaten participant safety and satisfaction. This growing vulnerability makes climate responsiveness a vital strategic concern for event organizers.

Simultaneously, events themselves are significant contributors to greenhouse gas (GHG) emissions—mainly due to travel, energy use, and material waste—thereby exacerbating climate change (Mair, 2011). As events grow in scale and complexity, so do their environmental impacts, including waste generation, air and water pollution, and traffic congestion (Mokhtar et al., 2014; Zamzuri et al., 2011).

Given this dual relationship—where events are both influenced by and contribute to climate change—a dual strategy of mitigation and adaptation is essential (Mair, 2011). Mitigation aims at lowering GHG emissions from event-related activities such as transportation, energy use, and material consumption. Conversely, adaptation involves creating resilient systems and practices that decrease events' vulnerability to climate-related disruptions.

Despite increasing awareness, many events still struggle to fully adopt sustainability measures due to financial limitations and fragmented stakeholder commitment (Mokhtar et al., 2014). While some aspects, like venue selection, demonstrate environmental awareness, others—such as ongoing paper-based processes—show the limited adoption of green practices (Zamzuri et al., 2011). To address these issues, Janjusevic and Salama (2021) emphasize the need for practical tools and sustainability frameworks that can integrate environmental considerations at every stage of the event lifecycle—from planning to post-event assessment.

Therefore, the reason for adopting green event practices arises from both a climate need and a strategic chance. Sustainable event management not only reduces negative environmental impacts but also enhances organizational reputation, stakeholder involvement, and long-term operational resilience (Jones, 2017; Ahmad et al., 2013).

As climate risks grow, the events industry must make sustainability a standard through substantial mitigation and adaptation strategies, turning events into "shining lights of sustainability-in-action" (Jones, 2017).

3.5.1 Meaning of a Green Event

Ahmad (2008) noted that there is no universally accepted term to define event greening precisely. Instead, it is often used interchangeably with related concepts such as "responsible events," "environmentally friendly practices," "corporate social responsibility," "ecology," and "sustainability" (Henderson, 2011). Generally, previous research has interpreted event greening as the adoption of environmentally friendly practices in event management (Song et al., 2012).

A green event is intentionally designed, organized, and executed with a dedicated focus on minimizing environmental harm and promoting ecological responsibility. Unlike sustainable events that incorporate social and economic dimensions alongside environmental goals, a green event prioritizes only environmental outcomes, aiming to reduce the ecological footprint of event-related activities.

A green event is carefully planned and managed to minimize harm to the environment. It involves making mindful choices at every stage—before, during, and after the event—to reduce pollution, conserve resources like energy and water, cut down on waste, and use environmentally responsible materials and methods. The main goal is to protect nature and encourage eco-friendly behavior among everyone involved.

The main goal of a green event is to prevent or reduce negative environmental impacts through various targeted actions, including:

- Eliminating single-use plastics
- Managing waste and water efficiently
- Cutting energy use and greenhouse gas emissions
- Using environmentally responsible procurement practices
- Encouraging eco-friendly behavior through green communication
- Setting up recycling and composting systems

Besides operational steps, green events also act as platforms for environmental education and awareness, motivating all stakeholders—including organizers, vendors, and participants—to adopt sustainable habits and carry these practices beyond the event.

By integrating environmental principles into every phase of the event lifecycle, green events serve as examples of ecological responsibility, actively supporting environmental conservation and climate initiatives.

Thus, a green event is both a process and a practice—a dynamic system that demonstrates event organizers' commitment to environmental ethics, community well-being, and long-term ecological balance.

3.5.2 Definition of Green Events

Various scholars and institutions have defined green events, highlighting different aspects such as environmental management, ethical sourcing, stakeholder engagement, and legacy-building. Despite these diverse definitions, they all share the common goal of reducing the ecological footprint of events.

- Sultana et al. (2020). “Greening events not only incorporate environmental responsibility but also include social, cultural, and economic concerns. Every aspect, from the venue to transportation and catering, must be environmentally conscious.”
- Choe and Yap (2017) and Chiu et al. (2020) emphasize that while events contribute positively to economic and social development, they also pose environmental risks, making it necessary to adopt green practices to reduce negative outcomes.
- Merrilees and Marles (2011) describe green business events as being characterized by policy focus, operational methods, and strategic environmental positioning, which impact their success in implementation.
- United Nations Environment Programme (2009) “A green event is designed, organized, and implemented in a way that minimizes adverse environmental impacts and leaves a beneficial legacy for the host community.”

- Laing and Frost (2010) define “Green events” as those that incorporate environmental management practices into their operations, including waste reduction, eco-procurement, and carbon offsetting strategies.

3.5.3 Green Business practices in event management are environmentally friendly measures adopted by event organizers to plan and hold events with minimal environmental impact. Such practices involve the use of reusable materials, reducing energy and water consumption, eliminating single-use plastics, promoting the use of public transport, proper waste disposal, and raising awareness among attendees about the need to care for the environment. A green event is an event that involves the integration of green business in its planning and implementation (Ahmad et al., 2008)

3.5.4 Principles of Green Events

According to Ramely et al. (2022), the principles of green events—often referred to as greening indicators, variables, or initiatives—provide the fundamental framework for designing and implementing environmentally responsible events. These principles help organizers incorporate sustainability throughout every stage of the event lifecycle, from planning and logistics to execution and assessment. The authors' main dimensions are discussed below.

1. Transport Management

As Ramely et al. (2022) note, transportation is a major contributor to event-related greenhouse gas emissions because people, suppliers, and materials need to be transported. Effective transport management practices involve choosing locations that minimize long travel distances and promoting sustainable modes of transportation, such as carpooling, public transit, cycling, and hybrid and electric vehicles. Additionally, emission reductions can be achieved through local sourcing of supplies, shared shuttle services, and non-motorized transport options, all of which help reduce traffic volume and environmental impact.

2. Waste Management (Reduce, Reuse, Recycle - 3R)

The authors emphasize that events typically generate substantial waste, especially from single-use plastics, food packaging, and printed materials. Implementing the 3R principle—Reduce, Reuse, and Recycle—is essential for managing waste production. This can be achieved by providing clearly labeled recycling and compost bins, replacing disposable containers with refillable ones, and switching to electronic resources for printed materials. These practices not only reduce the amount of waste sent to landfills but also help participants develop sustainable habits.

3. Water Management

Another key aspect of green event design is water conservation. Ramely et al. (2022) recommend choosing facilities that already have water-efficient methods, such as low-flow faucets and smart plumbing systems. Event planners can help by reducing bottled water use, installing refill stations, and implementing wastewater treatment or reuse systems. These strategies can lower the event's overall water footprint and support broader sustainability goals.

4. Energy Saving

Energy consumption at events, especially for lighting, audio-visual equipment, and air conditioning, is usually high-intensity. The authors suggest integrating energy-saving technologies, such as LED lighting and renewable energy sources, to reduce consumption. More energy efficiency can be achieved by using natural lighting and ventilation, and by minimizing unnecessary power consumption. The communication of environmental messages and sustainable behavior can also be reinforced by promoting energy-conscious event themes.

5. Eco-Procurement

According to Ramely et al. (2022), eco-procurement involves acquiring goods and services with minimal environmental impact. This includes sourcing locally to reduce transportation emissions and using eco-friendly products like biodegradable materials, recyclable signage, and reusable decorations. The benefits of supporting

local suppliers go beyond cutting carbon emissions to boosting the local economy and encouraging more sustainable consumption habits.

6. Green Marketing and Promotion

Promotion and communication are vital for raising awareness about sustainable practices. The authors advocate shifting traditional print-based promotions to digital channels such as social media, websites, mobile apps, and QR codes. This approach will significantly decrease paper waste and align with current sustainability standards. Additionally, clearly articulating the event's environmental commitments and goals can enhance stakeholder engagement and reinforce its green initiative.

3.5.6 Dimensions of Green Events

The term "dimensions of green events" refers to the main operational areas that support implementing green practices throughout the event planning and execution process. These dimensions provide a structured approach for organizers to incorporate environmentally responsible actions at every stage of an event, from initial planning to post-event review. Typical core dimensions include venue selection, green transportation, waste reduction, energy and water efficiency, eco-friendly procurement, sustainable catering, and green communication. Each dimension addresses specific environmental issues, encouraging actions like cutting single-use plastics, promoting local sourcing, and conserving resources. By focusing on these areas, organizers can greatly lessen the ecological footprint of events and promote eco-friendly behavior among attendees. Applying these green event dimensions is crucial for turning traditional events into more responsible, low-impact experiences that follow the principles of green event management. The following are the different dimensions of green events, as commonly identified in academic literature and institutional guidelines.

1. Event Planning and Governance

Event planning and governance form the strategic foundation for a green event. This dimension emphasizes early integration of green principles in decision-making, stakeholder engagement, and leadership. Event organizers are encouraged to define

green objectives, assess carbon footprints, and assign responsibilities to dedicated green teams. Incorporating sustainability goals at the earliest stages of planning enhances overall impact and accountability. (Jones, 2017)

2. Sustainable Venue and Infrastructure

Choosing a venue that supports environmentally friendly practices is essential for reducing the event's ecological impact. Ideal locations should provide access to renewable energy, natural lighting, efficient water management, and integrated waste systems. Moreover, venues should be centrally located and capable of supporting hybrid or virtual formats to cut down on travel-related emissions (Graci & Dodds, 2008;).

3. Eco-Friendly Transportation and Mobility

Transportation is often the largest source of emissions at events. This aspect encourages minimizing transport-related carbon emissions by promoting public transit, shuttle services, carpooling, and cycling. Event venues should be accessible and motivate attendees to use electric or biodiesel-powered vehicles. The use of virtual attendance can further lessen travel impact (Viviers et al., 2017).

4. Waste Reduction and Circular Practices

Effective waste management is crucial for green events. Organizers should adhere to the 4Rs principle: Refuse, Reduce, Reuse, and Recycle. This involves using digital communication instead of print, providing refill stations, and implementing composting systems. The use of color-coded three-bin recycling systems, biodegradable packaging, digital ticketing, and item-refundable systems (where attendees return used containers for cash back) greatly helps reduce waste. Creative incentives, such as offering rewards for collecting trash, can further enhance participation (Viviers et al., 2017).

5. Green Procurement and Material Use

Sustainable procurement involves sourcing eco-friendly, recyclable, and locally produced materials. Organizers should avoid single-use plastics, Styrofoam, and non-

recyclable promotional items. Prioritizing local vendors not only reduces transport emissions but also supports regional economies. Reusable or biodegradable items are encouraged (Kılıç, 2012).

6. Sustainable Food and Catering

Catering should reduce environmental impact by offering organic, seasonal, vegetarian, or vegan options. Food waste should be minimized with accurate portion planning, and any surplus food should be donated or composted. Using compostable utensils and reducing packaging further lowers the environmental footprint (RIDEM, 2023)

7. Energy and Water Efficiency

Efficient use of energy and water resources is a crucial aspect of sustainability. Events should select venues that operate on renewable energy and include water-saving features. Using solar panels, LED lighting, and natural ventilation helps reduce energy consumption. Water efficiency can be supported with gel hand sanitizers, mobile or composting toilets, and grey water reuse in showers (Viviers et al., 2017).

8. Communication, Education, and Green Marketing

Raising awareness is essential for the success of green initiatives. Digital platforms such as websites, apps, and QR codes help reduce paper waste while improving accessibility. Organizers should clearly communicate green goals, involve vendors and attendees in sustainability efforts, and display signage to promote eco-friendly behavior. Using social media, blogs, and e-ticketing supports both outreach and environmental goals (Kılıç, 2012).

9. Monitoring, Evaluation, and Reporting

Monitoring green outcomes fosters ongoing improvement. Organizers should establish key performance indicators (KPIs), utilize carbon calculators, and carry out post-event evaluations. Transparent sustainability reporting builds trust and promote knowledge-sharing across events (Jones, 2017).

10. Green Commitment and Site Restoration

Events can extend their impact by adopting green commitment practices such as limiting attendance to lessen pressure on ecosystems, rehabilitating the venue afterward, creating designated smoking areas, and implementing parking restrictions to safeguard sensitive areas. These measures help reduce soil compaction, fire hazards, and pollution while conserving natural habitats (Viviers et al., 2017).

3.6 Event Sustainability Industry Organisations

Over the past decade, there has been a notable rise in organisations and programs specifically dedicated to advancing sustainability within the events sector. These bodies play a crucial role in professional development, advocacy, training, standard-setting, auditing, and certification, all aimed at enhancing the environmental and social performance of events (Jones, 2017). Alongside these dedicated sustainability groups, many mainstream event industry associations have also begun offering sustainability frameworks, toolkits, and partnerships to support greener operations.

3.6.1 Sustainable Event Alliance (SEA)

The Sustainable Event Alliance (SEA) is a global non-profit industry association that unites event professionals, organizations, and initiatives to promote sustainability in the events industry. As a knowledge hub and professional network, SEA provides members with access to a wide range of resources, including best-practice guides, case studies, research materials, and directories of sustainable suppliers. The alliance also supports professional development and knowledge sharing through forums, webinars, and collaboration platforms. One of SEA's major initiatives is its Accredited Professional Programme, which recognizes practitioners in event sustainability—such as auditors, consultants, and trainers—by demonstrating competence in sustainable event planning and management. Jones (2017) states that the SEA is willing to collaborate with professionals and regions lacking local sustainability structures so they can benefit from global standards, community-based collaborations, and approved accreditation pathways.

Website: www.sustainable-event-alliance.org

Jones (2017) strongly recommends that practitioners and regions lacking a dedicated event sustainability body connect with the SEA to access global standards and communities of practice.

3.6.2 Selected Global and Regional Green Event Sustainability Platforms

A growing number of international and regional organizations are encouraging sustainability in the event management industry. These platforms offer certification programs, research, consultancy, and practical tools to assist organizers in planning and executing environmentally and socially responsible events:

1. A Greener Festival (AGF) – United Kingdom

Website: www.agreenerfestival.com

A Greener Festival is one of the leading nonprofit organizations in the UK that partners with festivals, venues, and event planners to assess and enhance their sustainability performance. The organization has become a global authority in sustainable event practices and benchmarking through its AGF Awards, environmental audits, training programs, and annual reports.

2. Event Greening Forum (EGF) – South Africa

Website: eventgreening.co.za

Event Greening Forum is a South African-based non-profit organization focused on integrating sustainability into the events industry nationwide. It provides educational initiatives, a green supplier database, and collaborative efforts that promote responsible planning, procurement, and implementation. EGF serves as a hub for advocacy and professional development in sustainable events across Southern Africa...

3. Green Events Flanders – Belgium

Websites: ovam.be/degroenevent, www.groeneventscan.be

Green Events Flanders, with support from the Public Waste Agency of Flanders (OVAM), offers tools like the Green Event Scan to help organizers measure and

improve their environmental impact. It also provides checklists, case studies, and sustainability guidelines that promote energy efficiency, waste reduction, and responsible procurement at Flemish events.

4. Green Events Nederland – Netherlands

Website: www.greenevents.nl

Green Events Nederland emphasizes sustainable innovation and practical tools for Dutch event organizers. They host sustainability conferences, provide CO₂-neutrality services, and develop actionable roadmaps for festivals and cultural events to enhance their ecological and social impact.

5. Sport and Sustainability International (SandSI)

Website: www.sandsi.org

SandSI is an international coalition that mobilizes sports organizations, athletes, and other stakeholders to promote climate action through sports. Its efforts align with the UN Sustainable Development Goals (SDGs), emphasizing low-carbon stadiums, sustainable transportation, and environmental education at sports events.

6. Sustainable Events Denmark

Website: sustainableeventsdenmark.org

This project is a Danish program that provides specific advice, best-practice models, and certification options to cultural and corporate event organizers. It emphasizes community involvement, sustainable supply chains, and low-carbon logistics planning in the event sector in Denmark.

7. Green Meetings Industry Council (GMIC) – USA

Website: (www.gmicglobal.org,\

The GMIC was the first to introduce sustainability standards for meetings and conventions worldwide. It remains a member of the Events Industry Council and recently promotes responsible event management through the Sustainable Event

Standards, capacity-building efforts, and policies focused on green venues, waste management, and ethically responsible procurement.

3.6.3 Green Music and Culture-Focused Sustainability Platforms

8. Green Music Australia

Website: www.greenmusic.org.au

Green Music Australia collaborates with artists, music festivals, and venues to reduce the environmental impact of performances and touring. Its Sound Country campaign is based on Indigenous ecological knowledge to promote sustainable touring, waste-free venues, and a focus on reducing carbon footprint production.

9. Green Music Group – USA

The Green Music Group is a collaborative effort initiated by musicians and environmental activists in the U.S. that promotes eco-friendly practices in the live entertainment industry. It provides materials such as a sustainable rider template, fan engagement campaigns, and guidelines for greening concerts and venues.

10. Green Music Initiative – Germany

Website: www.greenmusicinitiative.de

This is a German project that promotes innovation and sustainability in the music and cultural sectors. It supports green event production, eco-friendly tourism, and improved infrastructure development for festivals. Another EU-funded initiative being carried out by the organization involves the use of renewable energy in entertainment.

11. GO Group (Green Operations Group) – Europe

Website: www.go-group.org

Green Operations Group is a European think tank that brings together event professionals, policymakers, and academics through workshops and joint studies. It

fosters the sharing of all aspects of sustainable solutions for logistics, production, and audience engagement in the live music and festival industries.

3.6.4 Sports and Festivals with Green Focus

12. Green Sports Alliance (GSA) – USA

Website: www.greensportsalliance.org

The Green Sports Alliance helps U.S. sports teams and leagues, and sports venues, go green. Its programs focus on energy efficiency, zero-waste programmes, and sustainable procurement, as well as involving athletes and fans in campaigns related to environmental responsibility.

13. Green Your Festival – Ireland

Website: www.greenyourfestival.ie

An Irish website that provides a step-by-step guide to festivals of all sizes on waste management, adopting sustainable transport, and energy conservation. It also promotes community involvement and education to strengthen the local environmental heritage festivals.

14. Positive Impact Events – UK & Japan

Website: www.positiveimpactevents.com

Positive Impact Events is a social business operating worldwide, regardless of location, and it aims to unify the SDGs in event management. It offers educational initiatives and resources to address issues like carbon measurement, gender equality, accessibility, and social inclusion in events, providing these services globally.

15. Julie's Bicycle – United Kingdom

Website: www.juliesbicycle.com

Julie's Bicycle is a UK-based organization that operates at the intersection of sustainability, arts, and culture. It provides frameworks for the creative industries,

such as the Creative Green certification, carbon-tracking resources, and policy advocacy tools. It is a well-known example of integrating climate literacy into cultural organizations.

3.7 Green Event Awards

With sustainability being a contemporary concern, green event awards have gained importance as official measures to recognize and promote greener practices in the event industry. These awards serve two primary purposes: they honour events and organizations that exemplify best practices in ecological responsibility, and they also inspire others in the industry to adopt more sustainable methods. They foster a culture of accountability, innovation, and continuous environmental progress within the global events sector by highlighting successes in waste reduction, ethical sourcing, energy saving, low-carbon transportation, and stakeholder engagement.

Such awards represent more than operational excellence; they are a strategic and ethical choice to honour the environment. Winners are viewed as innovators and champions of sustainable event delivery, which boosts the confidence of participants, sponsors, and communities that prioritize environmentally friendly decisions. According to Jones (2017) and other industry sources, the main international and regional sustainability awards in the event industry include:

1. A Greener Festival Award (AGF Award) – International

Website: agreenerfestival.org

A globally respected program run by A Greener Festival function as a detailed certification system for evaluating festivals and large events. Outcomes are determined through comprehensive audits, on-site inspections, and organizer self-assessments, with grading options such as Outstanding, Highly Commended, and Commended.

2. IMEX-GMIC Innovation in Sustainability Award – Global

Website: IMEX Green Awards

This award, introduced by IMEX Exhibitions in partnership with the Green Meeting Industry Council (GMIC), recognizes innovative sustainability practices in meetings,

conventions, and exhibitions. Recipients of the organization include eligible planners, destinations, and suppliers who can demonstrate innovative green progress.

3. Green Event Award – Belgium

Website: ovam.be

Presented by OVAM (Public Waste Agency of Flanders), this award honours Belgian events that successfully incorporate sustainable practices in areas like waste management, water and energy use, and eco-friendly transportation solutions.

4. Green Operations Award (GO Award) – Europe

Website: go-group.org

This award is presented at the European Festival Awards and recognizes those festivals who have made significant achievements in environmental performance. The Green Operations Group reviews the winners and is one of the biggest sustainability networks in the European live events sector.

5. Clean'n'Green Award by Yourope – Europe

Website: yourope.org

This initiative, granted by Yourope, the European association of major festivals, recognizes festivals that demonstrate a strong commitment to environmental impact, encompassing areas such as waste sorting, energy consumption, camping controls, and audience interaction.

3.7.1 Additional Global Awards

6. EarthCheck Innovation Awards – International

Website: earthcheck.org

Awards destinations, venues, and events that have registered under EarthCheck as having been creative and leading in the area of performance enhancement through sustainability efforts.

7. Eventex Green Event Award – International

Website: eventex.co

This is one of the categories in the global Eventex Awards program, which evaluates events based on efficient resource use, climate-sensitive energy, waste management, and stakeholder engagement.

3.7.2 ISO 20121: Event Sustainability Management System

The ISO 20121 standard offers a structured system for managing sustainable practices in the events industry. Unlike simple checklists or emissions calculators, ISO 20121 emphasizes the creation of a systematic, strategic approach to identify and reduce the environmental, social, and financial impacts of event activities (Jones, 2017). It is highly versatile and can be used by event organizers, venue managers, suppliers, or individual event teams.

The implementation will not be effective without the organization documenting its activities, setting green objectives, and inviting stakeholders openly. The system's complexity is scalable, matching the size and scope of the event (Jones, 2017). Tools for internal audit, implementation templates, and guidance checklists are available on websites such as the Sustainable Event Alliance (Jones, 2017).

Furthermore, ISO 20121 encourages organizations to either conduct self-assessments or hire external auditors to perform evaluations and then seek full certification. It is also possible to purchase the standard itself from national standards bodies, and the Sustainable Event Alliance maintains an online list of organizations compliant with ISO 20121 (Jones, 2017).

3.7.3 Other Event-Related Sustainability Standards

In addition to ISO 20121, several national and international standards and certification schemes support the sustainable management of events across various regions. According to Jones (2017), these frameworks collectively offer guidance on reducing environmental impact, enhancing resource efficiency, and promoting responsible event practices.

Key examples include:

The Events Industry Council ASTM/APEX Standards specify detailed sustainability criteria for meetings, including transportation, food, accommodation, and venue operations.

The Austrian Eco-label for Green Meetings assesses eco-friendly practices in venue selection, waste reduction, and communication strategies.

Canadian standards, such as BNQ 9700-253 and CSA Z2010-10, focus on sustainable event management and operational responsibility.

The Council for Responsible Sport Certification (USA) is created for sporting events that focus on environmental and social responsibility.

The Green Creative Certification, developed by Julie's Bicycle in the UK, promotes sustainability in cultural and creative events.

Regional initiatives, including the Eventi Sostenibili® ICEA Certification in Italy and the Green Event Scan in Belgium, utilize structured audits and performance criteria to assess and acknowledge green event practices.

3.7.4 Green Event Certification Programs in India

With the growing awareness of environmental issues, the event industry in India is adopting more eco-friendly practices to reduce its ecological footprint. Although India does not yet have a centralized green event certification like in some European countries, various established certification models are already being used to guide and verify environmentally friendly event planning and management.

These certification systems offer structured methods for improving energy efficiency, reducing waste, encouraging environmentally friendly purchasing, and developing sustainable infrastructure. Indian event organizers, venues, and service providers can align with international standards and national green building objectives through programs like ISO 20121, the Indian Green Building Council (IGBC) Rating, and the GreenCo Rating System. Such certifications enable stakeholders in the Indian event

industry to demonstrate responsibility, attract environmentally conscious participants, and contribute to India's broader sustainability goals.

1. ISO 20121: Event Sustainability Management System

The ISO 20121:2012 standard, Event Sustainability Management Systems—Requirements with Guidance to Use (ISO, 2012), is a globally recognized framework for integrating sustainability fundamentals into an event's planning and operations. It helps organizations identify, manage, and improve the social, economic, and environmental impacts of their events. In India, TUV India, Bureau Veritas, and SGS are accredited certification bodies that provide ISO 20121 certification services. This system can be adopted by large-scale events such as conferences, trade shows, and community festivals to align with international best practices and demonstrate responsibility to stakeholders. The framework can also be applied to government-sponsored fairs and corporate conventions that require a structured sustainability guarantee.

2. Green Venues Indian Green Building Council (IGBC) Rating.

The Confederation of Indian Industry (CII) has a rating system through the Indian Green Building Council, which is designed specifically for sustainable venues (IGBC Green Existing Building Rating System; IGBC). The award aims to assess the environmental performance of event infrastructure, including event centers, exhibition halls, and auditoriums. The rating focuses on parameters such as energy and water efficiency, sustainable materials use, waste management, and indoor air quality. Venues like the Hyderabad International Convention Centre serve as strong examples of how these certifications enhance their image and attract environmentally conscious organizers, exhibitors, and audiences.

3. GreenCo Rating System (by CII–Godrej GBC)

Introduced by the Confederation of Indian Industry, in partnership with the Godrej Green Business Centre, the GreenCo Rating System encourages resource-efficient, low-impact operations across industries (Confederation of Indian Industry, 2023). Although not exclusive to events, it remains highly relevant for companies in related

sectors such as catering, logistics, venue management, and décor production. The assessment emphasizes factors like energy conservation, renewable energy use, water efficiency, green supply chain practices, and waste reduction. Event firms and service providers adopting the GreenCo framework can enhance their environmental credentials and support India's broader sustainability goals during its green transition.

3.8 Drivers of Green Business Practices

The adoption of green business practices is influenced by a wide range of factors within the organization, the market, and society. These drivers encourage the shift toward environmentally responsible business by aligning with long-term sustainability goals, market demands, and internal efficiencies. The key dimensions that encourage the use of green practices are as follows:

- 1. Regulatory Compliance and Governmental Incentives:** Companies are becoming more encouraged to follow environmental laws, including emission regulations, pollution restrictions, and waste disposal procedures. Regulatory frameworks act as both constraints and incentives: they establish minimum standards and offer financial incentives, such as tax breaks, grants, and subsidies, to early or willing adopters of green technologies. These institutional pressures tend to initiate an initial green transition. (Walker et al. 2008; Kasim & Ismail, 2012)
- 2. Corporate Social Responsibility (CSR) Orientation:** Organizations that have incorporated CSR principles into their mission and governance systems are more likely to integrate environmental sustainability into their operations. A strong CSR focus helps make ethical decisions, maintain open communication with stakeholders, and take the lead in managing ecological impacts, which boosts reputation and community trust (Lee, Wu, and Zheng, 2021; Zamzuri, 2020).
- 3. Market Demand and Consumer Preference:** Growing consumer awareness about the environment has transformed markets. Consumers now favor products and services that demonstrate environmental responsibility, and companies are becoming more innovative by marketing green options. Eco-labelling, sustainable

sourcing, and transparent communication are examples of business practices that boost customer loyalty and competitiveness (Mair & Laing, 2012; Purwandani & Michaud, 2021).

- 4. Competitive Advantage and Brand Differentiation:** Green practices can help firms stand out in competitive markets. Sustainability brand equity boosts overall brand value, attracts investors, and appeals to a growing number of eco-conscious consumers. Strategic tools for building credibility and leadership include certification and sustainability branding (Moital & Devenish, 2019; Li & Liu, 2020).
- 5. Cost Efficiency and Operational Benefits:** Green programs can provide long-term cost benefits through efficient resource use and reduced waste. Renewable energy, effective logistics, and recycling systems are steps that lower operational costs and boost productivity and profitability (Ashton et al., 2017; Li et al., 2019).
- 6. Organizational Values and Leadership Commitment:** Top management vision and values are also important in determining the level of sustainability adoption. The organizational cultures that leaders promote environmental responsibility, encourage innovation and training, and foster continuous sustainability performance improvement (Aykol & Leonidou, 2014; Jithina, 2019).
- 7. Technological Capability and Innovation Potential:** Advances in technology allow for the creation of environmentally friendly solutions. Green innovation, including eco-packaging, waste-to-energy facilities, and other emission-control technologies, helps effectively implement sustainability practices and boost organizational flexibility (Kulatunga et al., 2015; Li et al., 2019).
- 8. Stakeholder Influence and Industry Collaboration:** Collaborations among suppliers, clients, NGOs, and regulatory bodies support sustainability throughout the entire value chain. Peer benchmarking and collaborative efforts promote shared responsibility and knowledge exchange, thereby encouraging industry-wide change to achieve sustainability goals (Delmas & Burbano, 2011; Ainin et al., 2016).

- 9. Knowledge Availability and Employee Awareness:** Green initiatives require effective implementation, which is only achievable through employee education and awareness. Participatory workshops and training programs help employees recognize inefficiencies and promote environmentally friendly behaviors at work, strengthening internal sustainability practices (Purwandani & Michaud, 2021; Ghebrehiwet, 2019).
- 10. Reputational Enhancement and Social Image:** Being environmentally responsible enhances a company's social standing and publicity. Companies that communicate their environmental achievements transparently and build trust with stakeholders gain a positive reputation among the public and strengthen brand loyalty (Perramon et al., 2014; Frost, Mair, and Laing, 2014).
- 11. Long-term Business Sustainability and Risk Mitigation:** Sustainable practices boost business continuity by reducing reliance on limited resources and minimizing exposure to regulatory and reputational risks. Environmentally responsive strategies offer long-term stability and ensure compliance with evolving global sustainability standards (Hart, 1995; Ahmad et al., 2022).
- 12. Supply Chain Sustainability:** By integrating the principles of sustainability throughout the supply chain—making them ethical in sourcing, green in logistics, and conscientious in procurement—the company ensures that the environment is not harmed at any stage of the production process or distribution. This alignment enhances accountability and efficiency (Zhu et al., 2012).
- 13. Global Standards and Certifications:** Global standards like ISO 14001, LEED, and GreenCo establish environmental performance benchmarks. Certification not only affirms an organization's commitment to sustainability but also enhances global competitiveness through partnerships and export opportunities (Singh et al., 2021; Ahmad et al., 2022).
- 14. Community and Societal Expectations:** Corporate behavior is increasingly influenced by public awareness and community involvement. Companies are expected to act responsibly by managing pollution, supporting local conservation,

and promoting social welfare, thereby strengthening their social license to operate (Ghebrehiwet, 2019; Mair & Laing, 2012).

15. Institutional Pressure and Industry Norms: The institutional theories highlight that complying with evolving industry standards and regulatory norms is essential to ensure organizational legitimacy. It is these government agencies, professional associations, and institutions that foster consistency in sustainable behavior across different industries (DiMaggio & Powell, 1983; Delmas & Burbano, 2011).

16. Digitalization and Smart Resource Management: The system for monitoring and optimizing environmental performance relies on digital technologies and assists in tracking progress in real time. Smart waste management, IoT-enabled energy monitoring, and data analytics enhance clarity, decision-making, and measurable steps toward sustainability (Li & Liu, 2020; Peng, 2024).

3.9 Barriers to the Adoption of Green Business Practices

Although sustainability is now a key issue across all industry sectors, the adoption of green business practices is often hampered by multiple limitations at financial, organizational, institutional, and cultural levels. These challenges, explained through theoretical perspectives such as institutional theory, the resource-based view, and organizational change theory, help explain why environmental initiatives in firms progress slowly or face resistance. The following dimensions highlight the main obstacles that impede the effective integration of sustainability into business processes.

1. Financial Constraints: One of the most significant barriers to adopting sustainability is the still high initial costs. Investments in technological upgrades, environmental testing, certification processes, and greener materials can be taboo, especially for small and medium enterprises. The fact that green investments have limited financial reserves, unpredictable returns, and extended payback periods also reduces their appeal, particularly when no external incentives are available (Ahmad et al., 2008; Aghelie, 2017).

- 2. Knowledge and Awareness Deficiency:** The lack of technical expertise and limited knowledge of environmental issues among organizations significantly hinder the successful implementation of green initiatives. Many managers and employees are unfamiliar with tools like environmental management systems, sustainable procurement practices, or life-cycle analysis. This problem is compounded by the scarcity of training opportunities and the weak dissemination of sustainability knowledge (Li & Liu, 2020; Kulatunga et al., 2015).
- 3. Weak Regulatory and Institutional Support:** In situations where environmental policies are vague, disjointed, or poorly implemented, organizations lack external pressure to pursue sustainable transformation. Variability in regulations, weak fiscal incentives, and institutional directives reduce compliance and voluntary efforts. The absence of clear policy guidance or support systems leads to the erosion of corporate responsibility toward the environment (Walker et al., 2008; Kasim & Ismail, 2012).
- 4. Organizational Resistance to Change:** Sustainability transitions are often hindered by cultural inertia, rigid hierarchies, and fear of operational disruption. The potential risks of change for employees and managers include increased workload, uncertainty, and even financial concerns. Without visionary leadership and the development of a green culture, such resistance will persist, whether it slows or halts implementation (Mair & Laing, 2012; Jithina, 2019).
- 5. Technological and Infrastructure Limitations:** The inaccessibility of modern, energy-efficient technologies and green infrastructure limits the ability of firms to achieve sustainability goals. Outdated equipment, inadequate waste management systems, and insufficient investment in research and development hinder progress. Low technological maturity prevents many companies, especially those in developing countries, from making significant environmental changes (Lee et al., 2021; Aghelie, 2017).
- 6. Inadequate Stakeholder Engagement:** Green adoption means the value chain needs to work together, but stakeholders have different priorities. Lack of involvement among customers, investors, suppliers, and regulators weakens

sustainability efforts. Consumer demands for green products and passive community expectations are also discouraging for businesses, as they are not eager to develop green innovations (Purwandani & Michaud, 2021).

- 7. Absence of Strategic Policies and Vision:** Environmental initiatives lack coordination without a practical sustainability strategy or clear goals— inconsistencies in implementation stem from the absence of formal policies, accountability mechanisms, and long-term sustainability planning. The corporate mission and strategic goals should be aligned and continuous by integrating the concept of sustainability (Moital & Devenish, 2019).
- 8. Time and Operational Constraints:** Companies often face time constraints and other operational demands that push sustainability aside. There is a lack of sufficient manpower, limited planning cycles, and performance expectations, making it challenging to dedicate time to long-term environmental projects. Green practices are hard to institutionalize because of operational rigidity and a focus on short-term profits (Zamzuri, 2020; Hamalainen, 2021).
- 9. Cultural and Perception Barriers:** Sustainability is still regarded as a side effect in many situations or seen as an extra cost. Deep-rooted beliefs that link environmental responsibility to lower profits discourage proactive efforts. These cultural and perceptual biases reinforce traditional, profit-driven business mindsets (SP, 2014; Frost et al., 2014).
- 10. Supply Chain and Market Limitations:** A lack of a supportive supply chain poses a significant challenge to green transformation. Coordinating eco-certified suppliers, accessing sustainable materials, and the low transparency in sourcing processes hinder the continuity of sustainable operations. The volatility of green products and consumers' reluctance to pay premium prices further complicate market adoption (Wilmink-Thomas, 2021).
- 11. Limited Human Resource Capabilities:** The firm has limited capacity to implement initiatives due to a shortage of skilled employees with expertise in sustainability, environmental management, or green design. Insufficient staff

training, lack of dedicated sustainability departments, and limited interdisciplinary skills make it impossible to execute a comprehensive green program (Kulatunga et al., 2015).

12. Communication and Information Barriers: Weak internal communication reduces awareness and interest in sustainability goals. Lack of coordination and shared ownership of green objectives is hindered by information silos, poor dissemination of environmental policies, and an ineffective reporting structure (Jabbour et al., 2016).

13. Lack of Incentive Mechanisms: Without specific incentives of any kind, such as financial, reputational, or operational, firms may view sustainability as a low-priority initiative. The lack of recognition, certification benefits, or customer incentives reduces motivation to invest further in green innovation (Purwandani & Michaud, 2021).

14. Inconsistent Consumer Demand: Unpredictable demand for green products, especially in elastic markets, causes companies to hold back resources from developing sustainable products. Green initiatives may appear to be financially unsuccessful when consumers' willingness to pay higher prices is low (Ghebrehiwet, 2019).

15. Uncertainty and Risk Perception: Unpredictable regulatory futures, fluctuating resource prices, and long payback periods make environmental investments risky. Risk-averse organizations tend to postpone or avoid implementing sustainability in their core business models, instead opting for traditional, short-term profit approaches (Aghelie, 2017).

3.10 Sustainable Performance

Over the last few decades, the idea of corporate success has shifted to emphasize traditional financial results. Profitability is no longer the sole measure of organizational excellence. The modern business landscape is increasingly evaluated on its ability to generate long-term value and address critical global issues such as environmental degradation, resource depletion, and social inequality. This broader

assessment framework has led to the concept of sustainable performance, with greater emphasis on incorporating environmental, social, and economic factors into corporate decision-making.

Sustainable performance shows how an organization can be profitable without harming the environment or social justice. It is part of the global push for sustainable development, supported by the United Nations and other international groups that advocate for integrating sustainability principles into business strategies and policies.

The historic Brundtland Report highlights the intellectual roots of sustainable performance —Our Common Future (World Commission on Environment and Development, 1987) — which states that sustainable development is the process of meeting the needs of the present without compromising the ability of future generations to meet their own needs. This definition laid the foundation for integrating environmental and social issues into economic planning and corporate governance.

In the 1990s, the concept of sustainability began to be systematically applied to business management. The International Institute for Sustainable Development (IISD, 1992), along with Deloitte & Touche and the Business Council for Sustainable Development, defined business sustainability as the integration of tactics and behaviors that meet current stakeholder demands while safeguarding and conserving human and natural resources for future generations. This perspective highlighted the fundamental interdependence of corporate success and societal welfare.

Perhaps a significant breakthrough in this development was the Triple Bottom Line (TBL) framework developed by John Elkington (1997). The TBL approach hypothesized that organizations should be evaluated on three interconnected dimensions: economic, environmental, and social. The model provided the theoretical foundation for assessing sustainable performance and emphasizes that long-term success for any company depends on balancing profitability with a sense of responsibility toward people and the planet.

3.10.1 Meaning and Definitions of Sustainable Performance

Sustainable performance is an organization's ability to achieve long-term growth and operational success by combining economic efficiency with social and environmental

responsibility. It also considers the effects of business activities on natural ecosystems, social welfare, and intergenerational equity. Essentially, sustainable performance involves balancing profit with the preservation of natural resources, benefiting community well-being, and maintaining fairness and accountability in all business practices.

3.10.2 Definitions:

Sustainable performance can be broadly defined as an organization's capacity to achieve financial viability while also fulfilling its environmental and social responsibilities. According to Ahmad et al. (2022), sustainable performance “does not merely gauge economic performance but also assesses the sustainable development of a firm using economic, environmental, and social performance indicators.”

Henri & Journeault (2008) describe sustainable performance as the interaction between an organization's operational achievements and its environmental, economic, and social contributions. The OECD (2006) also emphasizes that sustainable performance must reflect a company's capacity to support social welfare, ensure economic stability, and safeguard environmental integrity.

Another definition by Su et al (2021) is the ability of a firm to operate in an environmentally and socially responsible manner.

Sustainable performance is the practice of achieving financial goals while simultaneously minimizing environmental harm and contributing positively to society.

It refers to a firm's ability to perform successfully in the market by integrating eco-friendly strategies and socially responsible policies into its core operations.

These definitions collectively reflect the evolving understanding of sustainability in performance evaluation, emphasizing the synergy between economic ambition, environmental accountability, and social equity.

3.10.3 Dimensions of sustainable performance

The Triple Bottom Line (TBL) approach, proposed by Elkington (1997), is the most widely accepted. It categorizes sustainable performance into three key areas:

economic, environmental, and social performance. Each area represents a different aspect of an organization's sustainability. Economic performance measures financial health and efficiency; environmental performance assesses how well an organization minimizes its ecological impact; and social performance evaluates the company's impact on stakeholders, including employees, communities, and society as a whole.

The dimensions are interconnected and work together to form the foundation for evaluating an organization's responsible and resilient operation. These dimensions are important not only for understanding and analyzing them to help companies meet sustainability goals and regulatory standards, but also for enhancing their competitiveness, innovation, and stakeholder trust.

1. Environmental Performance

Environmental performance refers to the extent to which an organization can control and reduce its impact on the natural environment through responsible policies, technologies, and operational practices. It signifies a company's obligation to be a good steward of the environment by minimizing pollution, protecting natural resources, and complying with laws. As Henri and Journeault (2008) emphasize, environmental performance reflects the actual outcomes of an organization's ecological activities, such as waste minimization, energy efficiency, and emission control. It demonstrates how effectively a company translates its sustainability goals into tangible results. Ultimately, it serves as a measure of how responsibly a business protects environmental integrity in its pursuit of economic objectives.

Eco-efficiency and sustainable resource management can be viewed as the assessment of environmental performance through various operational and strategic activities (Jabbar & Abid, 2015; Budisaptorini & Wibowo, 2024). These measures include reducing waste through recycling and reuse, improving energy and water efficiency, and implementing pollution control measures to lower emissions and contamination. Another way organizations enhance their environmental performance is by adopting renewable energy sources, designing environmentally friendly products, and engaging in sustainable procurement practices. International standards like ISO 14001 compliance, reducing carbon emissions, and providing regular sustainability training

for employees also contribute significantly to organizational sustainability. All of these efforts collectively illustrate how a company integrates ecological principles into its operations to promote long-term environmental sustainability.

2. Social Performance

The term social performance describes how an organization fulfils its responsibilities to society, including its employees, customers, communities, and other stakeholders. It reflects the extent to which the company integrates moral principles and social values into its operations. A socially responsible company cares for its employees, ensures safety at the workplace, promotes equal opportunities, and maintains open communication with its stakeholders. According to Labuschagne et al. (2005), social performance refers to an organization's ability to balance relationships with its stakeholders through activities such as community development, honest labour relations, and responsible communication. It thus highlights the social dimension of sustainability, demonstrating how companies can contribute to societal development and improve people's lives through their policies and practices.

Social performance can also be evaluated by examining how companies behave toward employees, communities, and other stakeholders with ethical conduct within their supply chains (Afum et al., 2020; Labuschagne et al., 2005; Budisaptorini & Wibowo, 2024; Wu et al., 2015). Key aspects include promoting employee well-being through fair pay, safe working conditions, and work-life balance programs; and fostering employee engagement and capacity-building related to sustainability, diversity, and inclusion in the workplace. Community involvement, corporate social responsibility (CSR), and consumer protections, such as product safety and ethical marketing, are also important areas in which businesses demonstrate high performance. Transparent communication, stakeholder engagement, and educating consumers about sustainable practices further strengthen a company's social responsibility. Together, these efforts highlight the role of organizations in creating a positive social impact and maintaining ethical accountability as vital parts of sustainable business performance.

3. Economic Performance

Economic performance is the financial aspect of sustainability that depends on how effectively an organization uses its resources, investments, or operations to stay profitable and financially stable over the long term. It reflects the company's ability to generate economic benefits without sacrificing operational efficiency, innovation, or market competitiveness. According to sustainability-oriented research (e.g., Afum et al., 2020; Gadenne et al., 2012), economic performance is one of the three pillars of sustainable performance, measured by a firm's financial returns, market growth, cost-efficiency, and long-term value creation. In the context of sustainability, economic performance is not just about short-term profits but also involves cost management, green product innovation, and attracting responsible investments that strengthen the business's resilience over time.

It is possible to evaluate economic performance using various financial and operational indicators that reflect the role of sustainability in business development (Afum et al., 2020; Gadenne et al., 2012; Baeshen et al., 2021; Alraja et al., 2022; Sahoo & Vijayvargy, 2021). These include improvements in profitability through cost savings and resource efficiency, as well as the return on investment (ROI) from initiatives such as adopting renewable energy or implementing waste management systems. Other indicators involve increased revenues from green products, enhanced performance via green technologies in innovation, and achieving operational efficiency through lean and green methods. Growth in market share, brand reputation, and investor attractiveness driven by strong environmental, social, and governance (ESG) performance also signals positive economic results. Additionally, the concept of crisis resilience—attained through sustainable planning and resource diversification—demonstrates an organization's ability to withstand volatile market conditions. Collectively, these points show that sustainability promotes long-term profitability, competitiveness, and economic value creation.

3.10.4 Green Business Practices Leading to Sustainable Performance

Environmental practices, particularly those related to green innovation and green supply chain management (GSCM), are vital for improving a firm's sustainable

performance. As Liu and Yang (2022) note, green product innovation—focused on environment-friendly designs—and green process innovation—aimed at cleaner production systems—reduce resource use and emissions while also boosting profitability. Similarly, Çankaya and Sezen (2019) emphasize that internal environmental management, green purchasing, and eco-design directly contribute to positive environmental outcomes, which, in turn, generate economic benefits such as cost savings, increased efficiency, and enhanced company reputation. These green initiatives also strengthen social performance by creating safer work environments and producing products that lessen ecological harm.

The theoretical foundation for these relations is the Natural Resource-Based View (NRBV) proposed by Hart (1995), which holds that companies that develop specific and inimitable environmental resources, such as pollution prevention and sustainable innovation, can achieve a sustainable competitive advantage. Additionally, Stakeholder Theory (Freeman, 1984) argues that environmental responsibility helps strengthen stakeholder trust, loyalty, and long-term cooperation. These perspectives are supported by empirical studies showing that integrating green practices into corporate strategy enhances regulatory compliance, improves risk management, increases operational efficiency, reduces costs, and fosters better stakeholder engagement. Sustainable performance, therefore, is viewed not only as a by-product of profitability but also as a proactive strategic approach that safeguards environmental integrity, enhances economic resilience, and strengthens an organization's social relevance.

3.11 Theoretical Basis for the Adoption of Green Business Practices

Adoption of Green Business Practices (GBPs) in the event management industry is a complex process influenced by internal and external demands, stakeholder interests, and situational factors. To explain this intricate phenomenon, the study's conceptual framework is based on various organizational theories. These theoretical approaches help to understand the drivers and barriers to implementing GBPs and illustrate how such practices enhance sustainable performance in economic, environmental, and social dimensions.

Each theoretical lens explains things in its own way. The Resource-Based View (RBV) and the Natural Resource-Based View (NRBV) focus on the role of internal skills and environmentally focused capabilities in building competitive advantage. The Institutional and Stakeholder Theories emphasize how legitimacy, external norms, and stakeholder expectations influence green strategic decisions. Meanwhile, the Triple Bottom Line (TBL) framework supports a multidimensional approach to measuring sustainability performance, and the Contingency and Dynamic Capabilities Theories highlight how firm size, business dynamics, and flexibility affect sustainability outcomes. All of these perspectives provide a strong, theory-based explanation of how event companies, particularly in Kerala, navigate the shift to eco-friendly operations.

This integrated multi-theoretical approach ensures that strategic, operational, social, and environmental factors are considered simultaneously in the study. It helps analyze the drivers that promote green transformation as well as the barriers that limit it, while also examining how firm-specific factors like organizational size and structural flexibility moderate these effects.

1. Resource-Based View (RBV)

The resource-based view (RBV) is a concept introduced by Barney (1991) suggesting that a firm gains sustainable competitive advantage through its resources, which according to the theory, are valuable, rare, inimitable, and non-substitutable (VRIN). In this research, Green Business Practices (GBPs) are conceptualized as internal strategic resources that include elements such as sustainability-oriented leadership, environmentally competent human capital, and environmentally-oriented systems of eco-innovation, all of which contribute to operational efficiency and environmental responsibility. When organizations leverage these internal resources in line with long-term sustainability goals, they can achieve better performance outcomes. Subsequent studies have applied RBV to environmental management, indicating that firms integrating sustainability into their overall business strategies are better positioned for long-term success (Sharma & Vredenburg, 1998; Lopez-Gamero *et al.*, 2009).

2. Natural Resource-Based View (NRBV)

Drawing on the RBV, the Natural Resource-Based View (NRBV), as proposed by Hart (1995), explains that the only natural resources needed to gain a competitive advantage are environmental capabilities such as pollution prevention, product stewardship, and clean-technology innovation. GBPs represent these capabilities and can be seen in the current context, where event firms can address ecological sustainability while also boosting their brand reputation and stakeholder trust. The NRBV suggests that organizations integrating environmental factors into their strategic planning are better positioned to meet stakeholder expectations and regulatory requirements. Empirical research has also demonstrated that proactive environmental practices positively influence innovation, market performance, and corporate image (Aragón-Correa & Sharma, 2003; Baeshen et al., 2021; Bansal & Roth, 2000).

3. Institutional Theory

The response of organizations to social, normative, and regulatory pressures to maintain legitimacy is explained by Institutional Theory, formulated by DiMaggio and Powell (1983). Institutional forces, such as environmental regulations, industry certifications, client expectations, and professional norms, play a significant role in the adoption of GBPs by event management firms. Legal pressures form the basis of coercive pressures; normative pressures are grounded in professional standards; and mimetic pressures arise from competitors' practices. Conversely, weak institutional structures or a lack of continuity can hinder the adoption of sustainability. Previous research indicates that institutional contexts influence the dissemination and adoption of environmental practices across industries (Oliver, 1997; Seles et al., 2016).

4. Stakeholder Theory

Stakeholder Theory, proposed by Freeman (1984), holds that organizations should consider the needs and expectations of various stakeholder groups—such as customers, employees, suppliers, local communities, and regulatory bodies—to promote legitimacy and achieve long-term success. In this research paper, stakeholder

pressures—including customer demand for eco-friendly events and sustainability requirements from suppliers—serve as key driving forces behind the adoption of GBP. Active stakeholder involvement enhances transparency, innovation, and shared responsibility toward sustainability goals. Most studies suggest that a high level of stakeholder orientation positively correlates with the extent and success of green initiatives (Céspedes-Lorente et al., 2003; Carmona-Moreno et al., 2004; Perramon et al., 2014).

5. Triple Bottom Line (TBL) Framework

The Triple Bottom Line (TBL) model developed by Elkington (1998) states that economic, social, and environmental dimensions should be considered when evaluating an organization's actual performance. In this paper, sustainable performance is assessed through the TBL perspective to identify the overall benefits of GBP implementation. This will help encourage event firms to shift from focusing on short-term returns to considering their broader responsibility toward society and the environment. Studies have shown that companies adopting the TBL model are more likely to gain greater stakeholder trust, resilience, and brand value (Asadi et al., 2020; Fernando et al., 2019; Ali et al., 2016).

6. Dynamic Capabilities Theory

The Dynamic Capabilities Theory, developed by Teece et al. (1997), focuses on how a firm can integrate, reconfigure, and renew its competencies as the environment changes. In the context of event management, GBPs are regarded as dynamic capabilities that enable firms to respond to evolving sustainability standards, regulatory changes, and stakeholder pressures. This flexibility ensures that sustainability initiatives remain dynamic rather than stagnant. Earlier researchers have emphasized that dynamic capabilities are essential for maintaining competitiveness and long-term sustainability in a volatile market environment (Wang & Ahmed, 2007; Zollo & Winter, 2002).

3.12 Conclusion

This chapter establishes a strong theoretical and conceptual basis for analyzing the green transformation of event management firms in Kerala. It demonstrates that sustainability-oriented behavior in organizations arises from the interaction between internal capabilities, institutional forces, and stakeholder influences. The integration of RBV, NRBV, Institutional, Stakeholder, TBL, Contingency, and Dynamic Capabilities perspectives provides a multidimensional understanding of how GBPs influence sustainable performance across economic, social, and environmental domains. By combining strategic, operational, and contextual viewpoints, the framework offers a holistic approach to studying the drivers and barriers to green adoption. Ultimately, this chapter bridges theoretical understanding with empirical inquiry, paving the way for the analysis and model testing presented in the following chapters.

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Chapter 4

DATA QUALITY AND PSYCHOMETRIC PROPERTIES OF MEASURES

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4.1. Introduction

Before conducting inferential analysis on the collected primary data, some preliminary checks must be performed. These checks relate to data quality and the psychometric properties of the measures. Data quality refers to the appropriateness of the data for conducting inferential tests, such as parametric analyses. Psychometric properties refer to the characteristics of the measure, which are determined by its reliability and validity. In the present study, the following preliminary checks were carried out:

- Univariate Outliers of data,
- Univariate Normality of data,
- Homogeneity of Variances across Categories,
- Reliability,
- Convergent Validity,
- Discriminant Validity,
- Unidimensionality

The methods and tests used to perform the above examinations, and the results are discussed below:

4.2 Univariate Outliers

Outliers are extreme values that fall outside the expected values for a given variable (Tabachnick & Fidell, 2013). The values can distort the analysis results. Outliers were estimated by computing Z-scores, as recommended by Polit (2010). Z-scores outside ± 3.29 are considered outliers based on Tabachnick & Fidell (2013). Z-scores were calculated using IBM SPSS Statistics Version 20. The results found that there were no outliers in the data.

4.3 Univariate Normality

Many parametric tests, like ANOVA and t-test, require that the data follow normal distribution characteristics. Normality of the data was examined by performing the One Sample Kolmogorov-Smirnov (Normal) Test. A p-value ≥ 0.05 means no significant difference, so that normality-dependent analysis can proceed. Table 4.1 gives the results of the test. In all cases, the p-value was above 0.05, concluding that the data do not deviate from normality.

Table 4.1

Test Results of Univariate Normality

Variables	Kolmogorov-Smirnov Z	p-value
Green Management and Strategy (GMS)	1.112	0.381
Green Procurement Practices (GPP)	1.561	0.265
Green Energy Management Practices (GEP)	0.941	0.345
Green Marketing & Promotion Practices (GMP)	1.859	0.062
Green Water Management Practices (GWM)	1.593	0.174
Green Waste Management Practices (GWP)	1.792	0.087
Green Transportation Practices (GTP)	1.423	0.052
Organizational Value (OV)	1.372	0.071
Financial Benefit (FB)	1.212	0.144
Environmental Awareness (EA)	1.018	0.272
Stakeholders Pressure (SP)	0.915	0.335
Technological Expertise and Infrastructure (TEI)	1.606	0.104
Marketing Strategy (MS)	1.728	0.058
Regulatory Mechanism (RM)	1.195	0.407
Organizational Drawback (OD)	1.002	0.268
Knowledge Barriers (KB)	1.117	0.193
Lack of Budget and Other Resources (LBR)	1.703	0.186
Lack of Stakeholders Support (LSS)	1.915	0.091
Lack of Regulatory System (LRS)	1.047	0.274
Poor Market Response (PMR)	0.971	0.256
Lack of Technology and Infrastructure (LTI)	1.164	0.136
Economic Performance(ECP)	1.220	0.142
Social Performance (SOP)	1.118	0.203
Environmental Performance (ENP)	1.359	0.231

Source: Analysis Results

4.4 Homogeneity of Variances

This refers to the equality of variances across two or more categories of respondents (eg, age groups), and is a requirement for many statistical tests. Howell (2013) recommended the use of Levene's test, where p-values above 0.05 indicate homogeneity of variances across the selected respondent groups. Levene's test was run across the following groups of firms: (a) Capital Invested, (b) Annual Returns, (c) Location, and (d) Annual Turnover. Tables 4.2 to 4.5 give the results of the test. In all cases, the computed p-values were above 0.05, indicating that the variances were homogeneous.

Table 4.2

Levene's Test for Homogeneity of Variances Across Capital Employed

Variables	F	p-value
Green Management and Strategy (GMS)	0.019	0.892
Green Procurement Practices (GPP)	1.124	0.311
Green Energy Management Practices (GEP)	2.002	0.117
Green Marketing & Promotion Practices (GMP)	1.503	0.202
Green Water Management Practices (GWM)	2.256	0.098
Green Waste Management Practices (GWP)	0.222	0.638
Green Transportation Practices (GTP)	0.117	0.733
Organizational Value (OV)	0.510	0.476
Financial Benefit (FB)	0.420	0.518
Environmental Awareness (EA)	1.797	0.181
Stakeholders Pressure (SP)	0.004	0.950
Technological Expertise and Infrastructure (TEI)	0.403	0.611
Marketing Strategy (MS)	2.059	0.112
Regulatory Mechanism (RM)	2.444	0.119
Organizational Drawback (OD)	0.078	0.778
Knowledge Barriers (KB)	0.353	0.553
Lack of Budget and Other Resources (LBR)	2.559	0.088
Lack of Stakeholders Support (LSS)	1.411	0.236
Lack of Regulatory System (LRS)	0.009	0.924
Poor Market Response (PMR)	01.09	0.652
Lack of Technology and Infrastructure (LTI)	0.219	0.640
Economic Performance(ECP)	2.981	0.061
Social Performance (SOP)	1.673	0.197
Environmental Performance (ENP)	0.406	0.525

Source: Analysis Results

Table 4.3*Levene's Test for Homogeneity of Variances Across Locations*

Variables	F	p-value
Green Management and Strategy (GMS)	2.103	0.125
Green Procurement Practices (GPP)	0.860	0.425
Green Energy Management Practices (GEP)	1.602	0.100
Green Marketing & Promotion Practices (GMP)	2.236	0.109
Green Water Management Practices (GWM)	2.378	0.094
Green Waste Management Practices (GWP)	0.013	0.987
Green Transportation Practices (GTP)	0.699	0.498
Organizational Value (OV)	3.048	0.051
Financial Benefit (FB)	0.011	0.989
Environmental Awareness (EA)	0.471	0.625
Stakeholders Pressure (SP)	1.253	0.303
Technological Expertise and Infrastructure (TEI)	1.103	0.334
Marketing Strategy (MS)	2.522	0.083
Regulatory Mechanism (RM)	2.882	0.059
Organizational Drawback (OD)	0.462	0.631
Knowledge Barriers (KB)	1.282	0.279
Lack of Budget and Other Resources (LBR)	1.415	0.107
Lack of Stakeholders Support (LSS)	0.085	0.918
Lack of Regulatory System (LRS)	0.614	0.542
Poor Market Response (PMR)	0.579	0.599
Lack of Technology and Infrastructure (LTI)	1.178	0.310
Economic Performance (ECP)	0.274	0.760
Social Performance (SOP)	1.054	0.398
Environmental Performance (ENP)	0.565	0.569

Source: Analysis Results

Table 4.4*Levene's Test for Homogeneity of Variances Across Turnover*

Variables	F	p-value
Green Management and Strategy (GMS)	0.352	0.704
Green Procurement Practices (GPP)	1.883	0.154
Green Energy Management Practices (GEP)	2.794	0.068
Green Marketing & Promotion Practices (GMP)	2.102	0.124
Green Water Management Practices (GWM)	2.663	0.072
Green Waste Management Practices (GWP)	0.385	0.681
Green Transportation Practices (GTP)	2.652	0.076
Organizational Value (OV)	1.296	0.276
Financial Benefit (FB)	1.739	0.178
Environmental Awareness (EA)	1.221	0.297
Stakeholders Pressure (SP)	0.207	0.813
Technological Expertise and Infrastructure (TEI)	0.448	0.640
Marketing Strategy (MS)	2.171	0.116
Regulatory Mechanism (RM)	1.241	0.291
Organizational Drawback (OD)	2.181	0.115
Knowledge Barriers (KB)	0.228	0.796
Lack of Budget and Other Resources (LBR)	2.937	0.055
Lack of Stakeholders Support (LSS)	1.040	0.335
Lack of Regulatory System (LRS)	0.048	0.935
Poor Market Response (PMR)	1.007	0.401
Lack of Technology and Infrastructure (LTI)	0.091	0.930
Economic Performance (ECP)	2.342	0.088
Social Performance (SOP)	0.889	0.412
Environmental Performance (ENP)	0.069	0.933

Source: Analysis Results

Table 4.5*Levene's Test for Homogeneity of Variances Across Returns*

Variables	F	p-value
Green Management and Strategy (GMS)	0.000	0.991
Green Procurement Practices (GPP)	3.203	0.057
Green Energy Management Practices (GEP)	1.217	0.381
Green Marketing & Promotion Practices (GMP)	3.373	0.055
Green Water Management Practices (GWM)	1.383	0.256
Green Waste Management Practices (GWP)	3.138	0.059
Green Transportation Practices (GTP)	0.121	0.729
Organizational Value (OV)	1.369	0.243
Financial Benefit (FB)	0.048	0.827
Environmental Awareness (EA)	0.078	0.780
Stakeholders Pressure (SP)	0.985	0.322
Technological Expertise and Infrastructure (TEI)	2.357	0.126
Marketing Strategy (MS)	3.089	0.089
Regulatory Mechanism (RM)	0.059	0.809
Organizational Drawback (OD)	0.443	0.506
Knowledge Barriers (KB)	0.000	0.950
Lack of Budget and Other Resources (LBR)	2.573	0.110
Lack of Stakeholders Support (LSS)	1.310	0.370
Lack of Regulatory System (LRS)	2.580	0.098
Poor Market Response (PMR)	2.035	0.107
Lack of Technology and Infrastructure (LTI)	1.362	0.244
Economic Performance (ECP)	2.822	0.094
Social Performance (SOP)	0.101	0.750
Environmental Performance (ENP)	0.263	0.609

Source: Analysis Results

4.5 Internal Consistency Reliability

Internal consistency reliability is the extent to which the indicators measuring a particular construct are associated with all other indicators measuring that construct. Cronbach's alpha (Cronbach & Lee J, 1951) was estimated to examine the reliability of the instrument. Values above 0.70 was considered as acceptable, as suggested by Nunnally and Bernstein (1994).

Table 4.6

Internal Consistency Reliability Results

Variables	No. of Items	Cronbach's Alpha
Green Management and Strategy (GMS)	4	0.815
Green Procurement Practices (GPP)	4	0.724
Green Energy Management Practices (GEP)	4	0.745
Green Marketing & Promotion Practices (GMP)	3	0.820
Green Water Management Practices (GWM)	4	0.834
Green Waste Management Practices (GWP)	7	0.805
Green Transportation Practices (GTP)	4	0.758
Organizational Value (OV)	3	0.901
Financial Benefit (FB)	3	0.867
Environmental Awareness (EA)	3	0.909
Stakeholders Pressure (SP)	7	0.855
Technological Expertise and Infrastructure (TEI)	3	0.877
Marketing Strategy (MS)	3	0.890
Regulatory Mechanism (RM)	3	0.834
Organizational Drawback (OD)	3	0.855
Knowledge Barriers (KB)	3	0.797
Lack of Budget and Other Resources (LBR)	3	0.913
Lack of Stakeholders Support (LSS)	7	0.742
Lack of Regulatory System (LRS)	3	0.886
Poor Market Response (PMR)	3	0.715
Lack of Technology and Infrastructure (LTI)	3	0.890
Economic Performance (ECP)	7	0.898
Social Performance (SOP)	6	0.842
Environmental Performance (ENP)	5	0.731

Source: Analysis Results

4.6 Convergent Validity

Convergent validity is an indicator of a measure's accuracy, indicating that it truly represents the concept under discussion. It is the degree to which multiple measures (items or indicators) of a single variable that theoretically should be related, are in fact related and converge to measure the underlying variable and not to another variable. Convergent validity is established when items in a particular measure converge to represent the underlying concept. It is measured using item loadings computed with Principal Component Analysis using IBM SPSS Statistics Software. For the achievement of convergent validity, all the indicators (items) of a single variable should have item loadings above 0.708 on a single component. Tables 4.7 to 4.10 show that for all seven variables of Green Business Practices, Drivers, Barriers, and the three variables of Sustainable Performance, item loadings are very high and above 0.708. Hence, it is concluded that the scale achieved convergent validity.

4.7 Discriminant Validity

Discriminant Validity ensures that each variable is empirically unique and captures a phenomenon that is not represented by any other variable included. The presence of discriminant validity ensures that a construct does not correlate with another variable. It ensures that a test or variable designed to measure a specific concept doesn't accidentally measure something else that it shouldn't. Discriminant validity is exhibited when each measurement item correlates weakly with other variables except for the ones to which it is theoretically associated. It is measured using cross-loadings computed with Principal Component Analysis using IBM SPSS Statistics Software. For the achievement of discriminant validity, all the indicators (items) of a single variable should have item loadings below 0.708 on all other components except one component. Tables 4.7 to 4.10 show that for all seven variables of Green Business Practices, Drivers, Barriers, and the three variables of Sustainable Performance, cross loadings are very low and well below 0.708. Hence, it is concluded that the scale achieved discriminant validity.

Table 4.7*Exploratory Factor Analysis of Green Business Practices*

Variables	Items	Components						
		1	2	3	4	5	6	7
GMS	1	0.847	0.018	0.323	-0.038	0.149	-0.098	-0.208
	2	0.847	-0.115	0.347	-0.202	0.074	-0.153	-0.204
	3	0.864	-0.059	0.337	-0.182	0.084	-0.208	-0.17
	4	0.775	0.333	0.203	0.143	0.201	-0.169	-0.203
GMP	1	0.027	0.784	0.315	0.225	0.422	-0.217	0.284
	2	-0.243	0.851	0.331	0.069	0.053	0.012	0.125
	3	-0.294	0.884	0.273	0.228	-0.224	0.174	0.229
GPP	1	-0.400	0.246	0.754	0.109	-0.215	-0.032	-0.004
	2	-0.37	0.229	0.816	0.184	-0.384	-0.089	0.085
	3	0.228	-0.035	0.709	0.164	0.48	-0.038	0.441
	4	-0.401	0.164	0.867	0.068	-0.294	-0.027	-0.079
GEP	1	0.123	0.154	-0.233	0.812	0.188	0.356	-0.074
	2	-0.28	0.047	-0.169	0.770	-0.141	0.295	0.064
	3	0.114	-0.031	-0.375	0.804	-0.024	0.368	-0.074
	4	0.366	-0.044	-0.134	0.763	0.018	0.374	-0.109
GTP	1	0.551	-0.062	-0.092	-0.137	0.809	0.151	-0.035
	2	-0.089	-0.103	-0.170	-0.002	0.786	0.127	0.499
	3	-0.011	0.041	-0.167	0.052	0.796	0.064	0.369
	4	0.418	-0.043	-0.051	0.000	0.832	-0.009	-0.028
GWM	1	-0.132	0.080	-0.271	-0.187	0.014	0.871	0.269
	2	-0.205	0.116	-0.206	-0.278	0.090	0.906	0.403
	3	-0.251	0.018	-0.318	-0.111	0.129	0.815	0.298
	4	-0.015	-0.020	-0.087	-0.278	-0.030	0.830	0.197
GWP	1	-0.274	-0.132	-0.095	0.115	-0.186	-0.177	0.719
	2	-0.412	-0.514	-0.110	0.125	-0.111	-0.011	0.887
	3	-0.436	-0.488	-0.062	0.114	-0.085	-0.012	0.896
	4	-0.438	-0.332	0.016	0.088	-0.103	-0.065	0.902
	5	0.007	-0.089	0.298	0.244	0.214	-0.295	0.710
	6	-0.121	-0.210	0.492	0.076	0.132	-0.207	0.699
	7	0.199	-0.077	0.660	-0.013	0.362	-0.010	0.803

Source: Analysis Results

Table 4.8*Exploratory Factor Analysis of Drivers of Green Business Practices*

Variables	Items	Components						
		1	2	3	4	5	6	7
OV	1	0.953	-0.082	-0.028	-0.271	0.250	0.331	-0.368
	2	0.904	-0.094	-0.020	-0.277	0.252	0.341	-0.355
	3	0.966	-0.019	0.003	-0.372	0.235	0.301	-0.335
FB	1	0.271	0.870	0.254	-0.530	0.015	-0.216	0.162
	2	0.356	0.938	0.325	-0.594	-0.015	-0.064	0.248
	3	0.336	0.892	0.316	-0.570	0.059	-0.060	0.302
EA	1	-0.067	-0.297	0.893	0.082	0.276	-0.062	0.208
	2	-0.094	-0.153	0.941	0.102	0.149	0.108	0.298
	3	-0.120	-0.152	0.937	0.135	0.128	0.086	0.300
SP	1	-0.112	0.038	-0.038	0.748	-0.178	-0.011	0.290
	2	-0.008	-0.060	-0.081	0.743	-0.268	-0.131	0.155
	3	0.196	-0.011	0.144	0.858	-0.520	-0.191	-0.248
	4	-0.027	-0.057	0.079	0.725	-0.338	0.031	0.113
	5	0.251	-0.010	0.172	0.847	-0.443	-0.145	-0.282
	6	0.079	-0.200	0.128	0.754	-0.054	-0.184	-0.149
	7	0.299	-0.053	0.230	0.833	-0.426	-0.113	-0.140
TEI	1	0.129	0.208	0.348	0.363	0.767	-0.175	0.022
	2	0.314	0.094	0.415	0.438	0.919	-0.108	-0.031
	3	0.351	0.096	0.393	0.465	0.925	-0.105	-0.030
MS	1	-0.442	0.542	0.332	0.029	0.107	0.916	0.110
	2	-0.443	0.561	0.372	0.048	0.142	0.890	0.110
	3	-0.453	0.554	0.339	0.041	0.129	0.908	0.105
RM	1	-0.316	0.164	0.179	0.108	-0.214	0.141	0.921
	2	-0.219	0.198	0.068	0.120	-0.289	0.060	0.825
	3	-0.040	-0.112	0.311	-0.138	0.139	-0.196	0.794

Source: Analysis Results

Table 4.9*Exploratory Factor Analysis of Barriers to the Adoption of Green Business Practices*

Variables	Items	Components						
		1	2	3	4	5	6	7
OD	1	0.894	0.089	0.112	-0.294	0.190	0.271	-0.274
	2	0.921	0.152	0.176	-0.390	0.223	0.349	-0.218
	3	0.813	0.079	-0.050	-0.004	-0.030	0.221	-0.113
KB	1	0.287	0.835	0.114	0.175	0.103	0.066	0.089
	2	0.297	0.807	0.086	0.291	0.097	0.038	0.096
	3	0.246	0.739	-0.099	0.308	0.068	-0.033	-0.028
LBR	1	-0.051	0.103	0.941	-0.140	-0.219	0.036	-0.097
	2	-0.051	0.177	0.827	-0.150	-0.193	0.029	-0.099
	3	-0.038	0.116	0.925	-0.144	-0.278	-0.045	-0.076
LSS	1	0.362	-0.047	0.097	0.835	0.101	0.178	0.629
	2	0.063	0.050	-0.249	0.710	-0.068	0.060	0.038
	3	-0.078	0.011	-0.285	0.725	-0.244	-0.009	-0.113
	4	-0.258	0.258	-0.236	0.874	-0.301	0.100	0.081
	5	-0.283	0.167	-0.048	0.876	-0.305	0.211	0.066
	6	-0.235	0.217	-0.286	0.872	-0.313	0.041	0.000
	7	0.099	-0.164	-0.049	0.718	-0.037	0.506	0.238
LRS	1	0.151	-0.209	0.159	-0.041	0.852	0.078	-0.136
	2	0.156	-0.198	0.247	-0.034	0.924	0.112	-0.147
	3	0.123	-0.536	0.343	0.026	0.783	0.229	-0.149
PMR	1	0.273	-0.251	0.072	0.275	-0.010	0.767	0.143
	2	0.011	-0.148	-0.317	0.143	-0.216	0.710	0.162
	3	0.030	-0.106	-0.267	0.157	-0.332	0.830	0.360
LTI	1	0.219	0.055	0.115	0.271	-0.141	-0.127	0.940
	2	0.165	0.000	0.109	0.130	-0.306	-0.091	0.844
	3	0.022	-0.137	-0.084	0.028	-0.378	-0.142	0.828

Source: Analysis Results

Table 4.10*Exploratory Factor Analysis of Sustainable Performance*

Variables	Items	Components		
		1	2	3
ECP	1	0.893	0.050	0.355
	2	0.913	0.061	0.329
	3	0.901	0.053	0.316
	4	0.899	0.113	0.232
	5	0.778	0.164	0.091
	6	0.697	0.280	-0.001
	7	0.855	0.160	0.109
SOP	1	0.384	0.841	-0.063
	2	0.212	0.840	0.234
	3	0.361	0.809	0.103
	4	0.120	0.914	0.810
	5	0.107	0.852	0.258
	6	-0.045	0.757	0.063
ENP	1	0.405	0.124	0.786
	2	-0.090	0.107	0.763
	3	-0.118	0.173	0.792
	4	0.324	0.399	0.756
	5	0.203	0.548	0.712

Source: Analysis Results

4.8 Unidimensionality

A variable can be considered unidimensional when it is measured by multiple indicators (items) and each indicator measures only that particular construct. Unidimensionality was measured using Principal Component Analysis (PCA) in IBM SPSS Software. Eigen values greater than one indicate Unidimensionality of the constructs. Tables 4.11 to 4.14 give the results of PCA. In all cases, only one component was extracted with an eigen value above 1.00, capable of explaining a

substantial amount of variance in the variable under measurement. All other eigen values are lower than 1.00. Hence, the results confirm the Unidimensionality of all variables under consideration.

Table 4.11

Unidimensionality – Principal Component Analysis-GBP

Variable	Component	Eigen Values	% of Variance	Cumulative %
GMS	1	2.602	65.040	65.040
	2	0.801	20.027	85.067
	3	0.371	9.287	94.354
	4	0.226	5.646	100.00
GPP	1	2.625	65.625	65.625
	2	0.758	18.950	84.575
	3	0.432	10.800	95.375
	4	0.185	4.625	100.00
GEP	1	2.331	58.275	58.275
	2	0.807	20.175	78.450
	3	0.533	13.325	91.775
	4	0.329	8.225	100.00
GEP	1	1.942	64.733	64.733
	2	0.721	24.033	88.767
	3	0.337	11.233	100.000
GWM	1	2.776	69.417	69.417
	2	0.665	16.629	86.047
	3	0.333	8.327	94.374
	4	0.225	5.626	100.00
GWP	1	3.852	55.029	55.029
	2	0.942	13.457	68.486
	3	0.794	11.343	79.829
	4	0.551	7.871	87.700
	5	0.457	6.529	94.229
	6	0.282	4.029	98.257
	7	0.122	1.743	100.00
GTP	1	2.757	68.925	68.925
	2	0.685	17.125	86.050
	3	0.354	8.850	94.900
	4	0.204	5.1	100.00

Source: Analysis Results

Table 4.12*Unidimensionality – Principal Component Analysis-Drivers of GBP*

Variable	Component	Eigen Values	% of Variance	Cumulative %
OV	1	2.792	93.067	93.067
	2	0.138	4.600	97.667
	3	0.07	2.333	100.00
FB	1	2.434	81.133	81.133
	2	0.381	12.700	93.833
	3	0.185	6.167	100.00
EA	1	2.688	89.570	89.570
	2	0.289	9.630	99.200
	3	0.024	0.800	100.00
SP	1	4.115	58.786	58.786
	2	0.897	12.814	71.600
	3	0.754	10.771	82.371
	4	0.521	7.443	89.814
	5	0.377	5.386	95.200
	6	0.201	2.871	98.071
	7	0.135	1.929	100.00
TEI	1	2.416	80.533	80.533
	2	0.544	18.133	98.667
	3	0.040	1.333	100.00
MS	1	2.889	96.300	96.300
	2	0.081	2.700	99.000
	3	0.030	1.000	100.00
RM	1	1.859	61.967	61.967
	2	0.922	30.733	92.700
	3	0.219	7.300	100.00

Source: Analysis Results

Table 4.13

Unidimensionality – Principal Component Analysis-Barriers to GBP Adoption

Variable	Component	Eigen Values	% of Variance	Cumulative %
OD	1	1.797	59.900	59.900
	2	0.754	25.133	85.033
	3	0.449	14.967	100.00
KB	1	2.181	72.700	72.700
	2	0.729	24.300	97.000
	3	0.09	3.000	100.00
LBR	1	2.656	88.533	88.533
	2	0.214	7.133	95.667
	3	0.13	4.333	100.00
LSS	1	3.774	53.914	53.914
	2	0.984	14.057	67.971
	3	0.728	10.400	78.371
	4	0.559	7.986	86.357
	5	0.475	6.786	93.143
	6	0.368	5.257	98.400
	7	0.112	1.600	100.00
LRS	1	2.448	81.573	81.573
	2	0.518	17.261	98.834
	3	0.035	1.166	100.00
PMR	1	1.863	62.100	62.100
	2	0.824	27.467	89.567
	3	0.313	10.433	100.00
LTI	1	1.655	55.148	55.148
	2	0.845	28.157	83.306
	3	0.501	16.694	100.00

Source: Analysis Results

Table 4.14*Unidimensionality – Principal Component Analysis-Sustainable Performance*

Variable	Component	Eigen Values	% of Variance	Cumulative %
ECP	1	4.385	62.643	62.643
	2	0.887	12.671	75.314
	3	0.645	9.214	84.529
	4	0.479	6.843	91.371
	5	0.341	4.871	96.243
	6	0.192	2.743	98.986
	7	0.071	1.014	100.00
SOP	1	4.026	67.100	67.100
	2	0.847	14.117	81.217
	3	0.558	9.300	90.517
	4	0.335	5.583	96.100
	5	0.142	2.367	98.467
	6	0.092	1.533	100.00
ENP	1	2.914	58.280	58.280
	2	0.929	18.580	76.860
	3	0.733	14.660	91.520
	4	0.335	6.700	98.220
	5	0.089	1.780	100.00

Source: Analysis Results

4.9 Conclusion

The findings of this chapter confirm that the data collected for the study are statistically sound and suitable for further analysis. All major tests for reliability, validity, and data quality met the accepted standards, ensuring that the measures used are both consistent and credible. The established psychometric properties provide a strong empirical foundation for the forthcoming analysis of the structural model and hypothesis testing in the next chapter

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Chapter 5

GREEN BUSINESS PRACTICES OF EVENT MANAGEMENT FIRMS

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5.1. Introduction

Green Business Practices in event management refer to all efforts to conceive, implement, and evaluate event management activities in ways that reduce or prevent environmental damage. These efforts may include reducing waste, conserving water and energy, using renewable resources, choosing eco-friendly venues, etc. Energy efficiency, water conservation, waste minimization, eco-procurement, etc., are the core to green event management (Ahmad et al., 2013). These practices are intended to align environmental responsibility with event organizers' business objectives, creating long-term ecological and economic benefits. Many authors have offered different definitions of green practices (eg, Janjusevic and Salama, 2021; Ahmad et al., 2016; Arcodia et al., 2012; Balaji & Adil, 2019; Tiwari et al., 2020).

The present study adopts the following conceptual definition for green business practices (Figure 5.1). The green business practices of event management firms comprise seven components: Green Management and Strategies, Green Procurement Practices, Green Energy Management Practices, Green Marketing and Promotion Practices, Green Water Management Practices, Green Waste Management Practices, and Green Transportation Practices. The model is developed from adaptations to the theories developed by Mishra (2020), Avkol et al. (2025), Tang (2015), Zong et al. (2015), Jeong et al. (2014), Ham and Han (2013), Ahmad et al. (2013), and Viviers et al. (2017).

There were 30 items to measure the seven elements of green business practices. The items were anchored on a five-point Likert Scale ranging from strongly disagree (1) to strongly agree (5).

Figure 5.1

Conceptual Model for Green Business Practices



The following section deals with the descriptive and inferential analysis results of each of the components of Green Business Practices. For each component, the following pattern of analysis is presented:

- Descriptive Statistics: Item-wise Mean and Standard Deviation
- T-test for Equality of Means across Capital Invested
- T-test for Equality of Means across Annual Return
- One-Way ANOVA for Equality of Means across Location
- One-Way ANOVA for Equality of Means across Annual Turnover

5.2. General Profile of Event Management Firms

Table 5.1 presents the general profile of event management firms in Kerala based on four classification criteria: capital invested, location, annual return, and annual turnover. The results show that a majority of firms operate as micro enterprises, with 57.5% investing below 1 crore, while 42.5% fall under the small enterprise category. This indicates that the sector is largely dominated by low-capital firms. In terms of geographical distribution, event management firms are concentrated mainly in urban (41.2%) and semi-urban (36.3%) areas, with only 22.5% operating in rural locations, reflecting the demand-driven nature of event services in more populated regions.

Regarding financial performance, 54.4% of firms report annual returns above 20%, suggesting relatively strong profitability within the industry, while 45.6% earn below this threshold. The annual turnover distribution further shows that 42.5% of firms fall in the below 5 crore category, followed by 32.7% with turnover below 1 crore, and 24.8% reporting turnover above 5 crore. This pattern suggests a healthy mix of small, growing, and moderately established firms in the sector. Overall, the profile indicates that event management firms in Kerala are predominantly micro and small enterprises, concentrated in urban and semi-urban locations, with a sizable proportion demonstrating favourable financial performance.

Table 5.1

General Profile of Event Management Firms

Criteria	Category	Sample Size	Percentage
Capital Invested	Micro (Below 1 Cr)	130	57.5
	Small (Above 1Ccr)	96	42.5
Total		226	100
Location	Rural	51	22.5
	Semi Urban	82	36.3
	Urban	93	41.2
Total		226	100
Annual Return	Below 20 %	103	45.6
	Above 20 %	123	54.4
Total		226	100
Annual Turnover	Below 1 cr	74	32.7
	Below 5 cr	96	42.5
	Above 5 cr	56	24.8
Total		226	100

Source: Author's Compilation

5.3 Descriptive Analysis

This section presents the descriptive statistics related to the seven dimensions of Green Business Practices (GBP) adopted by event management firms in Kerala. The dimensions include Green Management and Strategy, Green Procurement Practices,

Green Energy Management, Green Marketing and Promotion, Green Water Management, Green Waste Management, and Green Transportation Practices. For each dimension, mean scores and standard deviations have been calculated based on firm responses to the corresponding measurement items, as shown in the respective tables

5.3.1 Green Management and Strategy

Salama & Almomani, 2021; Hagen, 2021; Tiwari et al., 2020; Ramely & Rashid, 2014 and Jithina (2019) identified Green Management and Strategy as a component of the Green Business Practice. This component deals with having a systemic approach to green management, with a focus on continuous updating of their approaches and strategies towards achieving sustainability. This includes Green Dynamics Capabilities, the selection of appropriate venues, Green Policy adoption, and equipping staff with awareness and training on green requirements. The four items to measure the component were adapted from Joshi and Dhar (2020), Wee et al. (2021), Cekanavicius et al. (2014), Alves et al. (2020), Viviers et al. (2017), etc. Table 5.2 gives the descriptive statistics.

Table 5.2

Descriptive Statistics of Green Management and Strategy

No.	Items	Mean	SD
1	We are very dynamic in updating the GBP continuously.	2.726	0.987
2	When selecting a venue for the events, we give preference to venues with amenable green practices.	3.097	1.139
3	We have a Green Policy that ensures green criteria are considered during event planning, budgeting, designing, and execution	3.168	1.169
4	We are organising a green awareness and training programme for our staff	2.270	0.598

Source: Primary Data

The perception of Green Management and Strategy among event management firms is generally neutral, indicating moderate awareness but limited practical

implementation. The lowest score was observed for organizing green awareness and training programs for staff (2.270 ± 0.598), highlighting insufficient internal initiatives to build environmental competence. The practice of updating green business practices continuously (2.726 ± 0.987) also remains at a neutral level, suggesting irregular or unsystematic improvements. Slightly higher mean scores for giving preference to green venues (3.097 ± 1.139) and considering green criteria in planning, budgeting, and execution (3.168 ± 1.169) reflect emerging but inconsistent efforts toward sustainability.

5.3.2 Green Procurement Practices

Majurin (2017), Gagre and Sumit (2018), Ramely et al. (2022), Torres et al. (2013), and Ahmad et al. (2013) identified Green Procurement Practices as an important component of Green Business Strategy. The component consisted of efforts at reducing wastages, engaging in bulk purchases, identifying suppliers with green behaviour, and using biodegradable materials. The four items to measure the component were adapted from Harris, R., & Schlenker, K. (2018), Borbon, (2022), Alves et al. (2020), Balaji & Adil, (2019), Luthra et al., (2016) etc. Table 5.3 gives the descriptive statistics.

Table 5.3

Descriptive Statistics of Green Procurement Practices

No.	Items	Mean	SD
1	We have a clear estimation before purchasing materials for an event to reduce wastage and ensure optimum utilization of resources	2.938	1.345
2	We prioritize bulk purchasing when procuring materials for events	3.704	1.048
3	We are selecting our supplier and distributor by considering their green behaviour	1.221	0.529
4	We prioritize purchasing biodegradable items for decoration and other necessities whenever possible.	3.080	1.262

Source: Primary Data

It is found that the perception of selecting suppliers and distributors based on their green behaviour is very low (1.221 ± 0.529), indicating that environmental

considerations are rarely applied in supplier selection. The perception regarding clear estimation of requirements to reduce waste and ensure optimum utilization of resources (2.938 ± 1.345) and prioritizing the purchase of biodegradable items (3.080 ± 1.262) were comparatively higher, reflecting moderate awareness toward sustainable procurement. The practice of prioritizing bulk purchases (3.704 ± 1.048) was perceived as very high, suggesting that firms prefer cost-effective and resource-efficient purchasing methods. Overall, the results indicate that while some green procurement measures are moderately practiced, supplier sustainability criteria remain largely neglected among event management firms.

5.3.3. Green Energy Management Practices

Jeong, E et al (2014), Majurin (2017), Balaji & Adil. (2019), Ahmad et al., (2013) Ramely et al. (2022), etc. identified Green Energy Management Practices as an important component of Green Business Strategy. The component consisted of efforts at saving energy, efficient use of energy equipment, reducing demand for energy, and adopting renewable energy sources. The four items to measure the component was adapted from Tiwari et al. (2020), Borbon (2022), Ramely et al. (2022), Dey (2022), Vivers et al. (2017), Merrilees & Marles (2011) etc. Table 5.4 gives the descriptive statistics.

Table 5.4

Descriptive Statistics of Green Energy Management Practices

No.	Items	Mean	SD
1	We have a clear estimate of the energy requirements for each event to conserve energy.	2.611	1.019
2	We take all measures to efficiently use energy, such as using LED bulbs and energy-efficient electronic appliances and equipment	3.642	0.874
3	We take all measures to reduce the energy demand of events as much as possible by strict monitoring and controlling	2.730	1.100
4	We use renewable energy sources for the events as much as possible	1.901	0.609

Source: Primary Data

It is found that the perception of firms toward estimating energy requirements for each event (2.611 ± 1.019) and reducing energy demand through strict monitoring and control (2.730 ± 1.100) remains at a neutral level, indicating moderate attention to

energy management planning and regulation. The perception toward using renewable energy sources as much as possible (1.901 ± 0.609) was relatively low, showing limited adoption of sustainable energy options. Meanwhile, efficient energy use through LED bulbs and energy-efficient appliances (3.642 ± 0.874) was perceived at a high level, suggesting that firms are more inclined to adopt readily available energy-saving measures. Overall, Table 5.4 reveals a moderate perception toward green energy management, with firms focusing more on efficiency than on renewable energy utilization.

5.3.4. Green Marketing and Promotion Practices

Green Marketing and Promotion Practices were identified as an important component of Green Business Strategy by Park and Kim (2017), Zamzuri (2020) and Ramely et al. (2022). This component deals with marketing and communication practices with a focus on minimizing ecological damage. This includes incorporating a green theme to the events they manage, ensuring the use of digital platforms, including social media, for promoting the events. It also includes activities aimed at reducing and controlling the wastage of all resources, such as the minimum use of paper-based materials for promotions. The three items to measure the component were adapted from Wee et al. (2021), Marumo (2016), Ramely et al. (2022), Zitz (2014), etc. Table 5.5 gives the descriptive statistics.

Table 5.5

Descriptive Statistics of Green Marketing and Promotion Practices

No.	Items	Mean	SD
1	For every event we organize, we incorporate a green theme and give maximum promotion through the digital platform	2.571	0.902
2	In all our events, we will provide clear Informative signage to control and reduce waste, usage of water, energy, and resources	3.027	1.296
3	We minimize the use of promotional paper materials and instead, focus on social networking and online media for promotion	4.000	0.794

Source: Primary Data

It is found that the perception of firms toward incorporating a green theme into events (2.571 ± 0.902) is at a neutral level, indicating that the practice of integrating

sustainability themes into event concepts is only moderately followed. The perception regarding the use of informative signage to control and reduce waste, water, and energy consumption (3.027 ± 1.296) is also at a neutral level, showing a fair but not consistent application of eco-friendly communication at events. The practice of minimizing promotional paper materials and emphasizing social networking and online media for event promotion (4.000 ± 0.794) is perceived very high, reflecting a strong shift toward digital marketing strategies that align with green promotion principles. This shows that firms demonstrate moderate engagement in most green marketing aspects, with a particularly strong preference for digital-based promotional practices.

5.3.5. Green Water Management Practices

Balaji and Adil (2019). Ahmad et al. (2013), Ramely et al. (2022), and Sultana et al. (2020), etc., identified Green Water Management Practices as an important component of Green Business Strategy. The component consisted of efforts towards reducing water consumption, providing clear instructions to participants regarding proper usage, using efficient equipment, and reducing use of plastic bottles. The four items to measure the component were adapted from Borbon (2022), Perramon et al. (2014), Ahmad et al. (2013), Balaji and Adil (2019), etc. Table 5.6 gives the descriptive statistics.

Table 5.6

Descriptive Statistics of Green Water Management Practices

No.	Items	Mean	SD
1	We have a clear estimate regarding the Water requirements of each event in order to reduce the water requirements	3.292	0.669
2	We are giving clear instructions to attendees regarding the sustainable use of water	2.354	0.759
3	We take all measures to reduce the usage and requirements of water by using water-efficient equipment	2.558	0.790
4	We take all measures to reduce the distribution of Plastic bottles	2.181	0.693

Source: Primary Data

It is found that the perception of firms toward incorporating green water management practices is generally at a low level. As shown in Table 5.6, the practice of having a clear estimate regarding the water requirements of each event (3.292 ± 0.669) was perceived at a neutral level, indicating moderate planning efforts to conserve water. The perception regarding giving clear instructions to attendees on the sustainable use of water (2.354 ± 0.759) and adopting water-efficient equipment to reduce water usage (2.558 ± 0.790) was at a low level, reflecting limited awareness and implementation. Similarly, taking steps to reduce the distribution of plastic bottles (2.181 ± 0.693) was also rated low, showing weak commitment to reducing plastic use. It indicates that although firms show some awareness of sustainable water use, comprehensive water management strategies are still lacking in most event management operations.

5.3.6. Green Waste Management Practices

Marumo, (2016)), Mokhtar et al. (2014), Jithina (2019), Ramely et al. (2022), Tiwari et al. (2020), Viviers et al. (2017) etc. identified Green Waste Management Practices as an important component of Green Business Strategy. The component consisted of adopting waste minimisation strategies, waste segregation activities, adopting the principle of reduce, recycle, and reuse of waste, having a proper waste disposal and monitoring system in place, donating leftovers, etc. The seven items to measure the component were adapted from Borbon (2022), Perramon et al. (2014), Jabbour et al (2016), IIHF (2015), Marumo (2016), Alves et al. (2020), Mokhtar et al.(2014), Ali, Alam, Rahaman (2012), Salama & Almomani (2021), Wee et al. (2021) etc. Table 5.7 gives the descriptive statistics.

Table 5.7

Descriptive Statistics of Green Waste Management Practices

No.	Items	Mean	SD
1	We have a clear estimate regarding the generation of waste in each event.	3.252	1.230
2	We segregate waste at events using different-coloured, labelled bins at various locations throughout the event.	4.004	0.845
3	We take all measures to reduce, recycle, and reuse materials used in the events, following the 3Rs (reduce, recycle, and reuse) principle.	4.071	0.732

No.	Items	Mean	SD
4	We have an effective waste disposal mechanism, either by outsourcing to an external agency or using our in-house system.	3.925	0.908
5	If it is assigned to an outside agency, we will ensure it is properly disposed of.	1.929	1.076
6	We have assigned staff to control the generation of waste and ensure its effective disposal.	2.571	1.256
7	We donate leftover food to charity.	2.664	1.116

Source: Primary Data

It is found that the perception of firms toward incorporating waste management practices in event operations is generally high, though certain aspects remain weak. As shown in Table 5.7, firms demonstrate strong agreement in ensuring waste segregation using different-coloured and labelled bins (4.004 ± 0.845), adopting the 3Rs—reduce, recycle, and reuse (4.071 ± 0.732), and maintaining an effective waste disposal mechanism, either outsourced or managed internally (3.925 ± 0.908). The perception of having a clear estimate of waste generation for each event (3.252 ± 1.230) also reflects a neutral to high level of awareness.

However, firms reported relatively low perceptions regarding donating leftover food to charity (2.664 ± 1.116), assigning staff to monitor waste generation and disposal (2.571 ± 1.256), and ensuring proper disposal by third-party agencies (1.929 ± 1.076).

5.3.7. Green Transportation Practices

Park and Kim (2017), Borbon(2022), Luthra et al. (2016), the IIHF (2015), Ramely et al. (2022), Marumo (2016), etc., identified Green Transportation Practices as an important component of Green Business Strategy. The component consisted of efforts towards reducing greenhouse gas emissions, purchasing from local markets and suppliers, ensuring better accessibility to event venues, and resorting to virtual meetings. The four items to measure the component were adapted from Jithina (2019), Jabbour et al.(2016), IIHF (2015), Ramely et al. (2022), Sultana (2020), Hagen (2021), etc. Table 5.8 gives the descriptive statistics. An attempt was made to examine if the perception towards Green Transportation Practices varied across various categories of firms. The results are given below:

Table 5.8*Descriptive Statistics of Green Transportation Practices*

No.	Items	Mean	SD
1	We take all measures to reduce GHG emissions in events	1.266	0.632
2	We make purchases from the local market, which is near the location of the event, as far as possible	2.571	1.308
3	While selecting a Venue, we make sure that it is accessible to all to implement green transportation	2.124	1.204
4	We conduct our organization's staff meeting through virtual mode as much as possible	3.314	0.714

Source: Primary Data

It is found that the perception of firms toward incorporating green transportation practices is generally at a low to neutral level. As shown in Table 5.8, the perception regarding taking measures to reduce greenhouse gas (GHG) emissions in events (1.266 ± 0.632) is very low, indicating limited initiatives toward emission control and carbon reduction. The practice of purchasing materials from local markets near the event venue (2.571 ± 1.308) and selecting venues accessible to all to promote green transportation (2.124 ± 1.204) are also rated low, reflecting minimal consideration of transportation-related sustainability. However, the perception of conducting staff meetings through virtual modes whenever possible (3.314 ± 0.714) is at a neutral level, suggesting moderate adoption of digital alternatives to reduce travel.

5.4. Inferential Analysis

Inferential analysis is a statistical approach used to draw conclusions about a population based on sample data. In this study, inferential techniques were applied to determine whether the perception of Green Business Practices (GBP) significantly differs across various firm characteristics. Specifically, GBP perceptions were compared based on capital invested, annual turnover, firm location, and annual return. These comparisons help identify whether structural or economic differences among event management firms influence their adoption and evaluation of green practices.. The results are given below:

5.4.1 Capital Investment–Wise Differences in Green Business Practice Dimensions

Table 5.9 presents the results of the Independent Samples t-test conducted to examine whether capital investment has a significant influence on the perception of adoption of Green Business Practices (GBP) among event management firms in Kerala. For the purpose of analysis, firms were classified into two groups—micro and small enterprises—based on their capital employed. The table summarises the differences in mean perception scores across seven GBP dimensions.

Table 5.9

Capital Investment–Wise Differences in Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
GMS	Micro	130	2.660	0.772	224	-3.479	0.001*	Yes
	Small	96	3.026	0.796				
GPP	Micro	130	2.446	0.881	224	-5.880	0.001*	Yes
	Small	96	3.094	0.769				
GEP	Micro	130	2.646	0.515	224	-2.708	0.007*	Yes
	Small	96	2.865	0.497				
GMP	Micro	130	3.023	0.832	224	-3.317	0.001*	Yes
	Small	96	3.459	0.829				
GWM	Micro	130	2.608	0.556	224	-1.204	0.230	No
	Small	96	2.506	0.604				
GWP	Micro	130	3.017	0.681	224	-4.827	0.000*	Yes
	Small	96	3.454	0.663				
GTP	Micro	130	1.331	0.782	224	-2.260	0.025*	Yes
	Small	96	2.558	0.806				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results (Table 5.9) indicate that capital investment has a significant influence on the perception and adoption of Green Business Practices among event management firms in Kerala. Small firms consistently showed higher mean scores than micro firms across six of the seven GBP dimensions. Significant differences were observed in Green Management and Strategy ($t = -3.479$, $p = 0.001$),

Green Procurement ($t = -5.880$, $p = 0.001$), Green Energy Management ($t = -2.708$, $p = 0.007$), Green Marketing and Promotion ($t = -3.317$, $p = 0.001$), Green Waste Management ($t = -4.827$, $p = 0.000$), and Green Transportation Practices ($t = -2.260$, $p = 0.025$), where small firms demonstrated significantly stronger perceptions compared to micro firms. However, Green Water Management did not show a statistically significant difference ($t = -1.204$, $p = 0.230$), indicating similar perceptions among both categories. Overall, the results suggest that firms with higher capital investment tend to perceive and adopt green business practices more positively across most dimensions.

5.4.2. Annual Return-Wise Differences in Green Business Practices

Table 5.10 presents the results of the Independent Samples t-test conducted to examine whether annual return has a significant influence on the perception and adoption of Green Business Practices (GBP) among event management firms in Kerala. For analytical purposes, firms were classified into two categories: those earning below 20% annual return and those earning above 20% annual return. The table summarises the differences in mean perception scores across the seven GBP dimensions to assess whether profitability levels are associated with variations in green practice adoption.

Table 5.10

Annual Return-Wise Differences in Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
GMS	Below 20%	106	2.559	0.747	224	-4.727	0.001 *	Yes
	Above 20%	120	3.042	0.783				
GPP	Below 20%	106	2.500	0.907	224	-3.592	0.00*	Yes
	Above 20%	120	2.917	0.835				
GEP	Below 20%	106	2.623	0.546	224	-2.743	0.007*	Yes
	Above 20%	120	2.842	0.541				
GMP	Below 20%	106	2.951	0.789	224	-4.080	0.00*	Yes
	Above 20%	120	3.456	0.710				
GWM	Below 20%	106	2.545	0.493	224	-2.447	0.015*	Yes
	Above 20%	120	2.741	0.603				

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
GWP	Below 20%	106	2.988	0.741	224	-4.469	0.00*	Yes
	Above 20%	120	3.392	0.661				
GTP	Below 20%	106	2.304	0.796	224	-4.349	0.00*	Yes
	Above 20%	120	2.825	0.824				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results (Table 5.10) indicate that annual return has a significant influence on the perception and adoption of Green Business Practices among event management firms in Kerala. Firms earning above 20% annual return consistently reported higher mean scores across all seven GBP dimensions. Statistically significant differences were observed in Green Management and Strategy ($t = -4.727$, $p = 0.001$), Green Procurement ($t = -3.592$, $p = 0.000$), Green Energy Management ($t = -2.743$, $p = 0.007$), Green Marketing and Promotion ($t = -4.080$, $p = 0.000$), Green Water Management ($t = -2.447$, $p = 0.015$), Green Waste Management ($t = -4.469$, $p = 0.000$), and Green Transportation Practices ($t = -4.349$, $p = 0.000$). These findings reveal that firms with higher profitability levels demonstrate significantly stronger perceptions and higher adoption of green business practices compared to firms with lower annual returns, suggesting that financial performance positively supports environmental commitment in the event management sector.

5.4.3. Location-Wise Differences in Green Business Practices

Table 5.11 presents the results of the One-way ANOVA conducted to examine whether the location of event management firms has a significant influence on their perception and adoption of Green Business Practices (GBP). For analytical purposes, firms were grouped into urban, semi-urban, and rural categories based on their operating location. The table summarises the differences in mean perception scores across the seven GBP dimensions to determine whether geographical setting contributes to variations in green practice adoption among firms.

Table 5.11*Location-Wise Differences in Green Business Practice Dimensions*

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
GMS	Urban	93	3.145	0.847	2	223	15.455	0.00*	Yes
	Semi-Urban	82	2.628	0.694					
	Rural	51	2.515	0.662					
GPP	Urban	93	2.957	0.896	2	223	6.939	0.00*	Yes
	Semi-Urban	82	2.646	0.880					
	Rural	51	2.412	0.809					
GEP	Urban	93	3.099	0.493	2	223	7.077	0.00*	Yes
	Semi-Urban	82	2.695	0.508					
	Rural	51	2.520	0.510					
GMP	Urban	93	3.504	0.719	2	223	8.815	0.00*	Yes
	Semi-Urban	82	2.960	0.707					
	Rural	51	2.801	0.741					
GWM	Urban	93	2.652	0.699	2	223	2.274	0.105	No
	Semi-Urban	82	2.368	0.622					
	Rural	51	2.494	0.640					
GWP	Urban	93	3.358	0.700	2	223	4.061	0.019*	Yes
	Semi-Urban	82	3.131	0.678					
	Rural	51	3.039	0.708					
GTP	Urban	93	2.501	0.820	2	223	4.371	0.00*	Yes
	Semi-Urban	82	2.402	0.846					
	Rural	51	2.167	0.739					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 5.11) show that the location of event management firms has a significant influence on their perception and adoption of Green Business Practices (GBP) across most dimensions. Firms operating in urban areas consistently reported higher mean scores compared to those in semi-urban and rural regions. Significant location-wise differences were observed in Green Management and Strategy ($F = 15.455$, $p = 0.000$), Green Procurement ($F = 6.939$, $p = 0.000$), Green Energy Management ($F = 7.077$, $p = 0.000$), Green Marketing and

Promotion ($F = 8.815$, $p = 0.000$), Green Waste Management ($F = 4.061$, $p = 0.019$), and Green Transportation Practices ($F = 4.371$, $p = 0.000$), where urban firms demonstrated significantly stronger perceptions of green practice adoption. However, Green Water Management did not show a statistically significant location-wise difference ($F = 2.274$, $p = 0.105$), indicating relatively similar perceptions across urban, semi-urban, and rural firms. Overall, the findings suggest that geographical setting plays an important role in shaping environmental awareness and adoption of green practices, with urban firms generally exhibiting more positive perceptions than their semi-urban and rural counterparts.

5.4.4. Annual Turnover-Wise Differences in Green Business Practices

Table 5.12 presents the results of the One-way ANOVA conducted to examine whether the annual turnover of event management firms has a significant influence on their perception and adoption of Green Business Practices (GBP). For analytical purposes, firms were categorised into three groups based on their turnover levels: below 1 crore, below 5 crore, and above 5 crore. The table summarises the variations in mean perception scores across the seven GBP dimensions to determine whether differences in revenue size contribute to variations in the adoption of green practices among firms.

Table 5.12

Annual Turnover-Wise Differences in Green Business Practices

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
GMS	Below 1 Cr.	75	2.483	0.731	2	223	12.041	0.00*	Yes
	Below 5 Cr.	96	2.891	0.780					
	Above 5 Cr.	55	3.136	0.779					
GPP	Below 1 Cr.	75	2.320	0.902	2	223	19.492	0.00*	Yes
	Below 5 Cr.	96	2.740	0.837					
	Above 5 Cr.	55	3.236	0.793					
GEP	Below 1 Cr.	75	2.320	0.902	2	223	12.166	0.00*	Yes
	Below 5 Cr.	96	2.740	0.837					
	Above 5 Cr.	55	3.236	0.793					

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
GMP	Below 1 Cr.	75	2.807	0.785					
	Below 5 Cr.	96	3.265	0.745	2	223	15.352	0.00*	Yes
	Above 5 Cr.	55	3.482	0.775					
GWM	Below 1 Cr.	75	2.631	0.622					
	Below 5 Cr.	96	2.633	0.673	2	223	0.248	0.781	No
	Above 5 Cr.	55	2.500	0.708					
GWP	Below 1 Cr.	75	2.846	0.687					
	Below 5 Cr.	96	3.332	0.648	2	223	17.043	0.00*	Yes
	Above 5 Cr.	55	3.462	0.644					
GTP	Below 1 Cr.	75	1.153	0.762					
	Below 5 Cr.	96	2.321	0.698	2	223	5.075	0.007*	Yes
	Above 5 Cr.	55	2.673	0.720					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 5.12) reveal that annual turnover has a significant influence on the perception and adoption of Green Business Practices (GBP) across most dimensions among event management firms in Kerala. In six out of seven dimensions, firms with higher turnover consistently reported stronger perceptions toward the adoption of green practices. Specifically, significant differences were observed in Green Management and Strategy ($F = 12.041$, $p = 0.000$), Green Procurement Practices ($F = 19.492$, $p = 0.000$), Green Energy Management ($F = 12.166$, $p = 0.000$), Green Marketing and Promotion ($F = 15.352$, $p = 0.000$), Green Waste Management ($F = 17.043$, $p = 0.000$), and Green Transportation Practices ($F = 5.075$, $p = 0.007$). In each of these dimensions, firms with turnover above ₹5 crore showed the highest mean scores, followed by those in the below ₹5 crore category, and the lowest scores were recorded among firms with turnover below ₹1 crore. This indicates a positive association between revenue size and the extent of green practice adoption. However, Green Water Management ($F = 0.248$, $p = 0.781$) did not show any significant variation across turnover groups, suggesting that water-related

sustainability practices remain uniformly low regardless of firm revenue. Overall, the results highlight that financially stronger firms are more capable of adopting and investing in green business practices.

5.5 Overall and Dimension-wise Descriptive Statistics of Green Business Practices

The overall mean score of Green Business Practices (Table 5.13) was 2.83 (SD = 0.98), suggesting that firms' adoption of sustainable practices is at a neutral level, indicating moderate awareness and implementation. Dimension-wise analysis revealed that Green Waste Management (M = 3.20, SD = 1.02) and Green Marketing & Promotion (M = 3.20, SD = 1.00) recorded the highest mean scores, both falling within the neutral perception range, showing comparatively stronger engagement in these areas. Green Procurement (M = 2.74, SD = 1.05) and Green Energy Management (M = 2.72, SD = 0.90) were also rated neutral, implying moderate but inconsistent adoption. In contrast, Green Transportation (M = 2.32, SD = 0.96) and Green Water Management (M = 2.60, SD = 0.73) registered lower mean scores, representing weak adoption levels

Table 5.13

Overall and Dimension-wise Descriptive Statistics of Green Business Practices

Construct	Dimension	Mean	SD	Perception Level
GBP	GMS	2.82	0.97	Neutral
	GPP	2.74	1.05	Neutral
	GEP	2.72	0.90	Neutral
	GMP	3.20	1.00	Neutral
	GWM	2.60	0.73	Low
	GWP	3.20	1.02	Neutral
	GTP	2.32	0.96	Low
	Overall GBP	2.83	0.98	Neutral

5.6. Summary of Inferential Statistical Results

The results of the inferential analysis presented in Table 5.14 provide a comprehensive understanding of how firm characteristics influence the perception and adoption of Green Business Practices (GBP) among event management firms in Kerala. Across the four selected characteristics—capital invested, annual return, location, and annual turnover—clear and consistent patterns emerge. In all cases, six out of the seven GBP dimensions show statistically significant differences, indicating that organisational, financial, and geographic factors play a substantial role in shaping firms' environmental practices. Green Water Management is the only dimension that repeatedly shows no significant variation across most characteristics, suggesting uniform perception and adoption of water-related practices irrespective of firm size, revenue, or location.

Overall, the analysis reveals that firms with higher capital investment, greater profitability, larger turnover, and those operating in urban locations tend to exhibit stronger perceptions and higher levels of green practice adoption. These findings underscore the importance of financial strength, market performance, and access to urban resources in driving environmental responsibility within the event management sector. The results collectively highlight that green practices are not adopted uniformly; instead, they are significantly influenced by firms' structural and economic attributes.

Table 5.14

Summary of Inferential Analysis

Construct	Dimensions	Category	Effect
Green Business Practices	Capital Invested	Green Management and Strategy	Yes
		Green Procurement Practices	Yes
		Green Energy Management Practices	Yes
		Green Marketing & Promotion Practices	Yes
		Green Water Management Practices	No
		Green Waste Management Practices	Yes
		Green Transportation Practices	Yes

Construct	Dimensions	Category	Effect
Annual Return		Green Management and Strategy	Yes
		Green Procurement Practices	Yes
		Green Energy Management Practices	Yes
		Green Marketing & Promotion Practices	Yes
		Green Water Management Practices	Yes
		Green Waste Management Practices	Yes
		Green Transportation Practices	Yes
Location		Green Management and Strategy	Yes
		Green Procurement Practices	Yes
		Green Energy Management Practices	Yes
		Green Marketing & Promotion Practices	Yes
		Green Water Management Practices	No
		Green Waste Management Practices	Yes
		Green Transportation Practices	Yes
Annual Turnover		Green Management and Strategy	Yes
		Green Procurement Practices	Yes
		Green Energy Management Practices	Yes
		Green Marketing & Promotion Practices	Yes
		Green Water Management Practices	No
		Green Waste Management Practices	Yes
		Green Transportation Practices	Yes

Source: Author's Compilation

5.7. Conclusion

This chapter examined the level of Green Business Practices (GBP) adopted by event management firms in Kerala and tested whether these practices differ across firm characteristics. The descriptive analysis showed that overall GBP adoption remains at a neutral level, with relatively better performance in Green Waste Management and Green Marketing & Promotion, and weaker adoption in Green Water Management and Green Transportation. The inferential results further revealed that capital invested, annual return, location, and annual turnover significantly influence six of the seven

GBP dimensions, indicating that organisational and financial strength, as well as urban location, are positively associated with stronger green practice adoption. Green Water Management was the only dimension that remained largely unaffected by firm characteristics, reflecting a uniformly low and weakly differentiated pattern of adoption. Overall, the chapter establishes that green practices are emerging but unevenly implemented, and are more prominent among financially stronger and urban-based firms, thereby providing a basis for the next chapter's focus on the drivers and barriers of Green Business Practices.

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Chapter 6

DRIVERS AND BARRIERS OF GREEN BUSINESS PRACTICES

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6.1. Introduction

The transition towards environmentally responsible business practices is increasingly recognized as essential for addressing global concerns related to climate change, resource depletion, and pollution. Event management firms, like other business sectors, are influenced by a range of internal and external forces that either motivate or hinder the adoption of Green Business Practices (GBP). On one hand, positive drivers such as organizational values, desire for market advantage, financial benefits, customer awareness, and pressure from stakeholders and regulatory bodies encourage firms to integrate sustainability into their operations (Ashton et al., 2017; Ghebrehiwet, 2019; Zamzuri, 2020). On the other hand, numerous barriers continue to impede this transition. These include inadequate financial resources, lack of skills and technological expertise, limited training and managerial support, insufficient environmental awareness, weak enforcement of regulations, poor green supply chain availability, and low consumer demand for eco-friendly services (Ahmad, 2008; Aghelie, 2017; Kasim & Ismail, 2012; Purwandani & Michaud, 2021). Venue-specific constraints such as small business size, infrastructural limitations, and challenges in sourcing eco-friendly materials further complicate green adoption efforts (Lee et al., 2021; Mair & Laing, 2012; Wilmink-Thomas, 2021). Together, these drivers and barriers shape the capacity, readiness, and strategic orientation of event management firms in Kerala as they navigate the growing need to implement sustainable practices across the event lifecycle.

The following section deals with the descriptive and inferential analysis results of each of the components of drivers and barriers of Green Business Practices. For each component, the following pattern of analysis is presented:

- Descriptive Statistics: Item-wise Mean and Standard Deviation
- T-test for Equality of Means across Capital Invested

- T-test for Equality of Means across Annual Return
- One-Way ANOVA for Equality of Means across Location
- One-Way ANOVA for Equality of Means across Annual Turnover

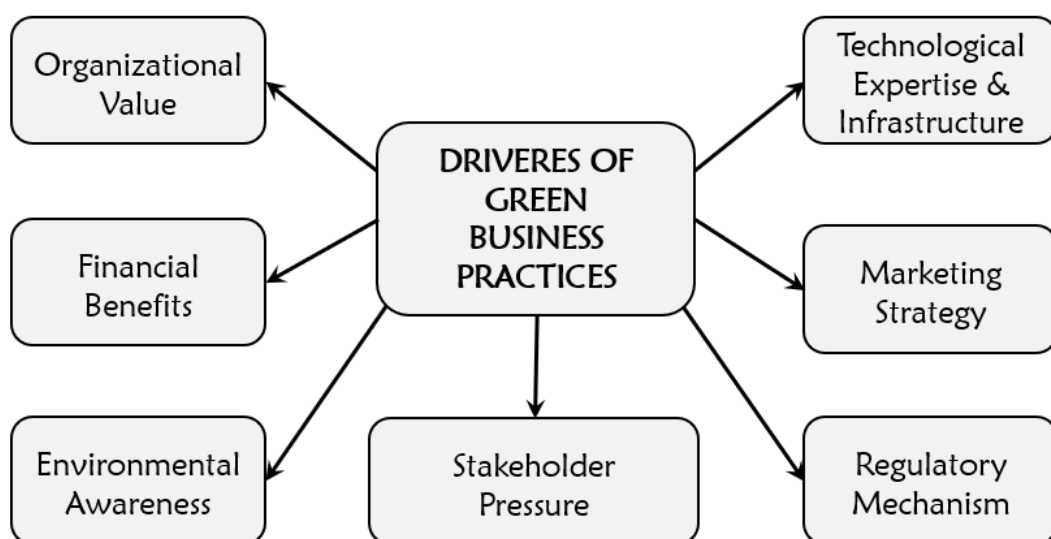
6.2. Drivers of Green Business Practices

The present study adopts the following conceptual definition for drivers of green business practices (Figure 6.1). The drivers of green business practices of event management firms are composed of seven components: Organizational Value, Financial Benefits, Environmental Awareness, Stakeholder Pressure, Technological Expertise and Infrastructure, Marketing Strategy, and Regulatory Mechanism. The model is developed from adaptations to the theories developed by Ashton et al. (2017), Jithina (2019), Dey (2022), Lee, Wu & Zheng (2021), Li et al. (2020), Shah (2022), Wilmink-Thomas (2021), etc.

There were 25 items to measure the seven elements of drivers of green business practices. The items were anchored on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Figure 6.1

Conceptual Model for Drivers of Green Business Practices



6.2.1 Descriptive Analysis-Drivers of Green Business Practices

This section presents the descriptive statistics of the seven dimensions of drivers that motivate event management firms to adopt Green Business Practices (GBP). Item-wise mean scores and standard deviations are used to assess the strength of each driver—Organizational Value, Financial Benefits, Environmental Awareness, Stakeholder Pressure, Technological Expertise and Infrastructure, Marketing Strategies, and Regulatory Mechanism. The results provide a clear overview of which factors are perceived as strong or weak motivators before moving to the inferential analysis.

6.2.1.1 Organizational Value

Ghebrehiwet (2019), Hamalainen (2021), Jithina (2019), and Merrilees and Marles (2011) emphasized that the organizational values of a firm act as significant drivers of Green Business Practices (GBP), reflecting the internal culture and strategic orientation toward sustainability. Within this dimension, four major drivers—Green Creativity, Green Innovation, Green Human Resource Management (Green HRM), and Social Responsibility Strategy—influence the extent to which firms integrate environmental considerations into their operations. Green Creativity and Green Innovation represent the firm’s ability to develop and implement novel, eco-friendly ideas and processes in its business activities . Green HRM focuses on incorporating environmental values into human resource policies, thereby promoting eco-conscious behavior and engagement among employees. The Social Responsibility Strategy captures the firm’s ethical and voluntary initiatives that reflect its commitment to environmental stewardship and societal well-being. Together, these four drivers demonstrate how organizational values form the foundation of internal motivation for adopting Green Business Practices. The measurement items for this component were adapted from Ahton et al. (2017), Jithina (2019), Frost, Mair & Laing (2014), Singh et al. (2016 and Faisal (2023). Etc. Table 5.1 presents the descriptive statistics of this dimension.

Table 6.1*Descriptive Statistics of Organizational Value*

No.	Items	Mean	SD
1	The existence of a Social Responsibility Strategy within our organization acts as a driving force for adopting Green Business Practices (GBP)	1.850	0.866
2	Our organization's emphasis on green creativity and eco-innovation encourages us to adopt Green Business Practices (GBP).	1.876	0.852
3	The organization's Green Human Resource Management (HRM) policy supports the adoption of Green Business Practices (GBP).	1.832	0.804

Source: Primary Data

It is found that the perception on Organizational Value as a driver of green management practices is generally very low as indicated by the low mean scores in Table 6.1. The perception of green practices being helpful to be innovative and creative has a slightly higher score (1.876 ± 0.852). Having a specific green policy or vision regarding the adoption of green practices (1.850 ± 0.866) and perception of their HR practices being supportive of the adoption of green practices (1.832 ± 0.804) had a lower perception.

6.2.1.2 Financial Benefits

Financial Benefits have been identified as one of the major drivers of Green Business Practices (GBP) by Aghelie (2017), Li et al. (2020), and Kasim and Ismail (2012), etc. This dimension emphasizes how economic advantages motivate firms to engage in environmentally responsible activities. It includes three key indicators—Profitability, Government Grant and Financial Assistance, and Cost Reduction—which together represent the financial incentives that encourage green adoption. Profitability reflects the firm's expectation that green initiatives can enhance revenue generation and improve competitiveness. Government grants and financial assistance act as strong external motivators that reward compliance with sustainable standards, while the potential to reduce operational costs through efficient resource use and waste management reinforces the business case for adopting GBP. These indicators were adopted from the studies of Ashton et al. (2017), Kasim & Ismail (2012), Goel (2017),

Li et al. (2020), Dey (2022), Lee et al. (2021), etc. Table 4.1 gives the descriptive statistics.

Table 6.2

Descriptive Statistics of Financial Benefits

No.	Items	Mean	SD
1	We are encouraged to adopt Green Business Practices (GBP) as they help improve profitability and strengthen our client base	1.628	0.768
2	Government grants, subsidies, and financial incentives, such as tax benefits, act as motivating factors for our organization to adopt Green Business Practices (GBP)	1.504	0.643
3	The potential to lower overall cost encourages our organization to adopt Green Business Practices (GBP)	1.650	0.684

Source: Primary Data

It is found that the perception on Financial Benefits as a driver of Green Business Practices (GBP) is very low, as indicated by the low mean scores in Table 6.2. The perception of using green practices to reduce overall costs was slightly higher (1.650 ± 0.684). The belief that green practices help improve profitability and strengthen the client base (1.628 ± 0.768), and that such practices attract government grants, subsidies, and financial incentives, including tax benefits (1.504 ± 0.643), were comparatively lower. All the mean values indicate a weak perception among event management firms regarding the financial benefits driving the adoption of Green Business Practices.

6.2.1.3 Environmental Awareness

Environmental Awareness has been identified as a significant driver of Green Business Practices (GBP) by Frost (2014), González-Benito and González-Benito (2006), and Dey (2022). This dimension represents the extent to which firms recognize the importance of environmental protection and sustainability in their operations. It includes three major indicators—Awareness about Environmental Issues, Conservation of Natural Resources, and Reduction of Environmental Impact—which collectively explain how awareness translates into proactive environmental behavior. Firms that are aware of the negative impacts of business

activities on the environment are more likely to make informed decisions and adopt eco-friendly practices. The intention to conserve natural resources motivates organizations to manage inputs efficiently and reduce ecological strain, while the desire to minimize environmental impact reflects a commitment to cleaner production and responsible operations. These indicators were identified and adapted from the studies of Dey (2022), Goel (2017), Lee et al. (2021), Aghelie (2017), and Jithina (2019), among others. Table 6.3 gives the descriptive statistics.

Table 6.3*Descriptive Statistics of Environmental Awareness*

No.	Items	Mean	SD
1	Our awareness of environmental issues drives us to adopt Green Business Practices (GBP).	2.819	1.103
2	Our awareness of environmental issues drives us to adopt Green Business Practices (GBP).	2.336	1.029
3	Our understanding that Green Business Practices (GBP) help reduce environmental impact encourages us to adopt them.	2.345	1.034

Source: Primary Data

It is found that the overall perception on environmental awareness is average. The perception of awareness about environmental issues being a driver towards green practices (2.819 ± 1.103) was found to be slightly higher than conservation of natural resources being a motivator for green practices (2.336 ± 1.029) and awareness on reduction in negative environmental impact through green practices (2.345 ± 1.034).

6.2.1.4 Stakeholder Pressure

Stakeholder Pressure has been identified as a crucial driver of Green Business Practices (GBP) by Hagen (2021), Lee et al. (2021), Pereira and Alves (2015), and others. This dimension highlights how internal and external stakeholders influence firms to incorporate sustainability into their operations. It comprises seven key indicators—Clients' Green Demand, Event Management Association Support, Peer Firm Influence, Suppliers' and Distributors' Adoption of GBP, Pressure from the Local Community, Media, Politicians, and NGOs, Sponsors' Green Specifications,

and Availability of Skilled Workforce. These elements capture the multiple ways stakeholder expectations, professional networks, and social accountability shape green adoption. Clients' and sponsors' requirements for environmentally responsible events directly motivate firms, while support from associations, peer firms, and supply-chain partners provides normative encouragement for green alignment. Similarly, external influences from communities, media, and NGOs generate public pressure, and the presence of a skilled workforce ensures successful implementation. These indicators were identified and adapted from the studies of Ashton, Russell, and Futch (2017), Ghebrehiwet (2019), Akadiri and Fadiya (2013), Harris and Schlenker (2018), Aykol and Leonidou (2015), Jithina (2019), Frost (2014), Shah (2022), Walker et al. (2008), and others.

Table 6.4

Descriptive Statistics of Stakeholder Pressure

No.	Items	Mean	SD
1	Clients' growing demand for green events drives us to adopt GBP	1.518	0.725
2	Trade /event management association guidance and support help us to adopt GBP	1.602	0.794
3	GBP, followed by Fellow Events firms, is forcing us to adopt GBP	1.938	0.861
4	Suppliers and Distributors' green initiatives lead us to easy adoption of GBP	1.770	0.899
5	Pressure from the Local Community, Media, Politicians, and NGOs led us to adopt GBP	1.894	0.841
6	Event Sponsors/Clients' specifications for green product/service drive us to adopt GBP	3.580	1.250
7	Availability of Skilled Workforce and HR policy helps us to adopt GBP	2.075	0.893

Source: Primary Data

It is found that the firms had a generally very low perception of the role of Stakeholder Pressure in motivating them to adopt Green Business Practices (GBP), except in a few specific cases. The highest perception was related to the sponsors' or clients' directions and specifications for green services (3.580 ± 1.250). The availability of a skilled workforce and supportive HR policy (2.075 ± 0.893) and pressure from fellow green firms (1.938 ± 0.861) were also rated slightly higher compared to other items.

The growing demand from clients for green events (1.518 ± 0.725) and support from trade or event management associations (1.602 ± 0.794) were perceived as very low. Likewise, pressure from the local community, media, politicians, and NGOs (1.894 ± 0.841) and green initiatives by suppliers and distributors (1.770 ± 0.899) were also considered weak motivating factors.

6.2.1.5 Technological Expertise and Infrastructure

Technological Expertise and Infrastructure have been identified as essential drivers of Green Business Practices (GBP) by Frost (2014), Hagen (2021), Jithina (2019), Kammerer (2008), and others. This dimension highlights the role of technology, innovation, and infrastructural readiness in enabling firms to implement and sustain green initiatives effectively. It comprises three major indicators—Green Venue, Availability of Infrastructure, and Technological Development—which together determine the firm's capacity for environmental advancement. The Green Venue indicator reflects the use of eco-friendly event locations and facilities that minimize environmental impact through sustainable design and efficient resource use. Availability of Infrastructure emphasizes the need for supportive logistics, facilities, and systems that facilitate green operations. Technological Development represents the firm's commitment to continuous improvement and adoption of emerging technologies that enhance energy efficiency, reduce waste, and promote sustainable outcomes. These indicators were identified and adapted from the studies of Werner et al. (2022), Hagen (2021), Harris and Schlenker (2018), Shah (2022), Pereira and Alves (2015), Hamalainen (2021), Navare (2017), Wilmink-Thomas (2021), and others.

Table 6.5

Descriptive Statistics of Technological Expertise and Infrastructure

No.	Items	Mean	SD
1	The availability of specific facilities around venues serves as a driving force behind our adoption of GBP	4.006	0.748
2	Availability of general infrastructural facilities drives us to follow GBP	3.562	0.815
3	Technological development and expertise in the field of event management help our organization to adopt Green Business Practices (GBP).	3.571	0.814

Source: Primary Data

It is found that the perception of all items of Technological Expertise and Infrastructure is very high. The availability of specific facilities around venues serves as a driving force (4.006 ± 0.748), which is the most highly perceived item. Availability of infrastructure facilities (3.562 ± 0.815), and technological development and expertise (3.571 ± 0.814) as drivers of green practices is also highly perceived by the firms.

6.2.1.6 Marketing Strategies

Marketing Strategy has been recognized as an important driver of Green Business Practices (GBP) by Dey (2022), SP (2014), Walker et al. (2008), and others. This dimension highlights how sustainability-focused marketing approaches can encourage firms to adopt environmentally responsible business practices. It consists of three leading indicators—Brand Image, Expected Marketability, and Competitive Advantage—which together represent how marketing motives contribute to green adoption. Brand Image reflects a firm's effort to enhance its reputation and consumer perception through eco-friendly branding and communication. Expected Marketability captures the anticipation of growing demand for green events and the firm's intention to respond to these changing market trends. Competitive Advantage denotes the firm's ability to strengthen its market position and differentiate itself through sustainable marketing strategies. These indicators were identified and adapted from the studies of Aghelie (2017), Dey (2022), Goel (2017), Jithina (2019), Lee et al. (2021), Li et al. (2020), Wilmink-Thomas (2021), Zamzuri (2020), and others.

Table 6.6

Descriptive Statistics of Marketing Strategies

No.	Items	Mean	SD
1	The desire to build a better brand image motivates our organization to adopt Green Business Practices (GBP).	1.553	0.837
2	Our anticipation of increasing market demand for green events drives us to adopt Green Business Practices (GBP).	1.504	0.761
3	We adopt Green Business Practices to gain a competitive advantage in the event management industry	1.531	0.811

Source: Primary Data

It is found that the perception of Marketing Strategies as a driver for adopting Green Business Practices (GBP) is generally very low among the firms. The perception that building a better brand image motivates the adoption of GBP is low (1.553 ± 0.837). Firms also show a weak belief that anticipation of increasing market demand for green events drives them to adopt GBP (1.504 ± 0.761). Similarly, the perception that adoption of GBP helps to gain a competitive advantage in the event management industry (1.531 ± 0.811) is also low.

6.2.1.7 Regulatory Mechanism

Regulatory Mechanism has been recognized as an important driver of Green Business Practices (GBP) by Frost (2014), Dey (2022), Ghebrehwet (2019), Kammerer (2008), and others. This dimension explains how environmental regulations, enforcement measures, and compliance expectations influence firms to adopt sustainable operational approaches. It consists of three main indicators—Regulatory Enforcement/Penalties, Current Environmental Legislation, and Expectation of Future Legislation regarding Sustainability. Regulatory Enforcement/Penalties reflects how fines and sanctions imposed by authorities motivate firms to comply with environmental norms. Current Environmental Legislation indicates the role of existing laws and policy frameworks in shaping sustainable business conduct. Expectation of Future Legislation represents the proactive stance of firms preparing for more stringent environmental standards. These indicators were identified and adapted from the studies of Ghebrehwet (2019), Frost (2014), Jithina (2019), Lee et al. (2021), Akadiri and Fadiya (2013), Horbach et al. (2012), and others.

Table 6.7

Descriptive Statistics of Regulatory Mechanism

No.	Items	Mean	SD
1	Penalties imposed by the local Self-Government lead us to adopt GBP	4.319	0.802
2	Existing environmental legislation forced us to adopt GBP	4.226	0.820
3	Our expectation of Future Sustainability-related legislation has compelled us to adopt GBP	1.615	0.487

Source: Primary Data

It is found that the perception on Regulatory Mechanisms as a driver for green practices is generally high except for one item. Firms generally disagreed to the fact that expected future regulations on pollution and environment are the motivators for firms to adopt green practices (1.605 ± 0.487). The highest agreement was for the penalties imposed by local governments for violations of green protocol that forces firms to go green (4.319 ± 0.802), followed by existing regulations driving firms towards green practices (4.226 ± 0.820).

6.2.2 Inferential Analysis-Drivers of Green Business Practices

In this section, an inferential analysis is conducted to examine whether event management firms' perceptions of the drivers of Green Business Practices (GBP) differ significantly across various firm characteristics. For this purpose, firms are categorised based on capital investment, annual return, location, and annual turnover. Independent Samples t-tests and One-way ANOVA were employed to assess whether these organisational characteristics influence the perceived importance of the drivers that motivate firms to adopt green business practices. The following tables present the results of these analyses dimension-wise.

6.2.2.1 Capital Investment–Wise Differences in Drivers of Green Business Practice Dimensions

Table 6.8 presents the results of the Independent Samples t-test examining whether capital investment influences the perceived importance of the drivers of Green Business Practices (GBP) among event management firms in Kerala. For analysis, firms were categorised into microenterprises and small enterprises based on their capital employed. The table summarises the differences in mean perception scores across the seven driver dimensions, providing insights into whether firms with varying levels of investment differ in their motivation to adopt green business practices.

Table 6.8

Capital Investment–Wise Differences in Drivers of Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
OV	Micro	130	1.705	0.777	224	-3.148	0.002 *	Yes
	Small	96	2.052	0.802				
FB	Micro	130	1.533	0.561	224	-0.374	0.708	No
	Small	96	1.563	0.602				
EA	Micro	130	2.299	1.023	224	-3.594	0.00*	Yes
	Small	96	2.771	0.982				
SP	Micro	130	1.908	0.629	224	-3.958	0.00*	Yes
	Small	96	2.252	0.667				
TEI	Micro	130	3.651	0.737	224	-2.025	0.044*	Yes
	Small	96	3.844	0.661				
MS	Micro	130	1.479	0.722	224	-1.110	0.268	No
	Small	96	1.597	0.809				
RM	Micro	130	3.454	0.458	224	2.359	0.019*	Yes
	Small	96	3.295	0.551				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results reveal that capital investment has a notable influence on several driver dimensions of Green Business Practices among event management firms. Small firms reported significantly higher perceptions than micro firms in Organizational Values ($t = -3.148$, $p = 0.002$), Environmental Awareness ($t = -3.594$, $p = 0.000$), Stakeholder Pressure ($t = -3.958$, $p = 0.000$), and Technological & Environmental Initiatives ($t = -2.025$, $p = 0.044$), indicating that firms with larger capital investment place greater importance on these drivers. Additionally, a significant difference was observed in Regulatory Measures ($t = 2.359$, $p = 0.019$), where micro firms reported a slightly higher perception than small firms.

However, no significant differences were found in Financial Benefits ($t = -0.374$, $p = 0.708$) and Market Support ($t = -1.110$, $p = 0.268$), suggesting that these drivers are perceived similarly by both micro and small firms regardless of the level of capital

employed. Overall, the results indicate that capital investment plays a meaningful role in shaping firms' motivation to adopt green practices, particularly in areas related to values, awareness, stakeholder expectations, and technological orientation.

6.2.2.2 Annual Return-Wise Differences on Drivers of Green Business Practices

Table 6.9 presents the results of the Independent Samples t-test conducted to examine whether annual return influences the perceived importance of the drivers of Green Business Practices (GBP) among event management firms in Kerala. For analytical purposes, firms were classified into two groups: those earning below 20% annual return and those earning above 20% annual return. The table provides the mean scores, standard deviations, and significance levels across the seven driver dimensions, enabling an assessment of whether profitability levels contribute to variations in firms' motivation to adopt green business practices.

Table 6.9

Annual Return-Wise Differences in Drivers of Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
OV	Below 20%	106	1.689	0.737	224	-2.814	0.005 *	Yes
	Above 20%	120	1.997	0.890				
FB	Below 20%	106	1.538	0.570	224	-0.195	0.846*	No
	Above 20%	120	1.553	0.586				
EA	Below 20%	106	2.261	0.962	224	-3.462	0.001*	Yes
	Above 20%	120	2.711	0.986				
SP	Below 20%	106	1.882	0.657	224	-3.759	0.00*	Yes
	Above 20%	120	2.206	0.639				
TEI	Below 20%	106	3.601	0.708	224	-2.665	0.008*	Yes
	Above 20%	120	3.850	0.615				
MS	Below 20%	106	1.443	0.762	224	-1.548	0.123	No
	Above 20%	120	1.606	0.806				
RM	Below 20%	106	3.456	0.472	224	1.958	0.051	Yes
	Above 20%	120	3.325	0.527				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results indicate that annual return significantly influences several driver dimensions of Green Business Practices among event management firms. Firms earning above 20% annual return reported significantly higher perceptions in Organizational Values ($t = -2.814$, $p = 0.005$), Environmental Awareness ($t = -3.462$, $p = 0.001$), Stakeholder Pressure ($t = -3.759$, $p = 0.000$), and Technological & Environmental Initiatives ($t = -2.665$, $p = 0.008$), suggesting that more profitable firms place greater importance on these drivers when adopting green practices. A marginally significant difference was also observed in Regulatory Measures ($t = 1.958$, $p = 0.051$), where firms with lower returns showed slightly higher sensitivity to regulatory pressure.

However, no significant differences were found in Financial Benefits ($t = -0.195$, $p = 0.846$) and Market Support ($t = -1.548$, $p = 0.123$), indicating that these drivers are perceived similarly by both low- and high-return firms. Overall, the results imply that higher annual return enhances the perceived motivation to adopt green practices, particularly in dimensions related to values, environmental awareness, stakeholder expectations, and technological readiness.

6.2.2.3 Location-Wise Differences on Drivers of Green Business Practices

Table 6.10 presents the results of the One-way ANOVA conducted to examine whether the location of event management firms influences their perception of the drivers of Green Business Practices (GBP). For analytical purposes, firms were classified into three categories—urban, semi-urban, and rural—based on their operating location. The table reports the mean scores, standard deviations, and statistical significance across the seven driver dimensions, enabling an assessment of whether geographical setting contributes to variations in the motivating factors that encourage firms to adopt green business practices.

Table 6.10*Location-wise Differences on Drivers of Green Business Practice Dimensions*

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
OV	Urban	93	2.158	0.927	2	223	12.313	0.00*	Yes
	Semi-Urban	82	1.703	0.812					
	Rural	51	1.536	0.850					
FB	Urban	93	1.577	0.582	2	223	0.776	0.462	No
	Semi-Urban	82	1.565	0.571					
	Rural	51	1.458	0.584					
EA	Urban	93	2.821	0.961	2	223	10.858	0.00*	Yes
	Semi-Urban	82	2.406	0.936					
	Rural	51	2.065	0.984					
SP	Urban	93	2.203	0.724	2	223	6.204	0.002*	Yes
	Semi-Urban	82	2.040	0.644					
	Rural	51	1.804	0.667					
TEI	Urban	93	3.652	0.657	2	223	6.204	0.002*	Yes
	Semi-Urban	82	3.801	0.729					
	Rural	51	3.772	0.664					
MS	Urban	93	1.609	0.847	2	223	1.688	0.187	No
	Semi-Urban	82	1.545	0.759					
	Rural	51	1.359	0.705					
RM	Urban	93	3.265	0.563	2	223	4.766	0.009*	Yes
	Semi-Urban	82	3.459	0.458					
	Rural	51	3.490	0.468					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results indicate that location plays a significant role in shaping the drivers of Green Business Practices (GBP) among event management firms. Specifically, the results show that Organizational Values ($F = 12.313$, $p = 0.000$), Environmental Awareness ($F = 10.858$, $p = 0.000$), and Stakeholder Pressure ($F = 6.204$, $p = 0.002$) act as significantly stronger drivers for the adoption of GBP among urban firms compared to their semi-urban and rural counterparts. This suggests that firms operating in urban areas are more motivated by internal values, higher

environmental consciousness, and stronger stakeholder expectations when adopting green practices.

In contrast, Financial Benefits ($F = 0.776$, $p = 0.462$) and Market Support ($F = 1.688$, $p = 0.187$) do not differ significantly across locations, indicating that these factors serve as similar drivers irrespective of geographical setting. A significant variation is also noted for Regulatory Measures ($F = 4.766$, $p = 0.009$), where semi-urban and rural firms show slightly stronger regulatory influence than urban firms. Additionally, Technological and Environmental Initiatives ($F = 6.204$, $p = 0.002$) exhibit significant differences, with semi-urban firms reporting marginally higher scores.

Overall, the analysis shows that urban firms are primarily driven by values, awareness, and stakeholder expectations, making these dimensions key motivators for green practice adoption in urban contexts.

6.2.2.4 Annual Turnover-Wise Differences on Drivers of Green Business Practices

Table 6.11 presents the results of the One-way ANOVA conducted to examine whether annual turnover influences the perceived importance of the drivers of Green Business Practices (GBP) among event management firms in Kerala. For this analysis, firms were grouped into three categories based on their annual turnover: below 1 crore, below 5 crore, and above 5 crore. The table summarises the mean scores, standard deviations, and significance levels across the seven driver dimensions, allowing an assessment of whether variations in the scale of financial operations contribute to differences in the motivational factors that encourage firms to adopt green business practices.

Table 6.11*Annual Turnover-Wise Differences in Drivers of Green Business Practices*

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
OV	Below 1 Cr.	75	1.667	0.733	2	223	5.327	0.005*	Yes
	Below 5 Cr.	96	1.833	0.758					
	Above 5 Cr.	55	2.139	0.829					
FB	Below 1 Cr.	75	1.493	0.543	2	223	0.670	0.513	No
	Below 5 Cr.	96	1.549	0.568					
	Above 5 Cr.	55	1.612	0.640					
EA	Below 1 Cr.	75	2.076	0.929	2	223	14.617	0.00*	Yes
	Below 5 Cr.	96	2.562	1.002					
	Above 5 Cr.	55	2.970	0.951					
SP	Below 1 Cr.	75	1.865	0.625	2	223	9.157	0.00*	Yes
	Below 5 Cr.	96	2.031	0.645					
	Above 5 Cr.	55	2.351	0.667					
TEI	Below 1 Cr.	75	3.662	0.791	2	223	9.157	0.00*	Yes
	Below 5 Cr.	96	3.757	0.701					
	Above 5 Cr.	55	3.788	0.609					
MS	Below 1 Cr.	75	1.449	0.672	2	223	0.607	0.546	No
	Below 5 Cr.	96	1.580	0.690					
	Above 5 Cr.	55	1.551	0.750					
RM	Below 1 Cr.	75	3.507	0.449	2	223	5.632	0.004*	Yes
	Below 5 Cr.	96	3.392	0.518					
	Above 5 Cr.	55	3.212	0.510					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results indicate that annual turnover has a significant influence on several driver dimensions of Green Business Practices among event management firms. Firms with higher turnover (above 5 crore) reported significantly stronger perceptions in Organizational Values ($F = 5.327$, $p = 0.005$), Environmental Awareness ($F = 14.617$, $p = 0.000$), and Stakeholder Pressure ($F = 9.157$, $p = 0.000$)

compared to firms with lower turnover. This suggests that financially stronger firms tend to be more motivated by internal value systems, environmental consciousness, and stakeholder expectations in adopting green business practices. Significant differences were also observed in Technological and Environmental Initiatives ($F = 9.157$, $p = 0.000$), where firms with higher turnover exhibited greater readiness to adopt green technologies and environmental initiatives. Additionally, Regulatory Measures ($F = 5.632$, $p = 0.004$) showed significant variation, with lower turnover firms reporting slightly higher sensitivity to regulatory influence.

In contrast, Financial Benefits ($F = 0.670$, $p = 0.513$) and Market Support ($F = 0.607$, $p = 0.546$) did not show significant differences across turnover groups, indicating that these drivers are perceived similarly regardless of firm size or revenue scale.

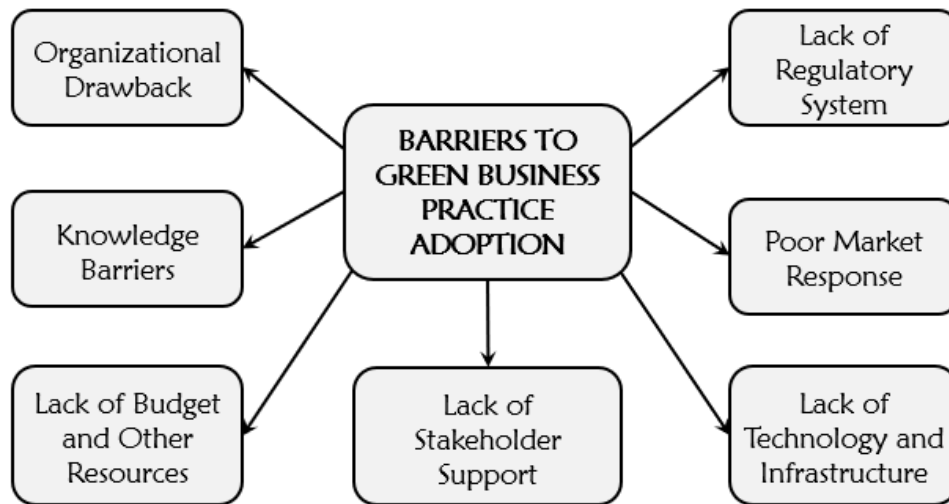
Overall, the results imply that higher annual turnover enhances the perceived importance of most key drivers, particularly those related to values, awareness, stakeholder expectations, and technological advancement, making financially stronger firms more proactive in adopting green business practices

6.3 Barriers to Green Business Practices Adoption

The present study adopts the following conceptual definition for barriers to green business practice adoption (Figure 6.2). The barriers to green business practice adoption by event management firms comprise seven components: Organizational Drawbacks, Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology and Infrastructure. The model is developed from adaptations to the theories developed by Li et al (2020), Jithina (2019), Ghebrehiwet (2019), Ramely et al. (2022), Hamalainen (2021), Walker et al. (2008), Wilmink-Thomas (2021), Pamidimukkala et al. (2023), etc. There were 25 items to measure the seven elements of barriers to green business practice adoption. The items were anchored on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Figure 6.2

Conceptual Model for Barriers to Green Business Practice Adoption



6.3.1 Descriptive statistics-Barriers to the adoption of Green Business Practices

This section presents the descriptive statistical analysis of the barriers that hinder the adoption of Green Business Practices (GBP) among event management firms in Kerala. The analysis summarises the mean scores and standard deviations of seven major barrier dimensions—Organizational Drawbacks, Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology and Infrastructure. These dimensions were adapted from well-established empirical studies and represent the internal, financial, regulatory, market-based, and infrastructural challenges commonly encountered by firms. The descriptive results offer an overview of the intensity and prevalence of these barriers as perceived by the responding firms, providing essential insights into which factors most strongly obstruct the transition toward sustainable and green event management practices.

6.3.1.1 Organizational Drawbacks

Organizational Drawbacks (OD) represent the internal structural and managerial weaknesses within a firm that act as barriers to the adoption of Green Business Practices (GBP). This dimension was adopted from the studies of Abdullah et al.

(2016), Ghebrehwet (2019), Jithina (2019), Li et al. (2020), Ramely et al. (2022), and others. These scholars identified that the absence of a clear green policy, weak organizational systems, and employee resistance to change can severely limit a firm's capacity to integrate sustainability into its operations. Organizational Drawbacks include three key indicators—Lack of Green Policy, Inadequate Organizational Structure, and Resistance to Change—which together reflect the internal inefficiencies that hinder firms from effectively adopting GBP. The indicators were adapted from the works of Abdullah et al. (2016), Jabbour et al. (2016), Ghebrehwet (2019), Khan et al. (2023), Jithina (2019), Li et al. (2020), and others.

Table 6.12

Descriptive Statistics of Organizational Drawbacks

No.	Items	Mean	SD
1	Our firm does not have a specific green policy guiding the adoption of Green Business Practices (GBP).	2.735	0.957
2	An inadequate organizational structure poses a considerable barrier to the adoption of Green Business Practices (GBP).	3.181	1.014
3	Our organization shows strong resistance to transforming events into green events	1.783	0.654

Source: Primary Data

It is found that Organizational Weakness as a barrier of green management practice adoption is generally perceived as above moderate by the firms (Table 6.12). Resistance to change exhibited by the employees of the organization is very low (1.783 ± 0.654). Firms not having any green policy, and firms not developing enough strategies for adopting green practices, are found to be moderate (2.735 ± 0.957), while perception on inadequate organizational structure causing barriers in going green (3.181 ± 1.014) is very high.

6.3.1.2 Knowledge Barriers

Knowledge Barriers (KB) refer to the lack of technical expertise, awareness, and understanding required to implement Green Business Practices (GBP) effectively. This dimension was adopted from the studies of Aghelie (2017), Ghebrehwet (2019),

Lee et al. (2021), Li et al. (2020), Walker et al. (2008), and others. These studies emphasized that insufficient knowledge about environmental management, limited technical capacity, and poor awareness of sustainability principles often prevent firms from initiating or maintaining green initiatives. Event management firms that lack trained personnel or exposure to green technologies face greater challenges in operationalizing GBP strategies. This dimension includes three key indicators—Lack of Green Technical Skills and Knowledge, Lack of Knowledge about Incorporating Green Business Practices, and Lack of Knowledge about Environmental Issues—which together capture the informational and expertise-related gaps that act as significant obstacles to green adoption. These indicators were adapted from the works of Abdullah et al. (2016), Aghelie (2017), Dey (2022), Goel (2017), Jithina (2019), Li et al. (2020), Ramely et al. (2022), and others.

Table 6.13

Descriptive Statistics of Knowledge Barriers

No.	Items	Mean	SD
1	Lack of green technical skills, knowledge, and expertise poses a challenge to the adoption of Green	3.761	1.161
2	Limited knowledge about the implementation and operationalization of Green Business Practices (GBP) acts as a barrier to their adoption.	3.951	1.080
3	Lack of awareness about environmental issues hinders the adoption of Green Business Practices (GBP)	2.535	1.143

Source: Primary Data

It is found (Table 6.13) that the overall perception of Knowledge Barriers is high. Comparatively, the level of perception of lack of awareness of environmental issues is average (2.535 ± 1.143). In contrast, firms perceive that the lack of green technical skills, knowledge, and expertise is a problem for the adoption of green practices (3.761 ± 1.161), and also that there exists poor knowledge on implementation and operationalization of green practices among firms (3.951 ± 1.080).

6.3.1.3 Lack of Budget and Other Resources

Lack of Budget and Other Resources (LBR) can significantly restrict an organization's ability to implement Green Business Practices (GBP). This dimension was adopted from the studies of Aghelie (2017), Ghebrehwet (2019), Lee et al. (2021), Li et al. (2020), Walker et al. (2008), and others. These studies emphasized that adopting green practices often demands additional financial investment, which creates an extra financial burden on firms. The high cost of technology and infrastructure required for sustainable operations also discourages organizations from pursuing green initiatives. Moreover, the high price and limited availability of green products and materials further increase operational expenses, making it difficult for firms to maintain cost efficiency. This dimension includes three indicators—Extra Financial Burden, High Cost of Technology and Infrastructure, and High Price for Green Products and Materials—which collectively represent the financial and resource constraints faced by firms. These indicators were adapted from the works of Dey (2022), Ghebrehwet (2019), Jithina (2019), Ahmad (2008), and others.

Table 6.14

Descriptive Statistics of Lack of Budget and Other Resources

No.	Items	Mean	SD
1	The extra financial burden of adopting Green Business Practices (GBP) prevents our organization from implementing them.	4.929	0.320
2	The high cost of green technology and infrastructure hinders our organization from adopting Green Business Practices (GBP)	4.898	0.331
3	The high price or limited availability of green products and materials prevents our organization from adopting Green Business Practices (GBP)	4.925	0.296

Source: Primary Data

It is found that the overall perception of the lack of budget and other resources in the adoption of green practices is very high (Table 6.14). The perception on adoption of green practices causing additional financial burden (4.929 ± 0.320) was found to be the highest, followed by High cost of technology and infrastructure (4.898 ± 0.331) and high price and poor availability of green material (4.925 ± 0.296).

6.3.1.4 Lack of Stakeholder Support

Lack of Stakeholder Support (LSS) refers to the absence of adequate cooperation, motivation, and involvement from key internal and external stakeholders in promoting Green Business Practices (GBP). This dimension was adopted from the studies of Dey (2022), Ghebrehiwet (2019), Jithina (2019), Hamalainen (2021), Lee et al. (2021), and others. These studies suggest that limited willingness among clients or sponsors to pay a premium price for green events, combined with a lack of government assistance, acts as a significant deterrent for firms. In addition, the lack of green suppliers and distributors and insufficient pressure from local communities, media, politicians, and NGOs reduces external motivation for firms to transition towards sustainability. Weak backing from trade or event associations and minimal peer-group influence further isolate firms from industry-level green initiatives. At the same time, the lack of cooperation from clients and sponsors exacerbates the difficulty of adopting eco-friendly practices. This dimension includes several key indicators—Clients’ or Sponsors’ Unwillingness to Pay a Premium Price, Lack of Government Support, Lack of Green Suppliers and Distributors, Lack of Public or Community Pressure, Lack of Trade Association Support, Lack of Peer Group Pressure, and Clients’ or Sponsors’ Unwillingness to Cooperate—which together reflect the weak stakeholder ecosystem surrounding green adoption. These indicators were adapted from the works of Firdaus (2023), Ghebrehiwet (2019), Aghelie (2017), Hamalainen (2021), Jithina (2019), Walker et al. (2008), Ashton et al. (2017), and others. Table 6.15 gives the descriptive statistics.

Table 6.15

Descriptive Statistics of Lack of Stakeholder Support

No.	Items	Mean	SD
1	Clients/Sponsors are not willing to pay a premium price for a green event	4.916	0.685
2	Lack of Government Support	4.115	1.277
3	Lack of green suppliers and distributors	3.726	1.443

No.	Items	Mean	SD
4	Lack of pressure from the public, the Local Community, the Media, Politicians, and NGOs	2.779	1.283
5	Event associations are not providing any direction on the adoption of GBP	2.106	1.061
6	No other event organizations are adopting GBP	2.726	1.241
7	Clients are not willing to compromise the event facilities for green	4.695	0.742

Source: Primary Data

It is found that the firms had generally above a moderate level of perception on the lack of support provided by stakeholders, except in very few cases. Lack of support from trade associations (2.106 ± 1.061) was perceived as a low-level barrier to green adoption. In contrast, lack of pressure from public, local community, media, politicians, and NGOs (2.779 ± 1.283), and other event organizations not adopting green practices ($2.726 \pm .241$) were perceived as moderate barriers. Lack of green suppliers and distributors (3.726 ± 1.443) was a comparatively stronger barrier. The highest levels of barriers were perceived to be poor government support (4.115 ± 1.277), clients unwilling to compromise on event facilities (4.695 ± 0.742), and stakeholders unwilling to pay a premium price for green products and services (4.916 ± 0.685).

6.3.1.5 Lack of Regulatory System

Lack of Regulatory System(LRS) refers to the absence or inadequacy of clear legal and institutional frameworks that support the implementation of Green Business Practices (GBP). This dimension was adopted from the studies of Ghebrehiwet (2019), Goel (2017), Jithina (2019), Kasim and Ismail (2012), Reynolds (2024), and others. A weak or poorly structured regulatory environment can create instability, encourage unsustainable practices, and discourage firms from pursuing green initiatives. When regulatory authorities fail to provide proper guidance or enforcement mechanisms, organizations may lack the direction and incentive to adopt environmentally responsible operations. Furthermore, inconsistent legislation and government policies often hinder the effective implementation of green measures,

while the absence of supportive environmental laws limits firms' ability to comply with sustainable standards. This dimension includes three main indicators—Lack of Support from Regulatory Authorities, Lack of Environmental Legislation, and Inconsistent Government Policies—which collectively represent the institutional barriers that slow the green transition. These indicators were adapted from the works of Abdullah et al (2016), Jabbour et al. (2016), Ghazilla et al (2015), Jithina (2019), and others. Table 6.16 gives the descriptive statistics.

Table 6.16

Descriptive Statistics of Lack of Regulatory System

No.	Items	Mean	SD
1	Lack of guidance or certification from regulatory agencies hinders the adoption of Green Business Practices (GBP).	4.690	0.559
2	The absence of a sustainable GBP framework within local self-governments limits event management firms from becoming green.	4.704	0.554
3	Difficulty in complying with environmental regulations hinders our organization from adopting Green Business Practices (GBP).	4.695	0.507

Source: Primary Data

It is found that the firms hold a very strong perception on all items of Lack of Regulatory System, causing impediments to green practice implementation – poor legal framework on green practices (4.704 ± 0.554) is the most highly perceived item as a barrier. Lack of directions from authorities (4.690 ± 0.559) and difficulty in complying with existing regulations (4.695 ± 0.507) were very highly perceived as barriers to the adoption of green practices.

6.3.1.6 Poor Marketing Response

Poor Market Response (PMR) refers to the limited or unfavourable market reaction to green products and services, which discourages firms from adopting Green Business Practices (GBP). This dimension was adopted from the studies of Hamalainen (2021), Jithina (2019), Yildirim et al. (2023), and others. When firms introduce green innovations or environmentally friendly services, the market often

fails to respond with adequate demand, especially when such offerings are priced at a premium. Studies such as Goel (2017), Dey (2022), and Ahmad (2008) noted that the lack of demand for green products acts as a significant deterrent to sustainability adoption. Additionally, pressure to maintain low prices—especially when traditional competitors continue offering cheaper, non-green alternatives—forces firms to compromise on green initiatives. The intense competition within the industry further discourages firms from taking financial and operational risks associated with sustainability transformation. This dimension comprises three indicators—Lack of Demand, Pressure for Low Price, and Intense Competition—that collectively represent market-related obstacles to green adoption. These indicators were adapted from the works of Goel (2017), Dey (2022), Jithina (2019), Walker et al. (2008), Yildirim et al. (2023), and others. Table 6.17 gives the descriptive statistics.

Table 6.17

Descriptive Statistics of Poor Marketing Response

No.	Items	Mean	SD
1	Lack of demand for green events discourages our organization from adopting Green Business Practices (GBP).	4.796	0.527
2	Traditional event managers are charging a lower price and forcing us to compromise green initiatives	4.261	0.974
3	Intense competition in the industry makes it difficult for our organization to adopt Green Business Practices (GBP).	4.650	0.644

Source: Primary Data

The perception of poor market response to green initiatives as a barrier is found to be comparatively high, generally very low. Firms highly perceive that all three items are potential barriers in green initiative adoption – competitors employing traditional policies and processes charging lower price (4.261 ± 0.974); intense competition in the industry causing difficulties in green initiative adoption (4.650 ± 0.644). The firms also strongly perceive that the market demand is low for green events (4.796 ± 0.527).

6.3.1.7 Lack of Technology and Infrastructure

Lack of Technology and Infrastructure (LTI) refers to the absence or insufficiency of technological systems, facilities, and infrastructure required for the effective implementation of Green Business Practices (GBP). This dimension was adopted from the studies of Goel (2017), Jabbour et al. (2016), Jithina (2019), Hamalainen (2021), Li et al. (2020), and others. A deficiency in technological capacity and infrastructure can hinder firms from achieving their sustainability objectives. Limited access to modern equipment and inadequate technical support are among the major factors that restrict green adoption. The unavailability of adequate infrastructure, lack of green venues, and limited access to or adoption of technology together constrain firms' ability to implement green initiatives effectively.. This dimension comprises three indicators—Unavailability of Infrastructure, Lack of Green Venue, and Lack of Technology—which together represent the structural and technical barriers limiting green adoption. These indicators were adapted from the works of Brennan et al. (2019), Hamalainen (2021), Mair and Laing (2012), Ramely et al., (2022)and others. Table 6.19 gives the descriptive statistics.

Table 6.18

Descriptive Statistics of Lack of Technology and Infrastructure

No.	Items	Mean	SD
1	Lack of general infrastructure prevents us from implementing Green Business Practices	4.509	0.681
2	Lack of specific infrastructure around the venue prevents us from implementing Green Business Practices	4.540	0.664
3	Lack of availability of renewable energy sources hinders our adoption of Green Business Practices	4.544	0.499

Source: Primary Data

It is found that the perception on Lack of Technology and Infrastructure as a barrier to adoption of green practices is felt highly by the firms. There is a general agreement that the lack of general infrastructure prevents the firms from implementing green business practices (4.509 ± 0.681) and that the lack of specific infrastructure around

the venue prevents the firms from implementing such practices (4.540 ± 0.664). The firms also strongly felt that the adoption of green practices is strongly hindered by the lack of availability of renewable energy sources (4.544 ± 0.499).

6.3.2 Inferential Analysis: Barriers to the adoption of Green Business Practices

This section presents the inferential analysis of the barriers that hinder the adoption of Green Business Practices (GBP) among event management firms in Kerala. Building on the descriptive statistics, it examines whether the perceived intensity of seven key barrier dimensions—Organizational Drawbacks, Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology and Infrastructure—varies significantly across different firm characteristics. For this purpose, firms are classified on the basis of capital invested (micro and small), annual return (below and above 20 per cent), location (urban, semi-urban, and rural), and annual turnover (below ₹1 crore, below ₹5 crore, and above ₹5 crore). Independent Samples t-tests and One-way ANOVA are employed to test whether these structural and financial characteristics influence how firms perceive the barriers to going green. The results presented in the following tables help to distinguish between barriers that are systemic and commonly experienced across firms and those that are more sensitive to differences in firm size, profitability, and operating context.

6.3.2.1 Capital Investment–Wise Differences in Barriers of Green Business Practice Adoption

Table 6.20 presents the results of the Independent Samples t-test conducted to examine whether capital investment influences the perceived barriers to adopting Green Business Practices (GBP) among event management firms in Kerala. For this purpose, firms were classified into micro and small enterprises based on the capital employed. The table compares the mean scores across the seven barrier dimensions—Organisational Drawbacks, Knowledge Barriers, Lack of Budget and Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology & Infrastructure—to identify whether firms with different investment levels experience these barriers differently.

Table 6.19

Capital Investment–Wise Differences in Drivers of Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
OD	Micro	130	2.574	0.685	224	0.212	0.832	No
	Small	96	2.556	0.621				
KB	Micro	130	3.531	0.910	224	2.127	0.034	Yes
	Small	96	3.260	0.987				
LBR	Micro	130	4.897	0.336	224	-0.741	0.459	No
	Small	96	4.927	0.329				
LSS	Micro	130	3.555	0.731	224	-0.633	0.528	No
	Small	96	3.615	0.657				
LRS	Micro	130	4.692	0.470	224	-0.138	0.890	No
	Small	96	4.701	0.512				
PMR	Micro	130	4.692	0.470	224	-0.138	0.890	No
	Small	96	4.701	0.512				
LTI	Micro	130	4.538	0.457	224	0.285	0.776	No
	Small	96	4.521	0.463				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results show that capital investment has no significant influence on most barriers to the adoption of Green Business Practices among event management firms, except for Knowledge Barriers. A significant difference was found only in Knowledge Barriers, where micro firms reported higher challenges compared to small firms ($t = 2.127$, $p = 0.034$). All other barrier dimensions showed no statistically significant variation between micro and small enterprises, including Organisational Drawbacks ($t = 0.212$, $p = 0.832$), Lack of Budget & Resources ($t = -0.741$, $p = 0.459$), Lack of Stakeholder Support ($t = -0.633$, $p = 0.528$), Lack of Regulatory System ($t = -0.138$, $p = 0.890$), Poor Market Response ($t = -0.138$, $p = 0.890$), and Lack of Technology & Infrastructure ($t = 0.285$, $p = 0.776$). These results indicate that, irrespective of capital employed, event management firms experience

similar levels of barriers in adopting green practices, with the exception of knowledge-related challenges, which are more pronounced among micro enterprises.

6.3.2.2 Annual Return –Wise Differences in Barriers of Green Business Practice Adoption

Table 6.20 presents the results of the Independent Samples t-test conducted to assess whether the barriers to adopting Green Business Practices (GBP) differ significantly between event management firms earning below 20% annual return and those earning above 20% annual return. The table compares mean scores across the seven barrier dimensions—Organisational Drawbacks, Knowledge Barriers, Lack of Budget & Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology & Infrastructure—to determine whether profitability levels influence the extent to which firms perceive these barriers.

Table 6.20

Annual Return–Wise Differences in Drivers of Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
OD	Below 20%	106	2.547	0.647	224	-0.412	0.681	No
	Above 20%	120	2.583	0.668				
KB	Below 20%	106	3.447	0.944	224	0.454	0.651	No
	Above 20%	120	3.389	0.960				
LBR	Below 20%	106	4.889	0.286	224	-0.956	0.340	No
	Above 20%	120	4.928	0.306				
LSS	Below 20%	106	3.481	0.774	224	-2.016	0.045*	Yes
	Above 20%	120	3.668	0.645				
LRS	Below 20%	106	4.635	0.501	224	-1.773	0.078	No
	Above 20%	120	4.750	0.461				
PMR	Below 20%	106	4.635	0.501	224	-1.773	0.078	No
	Above 20%	120	4.750	0.461				
LTI	Below 20%	106	4.477	0.473	224	-1.637	0.103	No
	Above 20%	120	4.578	0.442				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test (Table 6.20) shows that annual return has minimal influence on the perceived barriers to adopting Green Business Practices. For most dimensions—Organisational Drawbacks ($t = -0.412$, $p = 0.681$), Knowledge Barriers ($t = 0.454$, $p = 0.651$), Lack of Budget & Resources ($t = -0.956$, $p = 0.340$), Lack of Regulatory System ($t = -1.773$, $p = 0.078$), Poor Market Response ($t = -1.773$, $p = 0.078$), and Lack of Technology & Infrastructure ($t = -1.637$, $p = 0.103$)—no significant differences were found between firms earning below and above 20% annual return. This indicates that profitability does not substantially change how firms perceive most barriers. The only exception is Lack of Stakeholder Support ($t = -2.016$, $p = 0.045$), which is significantly higher among firms with annual returns above 20%, suggesting that more profitable firms face greater stakeholder-related challenges when adopting green practices.

6.3.2.3 Location-wise Differences in Barriers to Green Business Practice Adoption

Table 6.21 presents the results of the One-way ANOVA conducted to examine whether the perceived barriers to adopting Green Business Practices (GBP) vary across event management firms based on their location. For this purpose, firms were classified into three groups—urban, semi-urban, and rural—according to their operating environment. The table compares the mean scores of seven barrier dimensions across these locations to determine whether geographical setting influences the intensity of challenges faced by firms in implementing green business practices.

Table 6.21

Location-wise Differences in Barriers to Green Business Practice Adoption

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
OD	Urban	93	2.652	0.707	2	223	1.532	0.218	No
	Semi-Urban	82	2.480	0.615					
	Rural	51	2.549	0.621					
KB	Urban	93	3.247	1.002	2	223	1.532	0.218	No
	Semi-Urban	82	3.374	0.975					
	Rural	51	3.791	0.889					

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
LBR	Urban	93	4.899	0.277	2	223	1.982	0.140	No
	Semi-Urban	82	4.878	0.325					
	Rural	51	4.980	0.240					
LSS	Urban	93	3.591	0.686	2	223	1.968	0.032	Yes
	Semi-Urban	82	3.580	0.730					
	Rural	51	3.560	0.684					
LRS	Urban	93	4.717	0.455	2	223	0.180	0.836	No
	Semi-Urban	82	4.691	0.536					
	Rural	51	4.667	0.471					
PMR	Urban	93	4.717	0.455	2	223	0.180	0.836	No
	Semi-Urban	82	4.691	0.506					
	Rural	51	4.667	0.471					
LTI	Urban	93	4.548	0.458	2	223	0.291	0.748	No
	Semi-Urban	82	4.500	0.445					
	Rural	51	4.549	0.431					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 6.21) indicate that location has a very limited influence on the barriers faced by event management firms in adopting Green Business Practices. For six of the seven barrier dimensions—Organisational Drawbacks ($F = 1.532$, $p = 0.218$), Knowledge Barriers ($F = 1.532$, $p = 0.218$), Lack of Budget & Resources ($F = 1.982$, $p = 0.140$), Lack of Regulatory System ($F = 0.180$, $p = 0.836$), Poor Market Response ($F = 0.180$, $p = 0.836$), and Lack of Technology & Infrastructure ($F = 0.291$, $p = 0.748$)—no significant location-wise differences were observed. This suggests that firms across urban, semi-urban, and rural areas experience these constraints in a fairly similar manner. However, a significant difference emerged in the dimension Lack of Stakeholder Support ($F = 1.968$, $p = 0.032$), indicating that firms' perceptions of stakeholder support challenges vary by location. Although the mean differences are small, urban firms reported marginally greater concerns in this dimension. Overall, the findings highlight that most barriers

are uniformly experienced across locations, with stakeholder support being the only factor showing location-based variation.

6.3.2.4 Annual Turnover-Wise Differences on Barriers to Green Business Practices Adoption

Table 6.22 presents the results of the One-way ANOVA conducted to examine whether the perceived barriers to adopting Green Business Practices (GBP) differ across event management firms based on their annual turnover. For this analysis, firms were grouped into three categories: those with turnover below ₹1 crore, below ₹5 crore, and above ₹5 crore. The table reports the mean scores and significance levels for the seven barrier dimensions, enabling an assessment of whether differences in financial scale influence the challenges faced by firms in implementing green business practices.

Table 6.22

Annual Turnover-Wise Differences on Barriers to Green Business Practices Adoption

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
OD	Below 1 Cr.	75	2.502	0.722	2	223	0.583	0.559	No
	Below 5 Cr.	96	2.611	0.674					
	Above 5 Cr.	55	2.576	0.528					
KB	Below 1 Cr.	75	3.591	0.919	2	223	0.583	0.559	No
	Below 5 Cr.	96	3.521	0.902					
	Above 5 Cr.	55	2.994	0.880					
LBR	Below 1 Cr.	75	4.884	0.339	2	223	0.913	0.403	No
	Below 5 Cr.	96	4.941	0.273					
	Above 5 Cr.	55	4.891	0.240					
LSS	Below 1 Cr.	75	3.554	0.766	2	223	0.300	0.741	No
	Below 5 Cr.	96	3.622	0.670					
	Above 5 Cr.	55	3.543	0.662					
LRS	Below 1 Cr.	75	4.702	0.485	2	223	0.054	0.947	No
	Below 5 Cr.	96	4.684	0.491					
	Above 5 Cr.	55	4.709	0.492					

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
PMR	Below 1 Cr.	75	4.702	0.485	2	223	0.054	0.947	No
	Below 5 Cr.	96	4.684	0.491					
	Above 5 Cr.	55	4.709	0.492					
LTI	Below 1 Cr.	75	4.524	0.462	2	223	0.394	0.675	No
	Below 5 Cr.	96	4.559	0.457					
	Above 5 Cr.	55	4.491	0.461					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 6.22) indicate that annual turnover has very minimal influence on the barriers faced by event management firms in adopting Green Business Practices. For all seven barrier dimensions—Organisational Drawbacks ($F = 0.583$, $p = 0.559$), Knowledge Barriers ($F = 0.583$, $p = 0.559$), Lack of Budget & Resources ($F = 0.913$, $p = 0.403$), Lack of Stakeholder Support ($F = 0.300$, $p = 0.741$), Lack of Regulatory Support ($F = 0.054$, $p = 0.947$), Poor Market Response ($F = 0.054$, $p = 0.947$), and Lack of Technology & Infrastructure ($F = 0.394$, $p = 0.675$)—no statistically significant differences were observed across turnover groups. This indicates that firms operating below 1 crore, below 5 crore, and above 5 crore experience these barriers in a broadly similar manner, regardless of their financial scale. Overall, the findings reveal that annual turnover does not contribute to meaningful variation in perceived barriers, suggesting that challenges to green practice adoption are largely uniform across firms of different revenue levels.

6.4 Dimension-wise Descriptive Statistics for Drivers of Green Business Practices

On a dimension-wise analysis (Table 6.23), the findings reveal that Financial Benefits ($M = 1.59$, $SD = 0.70$) and Marketing Strategy ($M = 1.53$, $SD = 0.80$) were rated very low, indicating that firms perceive minimal financial or promotional advantage from these drivers, resulting in weak motivation to adopt Green Business Practices (GBP). Organisational Value ($M = 1.85$, $SD = 0.84$), Stakeholder Pressure ($M = 2.05$, $SD = 0.89$), and Environmental Awareness ($M = 2.50$, $SD = 1.06$) were also found to be low-level drivers, suggesting that internal values, awareness, and external pressures

have only a limited influence on the decision to adopt green initiatives. In contrast, Technology Expertise & Infrastructure ($M = 3.71$, $SD = 0.79$) and Regulatory Mechanism ($M = 3.38$, $SD = 0.70$) were rated comparatively higher, indicating that technological capability and regulatory support are viewed as stronger motivators encouraging the adoption of green business practices.

Table 6.23

Dimension-wise Descriptive Statistics for Drivers of Green Business Practices

Construct	Dimension	Mean	SD	Perception Level
Drivers of Green Business Practices	Organisational Value	1.85	0.84	Low
	Financial Benefits	1.59	0.70	Low
	Environmental Awareness	2.50	1.06	Low
	Stakeholder Pressure	2.05	0.89	Low
	Technological Expertise and Infrastructure	3.71	0.79	High
	Marketing Strategies	1.53	0.80	Low
	Regulatory Mechanism	3.38	0.70	Neutral

Source: Analysis Results

6.5 Dimension-wise Descriptive Statistics for Barriers to Green Business Practices adoption

The dimension-wise analysis of barriers to Green Business Practices adoption (Table 6.24) reveals that the most critical obstacles are lack of budget and other resources ($M = 4.92$), lack of regulatory system ($M = 4.70$), poor market response ($M = 4.57$), and lack of technology and infrastructure ($M = 4.53$), all of which fall within the *very high perception level*, indicating strong agreement among firms that these are major constraints. Knowledge barriers ($M = 3.42$) and lack of stakeholder support ($M = 3.58$) were rated *above moderate*, suggesting that although less critical than financial and regulatory barriers, they still pose significant challenges. Meanwhile, organizational drawbacks ($M = 2.57$) were rated only *below moderate*, implying that internal organizational weaknesses are considered comparatively less serious. Overall, these findings highlight that structural, financial, and systemic limitations dominate as the

strongest barriers to green adoption, whereas internal organizational issues exert a weaker influence.

Table 6.24

Dimension-wise Descriptive Statistics for Barriers to Green Business Practices adoption

Construct	Dimension	Mean	SD	Perception Level
Barriers to Green Business Practices Adoption	Organizational Drawbacks	2.57	1.062	Low
	Knowledge Barriers	3.42	1.29	Neutral
	Lack of Budget and Other Resources	4.92	0.32	Very High
	Lack of Stakeholder Support	3.58	1.21	High
	Lack of Regulatory System	4.70	0.54	Very High
	Poor Market Response	4.57	0.77	Very High
	Lack of Technology and Infrastructure	4.53	0.62	Very High

Source: Analysis Results

6.6 Summary of Inferential Statistical Results on the Effect of Firm Characteristics on Drivers of Green Business Practices

The results presented in Table 6.25 indicate that the impact of firm characteristics on the drivers of Green Business Practices (GBP) is both systematic and consistent across dimensions. Among the seven driver dimensions assessed, Organisational Value, Environmental Awareness, Stakeholder Pressure, Technology Expertise & Infrastructure, and Regulatory Mechanism were significantly influenced by all firm characteristics—namely capital invested, annual return, location, and annual turnover. This shows that these five dimensions serve as core drivers of green practice adoption, particularly strengthened in firms with higher capital investment, stronger profitability, urban location, and greater annual turnover.

In contrast, Financial Benefits and Marketing Strategy did not show significant differences across any of the firm characteristics, suggesting that these two drivers are perceived uniformly regardless of firm size, financial performance, or geographic location. This implies that firms generally do not view direct cost savings or marketing

advantages as primary motivating factors for adopting GBP. Overall, the inferential results demonstrate that internal values, environmental consciousness, stakeholder expectations, technological readiness, and regulatory compliance play a crucial role in motivating event management firms to adopt Green Business Practices, while financial motives and marketing considerations are comparatively weaker influencers across the sector.

Table 6.25

Summary of Inferential Statistical Results on the Effect of Firm Characteristics on Drivers of Green Business Practices

Category	Dimensions	Effect
Capital Invested	Organisational Value	Yes
	Financial Benefits	No
	Environmental Awareness	Yes
	Stakeholders Pressure	Yes
	Technology Expertise & Infrastructure	Yes
	Marketing Strategy	No
	Regulatory Mechanism	Yes
Annual Return	Organisational Value	Yes
	Financial Benefits	No
	Environmental Awareness	Yes
	Stakeholders Pressure	Yes
	Technology Expertise & Infrastructure	Yes
	Marketing Strategy	No
	Regulatory Mechanism	Yes
Location	Organisational Value	Yes
	Financial Benefits	No
	Environmental Awareness	Yes
	Stakeholders Pressure	Yes
	Technology Expertise & Infrastructure	Yes
	Marketing Strategy	No
	Regulatory Mechanism	Yes

Category	Dimensions	Effect
Annual Turnover	Organisational Value	Yes
	Financial Benefits	No
	Environmental Awareness	Yes
	Stakeholders Pressure	Yes
	Technology Expertise & Infrastructure	Yes
	Marketing Strategy	No
	Regulatory Mechanism	Yes

Source: Analysis Results

6.7 Summary of Inferential Statistics- Effect of Firm Characteristics on Barriers to Green Business Practices Adoption

The inferential analysis presented in Table 6.26 reveals that firm characteristics—capital invested, annual return, location, and annual turnover—have limited influence on the barriers perceived by event management firms in adopting Green Business Practices (GBP). Across all four characteristics, the majority of barrier dimensions, including Organisational Drawbacks, Lack of Budget and Resources, Lack of Regulatory Support, Poor Market Response, and Lack of Technology & Infrastructure, showed no significant differences, indicating that these challenges are uniformly experienced by firms regardless of their financial size, profitability, or geographical setting. Only two dimensions—Knowledge Barriers and Lack of Stakeholder Support—exhibited occasional significant variation. Knowledge Barriers differed significantly by capital invested and annual turnover, suggesting that firms with stronger financial capacity may perceive informational or skill-related gaps differently. Lack of Stakeholder Support showed significant variation across annual return and location, indicating that stakeholder involvement and expectations may differ based on profitability levels and operating environments. Overall, the results suggest that while certain barriers are influenced by firm-specific characteristics, most challenges to green practice adoption are systemic and commonly faced across the entire event management sector.

Table 6.26

Summary of Inferential Statistical Results: Effect of Firm Characteristics on Barriers to Green Business Practices Adoption

Category	Dimensions	Effect
Capital Invested	Organizational Drawbacks	No
	Knowledge Barriers	Yes
	Lack of Budget and Other Resources	No
	Lack of Stakeholder Support	No
	Lack of Regulatory System	No
	Poor Market Response	No
	Lack of Technology and Infrastructure	No
Annual Return	Organizational Drawbacks	No
	Knowledge Barriers	No
	Lack of Budget and Other Resources	No
	Lack of Stakeholder Support	Yes
	Lack of Regulatory System	No
	Poor Market Response	No
	Lack of Technology and Infrastructure	No
Location	Organizational Drawbacks	No
	Knowledge Barriers	No
	Lack of Budget and Other Resources	No
	Lack of Stakeholder Support	Yes
	Lack of Regulatory System	No
	Poor Market Response	No
	Lack of Technology and Infrastructure	No
Annual Turnover	Organizational Drawbacks	No
	Knowledge Barriers	Yes
	Lack of Budget and Other Resources	No
	Lack of Stakeholder Support	No
	Lack of Regulatory System	No
	Poor Market Response	No
	Lack of Technology and Infrastructure	No

Source: Analysis Results

6.8 Conclusion

Overall, this chapter shows that the adoption of Green Business Practices (GBP) by event management firms in Kerala is strongly constrained by financial, infrastructural, and regulatory barriers, while most motivating drivers remain weak. Technology and regulatory mechanisms act as the only comparatively strong drivers, whereas organisational values, financial benefits, environmental awareness, stakeholder pressure, and marketing strategies exert limited influence. In contrast, firms face very high barriers such as lack of budget, weak regulatory systems, poor market response, and inadequate technology and infrastructure, which are largely uniform across firm types. These findings indicate that GBP adoption is currently more compliance-driven than value-driven, highlighting the need for stronger policy support, improved infrastructure, financial incentives, and enhanced stakeholder engagement to enable a more effective green transition in the event management sector.

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Chapter 7

SUSTAINABLE PERFORMANCE OF EVENT MANAGEMENT FIRMS

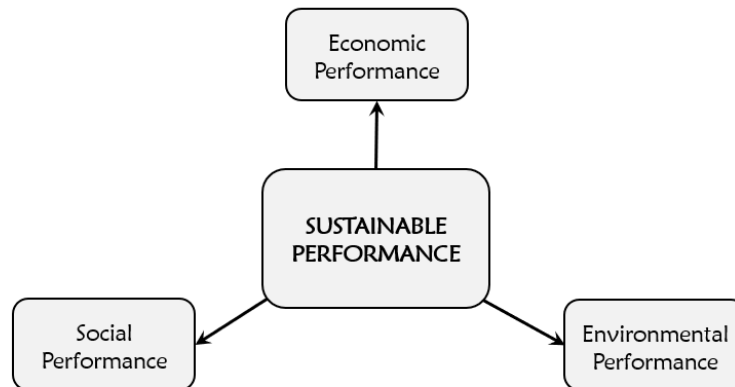
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7.1 Introduction

The concept of sustainable performance is an essential tool through which organizations demonstrate accountability to their stakeholders, like governments, investors, employees, etc. (Al-Abbadi, 2023). Green business practices are now popular across the world, and firms try to improve energy efficiency or reduce pollution to achieve sustainability in performance. Green practices allow the reduction in the potential negative impact of energy consumption and pollution on the environment (Rawashdeh, 2018; Tahir et al., 2020). Sustainable performance is the interaction between the performance of organizations in their business and their environmental, economic, and social performance (Henri & Journeault, 2008). It is the ability of a firm to achieve its business and increase value for shareholders, considering the long-term economic, environmental and social responsibility. It can be measured in many ways. Literature agrees that the three pillars of sustainability are environmental, social, and economic performance (Pakwihok et al., 2012). These are called the pillars because they assist in evaluating the sustainable performance of firms by providing useful information to decision-makers (Kamble et al., 2020).

7.2 Sustainable Performance

The present study adopts the following conceptual definition for sustainable performance (Figure 7.1). The model is composed of three components – Economic Performance, Social Performance, and Environmental Performance. The model is developed from adaptations to the theories developed by Pakwihok et al. (2012), Dey (2022), Lee (2012), Yildiz Çankaya & Sezen (2019), etc. There were 19 items to measure the three elements of Sustainable Performance of firms. The items were anchored on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Figure 7.1*Conceptual Model for Sustainable Performance*

The following section deals with the descriptive and inferential analysis results of each of the components of Sustainable Performance. For each component, the following pattern of analysis is presented:

- Descriptive Statistics: Item-wise Mean and Standard Deviation
- T-test for Equality of Means across Capital Invested
- T-test for Equality of Means across Annual Return
- One-Way ANOVA for Equality of Means across Location
- One-Way ANOVA for Equality of Means across Annual Turnover

7.2.1 Descriptive Analysis-Sustainable Performance of Event Management Firms

This section presents the descriptive statistics of the three dimensions of Sustainable Performance—Economic, Social, and Environmental Performance—showing how event management firms perceive the outcomes of adopting Green Business Practices (GBP). Item-wise mean scores and standard deviations are used to identify areas where firms report strong sustainability achievements and areas where performance remains weak, providing a baseline for the subsequent inferential analysis.

7.2.1.1 Economic Performance

Economic performance of a firm indicates how it functions and the efficiency with which it achieves its intended corporate objectives (Succurro, 2016). It provides a

comprehensive assessment of a firm's health and well-being (Wimalaratna, 2024). Several authors have identified components of economic performance – annual profits generated by the firm (Younis et al, 2016; Afum et al., 2020; Aykol et al., 2015; Dey, 2022; Yildiz Cankaya & Sezen, 2019, etc.); Market share acquired (Afum et al., 2020; Dey, 2022; Lee, 2012; Luthra et al., 2016, etc.); Financial health (Liang & Pathak, 2016; Muhadzdzib & Leon, 2022; Sailaja & Bindumadhavi, 2015, etc.); Efficient working capital management (Iqbal et al., 2023; Karakoc, 2023; Kargin & Alp, 2023; Panigrahi, 2023, etc.); Decreased cost of raw materials (Dey, 2022; Luthra et al., 2016; Yildiz Cankaya & Sezen, 2019, etc.); Decreased cost of energy consumption (Sahoo et al., 2021;; Luthra et al., 2016; Yildiz Cankaya & Sezen, 2019, etc.); and decreased cost of waste disposal (Dey, 2022; Hejazi et al., 2023; Sahoo & Vijayvargy, 2021, etc.). The seven items were designed to measure the components of the descriptive statistics presented in Table 7.1.

Table 7.1

Descriptive Statistics of Economic Performance

No.	Items	Mean	SD
1	Improved Annual Profits	4.070	0.881
2	Improved Market Share	3.881	1.023
3	Improved Financial Health	3.752	1.075
4	Efficient working capital management	3.602	1.007
5	Decreased cost of raw material purchases	1.673	0.765
6	Decreased cost of energy consumption	1.447	0.580
7	Decreased cost of waste discharge	2.066	0.975

Source: Primary Data

It is found that economic performance has a mixed perception from the firms, making it evident that their sustainability in business performance is acquired from a select list of activities. Generally, the firms felt that their economic performance is achieved through improved annual profits (4.070 ± 0.881), improved market share (3.881 ± 1.023), improved financial health (3.752 ± 1.075), and efficient working capital management (3.602 ± 1.007). However, firms reported that they could not achieve advantages through reduced cost of purchases (1.673 ± 0.765), reduced cost of energy

consumption (1.447 ± 0.580), and reduced cost of waste disposal (2.006 ± 0.975), as is evidenced by the low mean scores.

An attempt was made to examine whether the perception towards Economic Performance varied across various categories of firms. The results are given below:

7.2.1.2 Social Performance

Social performance refers to a company's attitude towards the treatment of its employees, suppliers, customers, and other stakeholders. In other words, it is how the firm impacts society at large, affecting the firm's long-term sustainability and reputation. Yildiz Cankaya & Sezen (2019), Afum et al. (2020), etc. found that improved relations with community stakeholders are an important component of social performance. Alraja et al. (2022), Irum et al., 2018 (2016), etc., suggested that when a firm increases its involvement in community welfare programmes, its social performance improves. Improved employee training programmes and education (Irum et al., 2018; de Silva et al., 2023, etc.), increased local community participation as temporary service providers (Afum et al., 2020; Getz, 2009; etc.), increased social media reach (Benitez et al., 2017; Bruce et al., 2023, etc.), and increased job opportunities (Getz, 2009; da Silva et al., 2023, etc.) are also indicative of a firm's social performance. The six items were used to measure the component and the descriptive statistics, presented in Table 7.2.

Table 7.2

Descriptive Statistics of Social Performance

No.	Items	Mean	SD
1	Improved relations with Community stakeholders	2.208	1.305
2	Improved practices in community welfare programmes	3.615	1.009
3	Improved employee training programme and education on various fields	2.557	1.026
4	Increased local community participation	3.655	0.751
5	Increased Social media reach	3.854	0.833
6	Increased job opportunities	4.062	0.877

Source: Primary Data

It is found that the overall perception on social performance is moderate to high, with significant variation in response across the six items. Comparatively, the level of perception on improved relations with stakeholders (2.208 ± 1.305), and improved employee training programmes and education are low and dispersed. (3.761 ± 1.161). Community welfare programmes (3.615 ± 1.009) and community participation (3.655 ± 0.751) are comparatively high, enabling social performance. Increased social media reach (3.854 ± 0.833) and increased job opportunities (4.062 ± 0.877) are the significant contributors to social performance.

An attempt was made to examine whether the perception of Social Performance from green practices varied across various categories of firms. The results are given below:

7.2.1.3 Environmental Performance

Environmental performance of a firm is achieved when it reduces the amount of waste generation (Inman, 2018; Yonis, 2016; Luthra et al., 2016, etc.), and reduces the consumption of resources like water (Alraja et al., 2022; Yonis, 2016; Jabbour et al., 2016; Kovilage, 2021, etc.) and energy (Afum et al., 2020; Wu et al., 2015, etc.). Many researchers suggest that a firm's environmental performance is best improved when it reduces the consumption of hazardous materials (Luthra et al., 2016; Inman, 2018; Hejazi et al., 2023; etc.) and complies with environmental regulations (Gupta & Gupta, 2021; Luthra et al., 2016; Younis et al., 2016, etc.). The five items were studied to measure the component and the descriptive statistics are presented in Table 7.3.

Table 7.3

Descriptive Statistics of Environmental Performance

No.	Items	Mean	SD
1	Reduction in the waste generation	2.690	1.104
2	Resource consumption of water	1.358	0.581
3	Reduction in the consumption of energy	1.398	0.625
4	Reduction in the consumption of hazardous materials	2.929	1.186
5	Compliance with environmental regulations	3.257	1.562

Source: Primary Data

It is found that the overall perception on environmental performance achievement of firms is very low. Comparatively, the firms reported that they had achieved compliance with environmental regulations to a large extent, though with wide variability in response (3.257 ± 1.562). Reduction in the consumption of hazardous materials (2.929 ± 1.186) and reduction in waste generation (2.690 ± 1.104) were achieved to a neutral level. The firms miserably failed to achieve higher performance since they could not achieve a reduction in the consumption of water (1.358 ± 0.581) and energy (1.398 ± 0.625).

7.2.2 Inferential Analysis: Effect of Firm Characteristics on Sustainable Performance of Event Management Firms

The inferential analysis examines how firm-level characteristics, capital invested, annual return, location, and annual turnover influence the sustainable performance of event management firms across the three dimensions: Economic, Social, and Environmental Performance. Using Independent Samples t-tests and One-way ANOVA, the analysis identifies whether differences in financial strength, profitability, and operating environment lead to significant variation in sustainability outcomes. This section presents statistical evidence from multiple group comparisons, helping to understand how firm characteristics shape their capacity to achieve stronger economic gains, social contributions, and environmental responsibility.

7.2.2.1 Capital Investment–Wise Differences in the Sustainable Performance of Event Management Firms

To examine whether sustainable performance varies across different categories of event management firms, an Independent Samples t-test was conducted based on capital investment. The analysis compares micro and small firms across the three dimensions of sustainable performance—Economic, Social, and Environmental Performance. The results are presented in Table 8.4.

Table 7.4

Capital Investment–Wise Differences in the Sustainable Performance of Event Management Firms

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
ECP	Micro	130	2.589	0.645	224	-9.788	0.00*	Yes
	Small	96	3.385	0.563				
SOP	Micro	130	2.976	0.627	224	9.361	0.00*	Yes
	Small	96	3.798	0.686				
ENP	Micro	130	2.135	0.718	224	-4.677	0.00*	Yes
	Small	96	2.585	0.710				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results (Table 7.4) indicate a significant difference in all three dimensions of Sustainable Performance—Economic Performance, Social Performance, and Environmental Performance—based on the capital investment of event management firms. Small firms consistently reported higher sustainable performance than micro firms. Economic Performance showed a strong significant difference ($t = -9.788$, $p = 0.000$), with small firms demonstrating substantially better financial outcomes. Social Performance also differed significantly ($t = 9.361$, $p = 0.000$), indicating that small firms engage more actively in socially responsible initiatives. Similarly, Environmental Performance exhibited a significant difference ($t = -4.677$, $p = 0.000$), suggesting that small firms perform better in environmental sustainability measures. Overall, the results imply that higher capital investment enhances a firm's capacity to achieve stronger sustainability outcomes across economic, social, and environmental dimensions.

7.2.2.2 Annual Return –Wise Differences in the Sustainable Performance of Event Management Firms

Table 7.5 presents the results of the Independent Samples t-test conducted to assess whether the sustainable performance of event management firms varies according to their annual return levels. For this purpose, firms were classified into two groups:

those earning below 20% annual return and those earning above 20% annual return. The table reports the mean scores, standard deviations, and significance levels for the three dimensions of Sustainable Performance—Economic Performance, Social Performance, and Environmental Performance. This analysis helps determine whether higher profitability contributes to enhanced sustainability outcomes among event management firms in Kerala.

Table 7.5

Annual Return –Wise Differences in the Sustainable Performance of Event Management Firms

Dimension	Category	N	Mean	SD	Df	t-Statistic	p-value	Significance
ECP	Below 20%	106	2.628	0.698	224	-6.360	0.00*	Yes
	Above 20%	120	3.192	0.633				
SOP	Below 20%	106	3.118	0.770	224	-3.930	0.00	Yes
	Above 20%	120	3.508	0.722				
ENP	Below 20%	106	2.121	0.731	224	-4.019	0.00*	Yes
	Above 20%	120	2.508	0.717				

* Significant at 05 percent level

Source: Analysis Results

The Independent Samples t-test results show that annual return has a significant influence on all three dimensions of Sustainable Performance among event management firms. Firms earning above 20% annual return reported significantly higher levels of Economic Performance ($t = -6.360$, $p = 0.000$), Social Performance ($t = -3.930$, $p = 0.000$), and Environmental Performance ($t = -4.019$, $p = 0.000$) compared to firms earning below 20%. This indicates that more profitable firms are better positioned to invest in sustainable initiatives, provide improved social engagement, and implement environmentally responsible practices. The consistent significance across all dimensions suggests that higher financial returns directly contribute to stronger sustainability outcomes, implying that profitability enhances a firm's capacity to adopt and maintain sustainable performance practices.

7.2.2.3 Location-wise Differences in the Sustainable Performance of Event Management Firms

Table 7.6 presents the results of the One-way ANOVA conducted to examine whether the sustainable performance of event management firms differs significantly across locations—urban, semi-urban, and rural. The analysis covers three key dimensions of sustainable performance: Economic Performance (ECP), Social Performance (SOP), and Environmental Performance (ENP). By comparing mean scores across these geographical categories, the table identifies whether the operating environment influences how effectively firms achieve economic viability, social responsibility, and environmental sustainability.

Table 7.6

Location-wise Differences in the Sustainable Performance of Event Management Firms

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
ECP	Urban	93	3.194	0.696	2	223	12.395	0.00*	Yes
	Semi-Urban	82	2.789	0.680					
	Rural	51	2.664	0.683					
SOP	Urban	93	3.674	0.542	2	223	19.500	0.00*	Yes
	Semi-Urban	82	3.134	0.617					
	Rural	51	2.997	0.585					
ENP	Urban	93	2.518	0.716	2	223	6.011	0.003	Yes
	Semi-Urban	82	2.246	0.722					
	Rural	51	2.106	0.772					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 7.6) show that location has a significant influence on all three dimensions of sustainable performance among event management firms—Economic Performance ($F = 12.395$, $p = 0.000$), Social Performance ($F = 19.500$, $p = 0.000$), and Environmental Performance ($F = 6.011$, $p = 0.003$). In all three dimensions, urban firms reported the highest mean scores, indicating stronger sustainable performance compared to semi-urban and rural firms. Semi-urban firms consistently ranked in the middle, while rural firms recorded the

lowest perception levels across all dimensions. These results suggest that urban firms are more capable of achieving better economic outcomes, engaging in more socially responsible activities, and implementing stronger environmental practices. The findings imply that access to resources, stakeholder engagement, market demand, and institutional support available in urban areas may contribute to enhanced sustainable performance, whereas rural firms may face structural or contextual limitations. Overall, location plays a significant role in shaping the sustainable performance of event management firms in Kerala.

7.2.2.4 Annual Turnover–Wise Differences on Drivers of Green Business Practice Dimensions

Table 7.7 presents the results of the One-way ANOVA conducted to examine whether the annual turnover of event management firms significantly influences their sustainable performance. For this analysis, firms were classified into three turnover categories—below ₹1 crore, below ₹5 crore, and above ₹5 crore. The table compares the mean scores across the three dimensions of sustainable performance: Economic Performance, Social Performance, and Environmental Performance. This allows an assessment of whether firms with higher revenue demonstrate stronger sustainability outcomes compared to their lower-turnover counterparts.

Table 7.7

Annual Turnover–Wise Differences on Drivers of Green Business Practice Dimensions

Dimension	Category	N	Mean	SD	Df1	Df2	f-Statistic	p-value	Significance
ECP	Below 1 Cr.	75	2.375	0.579	2	223	79.540	0.00*	Yes
	Below 5 Cr.	96	2.967	0.611					
	Above 5 Cr.	55	3.610	0.583					
SOP	Below 1 Cr.	75	2.822	0.620	2	223	59.594	0.00*	Yes
	Below 5 Cr.	96	3.314	0.630					
	Above 5 Cr.	55	4.030	0.615					
ENP	Below 1 Cr.	75	1.997	0.694	2	223	15.718	0.00*	Yes
	Below 5 Cr.	96	2.377	0.705					
	Above 5 Cr.	55	2.687	0.709					

* Significant at 05 percent level

Source: Analysis Results

The One-way ANOVA results (Table 6.10) indicate that annual turnover has a significant influence on all three dimensions of sustainable performance among event management firms—Economic Performance ($F = 79.540$, $p = 0.000$), Social Performance ($F = 59.594$, $p = 0.000$), and Environmental Performance ($F = 15.718$, $p = 0.000$). In each dimension, firms with turnover above ₹5 crore recorded the highest mean scores, followed by firms with turnover below ₹5 crore, while those below ₹1 crore consistently reported the lowest scores. This pattern shows that higher-turnover firms achieve stronger economic stability, better social engagement, and greater environmental responsibility. The findings suggest that financially stronger firms may have greater resources, capacity, and stakeholder support to invest in sustainable initiatives, whereas firms with lower turnover may face financial or operational constraints. Overall, annual turnover plays a crucial role in shaping the sustainable performance levels of event management firms in Kerala.

7.3 Summary of Sustainable Performance of Event Management Firms

The analysis of sustainable performance among event management firms reveals a mixed pattern across dimensions. Economic performance (Mean = 2.93) is at a neutral level, indicating that firms maintain reasonable financial efficiency and stability but still have scope for improvement. Social performance (Mean = 3.33) also falls within the neutral range but is comparatively better than other dimensions, reflecting stronger attention to stakeholder engagement, employee welfare, and community relations. In contrast, environmental performance (Mean = 2.33) remains at a low level, highlighting limited adoption of eco-friendly practices such as waste reduction, energy conservation, and pollution control. Overall, sustainable performance (Mean = 2.89) is neutral, suggesting that while firms show balanced progress in social and economic aspects, the weak environmental performance continues to constrain the overall sustainability potential of event management firms.

Table 7.8*Summary of Sustainable Performance of Event Management Firms*

Construct	Dimension	Mean	SD	Perception Level
Sustainable Performance	Economic Performance	2.93	0.92	Neutral
	Social Performance	3.33	0.98	Neutral
	Environmental Performance	2.33	1.08	Low
	Overall Sustainable performance	2.89	0.95	Neutral

Source: Primary Data

7.4 Summary of Inferential Statistical Results: Effect of Firm Characteristics on Sustainable Performance of Event Management Firms

The inferential results summarised in Table 7.9 indicate that all four firm characteristics—capital invested, annual return, location, and annual turnover—have a significant influence on all three dimensions of sustainable performance: economic, social, and environmental. Regardless of the performance dimension considered, firms with higher capital, higher turnover, better profitability, and urban/semi-urban location consistently demonstrate stronger sustainable performance compared to their counterparts. This suggests that financial strength, market position, and operating environment play a crucial role in enabling event management firms in Kerala to achieve superior sustainability outcomes.

Table 7.9*Summary of Inferential Statistical Results: Effect of Firm Characteristics on Sustainable Performance of Event Management Firms*

Category	Dimensions	Effect
Capital Invested	Economic Performance	Yes
	Social Performance	Yes
	Environmental Performance	Yes
Annual Return	Economic Performance	Yes
	Social Performance	Yes
	Environmental Performance	Yes

Category	Dimensions	Effect
Location	Economic Performance	Yes
	Social Performance	Yes
	Environmental Performance	Yes
Annual Turnover	Economic Performance	Yes
	Social Performance	Yes
	Environmental Performance	Yes

Source: Primary Data

7.5 Conclusion

The analysis of sustainable performance among event management firms in Kerala reveals that while firms show moderate progress in economic and social dimensions, environmental performance remains comparatively weak, limiting overall sustainability. Descriptive results indicate that firms achieve financial stability, community engagement, and stakeholder-oriented practices but struggle to reduce energy and water consumption or adopt environmentally responsible operations. Inferential analysis further confirms that all major firm characteristics—capital invested, annual return, location, and annual turnover—significantly influence sustainable performance outcomes. Firms with higher financial capacity, stronger profitability, and favourable locations (especially urban areas) consistently demonstrate superior performance across economic, social, and environmental dimensions. Overall, the chapter concludes that sustainable performance is closely tied to a firm's financial strength and operating environment, highlighting the need for targeted support and strategic interventions to enhance environmental sustainability among smaller and resource-constrained event management firms.

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Chapter 8

DRIVERS, BARRIERS, AND OUTCOMES OF GREEN BUSINESS PRACTICES: A SEM APPROACH

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8.1 Introduction

Structural Equation Modelling (SEM) is a multivariate statistical analysis procedure, and is used to examine and analyse very complex structural relationships. The SEM process and analysis is a combination of two techniques - Factor Analysis and Multiple Regression Analysis. SEM is similar to multiple regression analysis, but more powerful, as SEM is able to simultaneously examine cause-and-effect relations at multiple levels. (Shook et al., 2004). SEM also allows the examination of relationships between multiple dependent variables (Joreskog et al., 1999) . There are two approaches or methods of SEM to analyse the cause-and-effect relations between latent constructs (Hair et al., 2011) - the Variance-based (PLS) SEM and the Covariance-based (CB) SEM. The former is used when the objective of the analysis is prediction and theory development (Dash & Paul, 2021). Hence, the present study uses PLS-based SEM. PLS-SEM analysis is based on a number of assumptions and conditions. The prescribed quality of data must be ensured for PLS-SEM analysis. Minimum sample size requirement, linearity of relations, multivariate normality, and multivariate outliers were hence examined.

8.1.1 Minimum Sample Size

A minimum sample size is essential for achieving adequate statistical power to observe relationships that exist among data. Hence, power analysis to determine the required sample size (Hair Jr et al., 2014) was done using the G*Power software (available at <http://www.gpower.hhu.de/kostenlos>), which is recommended by many authors like Faul et al. (2007), Kang (2021). The computations are based on effect size, power ($1-\beta$), significance level (α), and type of statistical analysis. The protocol used for power analysis and its results are given in Table 8.1. The minimum sample size required was computed as 77, with actual power achieved of 0.802. Boomsma (1985) and Kline (2005) recommended a sample size above 100 for SEM. The actual

sample size for the study was 226. Considering the possible observed heterogeneity of the population, it was decided to collect at least double the minimum sample size. Therefore, the actual sample size was concluded to be adequate.

Table 8.1

Input and Output Parameters for Power Analysis

Test Family		F Test
Statistical Test		Linear Multiple Regression Fixed Model, R deviation from zero
Input Parameters	Effect Size (f^2)	0.15 (Medium Effect)
	α Error Probability	0.05
	Power (1- β Error Probability)	0.80
	Number of Predictors	3
Output Parameters	Total Sample Size	77
	Actual Power	0.802

Source: G* Power results

8.1.2 Linearity of Relations

The concept of analysis using SEM is based on linear relations that exist among the variables. Hence, the examination of the linearity of relations is recommended. In the study, linearity of relations in the model was examined using a linearity test (ANOVA) in IBM SPSS Software. The results are given in Table 8.2.

Table 8.2

Latent Linearity Test (ANOVA – Deviation from Linearity)

Dependent	Independent	F	Sig.
Green Business Practices	Sustainable Performance	1.100	0.405
Green Business Practices	Drivers of Green Business Practices	0.530	0.827
	Barriers to Green Business Practices Adoption	1.705	0.075

Source: Analysis Results

Relations of Drivers of Green Business Practices ($f = 0.530$; p -value = 0.827) and Barriers to Green Business Practices Adoption ($f = 1.705$; p -value = 0.075) with Green

Business Practices were identified not to significantly vary from linearity. The relation of Green Business Practices ($f = 1.100$; $p\text{-value} = 0.405$) with Sustainable Performance was also linear.

8.1.3 Multivariate Normality

Examination of the multivariate normality of data is critical in analyses that involve multiple dependent variables (Tabachnick et al., 2013). In the study, Mahalanobis distance and critical Chi-square values in IBM SPSS Software were used to examine the multivariate normality of the data. The results are given in Table 8.3. The critical chi-square value ($df=4$; significance level = 0.05) is 9.488. The maximum value of the Mahalanobis distance computed was 7.615, which is lower than the critical chi-square value, thereby confirming that the data fulfils the multivariate normality requirements. Hence, it was concluded that the data conforms to multivariate normality requirements.

Table 8.3

Multivariate Normality Test (Mahalanobis Distance)

Chi-square Statistics			Mahalanobis Distance	
df	Sig. Level	Critical Value	Minimum	Maximum
4	0.05	9.488	0.374	7.615

Source: Analysis Results

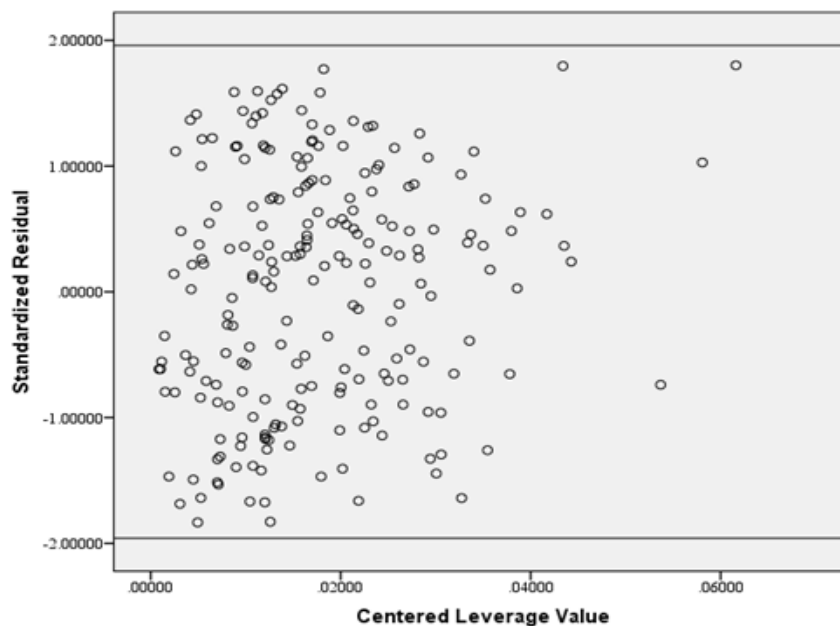
8.1.4 Multivariate Outliers

Values that become extreme when several dimensions (variables) are taken into account are called multivariate outliers (Leys et al., 2019) and can cause problems++ in fit indices when performing analysis in SEM (Kline, 2015). This can be identified using distance and influence calculations. The existence of multivariate outliers in data was examined using the Standardized Residual-Centred Leverage Value (Leys et al., 2019) in IBM SPSS Software. Standardized Residuals outside ± 1.96 are treated as outliers, and those outside ± 3.00 are treated as extreme outliers. A scatterplot was generated, with upper and lower bounds at ± 1.96 . The plot is presented in Figure 8.1.

Since none of the residual values lie outside the bounds, it was concluded that the data is free from multivariate outliers.

Figure. 8.1

Scatterplot for Multivariate outliers



Based on the above results, it was concluded that the data conforms to the required quality standards to perform SEM analysis. The following section deals with the SEM analysis process and results. The SEM analysis process is composed of three distinct steps:

- I. Measurement Model Specification
- II. Measurement Model Evaluation
- III. Structural Model Assessment.

8.2 Measurement Model

Specifying the measurement model is composed of identifying the endogenous and exogenous constructs in the model and finalising the measurement items and scale. The exogenous model is composed of predictor constructs (independent), and the endogenous model consists of the dependent constructs. The details of the model components are given in the following table (Table 8.4).

Table 8.4

Model Components

Constructs	
Exogenous	Endogenous
Drivers of Green Business Practices	Green Business Practices
Barriers to Green Practice Adoption	
Green Business Practices	Sustainable Performance

Source: Analysis Results

All five constructs are specified as having hierarchical components. Hierarchical construct is measured by other underlying constructs and not by manifest variables. (van Riel et al., 2017). This approach reduces the path relations and improves the model parsimony. (Polites et al., 2012). The relation between the higher-order construct and lower-order components was specified as reflective-reflective in nature. Table 8.5 presents the hierarchical component structure (higher-order construct, lower-order components, number of indicators) of the model.

The higher-order constructs were identified using the disjoint two-stage approach as recommended by Ringle et al. (2012). In stage one, the path model is specified using only the lower-order components directly linked to the dependent constructs, excluding all the higher-order constructs and single-order constructs. The model is then run and evaluated for reliability and validity measures. In the second stage, the latent variable scores of the lower-order components are saved, and the path model is redrawn, excluding all the lower-order components and including all the higher-order constructs. In the second stage, all the lower-order components become the indicators of the higher-order constructs. The evaluation of the model is repeated (Sarstedt et al., 2019).

Figure 8.2 gives the overall conceptual model proposed in the present study.

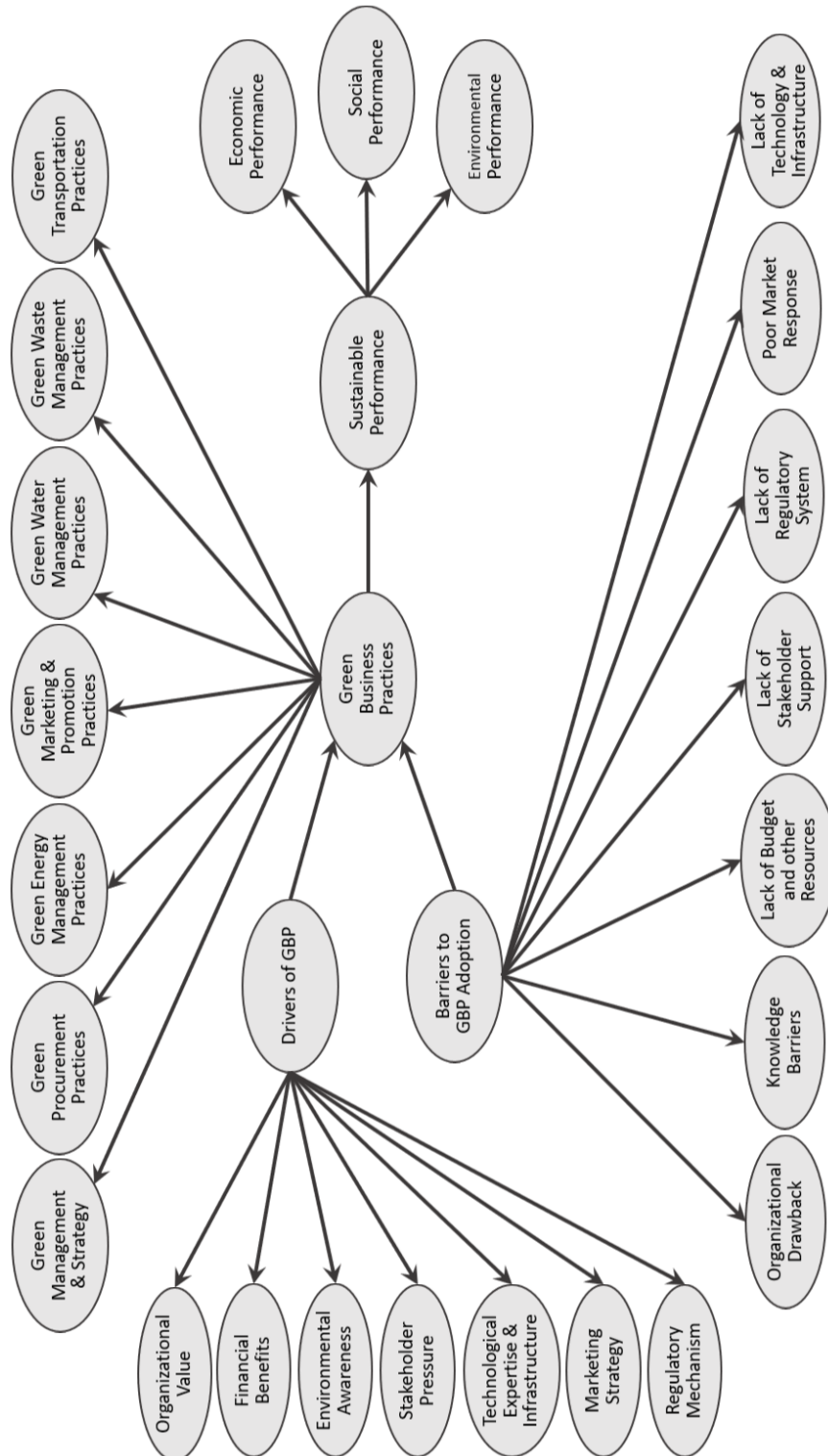
Table 8.5*Hierarchical Component Structure*

Higher Order Construct	Lower Order Component	Indicators
Green Business Practices	Green Management and Strategy	4
	Green Marketing & Promotion Practices	3
	Green Procurement Practices	4
	Green Energy Management Practices	4
	Green Transportation Practices	4
	Green Water Management Practices	4
	Green Waste Management Practices	7
Drivers of Green Business Practices	Organizational Value	3
	Financial Benefit	3
	Environmental Awareness	3
	Stakeholders Pressure	7
	Technological Expertise and Infrastructure	3
	Marketing Strategy	3
	Regulatory Mechanism	3
Barriers to Green Business Practice Adoption	Organizational Drawback	3
	Knowledge Barriers	3
	Lack of Budget and Other Resources	3
	Lack of Stakeholders Support	7
	Lack of Regulatory System	3
	Poor Market Response	3
	Lack of Technology and Infrastructure	3
Sustainable Performance	Economic Performance	7
	Social Performance	6
	Environmental Performance	5

Source: Analysis Results

Figure 8.2

Conceptual Model Proposed



8.3 Measurement Model Evaluation

Once the measurement model is specified, the process of SEM proceeds to the evaluation of the measurement model, which is essentially a Confirmatory Factor Analysis. Since the model is composed of hierarchical reflective-reflective components, all the components are evaluated for their reliability and validity in two stages. Based on Hair Jr, Hult, Ringle, Sarstedt, et al. (2021), evaluation of the measurement model included the following steps:

1. Evaluation of Indicator Reliability
2. Evaluation of Internal Consistency Reliability
3. Evaluation of Convergent Validity, and
4. Evaluation of Discriminant Validity.

The four measures are discussed below:

8.3.1 Indicator Reliability

Indicator reliability examines the extent to which the variance in an indicator is explained by the construct that the indicator measures. It is measured using Indicator Loadings. Indicator loadings are the bivariate correlations that exist between the indicator and the construct. Loadings above 0.708 are recommended as they suggest that the construct explains more than 50 percent of the indicator's variance. (Hair Jr, Hult, Ringle, Sarstedt, et al., 2021)

8.3.2. Internal Consistency Reliability

Internal consistency reliability is the extent to which the indicators measuring a particular construct are associated with all other indicators measuring that construct. (Hair Jr, Hult, Ringle, & Sarstedt, 2021). It evaluates the consistency of results across all of the indicators measuring a single construct (Hajjar, 2018). Internal consistency reliability is measured using Cronbach's Alpha, Composite Reliability (ρ_c), and Exact Reliability (ρ_a). Cronbach's alpha values above 0.70 are considered acceptable, based on Nunally & Bernstein (1994). Composite Reliability (ρ_c)

values above 0.60 are considered acceptable (Hair Jr. et al., 2021). Ringle et al. (2023), recommended Cronbach's alpha and ρ_c as lower and upper bounds of ρ_a while reporting results of internal consistency reliability.

8.3.3. Convergent Validity

Convergent validity is the extent to which the construct converges to explain the variance in its indicators. Convergent validity is measured using Average Variance Extracted (AVE). AVE is the grand mean value of the squared loadings of the indicators of a construct, and values above 0.50 are acceptable (Hair Jr. et al., 2021).

8.3.4. Discriminant Validity

Discriminant validity measures the empirical uniqueness of a construct from all other constructs in the model (Hair Jr. et al., 2021). Discriminant Validity is evaluated using the Heterotrait-Monotrait Ratio (HTMT Ratio). HTMT is the ratio between (i) the average of the heterotrait-heteromethod correlations (correlations of the indicators across constructs measuring different phenomena) and (ii) the average of the monotrait heteromethod correlations (correlations of indicators within the same construct). Suggested threshold of HTMT is 0.85.

The following section discusses the results of the evaluation separately in stage one and stage two.

8.4. Measurement model Evaluation: Stage one result

In this stage, the reliability and validity of the lower-order components of the model are evaluated. The following are the results.

Indicator Reliability: Stage One

Indicator Reliability – Green Business Practices

From the Table 8.6, it is seen that for all the seven components of Green Business Practices, the indicator loadings are above the recommended minimum of 0.708 - Green Management and Strategy (0.750 to 0.890), Green Marketing & Promotion Practices (0.714 to 0.908), Green Procurement Practices (0.727 to 0.830), Green

Energy Management Practices (0.751 to 0.874), Green Water Management Practices (0.798 to 0.949), Green Waste Management Practices (0.711 to 0.883), and Green Transportation Practices (0.728 to 0.919).

Table 8.6

Indicator Reliability – Green Business Practices

Lower Order Component	Indicators	Indicator Loading
Green Management and Strategy (GMS)	GMS1	0.890
	GMS2	0.816
	GMS3	0.833
	GMS4	0.750
Green Procurement Practices (GPP)	GPP1	0.802
	GPP2	0.812
	GPP3	0.727
	GPP4	0.830
Green Energy Management Practices (GEP)	GEP1	0.825
	GEP2	0.751
	GEP3	0.874
	GEP4	0.788
Green Marketing & Promotion Practices (GMP)	GMP1	0.715
	GMP2	0.908
	GMP3	0.714
Green Water Management Practices (GWM)	GWM1	0.949
	GWM2	0.948
	GWM3	0.858
	GWM4	0.798
Green Waste Management Practices (GWP)	GWP1	0.737
	GWP2	0.837
	GWP3	0.814
	GWP4	0.883
	GWP5	0.711
	GWP6	0.752
	GWP7	0.728
Green Transportation Practices (GTP)	GTP1	0.919
	GTP2	0.767
	GTP3	0.728
	GTP4	0.862

Source: Analysis Results

8.4.1. Indicator Reliability – Drivers of Green Business Practices

Table 8.7 shows that for all the seven components of Drivers of Green Business Practices, the indicator loadings are above the recommended minimum of 0.708 - Organizational Value (0.943 to 0.983), Financial Benefit (0.884 to 0.932), Environmental Awareness (0.896 to 0.969), Stakeholders Pressure (0.724 to 0.882), Technological Expertise and Infrastructure (0.708 to 0.955), Marketing Strategy (0.953 to 0.983), and Regulatory Mechanism (0.711 to 0.953).

Table 8.7

Indicator Reliability – Drivers of Green Business Practices

Lower Order Component	Indicators	Indicator Loading
Organizational Value (OV)	OV1	0.943
	OV2	0.983
	OV3	0.961
Financial Benefit (FB)	FB1	0.932
	FB2	0.915
	FB3	0.884
Environmental Awareness (EA)	EA1	0.896
	EA2	0.969
	EA3	0.947
Stakeholders Pressure (STP)	STP1	0.778
	STP2	0.867
	STP3	0.882
	STP4	0.779
	STP5	0.815
	STP6	0.724
	STP7	0.850
Technological Expertise and Infrastructure (TEP)	TEI1	0.708
	TEI2	0.955
	TEI3	0.950
Marketing Strategy (MS)	MS1	0.974
	MS2	0.983
	MS3	0.953
Regulatory Mechanism (RM)	RM1	0.953
	RM2	0.901
	RM3	0.711

Source: Analysis Results

8.4.2. Indicator Reliability – Barriers of Green Business Practices

Table 8.8 shows the indicator loadings of all the seven components of Barriers to the Adoption of Green Business Practices - Organizational Drawback (0.752 to 0.861), Knowledge Barriers (0.735 to 0.969), Lack of Budget and Other Resources (0.708 to 0.844), Lack of Stakeholders Support (0.714 to 0.857), Lack of Regulatory System (0.770 to 0.950), Poor Market Response (0.718 to 0.889), and Lack of Technology and Infrastructure (0.734 to 0.809). All the indicator loadings are above the recommended minimum of 0.708.

Table 8.8

Indicator Reliability – Barriers to Green Business Practices

Lower Order Component	Indicators	Indicator Loading
Organizational Drawback (OD)	OD1	0.804
	OD2	0.861
	OD3	0.752
Knowledge Barriers (KB)	KB1	0.950
	KB2	0.969
	KB3	0.735
Lack of Budget and Other Resources (LBR)	LBR1	0.844
	LBR2	0.708
	LBR3	0.742
Lack of Stakeholders Support (LSS)	LSS1	0.714
	LSS2	0.734
	LSS3	0.857
	LSS4	0.789
	LSS5	0.747
	LSS6	0.722
	LSS7	0.746
Lack of Regulatory System (LRS)	LRS1	0.928
	LRS2	0.950
	LRS3	0.770
Poor Market Response	PMR1	0.718
	PMR2	0.889
	PMR3	0.775
Lack of Technology and Infrastructure	LTI1	0.737
	LTI2	0.809
	LTI3	0.734

Source: Analysis Results

8.4.3. Indicator Reliability – Sustainable Performance

The indicator loadings of the three components of Sustainable Performance were as follows: Economic Performance (0.742 to 0.882), Social Performance (0.728 to 0.894), and Environmental Performance (0.735 to 0.853). All the indicator loadings are above the recommended minimum of 0.708. See Table 8.9.

Table 8.9

Indicator Reliability – Sustainable Performance

Lower Order Component	Indicators	Indicator Loading
Economic Performance (ECP)	ECP1	0.778
	ECP2	0.867
	ECP3	0.882
	ECP4	0.779
	ECP5	0.815
	ECP6	0.742
	ECP7	0.850
Social Performance (SOP)	SOP1	0.877
	SOP2	0.890
	SOP3	0.894
	SOP4	0.728
	SOP5	0.824
	SOP6	0.799
Environmental Performance (ENP)	ENP1	0.739
	ENP2	0.844
	ENP3	0.853
	ENP4	0.766
	ENP5	0.735

Source: Analysis Results

Based on the above results, it is concluded that indicator reliability is achieved for all 24 lower-order components in stage one.

8.4.4. Internal Consistency Reliability: Stage One

The results of the computation of Composite Reliability (ρ_c), Cronbach's Alpha, and Exact Reliability (ρ_a) are given in the following table (Table 8.10).

All the computed Cronbach's Alpha values are found to be within the lowest 0.706 (Regulatory Mechanism) and the highest 0.960 (Organizational Value). Hence, the results are acceptable. The Composite Reliability (ρ_c) values computed were above the recommended minimum of 0.60, with the lowest value reported for Green Marketing & Promotion Practices (0.762). The Exact Reliability (ρ_a) values ranged between a low of 0.730 (Organizational Drawback) and a high of 0.971 (Organizational Value). Moreover, all the computed ρ_a values lie between the corresponding Cronbach's alpha value and ρ_c as suggested by Ringle et al. (2023). Hence, it is concluded that the stage one measurement model achieves Internal Consistency Reliability.

Table 8.10

Internal Consistency Reliability – Green Business Practices

Lower Order Components	No. of Items	Cronbach's Alpha	ρ_a	ρ_c
Green Management and Strategy	4	0.841	0.853	0.891
Green Marketing & Promotion Practices	3	0.726	0.748	0.762
Green Procurement Practices	4	0.712	0.731	0.818
Green Energy Management Practices	4	0.759	0.786	0.850
Green Transportation Practices	4	0.787	0.828	0.861
Green Water Management Practices	4	0.911	0.927	0.938
Green Waste Management Practices	7	0.796	0.862	0.857
Organizational Value	3	0.960	0.971	0.974
Financial Benefit	3	0.902	0.917	0.936
Environmental Awareness	3	0.931	0.936	0.956
Stakeholders Pressure	7	0.898	0.899	0.922
Technological Expertise & Infrastructure	3	0.842	0.888	0.907
Marketing Strategy	3	0.909	0.939	0.979
Regulatory Mechanism	3	0.706	0.773	0.804

Lower Order Components	No. of Items	Cronbach's Alpha	rho_a	rho_c
Organizational Drawback	3	0.716	0.730	0.790
Knowledge Barriers	3	0.842	0.856	0.896
Lack of Budget and Other Resources	3	0.746	0.763	0.808
Lack of Stakeholders Support	7	0.794	0.829	0.871
Lack of Regulatory System	3	0.858	0.875	0.916
Poor Market Response	3	0.707	0.743	0.804
Lack of Technology and Infrastructure	3	0.747	0.749	0.805
Economic Performance	7	0.847	0.853	0.891
Social Performance	6	0.898	0.899	0.922
Environmental Performance	5	0.847	0.853	0.891

Source: Analysis Results

8.4.5. Convergent Validity: Stage One

Convergent validity of the stage one measurement model was evaluated using Average Variance Extracted (AVE). The results are given in Table 8.11. The range of values for the twenty-four components lies between 0.516 (Green Marketing & Promotion Practices) and 0.941 (Marketing Strategy). In all cases, the computed values are above the recommended minimum of 0.50. Hence, it is concluded that the model achieves convergent validity in stage one.

Table 8.11

Convergent Validity – Average Variance Extracted

Lower Order Components	AVE
Green Management and Strategy	0.679
Green Procurement Practices	0.543
Green Energy Management Practices	0.592
Green Marketing & Promotion Practices	0.516
Green Water Management Practices	0.793
Green Waste Management Practices	0.542
Green Transportation Practices	0.612

Lower Order Components	AVE
Organizational Value	0.926
Financial Benefit	0.830
Environmental Awareness	0.880
Stakeholders Pressure	0.632
Technological Expertise & Infrastructure	0.769
Marketing Strategy	0.941
Regulatory Mechanism	0.577
Organizational Drawback	0.564
Knowledge Barriers	0.748
Lack of Budget and Other Resources	0.586
Lack of Stakeholders Support	0.691
Lack of Regulatory System	0.785
Poor Market Response	0.577
Lack of Technology and Infrastructure	0.579
Economic Performance	0.610
Social Performance	0.632
Environmental Performance	0.623

Source: Analysis Results

8.4.6. Discriminant Validity: Stage One

Discriminant validity of the stage one measurement model was evaluated using the Heterotrait–Monotrait Ratio (HTMT).

As presented in Table 8.12, the HTMT values for all components of Green Business Practices were within the acceptable threshold, confirming adequate discriminant validity. The HTMT ranges for each construct are as follows: Green Management and Strategy (0.357 to 0.629), Green Procurement Practices (0.439 to 0.700), Green Energy Management Practices (0.384 to 0.722), Green Marketing & Promotion Practices (0.400 to 0.629), Green Water Management Practices (0.384 to 0.624), Green Waste Management Practices (0.430 to 0.722), and Green Transportation

Practices (0.357 to 0.663). These values indicate that the constructs are sufficiently distinct from one another, supporting the discriminant validity of the model.

Table 8.12

Discriminant Validity – HTMT (Green Business Practices)

Lower Order Components		1	2	3	4	5	6	7
Green Management and Strategy	1	--						
Green Marketing & Promotion Practices	2	0.629	--					
Green Procurement Practices	3	0.439	0.619	--				
Green Energy Management Practice	4	0.527	0.620	0.700	--			
Green Transportation Practices	5	0.357	0.650	0.660	0.649	--		
Green Water Management Practice	6	0.624	0.400	0.596	0.384	0.471	--	
Green Waste Management Practice	7	0.565	0.640	0.545	0.722	0.663	0.430	--

Source: Analysis Results

Table 8.13 shows that for all the seven components of Drivers of Green Business Practices, the indicator loadings are above the recommended minimum of 0.708 - Organizational Value (0.073 to 0.592), Financial Benefit (0.032 to 0.476), Environmental Awareness (0.230 to 0.616), Stakeholders Pressure (0.133 to 0.592), Technological Expertise and Infrastructure (0.091 to 0.592), Marketing Strategy (0.404 to 0.616), and Regulatory Mechanism (0.032 to 0.404).

Table 8.13*Discriminant Validity – HTMT (Drivers of Green Business Practices)*

Lower Order Components		1	2	3	4	5	6	7
Organizational Value	1	--						
Financial Benefit	2	0.073	--					
Environmental Awareness	3	0.428	0.177	--				
Stakeholders Pressure	4	0.419	0.340	0.378	--			
Technological Expertise & Infrastructure	5	0.592	0.133	0.244	0.231	--		
Marketing Strategy	6	0.544	0.476	0.616	0.577	0.537	--	
Regulatory Mechanism	7	0.349	0.032	0.23	0.237	0.091	0.404	--

Source: Analysis Results

Table 8.14 shows the indicator loadings of all the seven components of Barriers to the Adoption of Green Business Practices - Organizational Drawback (0.172 to 0.525), Knowledge Barriers (0.127 to 0.310), Lack of Budget and Other Resources (0.127 to 0.518), Lack of Stakeholders Support (0.310 to 0.525), Lack of Regulatory System (0.225 to 0.417), Poor Market Response (0.180 to 0.518), and Lack of Technology and Infrastructure (0.164 to 0.358).

Table 8.14*Discriminant Validity – HTMT (Barriers to Green Business Practice Adoption)*

Lower Order Components		1	2	3	4	5	6	7
Organizational Drawback	1	--						
Knowledge Barriers	2	0.192	--					
Lack of Budget and Other Resources	3	0.232	0.127	--				
Lack of Stakeholders Support	4	0.525	0.31	0.345	--			
Lack of Regulatory System	5	0.331	0.225	0.385	0.417	--		
Poor Market Response	6	0.263	0.18	0.518	0.444	0.32	--	
Lack of Technology and Infrastructure	7	0.172	0.164	0.358	0.301	0.276	0.247	--

Source: Analysis Results

Table 8.15 shows the indicator loadings of the three components of Sustainable Performance were as follows: Economic Performance (0.538 to 0.615), Social Performance (0.607 to 0.615), and Environmental Performance (0.538 to 0.607).

Table 8.15

Discriminant Validity – HTMT (Sustainable Performance)

Lower Order Components		1	2	3
Economic Performance	1	--		
Social Performance	2	0.615	--	
Environmental Performance	3	0.538	0.607	--

Source: Analysis Results

From the results, it is proven that all the computed HTMT values are within the threshold level of 0.85. Hence, it was concluded that the model achieved discriminant validity in stage one.

Based on the above overall results, in stage one, the measurement model evaluation confirmed the achievement of indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Hence, the evaluation of the measurement model proceeds to stage two of measurement model evaluation. Here, all the indicators of the lower-order components are removed from the model, and all the 24 lower-order components now become the indicators of the four higher-order constructs. The Latent variable scores are saved from the stage one analysis and are added to the original data file. Then the entire process of evaluating reliability and validity is repeated. The process of the stage two measurement model evaluation is discussed below:

8.5. Measurement Model Evaluation: Stage Two

In this stage, the reliability and validity of the higher-order constructs of the model are evaluated. The following are the results.

8.5.1 Indicator Reliability: Stage Two

Table 8.16 gives the indicator loadings of the four constructs in the stage two. For Green Business Practices, the indicator loadings range from 0.711 (Green Marketing & Promotion Practices) to 0.833 (Green Transportation Practices). For Drivers of

Green Business Practices, the indicator loadings range from 0.718 (Organizational Value) to 0.962 (Stakeholders Pressure). In case of Barriers to Green Business Practices Adoption, the indicator loadings range from 0.702 (Knowledge Barriers) to 0.823 (Lack of Regulatory System). The range of loadings for Sustainable Performance was 0.801 (Social Performance) to 0.913 (Economic Performance). All the indicator loadings were high and above the recommended minimum of 0.708. Hence, it is concluded that the measurement model achieves indicator reliability in stage two.

Table 8.16*Indicator Reliability*

Higher Order Constructs	Indicators	Indicator Loading
Green Business Practices	Green Management and Strategy	0.817
	Green Marketing & Promotion Practices	0.711
	Green Procurement Practices	0.749
	Green Energy Management Practices	0.816
	Green Transportation Practices	0.833
	Green Water Management Practices	0.730
	Green Waste Management Practices	0.723
Drivers of Green Business Practices	Organizational Value	0.718
	Financial Benefit	0.760
	Environmental Awareness	0.765
	Stakeholders Pressure	0.962
	Technological Expertise and Infrastructure	0.691
	Marketing Strategy	0.777
	Regulatory Mechanism	0.671
Barriers to Green Business Practices Adoption	Organizational Drawback	0.790
	Knowledge Barriers	0.702
	Lack of Budget and Other Resources	0.796
	Lack of Stakeholders Support	0.753
	Lack of Regulatory System	0.823
	Poor Market Response	0.806
	Lack of Technology and Infrastructure	0.718
Sustainable Performance	Economic Performance	0.913
	Social Performance	0.801
	Environmental Performance	0.864

Source: Analysis Results

8.5.2. Internal Consistency Reliability: Stage Two

The results of the computation of Composite Reliability (ρ_c), Cronbach's Alpha, and Exact Reliability (ρ_a) are given in the following table (Table 8.17).

Cronbach's Alpha values computed are 0.880 (Green Business Practices), 0.764 (Drivers of Green Business Practices), 0.704 (Barriers to Green Business Practices Adoption), and 0.824 (Sustainable Performance). Hence, the values are acceptable. The Composite Reliability (ρ_c) values computed were above the recommended minimum of 0.60 – 0.908 (Green Business Practices), 0.842 (Drivers of Green Business Practices), 0.740 (Barriers to Green Business Practices Adoption), and 0.895 (Sustainable Performance). The Exact Reliability (ρ_a) values ranged between 0.886 (Green Business Practices), 0.789 (Drivers of Green Business Practices), 0.709 (Barriers to Green Business Practices Adoption), and 0.824 (Sustainable Performance). Moreover, all the computed ρ_a values lie between the corresponding Cronbach's alpha value and ρ_c as suggested by Ringle et al. (2023). Hence, it is concluded that the stage two measurement model achieves Internal Consistency Reliability.

Table 8.17

Internal Consistency Reliability – Green Business Practices

Higher Order Constructs	No. of Items	Cronbach's Alpha	ρ_a	ρ_c
Green Business Practices	7	0.880	0.886	0.908
Drivers of Green Business Practices	7	0.764	0.789	0.842
Barriers to Green Business Practices Adoption	7	0.704	0.709	0.740
Sustainable Performance	3	0.824	0.824	0.895

Source: Analysis Results

8.5.3. Convergent Validity: Stage Two

Convergent validity of the stage two measurement model was evaluated using Average Variance Extracted (AVE). The results are given in Table 8.18. The computed AVE values are as follows: 0.593 (Green Business Practices), 0.591 (Drivers of Green

Business Practices), 0.594 (Barriers to Green Business Practices Adoption), and 0.741 (Sustainable Performance). In all cases, the computed values are above the recommended minimum of 0.50. Hence it is concluded that the model achieves convergent validity in stage two.

Table 8.18

Convergent Validity – Average Variance Extracted.

Higher Order Constructs	AVE
Green Business Practices	0.593
Drivers of Green Business Practices	0.591
Barriers to Green Business Practices Adoption	0.594
Sustainable Performance	0.741

Source: Analysis Results

8.5.4. Discriminant Validity: Stage Two

Discriminant validity of the stage two measurement model (Table 8.19) was evaluated using the Heterotrait-Monotrait Ratio (HTMT). The range of HTMT values is as follows: Green Business Practices (0.386 to 0.567), Drivers of Green Business Practices (0.119 to 0.567), Barriers to Green Business Practices Adoption (0.410 to 0.567), and Sustainable Performance (0.119 to 0.410). From the results, it is confirmed that, since all computed HTMT values are within the threshold of 0.85, the model achieved discriminant validity in stage two.

Table 8.19

Discriminant Validity – HTMT (Higher Order Constructs)

Lower Order Components		1	2	3	4
Green Business Practices	1	--			
Drivers of Green Business Practices	2	0.488	--		
Barriers to Green Business Practices Adoption	3	0.567	0.492	--	
Sustainable Performance	4	0.386	0.119	0.410	--

Source: Analysis Results

Based on the above overall results of evaluation in stage two, it is confirmed that the measurement model achieved indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

8.6. Summary of Measurement Model Evaluation

Based on the results of evaluation of stage one and two measurement model, it is concluded that the model proposed in the present study fulfilled all the relevant criteria recommended. Based on Hair Jr et al. (2014), this confirms the accurate measurement and representation of constructs in the model. These constructs can therefore be used for measuring the inner path model relations proposed by the theory. Hence, the study proceeded to the structural model assessment. The results would provide evidence to support the conceptual model proposed (Chin, 2010).

8.7. Structural Model Assessment

The structural model is the hypothesized relations between the various constructs included in the study. The model forms the basis of the formulation of hypotheses. The predictors in the model are called exogenous constructs, and the dependent variables are called endogenous constructs. The cause-and-effect relation between the exogenous and endogenous constructs is examined in the assessment of the structural model. In the present study, the Green Business Practices (endogenous) are predicted by the Drivers of Green Business Practices (exogenous) and Barriers to Adoption of Green Business Practices (exogenous). Subsequently, the Sustainable Performance (endogenous) of firms is predicted by Green Business Practices (exogenous).

The objectives of the study were to examine the effect of:

- (i) each component of Drivers and Barriers on the Green Business Practices, and
- (ii) each of the components of Green Business Practices on Sustainable Performance.

Since all four constructs (Drivers, Barriers, Green Business Practices, and Sustainable Performance) are specified as higher-order constructs, the model was run in two stages to achieve the objectives.

The structural models are presented in Figures 8.3 and 8.4.

In the **structural model one**, the Drivers and Barriers are composed of the lower-order components, while the Green Business Practices and Sustainable Performance are specified as being composed of the higher-order components only. Hence, in this case, the indicators of the seven components of the Drivers and Barriers, and the latent variable scores of the lower-order components of Green Business Practices and Sustainable Performance are used to run the SEM model. The model one involved testing 14 hypotheses, 7 each for Drivers and Barriers.

In the **structural model two**, the Drivers, Barriers, and sustainable Performance are specified as being composed of the higher-order constructs only, while the Green Business Practices were specified as being composed of the lower-order components only. Hence, in this case, the indicators of the seven components of Green Business Practices, and the latent variable scores of the lower-order components of Drivers, Barriers, and Sustainable Performance are used to run the SEM model. Model 2 involved the testing of 7 hypotheses.

Figure 8.3

Structural Model for Green Business Practices

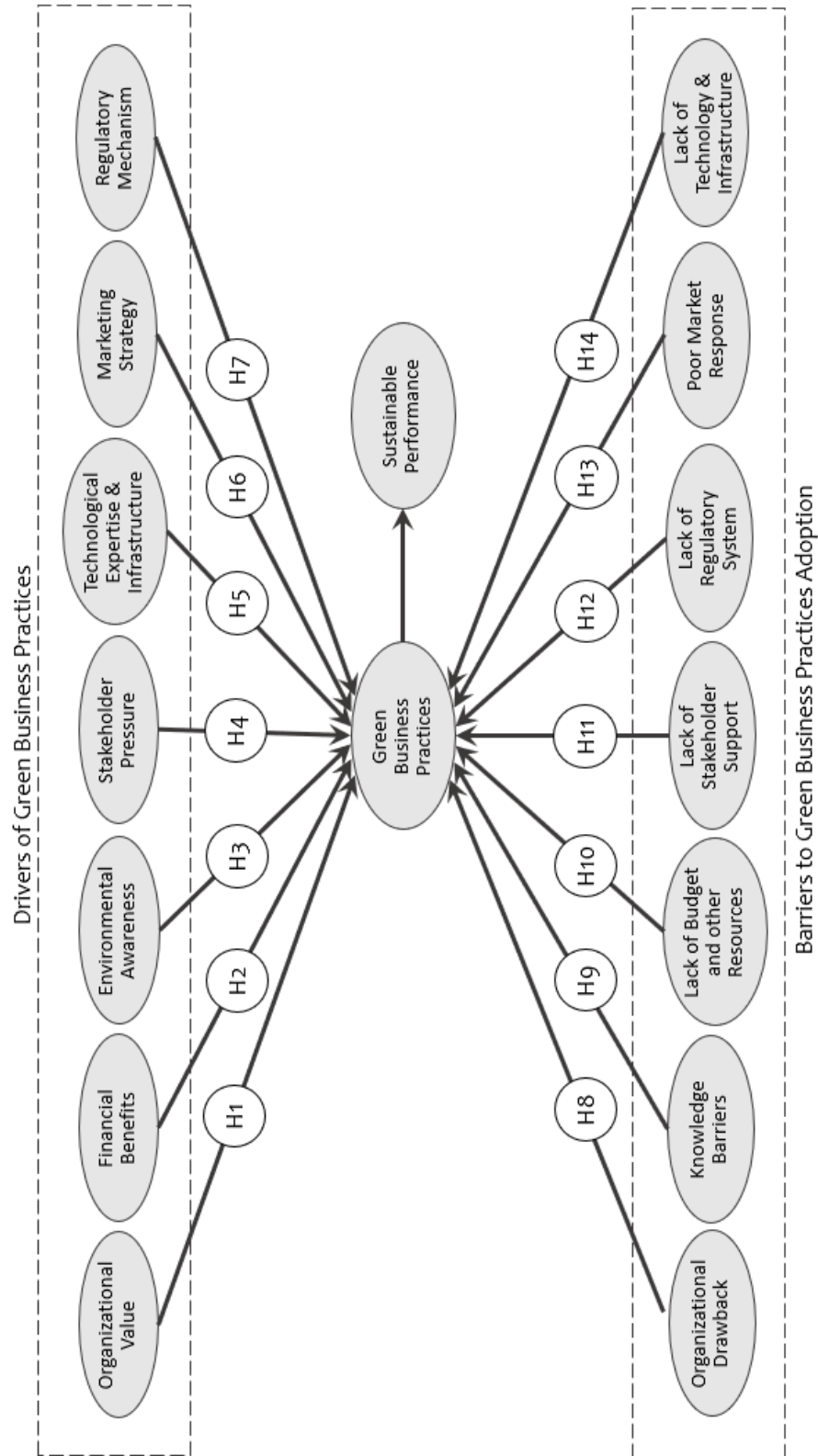
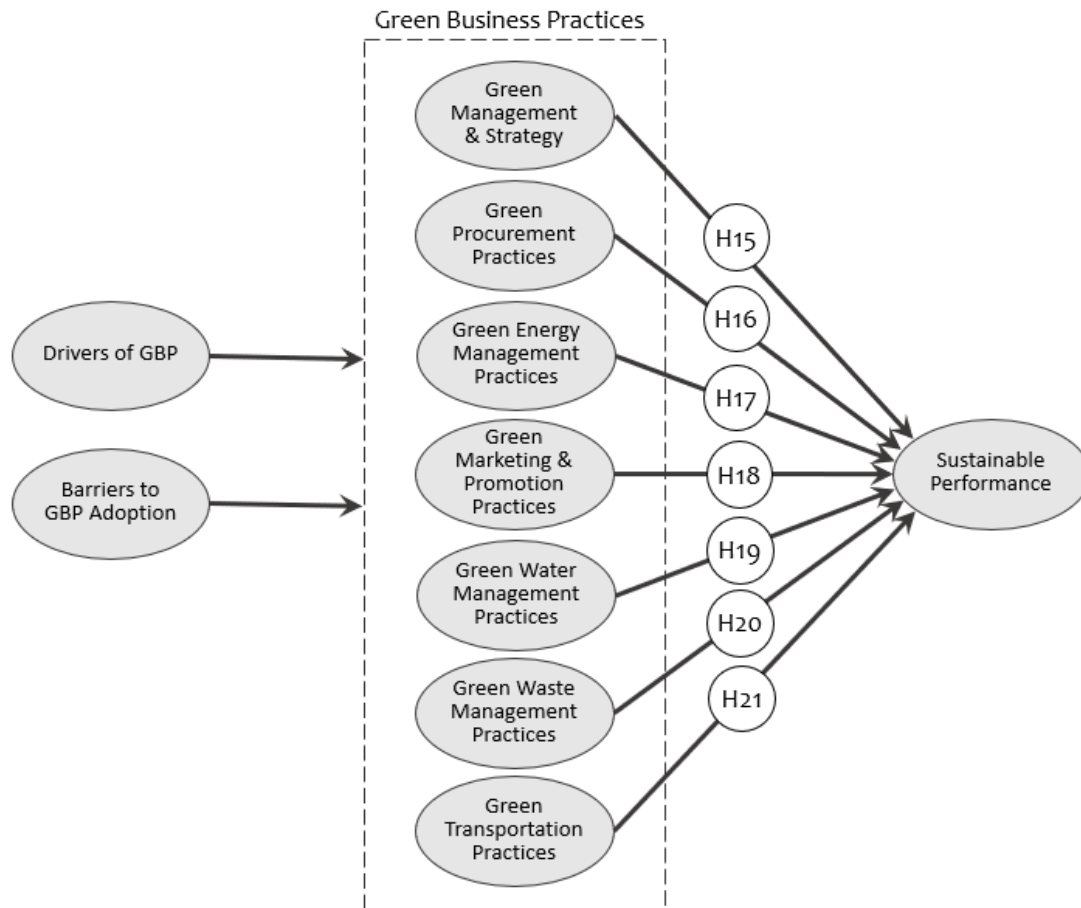


Figure 8.4*Structural Model for Sustainable Performance*

8.8 Process of Structural Model Assessment

The assessment of the structural model consisted of the following steps (Hair et al., 2014):

1. Assessment for Collinearity
2. Assessment of Path Coefficients
3. Assessment of Coefficient of Determination (R^2)
4. Assessment of Effect Size (f^2)
5. Out-of-Sample Predictive Power
6. Assessment of Model Fit

The results are discussed in the following section.

8.8.1. Assessment for Collinearity

Multi-collinearity is a situation where two or more predictor variables in a regression model are highly correlated with each other. This high correlation makes it difficult to isolate the individual effect of each predictor on the dependent variable, potentially leading to unreliable regression results (IBM, 2023). It is examined using **the Variance Inflation Factor (VIF) and the Tolerance Level**. VIF values of 5 or higher and a Tolerance value of 0.20 or lower are indicative of collinearity. (Hair et al., 2014). In the study, collinearity issues may potentially exist owing to two cases of regression models – (i) the seven components of Drivers and Barriers are the predictors of Green Business Practices, and (ii) the seven components of Green Business Practices are the predictors of Sustainable Performance.

The computed VIF values and Tolerance levels of the components of Drivers are - Organizational Value (1.910; 0.524), Financial Benefit (1.557; 0.642), Environmental Awareness (2.171; 0.461), Stakeholders Pressure (2.349; 0.426), Technological Expertise and Infrastructure (1.524; 0.656), Marketing Strategy (1.638; 0.611), and Regulatory Mechanism (1.442; 0.693).

The computed VIF values and Tolerance levels of the components of Barriers are - Organizational Drawback (1.357; 0.737), Knowledge Barriers (1.446; 0.692), Lack of Budget and Other Resources (1.294; 0.773), Lack of Stakeholders Support (1.417; 0.706), Lack of Regulatory System (1.301; 0.769), Poor Market Response (1.391; 0.719), and Lack of Technology and Infrastructure (1.331; 0.751).

The computed VIF values and Tolerance levels of the components of Green Business Practices are - Green Management and Strategy (2.149; 0.465), Green Marketing & Promotion Practices (1.962; 0.510), Green Procurement Practices (2.178 0.459), Green Energy Management Practices (2.420; 0.413), Green Transportation Practices (2.816; 0.355), Green Water Management Practices (2.126; 0.470), and Green Waste Management Practices (1.822; 0.549).

In all the cases, the computed VIF values (< 5.00) and Tolerance levels (> 0.20) are within the limits prescribed. Hence, the model is free of collinearity issues.

Table 8.20*Collinearity Statistics for Model One*

Predictor Constructs		Dependent Construct	
Higher Order	Lower Order	Green Business Practices	
		VIF	Tolerance
Drivers of Green Business Practices	Organizational Value	1.910	0.524
	Financial Benefit	1.557	0.642
	Environmental Awareness	2.171	0.461
	Stakeholders Pressure	2.349	0.426
	Technological Expertise & Infrastructure	1.524	0.656
	Marketing Strategy	1.638	0.611
	Regulatory Mechanism	1.442	0.693
Barriers to Green Practice Adoption	Organizational Drawback	1.357	0.737
	Knowledge Barriers	1.446	0.692
	Lack of Budget and Other Resources	1.294	0.773
	Lack of Stakeholders Support	1.417	0.706
	Lack of Regulatory System	1.301	0.769
	Poor Market Response	1.391	0.719
	Lack of Technology & Infrastructure	1.331	0.751

*Source: Analysis Results***Table 8.21***Collinearity Statistics for Model Two*

Predictor Constructs		Dependent Construct	
Higher Order	Lower Order	Sustainable Performance	
		VIF	Tolerance
Green Business Practices	Green Management and Strategy	2.149	0.465
	Green Procurement Practices	2.178	0.459
	Green Energy Management Practices	2.420	0.413
	Green Marketing & Promotion Practices	1.962	0.510
	Green Water Management Practices	2.126	0.470
	Green Waste Management Practices	1.822	0.549
	Green Transportation Practices	2.816	0.355

Source: Analysis Results

8.8.2. Assessment of Path Coefficients

The path coefficients, similar to correlation or regression coefficients, are the hypothesized relations between constructs that are theoretically related to each other (Hox, 1999). It is a measure of the causal effect of the predictor on the dependent variable and lies between ± 1.0 , where values near ± 1.0 indicate a stronger relation (Bollen, 1998; Hair Jr et al., 2017).

The paths proposed in the model with their coefficients are given in Tables 8.22, 8.23, and 8.24, which are the following:

The effect of the Drivers of GBP on Green Business Practices is as follows: comparatively higher effects are seen in Environmental Awareness (0.601), Stakeholder Pressure (0.419), and Organizational Value (0.412), followed by Technological Expertise & Infrastructure (0.313). The effect of Marketing Strategy (0.111), and Financial Benefit (0.070) is very low. All the effects are positive.

Table 8.22

Path Coefficients of Drivers of GBP

No.	Cause-Effect Paths	Coefficient
1	Organizational Value → Green Business Practices	0.412
2	Financial Benefit → Green Business Practices	0.070
3	Environmental Awareness → Green Business Practices	0.601
4	Stakeholders Pressure → Green Business Practices	0.419
5	Technological Expertise & Infrastructure → Green Business Practices	0.313
6	Marketing Strategy → Green Business Practices	0.111
7	Regulatory Mechanism → Green Business Practices	0.256

Source: Analysis Results

Table 8.23 shows the path values for the effect of the seven components of Barriers to the Adoption of GBP on Green Business Practices – Comparatively, Knowledge Barriers (-0.453), Lack of Regulatory System (-0.350), Lack of Technology & Infrastructure (-0.519), Lack of Stakeholders Support (-0.451), and Lack of Budget and Other Resources (-0.444) has high effect on Green Business Practices.

Conversely, Organizational Drawback (-0.129) and Poor Market Response (-0.012) has very low effect. All the effects are negative.

Table 8.23

Path Coefficients of Barriers to GBP Adoption

No.	Cause-Effect Paths	Coefficient
1	Organizational Drawback → Green Business Practices	-0.129
2	Knowledge Barriers → Green Business Practices	-0.453
3	Lack of Budget and Other Resources → Green Business Practices	-0.444
4	Lack of Stakeholders Support → Green Business Practices	-0.451
5	Lack of Regulatory System → Green Business Practices	-0.350
6	Poor Market Response → Green Business Practices	-0.012
7	Lack of Technology & Infrastructure → Green Business Practices	-0.519

Source: Analysis Results

Table 8.24 shows the path values for the effect of the seven components of Green Business Practices on Sustainable Performance – Higher effect is visible in cases of Green Waste Management Practices (0.593), Green Management and Strategy (0.555), Green Marketing & Promotion Practices (0.489), Green Procurement Practices (0.312), Green Water Management Practices (0.206), and Green Energy Management Practices (0.283). Green Transportation Practices (0.115) exhibited low effect on Sustainable Performance.

Table 8.24

Path Coefficients of Green Business Practices

No.	Cause-Effect Paths	Coefficient
1	Green Management and Strategy → Sustainable Performance	0.555
2	Green Procurement Practices → Sustainable Performance	0.312
3	Green Energy Management Practices → Sustainable Performance	0.283
4	Green Marketing & Promotion Practices → Sustainable Performance	0.489
5	Green Water Management Practices → Sustainable Performance	0.206
6	Green Waste Management Practices → Sustainable Performance	0.593
7	Green Transportation Practices → Sustainable Performance	0.115

Source: Analysis Results

8.8.3. Assessment of Coefficient of Determination (R^2)

R-Squared explains how well the independent variable(s) in a statistical model explain the variation in the dependent variable. It ranges from 0.00 to 1.00, where 1.00 indicates a perfect fit of the model to the data. It is the explanatory power of the model, also known as in-sample predictive power. Values above 0.25 is acceptable, but as a general guideline, R^2 values of 0.75, 0.50, and 0.25 can be considered substantial, moderate, and weak, respectively, in many social science disciplines (Hair, Ringle, & Sarstedt, 2011). Table 8.25 and 8.26 gives the computed values.

The R^2 of Drivers of GBP and Barriers to GBP Adoption together on Green Business Practices is 0.635, indicating that Drivers and Barriers together explain 63.5 percent of the variance in the Green Business Practices followed by firms. The R^2 of Green Business Practices on Sustainable Performance is 0.611, indicating that Green Business Practices explain 61.1% of the variance in Sustainable Performance among the firms. In both cases, the explanatory power of the exogenous constructs is moderately high.

Table 8.25

Coefficient of Determination (R^2) of Green Business Practices

Constructs		R^2	R^2 Adj.
Exogenous	Endogenous		
Drivers of Green Business Practices	Organizational Value	0.700	0.673
	Financial Benefit		
	Environmental Awareness		
	Stakeholders Pressure		
	Technological Expertise & Infrastructure		
	Marketing Strategy		
	Regulatory Mechanism		
Barriers to Green Practice Adoption	Organizational Drawback	Green Business Practices	
	Knowledge Barriers		
	Lack of Budget and Other Resources		
	Lack of Stakeholders Support		
	Lack of Regulatory System		
	Poor Market Response		
	Lack of Technology & Infrastructure		

Source: Analysis Results

Table 8.26*Coefficient of Determination (R^2) of Sustainable Performance*

Constructs		R^2	R^2 Adj.
Exogenous	Endogenous		
Green Management and Strategy			
Green Marketing & Promotion Practices			
Green Procurement Practices			
Green Energy Management Practices	Sustainable Performance	0.580	0.547
Green Transportation Practices			
Green Water Management Practices			
Green Waste Management Practices			

*Source: Analysis Results***8.8.4. Assessment of Effect Size (f^2)**

Effect size is the measure of the strength of the relation between two variables and measures the importance of exogenous constructs on any endogenous construct by recalculating R-Squared. One exogenous construct is omitted from the regression model, and R Square is recomputed. According to Cohen (1988), $f^2 \geq 0.02$, represent small effect sizes, and $f^2 \geq 0.15$ and $f^2 \geq 0.35$ represent medium and large effect sizes, respectively. Tables 8.27, 8.28, and 8.29 give the results of effect sizes.

The examination of the Effect size of the Drivers revealed that Organizational Value (0.583) and Environmental Awareness (0.627) have a large effect on Green Business Practices. Medium effect size was exhibited by Stakeholders Pressure (0.253), Technological Expertise & Infrastructure (0.340), and Regulatory Mechanism (0.257). Marketing Strategy (0.053) has a small effect, while Financial Benefits (0.017) have no effect on Green Business Practices.

Table 8.27

Effect Size (f^2) of Drivers of GBP

Constructs		Effect Size	
Endogenous	Exogenous	f^2 Value	Size
Green Business Practices	Organizational Value	0.583	Large
	Financial Benefit	0.017	Zero
	Environmental Awareness	0.627	Large
	Stakeholders Pressure	0.253	Medium
	Technological Expertise & Infrastructure	0.340	Medium
	Marketing Strategy	0.053	Small
	Regulatory Mechanism	0.257	Medium

Source: Analysis Results

As regards the Barriers to GBP Adoption, a large effect size is shown by Knowledge Barriers (0.457), and Lack of Technology & Infrastructure (0.553). Medium effect size is exhibited by Lack of Budget and Other Resources (0.263) and Lack of Stakeholders' Support (0.307). Organizational Drawback (0.137), Lack of Regulatory System (0.110), and Poor Market Response (0.040) recorded a small effect size, while there were no Barriers with zero effect.

Table 8.28

Effect Size (f^2) of Barriers to GBP Adoption

Constructs		Effect Size	
Endogenous	Exogenous	f^2 Value	Size
Green Business Practices	Organizational Drawback	0.137	Small
	Knowledge Barriers	0.457	Large
	Lack of Budget and Other Resources	0.263	Medium
	Lack of Stakeholders Support	0.307	Medium
	Lack of Regulatory System	0.110	Small
	Poor Market Response	0.040	Small
	Lack of Technology & Infrastructure	0.553	Large

Source: Analysis Results

The effect size of the components of Green Business Practices on Sustainable Performance was also examined. Large effect size is exhibited by Green Management and Strategy (0.386), Green Marketing & Promotion Practices (0.362), and Green Waste Management Practices (0.419). Green Energy Management Practices (0.250) have a medium effect on Sustainable Performance. Small effect is recorded by Green Procurement Practices (0.093), and Green Water Management Practices (0.124), while zero effect was recorded by Green Transportation Practices (0.007).

Table 8.29

Effect Size (f^2) of Green Business Practices

Constructs		Effect Size	
Endogenous	Exogenous	f^2 Value	Size
Sustainable Performance	Green Management and Strategy	0.386	Large
	Green Procurement Practices	0.093	Small
	Green Energy Management Practices	0.250	Medium
	Green Marketing & Promotion Practices	0.362	Large
	Green Water Management Practices	0.124	Small
	Green Waste Management Practices	0.419	Large
	Green Transportation Practices	0.007	Zero

Source: Analysis Results

8.8.5. Out-of-Sample Predictive Power

Out-of-sample predictive power is the ability to predict the values of new cases not included in the estimation. (Shmueli et al., 2019). It is to be contrasted with R Square, which is an in-sample prediction. Out-of-Sample prediction is done by PLS Predict algorithm in SmartPLS Software. It is examined using **Q² Predict** values and computation of **RMSE** and **MAE** values for the theoretical PLS-SEM model. Positive values of Q²Predict are indicative of high predictive power of the model, and zero values indicate a lack of predictive power. If $RMSE_{(SEM)} > MAE_{(SEM)}$, then the model has high predictive power. Table 8.30 gives the results of the Out-of-Sample Predictive Power of the model.

The results show that for both the endogenous variables, the Q^2 Predict values - Green Business Practices (+0.218), Sustainable Performance (+0.327) are positive. The RMSE values in both cases are also above the MAE values. Hence, a high predictive power of the model is established.

Table 8.30

Out-of-Sample Predictive Power (Construct Level)

Constructs	Q^2 Predict	RMSE	MAE
Green Business Practices	0.218	0.895	0.736
Sustainable Performance	0.327	0.874	0.713

Source: Analysis Results

8.8.6. Assessment of Model Fit

Model fit assessment is a crucial step in SEM and is the measure of how well the hypothesized model aligns with the observed data. It is the degree to which the model's predicted relationships between variables match the actual relationships found in the data. Standardized Root Mean Square Residual (SRMR), discrepancy measures such as unweighted least squares discrepancy (d_{ULS}) and geodesic discrepancy (d_G), Chi-square, and Normed Fit Index (NFI) were computed. An SRMR value of 0.08 or lower is acceptable. The lower the d_{ULS} and d_G values, the better the model's fit. These two values computed for the original sample should be lower than the upper bound of the confidence interval (95%). NFI values above 0.90 represent an acceptable fit of the model (Ringle et al., 2023). Table 8.31 gives the results of the model fit assessment.

The SRMR values computed were 0.069, which is lower than the threshold of 0.08, and is acceptable. The computed d_{ULS} value is low, and is lower than the upper bound value of the confidence interval ($d_{ULS} = 0.999$, < Upper Bound CI, 1.309), and d_G values is also low and lower than the upper bound value of the confidence interval ($d_{ULS} = 0.448$, < Upper Bound CI, 0.582). The NFI value is 0.905, which is also higher than the recommended 0.90. Based on the results, it is confirmed that the conceptualised model is a good fit of the empirical data.

Table 8.31*Model Fit Indices*

Indices	Saturated Model	
	Original Sample	Upper Bound (95%)
SRMR	0.069	--
d_ULS	0.993	1.309
d_G	0.448	0.582
Chi-square	371.089	---
NFI	0.905	---

Source: Analysis Results

8.9. HYPOTHESES Testing

The conceptual model developed in the study tentatively proposed 21 hypotheses, specifying the cause-and-effect relations between (i) Drivers of GBP and Green Business Practices, (ii) Barriers to GBP Adoption and Green Business Practices, and (iii) Green Business Practices and Sustainable Performance. The hypotheses were tested using the bootstrapping procedure in SmartPLS 4. The following section details the results of the test of hypotheses:

8.9.1. Drivers of Green Business Practices

The study proposed that the Drivers of GBP (Organizational Value, Financial Benefit, Environmental Awareness, Stakeholder Pressure, Technological Expertise and Infrastructure, Marketing Strategy, and Regulatory Mechanism) have a significant positive effect on the Green Business Practices followed by firms. The following table summarises the overall effect of these seven driver constructs on Green Business Practices based on the structural model results.

Table 8.32

Hypothesis Testing on the Effect of Drivers on Green Business Practice

Hypotheses	Cause-effect path	β	T-static	p-value	Support
H1	OV→GBP	0.412	7.923	<0.001*	Supported
H2	FB→GBP	0.070	1.045	0.297	<i>Rejected</i>
H3	EA→GBP	0.601	13.065	<0.001*	Supported
H4	SP→GBP	0.419	7.351	<0.001*	Supported
H5	TEI→GBP	0.313	8.026	<0.001*	Supported
H6	MS→GBP	0.111	1.442	0.151	<i>Rejected</i>
H7	RM→GBP	0.256	3.879	<0.001*	Supported

* Significant at the five percent level

Source: Analysis Results

The test results presented in Table 8.32 show the overall effect of the seven Drivers of Green Business Practices on the adoption of GBP by event management firms. Out of the seven hypothesised relationships, five were found to be statistically supported—Organizational Value ($\beta = 0.412$), Environmental Awareness ($\beta = 0.601$), Stakeholder Pressure ($\beta = 0.419$), Technological Expertise & Infrastructure ($\beta = 0.313$), and Regulatory Mechanism ($\beta = 0.256$)—all demonstrating significant positive effects on GBP. Among these, Environmental Awareness emerged as the strongest predictor. In contrast, Financial Benefits ($\beta = 0.070$) and Marketing Strategy ($\beta = 0.111$) did not show significant effects, indicating that firms do not perceive these two factors as major contributors to their adoption of green practices. Overall, the findings suggest that internal values, environmental consciousness, external stakeholder expectations, technological readiness, and regulatory influence play crucial roles in driving green practice adoption, whereas financial motives and marketing considerations are less influential within the sector.

8.9.2. Barriers to Green Business Practices

The study proposed that the Barriers (composed of Organizational Drawback, Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology

and Infrastructure) have a significant negative effect on the Green Business Practices followed by firms. The following table summarises the overall effect of these seven barrier constructs on Green Business Practices based on the structural model results.

Table 8.33

Hypothesis Testing on the Effect of Barriers to the Green Business Practice Adoption

Hypotheses	Cause-effect path	B	T-static	p-value	Support
H8	OD→GBP	-0.129	1.654	0.100	<i>Rejected</i>
H9	KB→GBP	-0.453	8.882	<0.001*	Supported
H10	LBR→GBP	-0.444	8.222	<0.001*	Supported
H11	LSS→GBP	-0.451	11.868	<0.001*	Supported
H12	LRS→GBP	-0.350	5.303	<0.001*	Supported
H13	PMR→GBP	-0.012	0.158	0.151	<i>Rejected</i>
H14	LTI→GBP	-0.519	12.357	<0.001	Supported

* Significant at the five percent level

Source: Analysis Results

The results (Table 8.33) indicate that among the seven barrier dimensions examined, five—Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, and Lack of Technology and Infrastructure—exert a significant negative effect on Green Business Practices, as evidenced by strong negative path coefficients (β ranging from -0.350 to -0.519) and highly significant p-values ($p < 0.001$). These findings highlight that informational constraints, financial limitations, insufficient stakeholder involvement, weak institutional support, and inadequate technological infrastructure substantially hinder firms' ability to implement green practices. In contrast, Organizational Drawbacks ($\beta = -0.129$, $p = 0.100$) and Poor Market Response ($\beta = -0.012$, $p = 0.151$) do not significantly influence green practice adoption, indicating that internal structural issues and market-related challenges are less critical barriers compared to capability- and resource-based factors. Overall, the results suggest that overcoming knowledge gaps, resource shortages, stakeholder disengagement, regulatory weaknesses, and technological deficiencies is essential for strengthening Green Business Practices among event management firms.

8.9.3 Green Business Practices to Sustainable Performance

The study proposed that the Green Business Practices (Green Management and Strategy, Green Procurement Practices, Green Energy Management Practices, Green Marketing & Promotion Practices, Green Water Management Practices, Green Waste Management Practices, Green Transportation Practices) have a significant positive effect on the Sustainable Performance achieved by firms. The table below summarizes the structural model results, showing the effects of all seven Green Business Practice dimensions on Sustainable Performance.

Table 8.34

Hypothesis Testing on the Effect of Green Business Practice Dimensions on Sustainable Performance

Hypotheses	Cause-effect path	β	T-static	p-value	Support
H15	GMS→SP	0.555	12.065	<0.001	Support
H16	GPP→SP	0.312	4.216	<0.001	Support
H17	GEM→SP	0.312	4.216	<0.001	Support
H18	GMP→SP	0.489	11.927	<0.001	Support
H19	GWM→SP	0.206	2.543	0.012*	Support
H20	GWP→SP	0.593	16.027	<0.001	Support
H21	GTP→SP	0.115	1.620	0.106	Rejected

* Significant at the five percent level

Source: Analysis Results

The structural model results reveal (Table 8.34) that six of the seven Green Business Practice dimensions have a significant positive effect on Sustainable Performance. Green Waste Management Practices ($\beta = 0.593$, $t = 16.027$, $p < 0.001$), Green Management & Strategy ($\beta = 0.555$, $t = 12.065$, $p < 0.001$), and Green Marketing & Promotion ($\beta = 0.489$, $t = 11.927$, $p < 0.001$) emerged as the strongest predictors, indicating that firms focusing on strategic planning, effective waste handling, and sustainable marketing achieve substantially higher sustainability outcomes. Green

Procurement ($\beta = 0.312$), Green Energy Management ($\beta = 0.283$), and Green Water Management ($\beta = 0.206$) also significantly enhanced sustainable performance, though to a comparatively moderate extent. In contrast, Green Transportation Practices ($\beta = 0.115$, $t = 1.620$, $p = 0.106$) did not show a statistically significant impact, suggesting limited implementation or lower relevance in contributing to sustainability achievements within event management firms. Overall, the findings indicate that sustainability outcomes are largely driven by core operational, managerial, and resource-efficiency-related green practices, with transportation practices being the only exception.

8.10. Summary

The following table summarises the results of the analysis of the proposed structural equation model involving the relation between the components of green business practices, its drivers, barriers, and sustainable performance of firms.

The summary results in Table 8.35 indicate that several driver constructs exert meaningful influence on Green Business Practices. Organizational Value and Environmental Awareness show strong and large impacts, highlighting them as the most influential predictors of GBP adoption. Stakeholder Pressure, Technological Expertise & Infrastructure, and Regulatory Mechanism also contribute positively, though with medium-level effects. Marketing Strategy and Financial Benefits, however, show very low to negligible influence, indicating that firms do not strongly associate green adoption with marketing advantages or immediate financial gains. Overall, the findings suggest that internal values, environmental consciousness, and stakeholder expectations play the most important roles in encouraging event management firms to adopt Green Business Practices.

Table 8.35

Summary Table for Effect of Drivers

Constructs		Cause-Effect		
Dependent	Predictor	Direction of Relation	Strength of Relation	Impact of Predictor
Green Business Practices	Organizational Value	Positive	Medium	Large
	Financial Benefit	Positive	Extremely Low	Zero
	Environmental Awareness	Positive	High	Large
	Stakeholders Pressure	Positive	Medium	Medium
	Technological Expertise & Infrastructure	Positive	Low	Medium
	Marketing Strategy	Positive	Very Low	Small
	Regulatory Mechanism	Positive	Low	Medium

Strength is categorized as follows: < 0.10: Extremely Low; 0.10 - 0.30: Low; 0.30 - 0.50: Medium; 0.50 - 0.70: High; > 0.70 - 0.90: Very High; >0.90: Extremely High (Author's own categorization)

Impact is categorized as follows: < 0.02: Zero; 0.02 - 0.15: Small; 0.15 - 0.35: Medium; > 0.35: Large (Based on Cohen, 1988)

The results in Table 8.36 show that all seven barrier constructs negatively influence the adoption of Green Business Practices, but the magnitude of their effects varies considerably. Lack of Technology & Infrastructure emerges as the strongest barrier, demonstrating a *high* strength of relation and a *large* impact on reducing GBP adoption. Knowledge Barriers and Lack of Budget & Other Resources also exert medium-strength negative effects, indicating that limitations in expertise, skills, and financial resources substantially hinder green implementation. Similarly, Lack of Stakeholder Support and Lack of Regulatory System show medium to low negative effects, reflecting the importance of external collaboration and institutional backing. In contrast, Organizational Drawbacks and Poor Market Response display low to extremely low influence, suggesting that internal structural issues and market reception pose relatively minor constraints. Overall, the findings emphasise that technological, knowledge-related, and resource-related deficiencies are the most critical obstacles limiting the adoption of Green Business Practices among event management firms.

Table 8.36*Summary Table for the Effect of Barriers*

Constructs		Cause-Effect		
Dependent	Predictor	Direction of Relation	Strength of Relation	Impact of Predictor
Green Business Practices	Organizational Drawback	Negative	Low	Small
	Knowledge Barriers	Negative	Medium	Large
	Lack of Budget and Other Resources	Negative	Medium	Medium
	Lack of Stakeholders Support	Negative	Medium	Medium
	Lack of Regulatory System	Negative	Medium	Small
	Poor Market Response	Negative	Extremely low	Small
	Lack of Technology & Infrastructure	Negative	High	Large

Strength is categorized as follows: < 0.10: Extremely Low; 0.10 - 0.30: Low; 0.30 – 0.50: Medium; 0.50 – 0.70: High; > 0.70 – 0.90: Very High; >0.90: Extremely High (Author's own categorization)

Impact is categorized as follows: < 0.02: Zero; 0.02 – 0.15: Small; 0.15 – 0.35: Medium; > 0.35: Large (Based on Cohen, 1988)

The summary results in Table 8.37 indicate that all seven Green Business Practice (GBP) dimensions exert a positive influence on Sustainable Performance, though the magnitude of their effects varies considerably. Green Management and Strategy and Green Waste Management Practices show high strength and large impact, making them the most influential contributors to sustainability outcomes. Green Marketing and Promotion and Green Procurement Practices demonstrate medium-strength relationships, though procurement has only a small impact. Green Energy Management, Green Water Management, and Green Transportation show low-strength effects, with transportation having zero impact, suggesting limited contribution to sustainability outcomes in current practice. Overall, sustainable performance is most strongly driven by managerial commitment, strategic planning, and waste management initiatives, while resource-related and transportation-focused practices exhibit comparatively weaker influence.

Table 8.37

Summary Table for the Effect of Green Business Practices

Constructs		Cause-Effect		
Dependent	Predictor	Direction of Relation	Strength of Relation	Impact of Predictor
Sustainable Performance	Green Management and Strategy	Positive	High	Large
	Green Marketing & Promotion Practices	Positive	Medium	Large
	Green Procurement Practices	Positive	Medium	Small
	Green Energy Management Practices	Positive	Low	Medium
	Green Transportation Practices	Positive	Low	Zero
	Green Water Management Practices	Positive	Low	Small
	Green Waste Management Practices	Positive	High	Large

Strength is categorized as follows: < 0.10: Extremely Low; 0.10 - 0.30: Low; 0.30 – 0.50: Medium; 0.50 – 0.70: High; > 0.70 – 0.90: Very High; >0.90: Extremely High (Author's own categorization)

Impact is categorized as follows: < 0.02: Zero; 0.02 – 0.15: Small; 0.15 – 0.35: Medium; > 0.35: Large (Based on Cohen, 1988)

8.11. Conclusion

This chapter establishes a comprehensive empirical understanding of how green business practices emerge, are obstructed, and ultimately contribute to sustainability outcomes in Kerala's event management sector. The PLS-SEM analysis confirms that the adoption of green business practices is primarily shaped by strong internal motivations such as environmental awareness and organizational value, with stakeholder pressures also playing a meaningful role, while financial benefit and marketing strategy contribute minimally to the theoretical explanation. The barriers analysis highlights that technological limitations and inadequate infrastructure pose the most significant challenges, reinforced by knowledge gaps and insufficient budgetary and stakeholder support, whereas market-related constraints and organizational drawbacks have marginal theoretical relevance. In evaluating the

outcomes, the findings demonstrate that certain green practices—especially waste management, and management-level green strategies—substantially enhance sustainable performance, while transportation- and water-related initiatives exert very limited influence. Overall, the chapter underscores that strengthening environmental consciousness, organizational commitment, and technological capacity, while simultaneously reducing knowledge and infrastructure gaps, is essential for advancing effective green business practices and achieving meaningful sustainability improvements in the event management industry.

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Chapter 9

SUMMARY, FINDINGS, AND CONCLUSION

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9.1 Introduction

Event management companies are engaged in the process of creatively applying relevant and appropriate professional skills in organising events for a target audience. It involves analysing, scheduling, marketing, producing, and evaluating an event. These events may include social gatherings, meetings, sports, shows, fairs, conferences, festivals and performances. Organising events are highly resource intensive, and may cause a number of negative environmental consequences like waste of water, energy, and materials and also may cause emission of greenhouse gases. A very fragile ecosystem that Kerala possesses may suffer from uncontrolled management of events. To avoid undesirable ecological disasters, event management companies have to adopt responsible business practices to ensure preservation of the ecological balance. A framework for waste reduction or prevention, economical use of resources like water and energy, ecologically balanced procurement practices etc. have to be a part of the policy. The ultimate outcome should be a set of sustainable performance standards that define how a responsible event management company would perform its operations. Overall, it is important to understand what comprises the green business practices of the event management firms, its drivers, barriers, and sustainable performances.

9.1.1 OBJECTIVES OF THE STUDY

1. To assess the level of green business practices adopted by event management firms.
2. To assess the level of drivers influencing the adoption of green business practices in event management firms.
3. To assess the level of barriers hindering the adoption of green business practices in event management firms.

4. To assess the level of sustainable performance exhibited by event management firms.
5. To analyse the effect of drivers and barriers on the adoption of green business practices by event management firms.
6. To analyse the effect of green business practices on the sustainable performance of event management firms.

9.2 Summary

The thesis is organized into ten chapters. The first chapter introduces the study, covering the background, research problem, significance, objectives, hypothesis, conceptual model, methodology, scope, and limitations. The second chapter provides a literature review of previous studies on Green Business Practices, including their drivers, barriers, and sustainability outcomes, thereby identifying key research gaps. The third chapter discusses the conceptual and theoretical foundations of the study, based on organizational, sustainability, and behavioral theories. The fourth chapter assesses data quality and evaluates the psychometric properties of each measurement scale. The fifth chapter presents a descriptive analysis of Green Business Practices adopted by event management firms. The sixth chapter examines the main drivers promoting the adoption of green practices and the obstacles hindering their implementation. The seventh chapter explores the sustainable performance of companies in economic, social, and environmental terms. The eighth chapter employs Structural Equation Modeling (SEM) to analyze causal relationships among drivers, barriers, GBP usage, and sustainability outcomes. The ninth chapter summarizes the significant empirical findings of the study. The final chapter offers recommendations, managerial implications, and directions for future research.

The research examines the influence of Green Business Practices on the adoption of sustainability orientation within event management firms and explores how various internal and external forces affect this idea. It is based on a comprehensive framework that combines essential factors such as organizational values, environmental awareness, stakeholder pressure, technological capabilities, and regulatory strategies,

along with main obstacles like financial constraints, knowledge gaps, inadequate infrastructure, and weak policy support. The study also evaluates the role of Green Business Practices in enhancing firms' sustainable performance across economic, social, and environmental dimensions, highlighting areas of success and potential gaps. Additionally, it analyses the strength and direction of relationships among drivers, barriers, green practices, and sustainability outcomes to provide a clear understanding of the mechanisms influencing green adoption, utilizing Structural Equation Modeling (SEM). The study also reveals differences in green practices and sustainable performance based on firm characteristics such as capital investment, annual revenue, location, and profitability, offering deeper insights into why some firms are more proactive in sustainability than others.

9.3 Findings of the study

This section presents the major findings of the study, organised into five key areas in accordance with the research objectives and the corresponding results derived from the findings, analysis, and interpretation. These areas include the extent of Green Business Practices adopted by event management firms, the Drivers that encourage such practices, the Barriers that hinder their implementation, the Sustainable Performance outcomes achieved by firms, and the Relationships among GBPs, drivers, barriers, and organisational outcomes. Together, these findings offer a consolidated view of how the event management industry in Kerala engages with green initiatives and the factors shaping their sustainability journey.

9.3.1 The extent of Green Business Practices adopted by event management firms

Green business practices were defined as activities that manage events to align the firm's business objectives with ecological well-being and sustainability. The green business practices were conceptualised as comprising seven components: Green Management and Strategies, Green procurement practices, Green energy management practices, Green marketing and communication practices, Green water management practices, Green waste management practices, and Green transportation practices.

The major findings are as follows:

9.3.1.1 Green Management and Strategy: The factor included dynamic updating, green venue selection, taking into consideration the green policy, and green awareness. The research revealed that the event management companies were not competitive enough to come up with broad green strategies. Although they had the capacity to choose places that adhere to green policy and, to a certain degree, take into consideration sustainability parameters when organizing and implementing their events, their practices within the company were relatively less good. Specifically, companies were hardly involved in the organisation of employee awareness campaigns and training programmes, which is a significant lack of internal capacities to manage the environment in an effective manner.

9.3.1.2. Green Procurement Practices: This element had four dimensions, including having a clear estimate of inputs, focusing on bulk purchases, choosing green suppliers, and utilizing biodegradable materials. The results show poor performance by the event management companies in identifying and selecting suppliers who can follow green procedures, thus reducing their chances of ensuring that inbound logistics support their sustainability goals. Although firms had little success in estimating input requirements, this practice, combined with their preference for buying in large quantities, helped them reduce waste and make moderate use of resources. Additionally, biodegradable decoration materials are preferred, indicating a somewhat positive but skewed trend toward earth-friendly purchasing. Overall, despite some green procurement actions emerging, the lack of green suppliers greatly hampers the overall green agenda in the firms.

9.3.1.3. Green Energy Management Practices: This element included four concepts: energy estimation, efficient energy use, monitoring energy consumption, and utilizing renewable energy. The results indicate that the least developed perception relates to the use of renewable energy sources because companies still rely heavily on traditional electricity and fossil fuels instead of adopting alternative clean sources like solar or others. Firms performed at an average level in accurately estimating their energy needs, which is beneficial for effective use during events. They also showed slight improvement in monitoring and managing energy consumption to

lower overall demand. Overall, while basic efficiency measures are being implemented, there is limited progress toward adopting renewable energy sources and more long-term, strategic planning energy.

9.3.1.4 Green Marketing and Promotion Practices: Green themes, informative signage, and social media marketing were all part of the component. The research found that event management firms could only marginally integrate green themes into their events and market those themes online. They also used fairly adequate signage to guide participants toward waste reduction and resource conservation. The companies did their best to limit printed materials in promoting the events, making a significant shift to online and social-media-driven communications. Overall, digital promotion is widely adopted, but the broader and more consistent use of green advertising and communication that emphasizes sustainability remains moderately developed throughout the industry.

9.3.1.5 Green Water Management Practices: The concepts associated with this component included clear estimates, usage instructions, efficient equipment, and reduction of plastic. The analysis revealed that event management companies played a minor role in implementing green water management. The positive aspect was that they were capable of making advanced estimations of water requirements for each event, which helped maintain moderate control over consumption. However, providing instructions to attendees on how to use water sustainably and the implementation of water-efficient equipment were done at a very minimal level, indicating that the organization was not committed to systematic water-saving measures. The most underperforming measure was reducing the use of plastic bottles. Single-use plastic bottles are still widely needed for convenience, demonstrating that companies have yet to fully transition to sustainable products. Overall, despite basic knowledge of water conservation, the industry as a whole has not sufficiently developed green water management practices.

9.3.1.6 Green Waste Management Practices: Another major aspect of green business was waste management, which included future waste projections, sorting, the 3Rs, disposal, tracking, specialized employees, and food donations. The research results showed high levels of waste segregation, competent application of the 3Rs,

and effective waste disposal systems. Firms were also able to make fairly accurate estimates of waste, particularly food. However, the localization of outsourced waste handlers, employing staff to manage waste, and donating leftover food were weak points. Generally, segregation, the 3Rs, and disposal were well-implemented, but gaps in monitoring, manpower, and redistribution highlight that complete green waste management has yet to be achieved.

9.3.1.7 Green Transportation Practices: It is one of the four concepts of green business practices that include GHG emission reduction, local purchases, available green venues, and virtual meetings. The researchers concluded that companies failed to reduce greenhouse emissions effectively, partly because they still used air-conditioners and other high-emission tools. Access to venues was also limited in terms of considering green transport options, with little regard for efficient transport planning for events. Local buying was adopted only to a small extent, providing a minor contribution to reducing transportation emissions. The only effective practice in this area was using virtual meetings to coordinate staff efforts, which helped minimize travel and its environmental impact. Overall, virtual meetings showed some improvement, but the adoption of green transportation practices remained limited among the firms.

9.3.1.8 Overall Green Business Practices

The combined evaluation shows that event management companies pursue Green Business practices at a medium and emerging level. Greater involvement is observed in the more industrialized areas of green waste management and green marketing and promotion, where companies are relatively more interested in taking measures related to waste and digital promotion techniques. Green procurement, green energy, and green management and strategy are also moderately applied, although not all firms implement them widely. Green transportation and water management, however, remain weak, with few efforts toward sustainable mobility, emissions reduction, and efficient water use. Overall, the trend indicates a selective adoption, where companies find it easier to adopt specific green measures, while other practices—especially those that are resource-intensive or behavior-driven—remain underdeveloped.

9.3.1.9. Relevance-Perception Map of Green Business Practices

A scatterplot of the relevance and perception of each item of the components of green business practices was drawn. On the x-axis, RELEVANCE of the item was plotted. The item loadings are used as a proxy for measuring the relevance of the item. On the y-axis, PERCEPTION of the item was plotted. Perception is measured using the mean score of each item based on the responses in the survey, anchored on a five-point Likert scale. Higher values on the x- and y-axes represented higher levels of relevance and perception regarding the item within the construct.

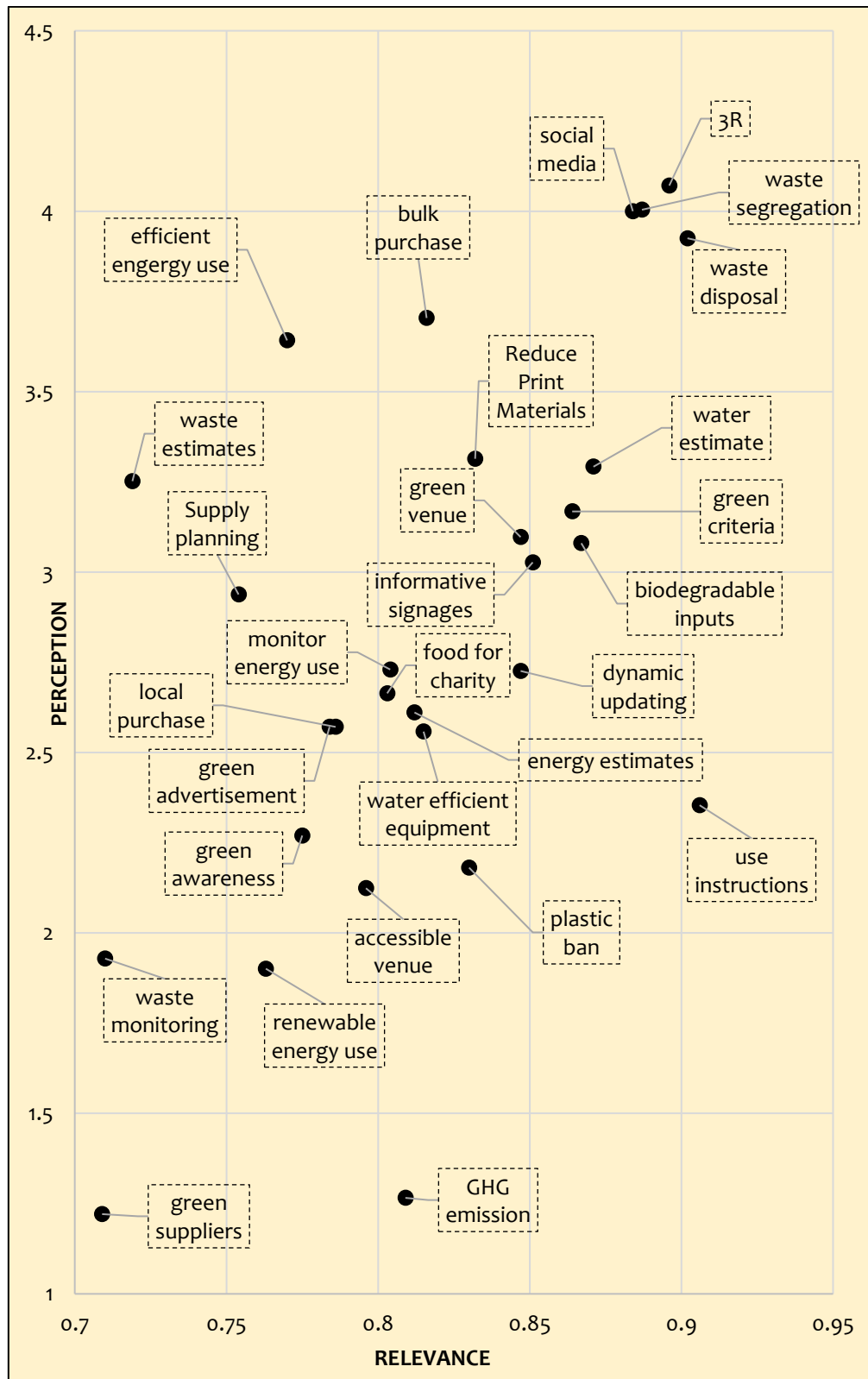
The following were the major findings from the scatterplot:

1. High Relevance-High Perception Items: The items that fall into this group include marketing through social media, use of the 3R (reduce, recycle, reuse) principle, waste segregation, and proper waste disposal as the most prominent. Having proper water requirement estimates, having green criteria in planning and executing the event, and the use of biodegradable inputs were also included in this group. Firms should continue to consider these as important and develop appropriate strategies around these items.

2. Low Relevance-Low Perception Items: Identifying green suppliers, monitoring of waste outsourced to third parties, use of renewable energy, and GHG emissions fell into this category. Given the low significance of these items in measuring the construct, it is advisable for the firms to continue omitting these items in their strategy development.

3. High Relevance-Low Perception Items: There were no items in this group, though the use of instructions may be considered a part of it. It is important that firms use proper instruction materials for streamlining the activities and processes in event management to ensure desirable outcomes towards green practices.

4. Low Relevance-High Perception Items: Efficient energy use, advanced waste estimates, and bulk purchases were included in this group. These are items that can be considered to be unproductive areas where the firms are unnecessarily spending their energies, without causing desirable outcomes.

Figure 9.1*Relevance-Perception Map of Green Business Practices*

9.3.1.10 Findings on the Influence of Firm Characteristics on Green Business

Practices: The results indicate that Green Business Practices vary significantly across different firm characteristics. Firms with higher capital investment, stronger annual returns, larger turnover, and urban locations consistently report higher adoption of Green Management, Marketing, Procurement, Energy, Transportation, and Waste Management practices, reflecting the role of financial strength and operational resources in enabling green initiatives. Notably, Green Water Management is the only dimension influenced solely by annual return, showing no variation by capital, location, or turnover—suggesting that water-related practices are driven more by profitability considerations than by structural advantages. Overall, the findings show that financial capacity and operational conditions strongly shape the level of green adoption. At the same time, certain practices, such as water management, rely on firms’ voluntary commitment to sustainability.

9.3.2. Drivers of Green Business Practices

Drivers of green business practices among event management firms were defined as the internal and external forces that motivate the firms to adopt green practices in their operations. These drivers were conceptualised as composed of seven components - Organizational Value, Financial Benefits, Environmental Awareness, Stakeholders’ Pressure, Technological Expertise and Infrastructure, Marketing Strategy, and Regulatory Mechanisms. The major findings were as follows:

9.3.2.1 Organizational Value : This component consisted of three concepts—green vision, benefits of green practices, and green HRM policies. The study found that firms performed very poorly in establishing a clear green vision or formulating HRM policies that could have encouraged the adoption of green practices. They lacked structured green policies, CSR initiatives, and strategic commitments that support environmental responsibility. The firms also failed to link green adoption with creativity or innovation, showing that internal value systems and operational creativity do not influence their sustainability efforts. Overall, organizational values were not found to be strong drivers of green practice adoption, as the indicators revealed very

low levels of perception and limited alignment between internal culture and sustainability goals..

9.3.2.2 Financial Benefits: Financial benefits were composed of three concepts: increased client base, availability of incentives, and cost reduction. The study found that the perception of financial benefits as a driver for adopting green practices was very low. Firms rarely believed that implementing green business practices would reduce costs, enhance profitability, or expand their client base. Likewise, they did not perceive green initiatives as a pathway to obtaining subsidies, grants, or financial support from the government. Overall, the findings indicate that financial benefits play no meaningful role in motivating event management firms to adopt Green Business Practices.

9.3.2.3 Environmental awareness: This dimension comprised three concepts—environmental issues, resource conservation, and environmental impact. The study found that firms were generally able to perceive higher levels of environmental awareness as a driver of adopting green practices. They believed that awareness of environmental issues and problems could motivate them to consider green business practices. Firms also felt that by adopting green practices, they could contribute to the conservation of natural resources. Similarly, they perceived that implementing green practices would help reduce their overall environmental impact. Overall, environmental awareness served as a moderately influential driver, encouraging firms to adopt green initiatives, though not strongly enough to ensure consistent or widespread implementation.

9.3.2.4 Stakeholder Pressure: Stakeholder pressure was an elaborate component of green business practices, comprising seven concepts—client demands, external support from associations, peer influence, supply chain behaviour, community and media pressure, sponsor requirements, and availability of skilled personnel. The study found that firms generally perceived stakeholder pressure as a very weak motivator for adopting green business practices. The strongest external influence came from sponsors, who often specified environmentally responsible products and services, thereby prompting firms to adopt green practices to meet their expectations. To a

limited extent, the presence of a skilled workforce and supportive HR policies was also seen as helpful in facilitating green adoption. However, clients and trade associations provided the lowest support, as they rarely offered guidance, specifications, or encouragement for conducting green events. The findings also highlight that when clients do make specific green requirements, it can positively influence firms' willingness to adopt sustainability measures, potentially leading to the imposition of green protocols on suppliers and other actors within the supply chain.

9.3.2.5 Technological Expertise and Infrastructure: The three concepts included in technological expertise and infrastructure were supportive infrastructure, supportive venues, and technology and expertise. This element became the most influential force in adopting green practices in current research. Facilities of supportive venues were the strongest motivating factor, as companies were ready to become greener when event venues offered environmentally friendly services and greenery-oriented amenities. It was also observed that technological advancement and environmental management experience were key accelerators, with the development of modern technologies and increased technical knowledge causing firms to prioritize sustainability. Additionally, access to general infrastructural support—including waste systems, energy-efficient utilities, and easy transportation—was seen as a powerful stimulus. Overall, technological skills and infrastructural readiness were the main factors that encouraged event management companies to adopt Green Business Practices.

9.3.2.6 Marketing Strategies: The marketing strategies involved three concepts: building the brand image, market demand, and competitive advantage. Beyond monetary gains, the same component was found to be the weakest in the current study regarding the cause of green adoption. Companies could hardly imagine that green business practices would enhance their brand image and reputation or serve as an effective marketing proposition. Nor did they anticipate any significant increase in consumer demand for green events in the future, which indicates they are not aware of the changing sustainability preferences. Moreover, companies did not see green

practices as a competitive strength, possibly because competition within the industry continues to focus on cost, convenience, and service aspects rather than environmental performance. Overall, the researchers did not identify a significant correlation between the adoption of green business practices and marketing success, which explains why marketing strategies have very little influence on firms' motivation to become more sustainable.

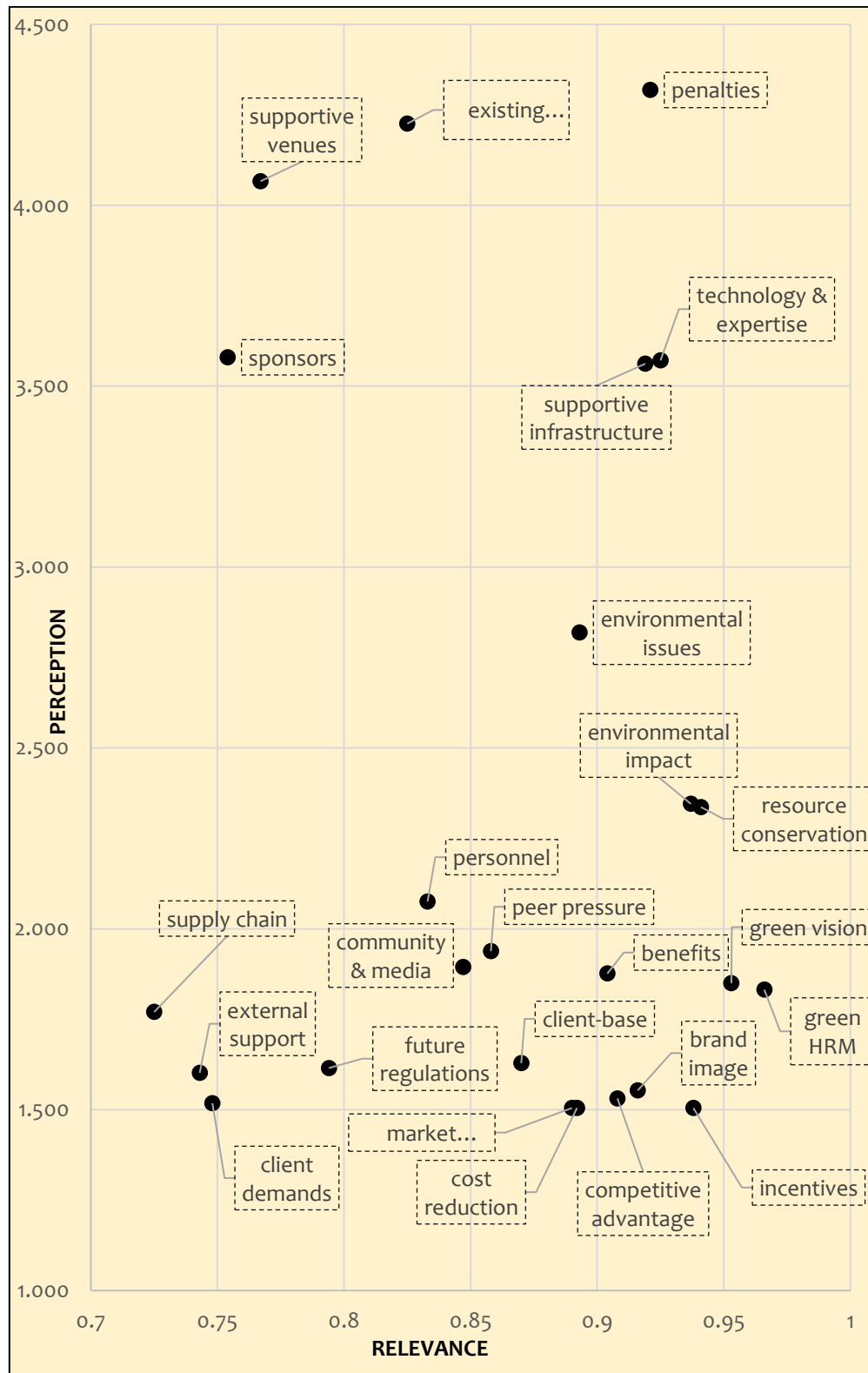
9.3.2.7 Regulatory Mechanism: This element included three concepts: penalties, existing legislation, and new regulations. The research confirmed that companies are unlikely to anticipate future sustainability laws and do not feel pressured to prepare for upcoming compliance requirements. However, current environmental laws are seen as a strong driving force, prompting companies to adopt greener production technologies because these laws are mandatory. Penalties imposed by local authorities for non-compliance with environmental practices and regulation breaches are also a significant motivator, encouraging companies to implement Green Business Practices to avoid punishments and sanctions. Overall, the data suggest that regulatory mechanisms serve as a strong external influence, and current enforcement and legislation have a notable impact on green adoption, while expectations of future regulation are of limited value in motivating firms.

9.3.2.8 Overall Drivers of Green Business Practices: The discussion shows that most drivers, including organizational value, financial benefits, environmental awareness, stakeholder influence, and marketing strategies, have a weak effect on adopting Green Business Practices. Conversely, technological skills and infrastructural readiness are the strongest motivators, meaning that firms with better technology and facilities are more prepared to implement green practices. Regulatory measures are also significant, as current laws and enforcement strategies encourage companies to meet sustainability requirements. Overall, technology and regulations are the main drivers of green adoption, while financial, cultural, and market motivations play a minor role.

9.3.2.9 Relevance-Perception Map of Drivers of Green Business Practices: A scatterplot of the relevance and perception of each item of the components of drivers

of green business practices was drawn. On the x-axis, RELEVANCE of the item measuring drivers was plotted. The item loadings are used as a proxy for measuring the relevance of the item. On the y-axis, PERCEPTION of the item was plotted. Perception is measured using the mean score of each item based on the responses in the survey, anchored on a five-point Likert-type scale. Higher values on x- and y-axes represented higher levels of relevance and perception regarding the item within the construct. The following were the major findings from the scatterplot:

- 1. High Relevance-High Perception Items:** The items that fall into this group include penalties, supportive infrastructure, technology and expertise, and awareness of environmental issues. The firms have to realise that these are the most important factors that drive their green adoption presently. They should continue to focus on these items and ensure their strategies are designed to avoid penalties, adopt proper technologies, and ensure proper training to staff on environmental issues.
- 2. Low Relevance-Low Perception Items:** Supply chain, support from external agencies, demands of the clients, and future regulations fall into this group. Literature also supported the fact that event management firms have very complex supply chain, and it is difficult to ensure partners with green protocols. Client demands are also not relevant in the present situation, and firms should continue to implement green practices, despite no insistence from clients.
- 3. High Relevance-Low Perception Items:** Green vision, Green HRM policies, Benefits of green practices, brand image, competitive advantage, incentives and cost reduction were the items that fell into this group. These are the items that are at present not focused on by the firms, but are relevant. The need is to develop appropriate new strategies based on these items.
- 4. Low Relevance-High Perception Items:** Existing regulations, sponsors, supportive venues belonged to this group. While the firms are focusing hard on these items, it is to be noted that these are not very relevant in the drive towards green practice adoption. Firms need to drop their attention from these items.

Figure 9.2*Relevance-Perception Map of Drivers of Green Business Practices*

9.3.2.10 Findings on the Effect of Firm Characteristics on Drivers of Green

Business Practices: The analysis reveals that firm characteristics, such as capital investment, annual return, location, and turnover, significantly influence the key drivers of Green Business Practices. Drivers like Organisational Value, Environmental Awareness, Stakeholder Pressure, Technological Expertise & Infrastructure, and Regulatory Mechanism show strong associations with these characteristics, indicating that financially stronger and better-positioned firms are more responsive to sustainability-related motivators. In contrast, Financial Benefits and Marketing Strategy are not influenced by firm characteristics, suggesting that firms do not view green adoption as financially rewarding or marketing-relevant, regardless of their size or performance. While regulatory mechanisms are shaped by structural factors like capital, location, and turnover, they remain unrelated to profitability, underscoring that compliance is driven by obligation rather than economic gain. Overall, resource availability and institutional pressures play the dominant role in shaping green adoption, while financial and marketing motives remain weak.

9.3.3 Barriers to Green Business Practices Adoption

Barriers to green business practice adoption were defined as the hindrances that prevent event management firms from adopting green business practices. These barriers to green business practice adoption by event management firms were conceptualised in the present study as composed of seven components: Organizational Drawbacks, Knowledge Barriers, Lack of Budget and Other Resources, Lack of Stakeholder Support, Lack of Regulatory System, Poor Market Response, and Lack of Technology and Infrastructure. The major findings were as follows:

9.3.3.1 Organizational Drawbacks

Organizational drawbacks included three concepts—absence of a green vision, inadequate organizational structure, and resistance. The study found that the major barrier arises from the coordinator-based structure of event management firms, which depend heavily on multiple external stakeholders such as caterers, decorators, and transport providers. This fragmented setup makes it difficult to ensure consistent compliance with green protocols, as firms have limited direct control over all parties

involved. However, resistance from staff or the organization was minimal, indicating willingness to adopt green practices if proper support and coordination systems are in place. Overall, structural limitations—not employee attitudes—form the key organizational barrier to green practice adoption.

9.3.3.2 Knowledge Barriers

Knowledge barriers consisted of three concepts—lack of green expertise, lack of operational knowledge, and lack of environmental awareness. The study found that the biggest barrier was firms' limited knowledge on how to effectively implement green practices without affecting efficiency or profitability. A similarly significant weakness was the lack of technical skills needed to understand and apply green standards. Lack of environmental awareness existed but only at a moderate level, showing that basic awareness alone is not enough to support sustainability action. Overall, operational and technical knowledge gaps form major obstacles to the adoption of green practices.

9.3.3.3 Lack of Budget and Other Resources: Lack of budget and other resources consisted of three concepts—financial burden, cost of technology and infrastructure, and expensive inputs. The study found that this component was one of the most important barriers faced by event management firms. Firms believed that adopting green business practices and adjusting their operations to include sustainability would require additional expenditure that could otherwise be used for productive purposes. They also strongly felt that new technologies and supporting infrastructure, such as energy-efficient equipment and waste management systems, were too costly to invest in. Moreover, the inputs required to offer green products and services—such as eco-friendly materials—were perceived as expensive and difficult to source. Overall, financial constraints and high resource costs significantly hinder the firms' ability to adopt green practices.

9.3.3.4 Lack of Stakeholder Support: Lack of stakeholder support was conceptualised through seven concepts: unacceptable premium prices, poor government support, weak green supply chain, no pressure from community or media, no guidance from trade groups, no peer pressure, and uncompromising clients. The

study found that the most substantial barrier was clients' and sponsors' unwillingness to pay higher prices or compromise event aesthetics for green options—limited government incentives and the scarcity of green suppliers further restricted firms' ability to adopt sustainable practices. Firms also reported minimal pressure or motivation from the community, media, trade associations, or peer firms. Overall, the lack of sufficient support from key external stakeholders—customers, government, and supply chain partners—significantly hinders the adoption of green business practices.

9.3.3.5 Lack of Regulatory System: Barriers caused by a poor regulatory system were composed of three concepts—lack of support from regulators, absence of a clear green practices framework, and difficulty in complying with existing regulations. The study found all three to be very strong barriers. Firms reported that without proper guidance, direction, or certification support from regulatory authorities, they felt little motivation to adopt green practices. They also strongly felt the absence of a comprehensive regulatory framework that could serve as a standard or benchmark for implementing and evaluating their sustainability efforts. Additionally, firms found it difficult to comply with the limited regulations that do exist, further discouraging them from pursuing green initiatives. Overall, weak regulatory support significantly limits firms' willingness and ability to adopt Green Business Practices.

9.3.3.6. Poor Marketing Response: The barrier caused by an unresponsive market condition was composed of three concepts—poor demand for green events, competition from traditional non-green service providers, and intense industry competition that encourages firms to retain conventional practices. The study found that the biggest barrier was the very low market demand, with customers rarely requesting green-compliant events. Intense competition from firms offering cheaper, traditional services also pushed event companies to set aside green practices in favour of survival and affordability. Overall, weak market interest, price-based competition, and pressure to maintain traditional methods act as serious impediments to the adoption of green business practices.

9.3.3.7 Lack of Technology and Infrastructure: Barriers caused by poor technology and infrastructure were composed of three concepts—lack of general infrastructure, lack of venue-specific green facilities, and poor availability of green energy resources. The study found all three to be equally important in hindering the progress of event management firms toward adopting green practices. Firms lacked basic infrastructure such as waste systems and energy-efficient utilities, struggled to access venues equipped with eco-friendly facilities, and had limited availability of green technologies or renewable energy options. Together, these deficiencies severely restricted their ability to implement sustainable measures effectively.

9.3.3.8 Overall Barriers to Green Business Practices Adoption

The analysis shows that the most substantial barriers to adopting Green Business Practices are a lack of budget and resources, a lack of a proper regulatory system, poor market response, and inadequate technology and infrastructure, all of which are perceived at very high levels. These structural and financial limitations pose the greatest challenges for firms. Knowledge barriers and lack of stakeholder support are moderately high, indicating noticeable—but less severe—difficulties related to technical awareness and stakeholder cooperation. Organizational drawbacks are viewed as relatively minor barriers. Overall, firms face the most difficulty from external, systemic, and financial constraints, while internal organizational issues are less influential.

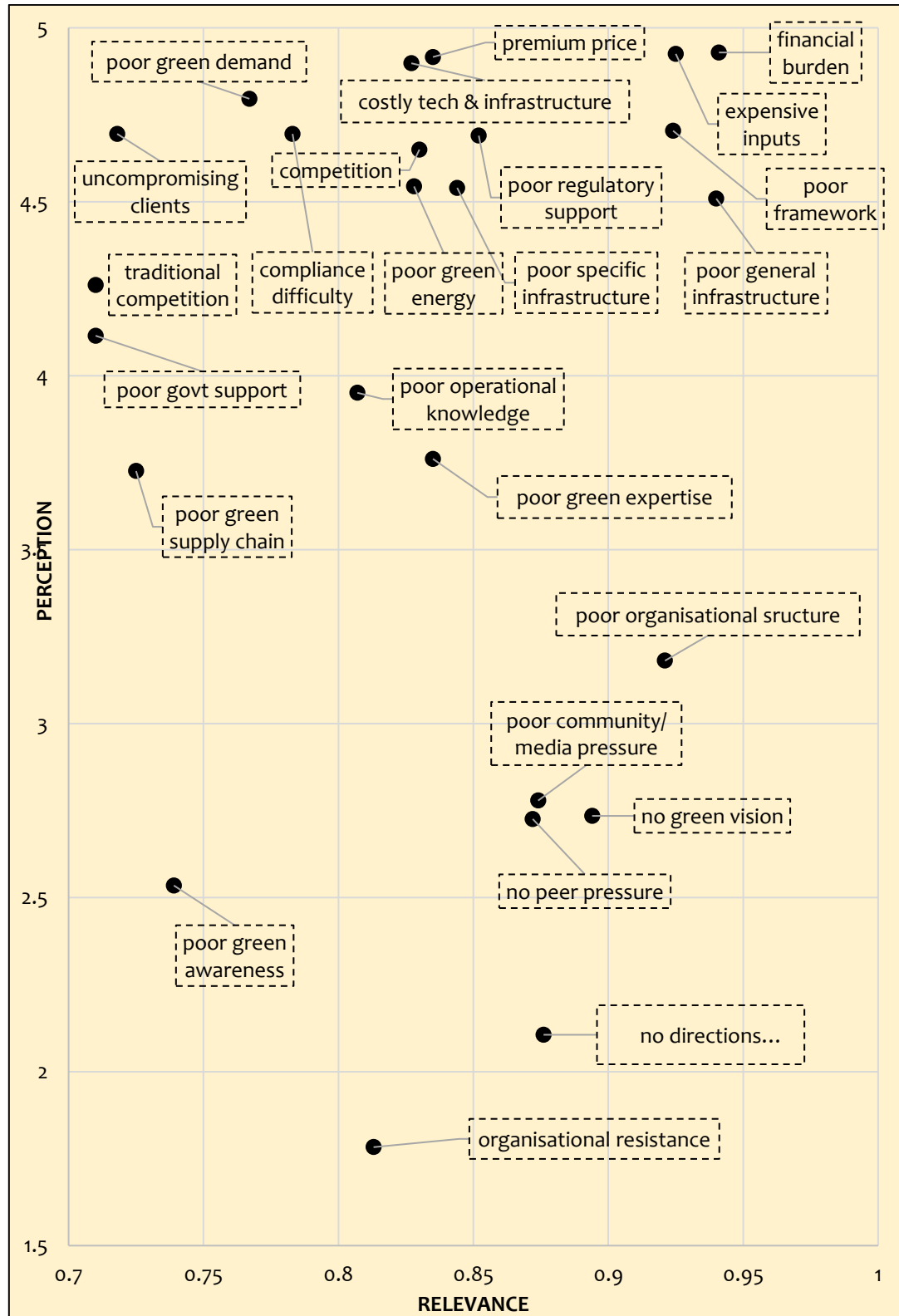
9.3.3.9. Relevance-Perception Map of Barriers to Green Business Practice Adoption

A scatterplot of the relevance and perception of each item of the components of barriers to green business practices was drawn. On the x-axis, **RELEVANCE** of the item was plotted. The **item loadings** are used as a proxy for measuring the relevance of the item. On the y-axis, **PERCEPTION** of the item was plotted. Perception is measured using the mean score of each item based on the responses in the survey, anchored on a five-point Likert-type scale. Higher values on x- and y-axes represented higher levels of relevance and perception regarding the item within the construct. The following were the major findings from the scatterplot:

- 1. High Relevance-High Perception Items:** The items that fall into this group includes financial burden, expensive inputs, poor regulatory framework, poor general infrastructure, and poor regulatory support. These are factors that are very important in causing barriers in green practice adoption by the firms. They should continue to focus on these items and create strategies and methods to overcome these impediments.
- 2. Low Relevance-Low Perception Items:** Poor green awareness, and organizational resistance fall into this group. The firms need to realize that these are factors that do not impact their perception on impediments in green adoption, and continue to ignore these.
- 3. High Relevance-Low Perception Items:** Poor community or media pressure, not having a green vision, no peer pressure, and no directions from trade groups were the items that fell into this group. These are the factors that lead firms to fail in their efforts to overcome the hurdles in their path to going green in their operations. Firms fail in realizing the overarching importance of these items, and need to take up these to successfully stride over the impediments.
- 4. Low Relevance-High Perception Items:** Poor green demand, uncompromising clients, high competition, poor government support, and difficulty in compliance belonged to this group. These are items on which the firms are unnecessarily losing efforts and results. Firms need to divert their attention away from these items to stay on track.

Figure 9.3

Relevance-Perception Map of Barriers to Green Business Practices Adoption



9.3.3.10. Findings: Effect of Firm Characteristics on Barriers to Green Business Practices Adoption

As analysed, most obstacles to Green Business Practices include organizational disadvantages, limited budgets and resources, ineffective regulatory frameworks, unfavourable market reception, and inefficient technology or infrastructure. These issues cannot be significantly affected by the type of firm they impact, meaning that no firm—regardless of its capital, profitability, turnover, or location—can be greatly influenced. Knowledge barriers, however, depend on capital investment, so the better the financial capabilities of firms, the more access they have to technical skills and environmental information. Support from stakeholders also varies based on annual returns and location, suggesting that more profitable companies and those in developed regions receive more cooperation from clients and suppliers, among other stakeholders. Overall, although most obstacles are industry-wide, financial capacity and location shape how companies encounter knowledge and issues related to stakeholders.

9.3.4. Sustainable Performance

Sustainable performance is defined as a benchmark against which firms demonstrate their responsibility and accountability to its stakeholders, where firms achieve efficiency and reduce their negative ecological footprint. The present study conceptualised this performance as composed of three components - economic performance, social performance, and environmental performance. The major findings were as follows:

9.3.4.1 Economic Performance

The economic performance dimension included seven concepts: profits, market share, financial health, working capital management, low-cost purchasing, low energy consumption, and reduced wastage. The research found that event management companies had been successful at performing better economically in terms of annual profitability, market share, and financial stability. They were also capable of efficient working capital management. However, in other areas such as reducing the cost of purchasing goods, minimizing energy use, and decreasing wastage, the firms did not

achieve greater performance. Overall, economic benefits were driven by revenue and financial management rather than cost reduction efficiencies.

9.3.4.2 Social Performance

There were six concepts of social performance, including better stakeholder relations, community welfare activities, employee training, community linkages, social media reach, and job creation. The analysis also found that companies believed their social performance was high mainly in terms of greater accessibility to social media and improved employment opportunities. There were also positive reports on community welfare activities and increased involvement of local residents in the operation of the event. However, better employee training programs and stronger relationships with community stakeholders were achieved only to a moderate extent. Overall, community engagement and visibility, as well as internal capacity-building and stakeholder collaboration, were relatively stronger supports for social performance.

9.3.4.3. Environmental Performance

Environmental performance included five key concepts: minimizing waste production, water use, energy use, hazardous materials, and compliance with environmental regulations. Research showed that overall environmental performance was relatively poor compared to other performance areas. The rate of compliance with environmental policies was very high among firms, likely because avoiding punishment is crucial. They also showed moderate success in reducing hazardous materials and regulating waste. However, water and energy savings were not achieved, indicating that companies struggle to implement solutions that significantly reduce resource use or improve eco-efficiency.

9.3.4.4 Overall Sustainable Performance

Sustainable performance assessment reveals that event management companies show biased development across economic, social, and environmental areas. Economic performance is moderate, suggesting that companies maintain satisfactory profitability, financial stability, and operational efficiency, but the benefits related to sustainability practices, particularly in terms of cost, have yet to be realized. Social performance is relatively high, indicating active engagement in community welfare activities, a strong social media presence, and the creation of employment

opportunities. In contrast, environmental performance is quite poor, as firms struggle to reduce water and energy use, improve waste management, and minimize the use of hazardous materials. These gaps highlight that although companies are making positive strides in financial and social areas, their commitment to environmental practices remains low, limiting their overall sustainability performance considerably.

9.3.4.5. Relevance-Perception Map of Sustainable Performance

A scatterplot of the relevance and perception of each item of the components of sustainable performance was drawn. On the x-axis, **RELEVANCE** of the item was plotted. The **item loadings** are used as a proxy for measuring the relevance of the item. On the y-axis, **PERCEPTION** of the item was plotted. Perception is measured using the mean score of each item based on the responses in the survey, anchored on a five-point Likert-type scale. Higher values on x- and y-axes represented higher levels of relevance and perception regarding the item within the construct. The following were the major findings from the scatterplot:

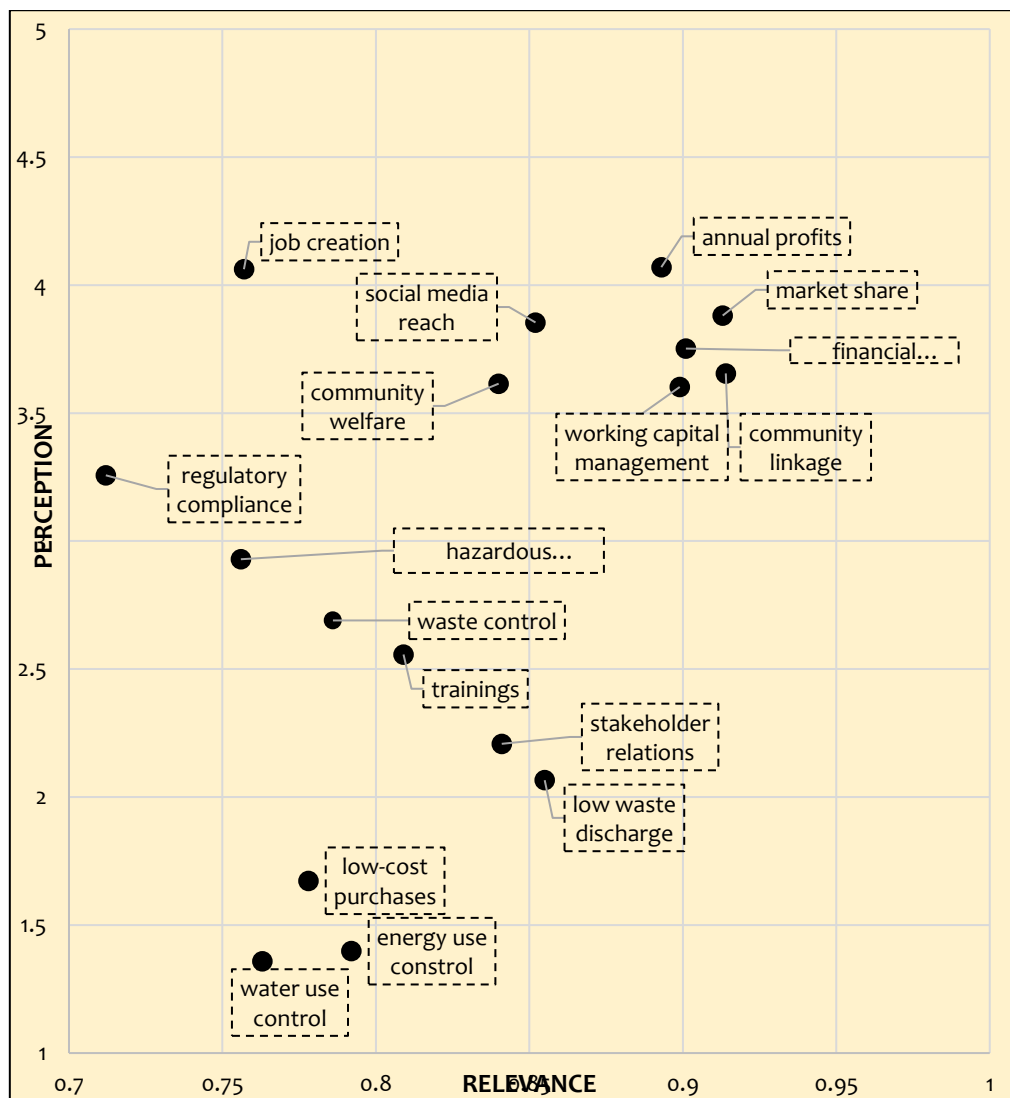
- 1. High Relevance-High Perception Items:** The items that fall into this group includes profits, market share, financial health, community linkages, working capital management and social media reach. The firms have to realize that these are the factors that are important in ensuring their sustainable performance, and should continue to focus on them. These items are a mix of long-term and short-term financial goals, and social perspectives of corporate actions like community linkages.
- 2. Low Relevance-Low Perception Items:** Reduced water consumption, efficient energy use, low-cost purchases fall into this group. Many researchers have identified similar results with these items, mainly owing to the fact that the general facilities at the venue are usually outside to scope of the event manager, and consequently has little control over it. Hence, it is advisable that the firms continue to ignore these items for the present. But, in future, these factors may hold relevance in ensuring sustainability, and hence, they should approach these items with caution.
- 3. High Relevance-Low Perception Items:** Reduced discharge of waste fell into this group. This is an area of concern, since the importance of waste management

is underscored here. The firms have to realise that their future sustainability lies in managing waste properly, not as a legal compulsion, but as an ethical responsibility.

4. **Low Relevance-High Perception Items:** Increase in job opportunities, and compliance with regulatory requirements belonged to this group. The long-term outcome of sustainability of operations may lie in creation of future job opportunities, but firms should not keep it as an area of great relevance at present, since visible positive outcomes like job creation may take years to turn fruitful.

Figure 9.4

Relevance-Perception Map of Sustainable Performance



9.3.4.6 Findings: Effect of Firm Characteristics on Sustainable Performance of Event Management Firms

The results indicate that sustainable performance varies meaningfully across firms based on their structural and financial characteristics. Economic performance is significantly influenced by capital invested, annual return, and location, showing that firms with stronger financial capacity and strategic geographic presence achieve better economic outcomes, while annual turnover does not contribute to these differences. Social performance is significantly affected by all firm characteristics—capital, annual return, location, and turnover—indicating that firms with more resources and larger operational scales are better positioned to improve community engagement, stakeholder relations, and social outreach.

Environmental performance is also significantly shaped by all firm characteristics, suggesting that firms with higher capital, stronger profitability, favourable location, and larger turnover are more capable of adopting eco-friendly practices and environmental management measures.

These findings indicate that firms with stronger financial health, larger scale, and better geographic advantages demonstrate a higher capacity to deliver economic, social, and environmental sustainability outcomes.

9.3.5 Relation among Green Business Practices, Drivers, Barriers, and Outcomes.

Structural Equation Model analysis was done to examine the cause-and-effect relations that existed among the green business practices, their drivers, barriers, and outcomes.

Structural Model Assessment

In the assessment of the structural model, the cause-and-effect relations between the constructs were tested. The assessment was performed in two separate models.

Structural Model One: In this stage, the Drivers and Barriers were specified at the lower-order components, linked to the higher-order Green Business Practices. The

following effects were assessed in this stage: (a) the effect of seven components of Drivers on Green Business Practices, and (b) the effect of the seven components of Barriers on Green Business Practices Adoption. The model one involved the testing of 14 hypotheses, 7 each involving Drivers and Barriers.

Structural Model Two: In this stage, the seven lower-order components of Green Business Practices were linked to the higher-order Sustainable Performance. Model 2 involved the testing of 7 hypotheses.

The major assessments involved the computation of: (a) Path coefficients for measuring the direction and strength of the effect of the predictor construct over the dependent; (b) R-Square, for the explanatory power of the predictors in causing variation in the dependent; and (c) Effect size, for the assessment of the importance of a predictor in explaining variation in the dependent.

The following are the findings regarding the cause-and-effect relations:

9.3.5.1 Effect of Drivers on Green Business Practices

The findings on the effect of the seven components of Drivers on Green Business Practices were as follows:

- 1. Effect of Organizational Value:** Organizational Value shows a medium positive effect on the adoption of Green Business Practices, reflected in its path coefficient ($\beta = 0.412$) and a large effect size ($f^2 = 0.583$). This means that firms with stronger pro-environmental values, creativity and innovation, and green-oriented HRM policies are significantly more likely to implement green practices. The results confirm that internal value systems and cultural orientation act as a meaningful motivator for GBP adoption.
- 2. Effect of Financial Benefit:** Financial Benefits exhibit an extremely low positive effect on GBP adoption, with a path coefficient ($\beta = 0.070$) and a zero effect size ($f^2 = 0.017$). This indicates that firms do not perceive green practices as financially rewarding through profitability, cost reduction, or government incentives. As a

result, financial considerations do not play a meaningful role in influencing firms to go green.

- 3. Effect of Environmental Awareness:** Environmental Awareness demonstrates a high positive effect on the adoption of Green Business Practices, supported by a strong path coefficient ($\beta = 0.601$) and a large effect size ($f^2 = 0.627$). This makes it the strongest driver among all dimensions. Firms that understand environmental issues, aim to conserve resources, and wish to minimise environmental impact are substantially more motivated to adopt GBP.
- 4. Effect of Stakeholders Pressure:** Stakeholder Pressure has a medium positive effect on GBP adoption, as indicated by a path coefficient ($\beta = 0.419$) and a medium effect size ($f^2 = 0.253$). Clients' expectations, sponsors' requirements, peer-firm influence, community pressure, and supply chain behaviours collectively encourage firms to adopt green practices, though the influence is not as strong as environmental awareness or internal values.
- 5. Effect of Technological Expertise & Infrastructure:** Technological Expertise and Infrastructure exert a low positive effect on GBP adoption, with a path coefficient ($\beta = 0.313$) and a medium effect size ($f^2 = 0.340$). This indicates that access to green-ready venues, infrastructural facilities, and technological advancement helps firms adopt sustainable practices, even though the strength of the effect is moderate.
- 6. Effect of Marketing Strategy:** Marketing Strategy shows a very low positive effect on GBP adoption, with a path coefficient ($\beta = 0.111$) and a small effect size ($f^2 = 0.053$). Firms do not consider green practices as a tool to build brand image, increase marketability, or gain a competitive advantage. Therefore, marketing motives contribute very minimally to green adoption.
- 7. Effect of Regulatory Mechanism:** Regulatory Mechanism demonstrates a low positive effect on GBP adoption, supported by a path coefficient ($\beta = 0.256$) and a medium effect size ($f^2 = 0.257$). Existing environmental laws and penalties play a meaningful role in guiding firms toward GBP, although expectations of future legislation have much weaker influence.

8. Overall effect of drivers on Green Business Practices: Environmental Awareness and Organizational Value stand out as the strongest drivers of green adoption, indicating that firms are most motivated to implement Green Business Practices when they possess a clear understanding of environmental issues and have internal values that support creativity, innovation, and responsible behaviour. Stakeholder Pressure, Technological Expertise & Infrastructure, and Regulatory Mechanism provide moderate influence, suggesting that external expectations, availability of suitable facilities, and regulatory enforcement encourage green adoption but are not strong enough on their own to drive widespread implementation. On the other hand, Financial Benefits and Marketing Strategy show minimal influence, meaning firms do not perceive green practices as profitable or as enhancing market competitiveness, which reduces their inclination to adopt them for financial or promotional reasons.

9. Testing of Hypotheses-findings

Five driver-related hypotheses (H1, H3, H4, H5, H7) are supported, showing that the adoption of Green Business Practices is strongly influenced by internal values, awareness, stakeholder support, technological and infrastructure factors, and regulatory mechanisms. Organizational Value and Environmental Awareness act as the strongest motivators, while Stakeholder Pressure, Technological Expertise & Infrastructure, and Regulatory Mechanism also significantly encourage firms to adopt green practices. Together, these results show that green adoption is mainly driven by knowledge, culture, pressure, and enabling systems.

Two hypotheses (H2, H6) are not supported. Financial Benefits do not influence green adoption, suggesting firms do not view green practices as financially rewarding. Likewise, Marketing Strategy shows no effect, indicating that firms are not using sustainability as a promotional advantage. These results reveal that economic and marketing considerations are not key motivators in adopting Green Business Practices.

9.3.5.2 Effect of Barriers on Green Business Practice Adoption

The findings on the effect of the seven components of Barriers on Green Business Practices were as follows:

1. **Effect of Organizational Drawback:** Organizational Drawbacks show a very weak negative effect on the adoption of Green Business Practices, reflected in its path coefficient ($\beta = -0.129$) and a small effect size ($f^2 = 0.137$). This means that internal weaknesses such as lack of green policy, inadequate structure, or employee resistance do not substantially hinder green adoption in practice, even though firms perceive them as barriers.
2. **Effect of Knowledge Barriers:** Knowledge Barriers exert a strong negative effect on Green Business Practices, with a path coefficient ($\beta = -0.453$) and a large effect size ($f^2 = 0.457$). This indicates that limited technical knowledge, poor understanding of how to implement green practices, and low awareness of environmental issues significantly reduce the ability of firms to adopt sustainable practices.
3. **Effect of Lack of Budget and Other Resources:** Lack of Budget and Other Resources demonstrates a significant negative influence on Green Business Practices, seen in its path coefficient ($\beta = -0.444$) and medium effect size ($f^2 = 0.263$). High costs of green technologies, financial burden, and expensive eco-materials meaningfully restrict firms from engaging in green initiatives.
4. **Effect of Lack of Stakeholder Support:** Lack of Stakeholder Support has a notable negative effect on the adoption of Green Business Practices, supported by its path coefficient ($\beta = -0.451$) and medium effect size ($f^2 = 0.307$). Limited cooperation from clients, suppliers, sponsors, and associations reduces the motivation and feasibility of adopting green measures.
5. **Effect of Lack of Regulatory System:** Lack of Regulatory System shows a moderate negative effect on Green Business Practices, with a path coefficient ($\beta = -0.350$) and a small effect size ($f^2 = 0.110$). Weak environmental laws, inconsistent policies, and absence of enforcement discourage firms, but their predictive strength is lower compared to other major barriers.

- 6. Effect of Poor Market Response:** Poor Market Response has an extremely weak and non-significant negative effect on Green Business Practices, indicated by its path coefficient ($\beta = -0.012$) and a small effect size ($f^2 = 0.040$). Although firms perceive low demand and price pressure as barriers, these factors do not meaningfully influence their actual level of green adoption.
- 7. Effect of Lack of Technology & Infrastructure:** Lack of Technology & Infrastructure exerts the strongest negative effect among all barriers, with a path coefficient ($\beta = -0.519$) and a large effect size ($f^2 = 0.553$). Inadequate venues, insufficient infrastructure, and limited access to renewable energy and modern technologies greatly restrict the implementation of Green Business Practices.
- 8. Overall Effect of Barriers on Green Business Practices Adoption:** The findings show that Lack of Technology & Infrastructure and Knowledge Barriers exert the strongest negative influence on the adoption of Green Business Practices, indicating that firms struggle most due to inadequate facilities, absence of green venues, and limited technical expertise or awareness. Lack of Budget and Other Resources and Lack of Stakeholder Support also create notable obstacles, as financial constraints, high costs, and weak backing from clients, suppliers, and sponsors reduce firms' capacity to adopt green initiatives. Lack of Regulatory System has a smaller yet significant negative effect, reflecting that unclear or inconsistent environmental policies still hinder progress. In contrast, Organizational Drawbacks and Poor Market Response show very weak or non-significant effects, suggesting that internal structural weaknesses and market reactions, although perceived as barriers, do not substantially influence the actual level of green adoption among event management firms.
- 9. Testing of Hypotheses-findings:** Five barrier-related hypotheses (H9, H10, H11, H12, H14) are supported, showing that several barriers significantly and negatively affect the adoption of Green Business Practices. Knowledge Barriers strongly hinder green adoption, confirming that limited skills and low awareness reduce firms' ability to implement sustainable practices. Financial and resource shortages also play a significant role in restricting adoption, as the Lack of Budget and Other

Resources significantly obstructs the adoption of GBPs. Lack of Stakeholder Support further weakens green efforts by reducing cooperation from clients, suppliers, and sponsors. A weak Regulatory System also negatively influences green adoption, indicating that without strong enforcement, firms are less motivated to go green. The most impactful barrier is the Lack of Technology & Infrastructure, which severely slows down green adoption due to inadequate facilities and technological limitations.

Two barrier-related hypotheses (H8, H13) are not supported. Organizational Drawbacks do not significantly influence green adoption, indicating that internal structural weaknesses or resistance do not meaningfully affect firms' sustainability efforts. Similarly, Poor Market Response shows a non-significant effect, suggesting that customer hesitance or low market demand does not materially impact the actual level of Green Business Practices adopted by firms.

9.3.5.3 Effect of Green Business Practices on Sustainable Performance

The findings on the effect of the seven components of Green Business Practices on Sustainable Performance were as follows

- 1. Effect of Green Management and Strategy:** Green Management and Strategy shows a strong positive effect on Sustainable Performance, reflected in its path coefficient ($\beta = 0.555$) and a large effect size ($f^2 = 0.386$). This indicates that firms with stronger green policies, strategic environmental planning, staff training, and continuous monitoring achieve significantly better sustainability outcomes. Well-structured management initiatives help firms reduce waste, improve efficiency, and enhance stakeholder confidence, making this one of the most influential contributors to sustainable performance.
- 2. Effect of Green Procurement Practices:** Green Procurement Practices demonstrate a moderate positive effect on Sustainable Performance, evidenced by the path coefficient ($\beta = 0.312$) and a small effect size ($f^2 = 0.093$). This shows that choosing eco-friendly suppliers, using recyclable and biodegradable materials, and adopting responsible purchase policies contribute to sustainability,

but the overall impact remains limited. Procurement does support environmental goals, but its influence is weaker compared to strategic or waste-related practices because many firms still rely on conventional materials due to cost and availability constraints.

- 3. Effect of Green Energy Management Practices:** Green Energy Management Practices have a meaningful positive effect, with a path coefficient ($\beta = 0.283$) and a medium effect size ($f^2 = 0.250$). Energy-saving measures such as LED lighting, renewable energy usage, and efficient equipment significantly enhance sustainability outcomes. Although not the strongest contributor, improvements in energy management lead to reduced carbon emissions and operational costs, making it an essential component of sustainable event operations.
- 4. Effect of Green Marketing & Promotion Practices:** Green Marketing & Promotion Practices show a strong positive effect on Sustainable Performance, supported by a path coefficient ($\beta = 0.489$) and a large effect size ($f^2 = 0.362$). This highlights that firms who communicate their sustainability initiatives, promote green values, and engage in eco-friendly branding experience improved environmental and social performance. Green marketing enhances reputation, stakeholder trust, and customer awareness, making it a powerful driver of sustainable outcomes.
- 5. Effect of Green Water Management Practices:** Green Water Management Practices exhibit a positive but comparatively modest effect, indicated by the path coefficient ($\beta = 0.206$) and a small effect size ($f^2 = 0.124$). Efficient use of water, rainwater harvesting, and minimizing wastage do contribute to sustainability, but the overall impact remains limited due to inconsistent water-saving initiatives in many firms. This suggests that water management practices are implemented to some degree but not robust enough to create strong sustainability gains..
- 6. Effect of Green Waste Management Practices:** Green Waste Management Practices have the strongest positive effect among all components, with a path coefficient ($\beta = 0.593$) and a large effect size ($f^2 = 0.419$). Proper segregation, recycling, composting, and responsible disposal significantly enhance

sustainability performance. Waste management is the most visible and operationally impactful dimension of event greening, explaining why it contributes most strongly to environmental and social outcomes.

- 7. Effect of Green Transportation Practices:** Green Transportation Practices show a very weak and non-significant positive effect, seen in the path coefficient ($\beta = 0.115$) and a zero effect size ($f^2 = 0.007$). Although initiatives such as carpooling, shuttle services, and reduced vehicle usage are conceptually beneficial, they do not meaningfully influence overall sustainability in practice. Limited control over guest transportation and lack of affordable eco-friendly transport options make this dimension the least impactful among the seven.
- 8. Overall Effect of Green Business Practices on Sustainable Performance:** The findings show that Green Business Practices positively influence the Sustainable Performance of event management firms, though the strength varies across components. The strongest contributions come from Green Waste Management, Green Management and Strategy, and Green Marketing & Promotion Practices, which significantly enhance environmental, social, and operational outcomes. Energy management, procurement, and water management also support sustainability, but with comparatively smaller effects. Green Transportation Practices show minimal impact, indicating limited practical influence in real event settings. Overall, firms achieve higher sustainable performance when core managerial, waste-handling, and promotional green practices are well implemented.
- 9. Hypotheses testing-findings:** Six hypotheses (H15–H20) are supported, showing that most components of Green Business Practices significantly improve Sustainable Performance. The strongest positive effects come from Green Waste Management Practices and Green Management & Strategy, indicating that structured planning and effective waste reduction contribute most to sustainability outcomes. Green Marketing & Promotion, Green Procurement, Green Energy Management, and Green Water Management also show significant positive effects, meaning that responsible sourcing, energy conservation, water efficiency,

and sustainability-focused communication all play meaningful roles in enhancing firms' overall sustainability.

Only one hypothesis, H21, is not supported. Green Transportation Practices show a positive but non-significant effect, suggesting that transport-related green initiatives are either limited or not yet strong enough to create measurable improvements in sustainability performance among event management firms

9.4 Conclusion

This study investigated the adoption, determinants, barriers, and outcomes of Green Business Practices (GBP) among event management firms in Kerala, guided by a comprehensive conceptual and theoretical framework. Through an extensive literature review, the research identified seven key dimensions of GBP—Green Management & Strategy, Marketing & Promotion, Procurement, Energy, Water, Waste, and Transportation—and placed them within well-established theories such as RBV, NRBV, Institutional Theory, Stakeholder Theory, TBL, and Dynamic Capabilities Theory. The methodology included rigorous measurement validation through psychometric testing, followed by advanced analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM), enabling a thorough assessment of the relationships between drivers, barriers, green practices, and sustainable performance.

The findings reveal that event management firms exhibit moderate levels of green adoption, with notable strengths in waste management, managerial commitment, and green marketing, but weaker performance in energy, water, and transportation-related practices. Drivers such as Environmental Awareness, Organizational Value, Stakeholder Pressure, Technological Expertise & Infrastructure, and Regulatory Mechanisms significantly boost GBP adoption, whereas Financial Benefits and Marketing Strategy do not impact adoption substantially. Barriers are equally influential: Lack of Technology & Infrastructure and Knowledge Barriers strongly obstruct green adoption, while financial constraints, limited stakeholder support, and weak regulatory systems also negatively influence implementation. Poor market response and organizational issues, however, have minimal actual effect on the adoption of green practices.

Sustainable Performance varies across its dimensions. Economic performance was moderate, social performance was relatively stronger, and environmental performance was comparatively weak, indicating an imbalance among the sustainability pillars. The SEM results confirmed that Green Waste Management, Green Management & Strategy, and Green Marketing Practices are the primary contributors to Sustainable Performance. The R^2 values of 0.635 for GBP and 0.611 for Sustainable Performance indicate a moderately high explanatory power, while the model shows a good fit and strong predictive relevance. Firm characteristics also influence several dimensions, particularly social and environmental performance, demonstrating that financially stronger and better-located firms achieve higher sustainability outcomes.

Overall, the study offers a thorough understanding of how event management firms in Kerala engage with sustainability, emphasizing key motivators, challenges, and performance results. The findings highlight the importance of better regulatory frameworks, improved technological infrastructure, targeted training, and strategic stakeholder involvement to boost green practices. These insights provide valuable guidance for policymakers, industry associations, and event practitioners aiming to promote sustainable event management, while also adding to academic knowledge by combining multiple theoretical approaches with empirical validation using PLS-SEM.

Chapter 10

RECOMMENDATIONS

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10.1 Recommendations

Based on the results of this research, a detailed list of recommendations is provided to assist event managers, regulators, stakeholders, and supporting agencies in improving the implementation of Green Business Practices (GBP) in the event management industry. The analysis revealed that, despite awareness of green concepts, there is limited actual implementation across most areas, including green management, procurement, energy, transportation, water, waste, marketing, and organizational strategy. At the same time, several supporting conditions—such as organizational transparency, stakeholder willingness, and global best practices—offer promising opportunities for progress. Therefore, the following recommendations aim to turn these insights into practical and actionable solutions that can enhance sustainability at every stage of event planning and execution. These recommendations draw on international examples, national practices, and experiences from Kerala, making them both inspiring and feasible for companies operating in diverse settings. Ultimately, these suggestions are designed to help firms, regulators, and stakeholders collaborate to create an event management ecosystem that is greener, more responsible, and future-ready.

10.1.1 Generally, the levels of **Green Business Practices** adopted by event management firms were low. Regarding the adoption of Green Management and Strategies, there is a need for the timely updating of the practices followed. Firms need to identify strategies designated for green objectives and should regularly review and modify them if necessary, as part of their strategic goals. One way to ensure these green strategies remain a priority is by continuously training and raising awareness among the firm's employees. Evidence suggests that more informed and aware employees and management are more responsive to green requirements.

- 10.1.2** Green procurement is not an easy task for event management firms because it is often difficult to verify whether suppliers follow environmental practices. Companies can address this by clearly stating their sustainability goals and encouraging their suppliers to adopt greener practices. Firms can be guided in choosing environmentally responsible suppliers using international frameworks such as ISO 20400, ISO 14001, the EU Green Public Procurement model, the UN Sustainable Procurement Framework, and standards developed by Japan, the UK, and the US. These models help incorporate criteria like recyclable materials, reduced packaging, ethical sourcing, low-carbon transportation, and waste reduction into the procurement process. Green procurement can also be strengthened by prioritizing local suppliers and encouraging open environmental reporting. Although full compliance may not be possible right now, building long-term relationships and gradually incorporating sustainability principles can help develop a more responsible and eco-friendly supply chain in the event industry.
- 10.1.3** Regarding Green Energy Management, the study recommends that event management firms increase the use of renewable energy wherever possible. Natural lighting, semi-open staging, LED bulbs, and portable solar panels can significantly reduce reliance on electricity. With proper estimation of energy needs, firms may even adopt a policy such as using “one-third green energy” for events. Extravagant energy use should be avoided, and clients must be sensitised in advance about the ill effects of over-consumption. Firms can also develop simple internal energy audits to identify areas of avoidable wastage. In practice, this can be supported by using timer-controlled or sensor-based lighting, selecting venues with green building certifications, hiring biofuel generators, and encouraging vendors to use energy-efficient equipment.
- 10.1.4** Regarding Green Marketing and Promotion practices, firms can strengthen their sustainability performance by adopting digital-first marketing

approaches, which are widely used in regions such as the EU, UK, USA, and Australia. By shifting from printed posters, brochures, and tickets to QR codes, e-tickets, mobile applications, digital signboards, social media promotions, email newsletters, and event websites, firms can significantly reduce paper consumption and conserve natural resources. In all marketing communications, it is also recommended to highlight green themes and sustainability messages to create greater environmental consciousness among stakeholders. Clear and relevant instructions, advisories, and reminders may be incorporated to sensitise participants to responsible behaviours that contribute to social well-being and collective welfare.

10.1.5 Green transportation is often challenging for event management firms because guest travel is largely beyond their control. However, practical strategies used in major global events can help minimise transport-related impacts. Selecting venues with good public transport access—similar to the London and Tokyo Olympics and the FIFA World Cup, where metro and bus travel were promoted through special passes—can significantly reduce private vehicle use. Firms can also encourage shuttle buses, car-pooling, and walking or cycling, as seen in COP Climate Conferences and in events across Germany, Denmark, and the Netherlands, which provide electric shuttles and bicycle-rental facilities. For areas within their control, such as transporting materials and supplies, firms can adopt greener options by sourcing locally. This not only reduces emissions but also supports the local community. Examples such as the electric vehicle fleets at Dubai Expo 2020 and restricted vehicle access at the Glastonbury Festival show how targeted measures can effectively reduce transport impacts. Collectively, these approaches help event firms address transportation challenges and promote greener mobility practices.

10.1.6 Green Water Management is crucial because it delivers immediate and visible sustainability benefits for events. Using water-efficient equipment, promoting mindful water use, and supplying drinking water through

refillable bottles or dispensing stations can significantly reduce consumption. Greywater recycling and sourcing water from local suppliers further minimise environmental impact. Many global events—such as the Olympics, Commonwealth Games, and major music festivals—strengthen water sustainability by installing low-flow taps, sensor-based faucets, composting toilets, rainwater-harvesting systems, and real-time water-use dashboards. Event venues in Europe and Australia also enforce “no single-use bottle” policies and provide free hydration points. Adopting such internationally practiced measures enables event firms to improve water efficiency and align with global standards of sustainable event management.

10.1.7 Green Waste Management is another area of utmost importance in sustainable event practices. Food waste is a significant concern, especially in self-service buffets where participants often dump large quantities of leftovers because they feel unmonitored. Placing an executive at the plate-return station who politely encourages guests to take only what they can consume can significantly reduce this issue. Globally, significant events such as the Olympics, FIFA Fan Festivals, and large music festivals minimise food waste through portion-controlled servings, smaller plate sizes, surplus food donation, and clearly marked waste-segregation stations. Many international events also use centralised scraping points, composting systems, and real-time waste-tracking tools to monitor and reduce waste generation. In the Indian context, particularly in Kerala, event firms can further strengthen waste management by directly partnering with Haritha Karma Sena and other responsible waste-disposal agencies to ensure scientific segregation, collection, recycling, and safe disposal of event waste. Such collaborations, combined with behavioural nudges and global best practices, can substantially reduce waste and enhance the sustainability of events.

10.1.8 The levels of various **Drivers of Green Business Practices** were found to be a mixed bag. Regarding Organizational Value, the firms performed very poorly, indicating the need to rethink and reposition their products and

services from a green perspective. Embedding a clear environmental vision into strategic management can significantly drive the adoption of Green Business Practices (GBP). This involves formulating green policies, setting measurable sustainability goals, encouraging employees to propose innovative ideas, and integrating eco-friendly principles into all stages of event planning. Practical approaches such as including green KPIs (Key Performance Indicators) in staff evaluations, rewarding sustainable initiatives, providing regular training, and insisting on green compliance from suppliers can help build a strong sustainability-oriented culture. Organisational values can also be strengthened by adopting established frameworks such as Loyola University Chicago's Green Event Checklists, which provide step-by-step guidance for venue selection, energy use, waste reduction, sustainable catering, and transportation for both small and large events (<https://www.luc.edu>). Strengthening organisational values in this manner can positively influence firms to adopt GBP more effectively and consistently.

- 10.1.9** Evidence shows that although green initiatives may incur higher initial costs, they offer significant long-term financial and operational benefits. With proper awareness, clients are often willing to support and even share the cost of sustainable practices. Event firms should also explore government support and policy incentives to strengthen green adoption. Practical measures include availing subsidies for solar installations, using energy-efficient lighting under the UJALA scheme, and partnering with local bodies for centralised waste collection, as seen in major events in Kerala and Karnataka. International examples—such as government-backed recycling at the Tokyo Olympics and composting partnerships at Glastonbury Festival—also demonstrate the value of institutional collaboration. Firms can collectively identify green audit priorities, seek reduced GST on eco-friendly products, and leverage initiatives such as the Swachh Bharat Mission, EPR (Extended Producer Responsibility) systems, and Kerala's Green Protocols. Such

coordinated efforts can reduce costs, improve compliance, and accelerate the adoption of sustainable event practices.

10.1.10 Environmental Awareness has been proven to be a vital area that creates significant differences in the adoption of Green Business Practices (GBP). Firms should begin by assessing the current level of environmental awareness among their staff and then design suitable interventions to improve it. Educational and training programmes—such as workshops on sustainable event management, short online courses, and expert-led awareness sessions—can greatly enhance staff understanding. Additional strategies include conducting brief “green orientation” meetings before every event, displaying visual reminders on waste segregation, water saving and energy efficiency, and organising monthly internal awareness campaigns. Firms can also implement periodic green audits to help employees understand the link between their actions and the organisation’s ecological footprint. Participating in local clean-up drives, observing World Environment Day, or collaborating with sustainability groups can further strengthen awareness. Introducing small initiatives such as “green champions of the month,” interactive quizzes, or rewards for green behaviour can keep staff motivated. When employees clearly recognise the environmental impact of events and their own role in reducing it, they are more likely to support and actively practice sustainable measures.

10.1.11 Stakeholder Pressure fared low as a driver, indicating the need for stronger involvement of all stakeholder groups in the adoption of Green Business Practices (GBP). Since client demand for green events remains limited, firms must proactively sensitise and educate clients about the long-term benefits of sustainable event choices. Groups of event management firms can work together to promote green attributes, follow green protocols, and create peer pressure within the industry. Internationally, events such as the Olympics, COP Climate Conferences, and major festivals stimulate stakeholder engagement by introducing mandatory green guidelines for vendors,

collaborating with NGOs for waste management, and offering green certifications that motivate firms to maintain high standards. Industry associations worldwide also strengthen pressure by issuing sustainability standards, offering training, and recognising green performers through awards. Public expectations further encourage firms to adopt eco-friendly practices. Additionally, the practice of releasing a brief sustainability report after each event—highlighting waste diversion, energy use, and carbon impacts—creates transparency and enables stakeholders to monitor progress. Together, these strategies can significantly enhance stakeholder involvement and accelerate the adoption of GBP in the event management sector.

10.1.12 Technological Expertise and Infrastructure emerged as a strong motivator for firms, showing that the quality of venue facilities greatly influences the adoption of Green Business Practices (GBP). When venues offer green-friendly systems—such as energy-efficient lighting, waste-sorting units, water-saving fixtures, digital tools and renewable-energy support—firms find it easier to implement sustainable measures. This is evident in major world events: LEED-certified venues at the London Olympics, digital systems at the World Economic Forum, composting and waste-sorting at the Tokyo Olympics, and renewable-energy integration at venues like the Melbourne Convention Centre. Such infrastructure naturally encourages greener operations. Firms can also prepare brief sustainability reports after each event to document how these facilities contributed to energy savings, waste reduction, and water efficiency. Developing a framework that specifies essential green-support facilities for public venues would further strengthen the ability of firms to adopt sustainable event practices.

10.1.13 Marketing strategies related to green practices were very low, showing that firms need to recognise the strong link between green marketing and a positive corporate image. By promoting environmentally sustainable products and services, firms can position themselves as leaders in eco-friendly event management, educate stakeholders, and gain a first-mover

advantage that boosts market growth and competitiveness. Several globally used strategies can support this effort. Firms can adopt digital-first promotions through websites, social media, and QR codes to reduce paper use, highlight sustainability achievements in brief post-event reports, and partner with eco-certification programmes to build credibility. Collaborations with NGOs, use of green labels, customer incentives for choosing green options, and commitments to plastic-free or zero-waste events can further strengthen their green brand and enhance visibility. These actions help firms convey their environmental commitment effectively and improve their overall corporate image.

10.1.14 As regards the Regulatory Mechanism, the study shows that penalties imposed by local authorities act as one of the strongest drivers compelling firms to comply with green protocols and adopt Green Business Practices (GBP). To strengthen this, clearer and more consistent regulations for green events are needed, along with supportive guidance from regulatory bodies that act as partners by offering timely advice, checklists, and awareness sessions. Worldwide examples demonstrate effective models: countries like Australia and the UK enforce mandatory sustainability guidelines for events, the European Union requires strict carbon and energy reporting, and the Tokyo Olympics implemented legally mandated recycling and green procurement rules. Cities such as San Francisco, Vancouver, and Copenhagen require sustainability plans before permits are issued and post-event environmental reporting. Many governments also offer incentives, such as reduced permit fees or tax benefits, for events that meet green standards. Integrating such approaches—combining strict penalties, well-defined rules, and proactive support—can help Indian event firms become better prepared and more consistent in adopting sustainable practices.

10.1.15 Barriers to Green Practice Adoption were generally found to be very high. One positive finding is that organisational resistance to adopting green business practices is very low. The study shows that employee and

management resistance to change is minimal; instead, the real organisational barrier arises from the multi-stakeholder nature of event management. Event firms rely on several external actors—such as sound and lighting operators, caterers, decorators, venue managers, transport providers, and waste contractors—and when these stakeholders are not aligned with green protocols, firms struggle to implement sustainable practices. Poor communication, unclear responsibilities, low awareness of green requirements, and lack of consistent compliance among service partners further intensify the challenge. The absence of a clear green vision or policy that can be shared across all stakeholders adds to this barrier. Strengthening coordination, issuing clear green guidelines for all service providers, and building collaborative frameworks can ensure shared responsibility and greater stakeholder support, enabling firms to adopt and enforce a unified vision for sustainable event management.

10.1.16 Knowledge barriers caused impediments in the adoption of green practices since the firms were lacking in their technical skills and expertise. This lack is twofold – one, the theoretical knowledge is lacking regarding the concept of environment and sustainability, and how it impacts life; two, practical expertise is lacking on how these important aspects and perspectives can be brought into action, merging the social and environmental objectives with the profit and wealth creation objectives of corporates. Education has to happen within, with each employee becoming an ambassador of green practices, with the identification of methods to synergistically merge environmental and corporate objectives.

10.1.17 Regarding the Lack of Budget and Other Resources, firms often believe that green initiatives create additional financial burden due to costly technologies and processes, but this is a misconception. Worldwide evidence shows that many sustainable practices—such as digital communication, LED lighting, reusable décor, local sourcing, and zero-waste systems—are low-cost and generate long-term savings through reduced energy use, lower waste-

handling expenses, and greater operational efficiency. Kerala's own Green Protocol demonstrates this, with reusable utensils, partnerships with Haritha Karma Sena for affordable waste management, and reliance on local caterers, decorators, and equipment suppliers helping to cut costs. Subsidies for solar equipment and reduced fees for green-compliant events further ease financial pressure. These examples make it clear that green practices are not expenses but smart investments that future-proof event management firms.

10.1.18 Though Lack of Stakeholder Support appeared as a mixed outcome in the study, it is an area that requires serious attention because green practices cannot be implemented as a one-time effort. Sustainable adoption demands that all stakeholders are brought on board and committed to the process. Stakeholder engagement is therefore crucial. Clients, suppliers, employees, service partners, and local communities must play an active and coordinated role in supporting the firm's green initiatives. This should begin with a proper stakeholder analysis to understand the needs, expectations, and levels of influence of each group. Based on this understanding, firms can design tailored engagement strategies—such as periodic communication, capacity-building sessions, and shared green protocols—to ensure alignment and cooperation. Collaborations with local communities and NGOs can further strengthen the process by enhancing awareness, creating mutual trust, and improving the acceptability and effectiveness of green practices. Such coordinated engagement ensures long-term commitment and shared responsibility in greening events.

10.1.19 The Regulatory System appears to have drawn some resentment from firms, mainly due to unclear and inconsistent directions. Regulations must be specific, easy to understand, and supported by mechanisms for clarification and assistance. Local self-governments can play a key role in simplifying compliance. In Kerala, this can be strengthened by providing simple Green Protocol handbooks, conducting pre-event briefing sessions, offering helpline support through health or environment officers, and coordinating

waste management through Haritha Karma Sena. Panchayats and municipalities can also offer fast-track approvals and reduced fees for green-compliant events, along with model templates, standardised checklists, and basic training sessions. Such measures make the regulatory environment more supportive and predictable, helping firms adopt green practices more confidently.

10.1.20 Poor Market Response occurs mainly because clients do not actively demand green events, often due to low awareness, perceived higher costs, and uncertainty about the actual benefits of sustainable practices. Concerns about greenwashing and the difficulty of measuring the impact of green initiatives also weaken client confidence. Firms can address this by presenting simple sustainability indicators or post-event summaries that show clear outcomes, helping clients understand the value created. Although traditional methods may seem more convenient, firms must consistently communicate that sustainability should take priority. In Kerala, the success of Green Protocol events, efficient waste management through Haritha Karma Sena, the use of local organic caterers and décor providers, and widely publicised eco-friendly public programmes demonstrate that green events can be carried out effectively and economically. Highlighting such examples can help convince clients that sustainable choices are both practical and beneficial.

10.1.21 Regarding Technology and Infrastructure, firms face significant challenges in adopting green practices due to the limited availability of affordable, customisable, and user-friendly technologies. This gap is further widened by low awareness of how such technologies work and how they can be effectively applied in events. The limited use of renewable energy also impedes progress. Firms must recognise that even small, gradual investments in research, trials, and capacity-building can yield indigenous, low-cost solutions suited to local conditions. Demonstrations of simple technologies—such as LED lighting systems, portable solar units, water-saving fixtures, reusable stage materials and efficient waste-handling tools—

show that many green solutions can be adopted without heavy expenditure. Strengthening awareness, partnering with technical institutions, and learning from successful local green events can help firms overcome technology-related barriers and move towards more sustainable event management.

10.2. Theoretical Implications of the Study

The present study depended on existing conceptual definitions for the construct under study. The four constructs were measured using the items adapted from existing literature. The following are the theoretical implications:

- 10.2.1 Green Business Practices is a hierarchical concept, composed of seven underlying components. This model can be used in studies in similar contexts. The Drivers and Barriers are also composed of a hierarchical structure, with seven items each. This model can be used in studies in similar contexts. Sustainable Performance of event management firms has a three-dimensional structure composed of economic, social, and environmental dimensions.
- 10.2.2 The perceptions of the firms regarding the Green Business Practices, their Drivers and Barriers, and Sustainable Performance of event management firms are dependent on a wide array of firm characteristics like their location, capital employed, returns, and turnover. Thus, it is evident that the concept of Green Business Practices is very complex, widely varying across firm characteristics. This implies that problems, interventions, solutions, and policies may not be the same across different firms.
- 10.2.3 Environmental Awareness, Stakeholder Pressure, and organizational Values are the strongest drivers of Green Business Practices. Financial Benefits from green adoption do not motivate firms to adopt Green Business Practices.
- 10.2.4 Major barriers to Green Business Practices adoption are a Lack of Stakeholder Support, Poor Knowledge, and a Lack of Budget and Other Resources. Poor Market Response does not cause significant barriers in adoption.

10.2.5 Major influencing factors towards Sustainable Performance of firms are Green Management and Strategy, Green Waste Management, and Green Marketing & Promotion Practices.

10.3. Policy Implications of the Study

The present study is also important not only from the theoretical implications, but also from the policy perspective. There is a visible difference between what the firms perceive about many practical aspects regarding Green Business Practices, their drivers, and barriers. The divide can be adequately plugged by appropriate policy interventions. The study identified specific areas where policy regulations have to be implemented.

10.3.1 Sustainable Energy Use

Regulations on sustainable energy use should focus on promoting renewable energy and ensuring the use of energy-efficient equipment and practices. Guidelines must clearly define acceptable consumption and emission limits and include systems for inspection and corrective action. Many countries regulate air-conditioning by setting minimum temperature levels or restricting cooling—for example, Japan and South Korea set mandatory temperature limits in public buildings, Singapore maintains AC above 25°C, Spain and Italy restrict excessive cooling, and Dubai prohibits outdoor air-conditioning. While such strict measures may not fully suit the study context, practical, adaptable actions can be implemented. These include mandating LED lighting for events, setting limits on sound-system power, promoting energy-efficient generators, and encouraging small-scale renewable options like portable solar units. Authorities can also request a basic energy-use plan with event permits and provide simple checklists to guide energy-efficient practices. These steps offer realistic, effective ways to support responsible energy use in events.

10.3.2 Sustainable Input Consumption

Use of consumable inputs in events should be a priority focus of regulations. Guidelines must ensure food safety, responsible beverage service, and effective waste management. Although clients may view these inputs as personal choices, they should

be encouraged to avoid extravagance and select sustainable alternatives. Systems must also exist to monitor the quantity of waste generated and ensure its proper segregation and disposal. Local authorities should have the power to issue context-specific ordinances—such as limits on certain inputs, permissible noise levels and approved waste-disposal methods—based on the needs and sensitivities of each locality. In Kerala, this can be strengthened through measures such as enforcing the Green Protocol, mandating reusable serveware, and integrating Haritha Karma Sena for on-site waste collection and segregation. Local bodies can also require caterers, decorators and sound/light providers to adhere to green standards and include such obligations contractually, with compliance linked to license renewal or future event approvals. These practical steps help ensure that all supply-chain partners take shared responsibility and support sustainable event practices.

10.3.3 Organizational Culture towards Green Practices

A strong and proactive organisational culture toward green practices must guide firms across all stages of pre-event, during-event, and post-event planning. In the pre-event stage, sustainability should influence decisions such as venue selection, supplier choice, material procurement, transport plans, and waste-management arrangements, ensuring environmentally responsible options are prioritised from the outset. During the event execution stage, this culture must translate into real-time actions—efficient energy use, strict waste segregation, responsible consumption of inputs, continuous monitoring and coordination among staff and external service providers. In the post-event stage, firms should systematically review outcomes, measure sustainability performance, document lessons learned and prepare brief sustainability reports that guide future improvements. To support this holistic approach, sustainability must be embedded in the organisation's values, beliefs and practices, reinforced through ongoing awareness programmes, training, and employee engagement. A spirit of innovation should be encouraged so employees and service partners can contribute improvements at every stage. Ultimately, the success of such an organisational climate depends on active collaboration with all stakeholders—clients, suppliers, employees

and community partners—who collectively uphold and strengthen green practices across the entire event lifecycle.

10.3.4 Nature of Regulations

Regulations must be established at both broader and local levels, with clear standards for resource use, pollution limits, waste generation and approved disposal methods. Systems for periodic inspections, basic waste-measurement tools, and accessible channels for clarifications and emergency responses are essential. In Kerala, regulatory effectiveness can be improved by enforcing the Green Protocol, involving Haritha Karma Sena for on-site waste management, and requiring simple waste-management and resource-use plans before issuing event permits. Local bodies can further support compliance through model checklists, pre-event briefings and a balanced penalty–incentive system that discourages violations while rewarding green-compliant events. Such measures make regulations clearer, more supportive and more effective in promoting sustainable event practices.

10.3.5 Incentive and Support System

There should be a strong system to incentivise firms that comply with green protocols and contribute to setting benchmarks for others. Financial and non-financial incentives can significantly drive the adoption of green practices. Globally, events receive benefits such as reduced permit fees, priority venue access, green certification awards, public recognition, and government grants for renewable-energy use, as seen in countries like the UK, Australia, Japan and parts of the EU. Many cities also offer tax rebates for using energy-efficient equipment or achieving zero-waste targets. From a Kerala perspective, similar initiatives can be introduced by local governments—such as reduced user fees for green-compliant events, priority approvals, subsidies for LED lighting or solar units, and grants for waste-reduction innovations. Local bodies can also recognise firms with Green Event Awards during municipal or district-level programmes, publish success stories of green events, and provide exclusive listing or promotion of firms that consistently follow the Green Protocol. Such incentive systems make sustainable practices more attractive, rewarding and feasible for event management firms.

10.4 Scope for Future Research

This study offers a comprehensive understanding of the drivers, barriers, and sustainability outcomes of Green Business Practices among event management firms in Kerala; several unexplored areas remain, offering rich opportunities for further investigation. Future research can expand on the present findings by examining event-level practices, stakeholder perspectives, comparative contexts, and long-term behavioural patterns. The following points outline key directions where subsequent studies can meaningfully build on the insights generated here.

10.4.1 Event-Level Case Studies on GBP Implementation

Future research can explore event-level case studies, where individual events are examined in depth to understand how Green Business Practices (GBP) are planned, implemented, and monitored in real settings. Such micro-level investigations can reveal practical constraints, innovative solutions, and context-specific strategies that may not be visible in organizational-level analysis.

10.4.2 Attendees' Perceptions and Behavioural Responses

Another valuable direction is to examine attendees' perspectives, focusing on how guests perceive, experience, and respond to green initiatives during events. Understanding attendees' willingness to pay, behavioural intentions, satisfaction, and awareness can offer important insights into the demand-side dynamics of green event adoption.

10.4.3 Multi-Stakeholder Perspectives on Green Event Adoption

Further studies may also focus on different stakeholder groups, including clients, sponsors, suppliers, venue operators, and regulatory authorities. Comparing their expectations, motivations, and barriers can help build a multi-stakeholder model of green event management, strengthening policy and industry-level interventions.

10.4.4 Comparative Studies Between Government and Private Events

Comparative studies may also be conducted between government-organized events and private/commercial events to assess differences in regulatory compliance, resource availability, and sustainability outcomes. Such analyses can reveal whether public-sector events adopt greener practices and what lessons can be transferred across sectors.

10.4.5 Longitudinal Studies on the Evolution of Green Practices

Researchers may also consider conducting longitudinal studies to examine how Green Business Practices evolve over time within the same firms. Tracking changes across multiple years can provide insights into the long-term effectiveness of green initiatives, policy impacts, and shifts in organizational culture toward sustainability.

10.4.6 Economic Feasibility and Cost–Benefit Analyses of GBP

Another promising direction is to explore the economic feasibility and cost–benefit analysis of adopting GBP. By assessing financial returns, cost savings, and long-term operational efficiencies, future studies can evaluate whether green practices are economically sustainable and provide evidence that may motivate hesitant firms.

10.4.7 Advanced Analytical and Modelling Approaches

Further research could also utilise advanced modelling techniques—such as multi-group SEM, machine learning–based prediction, or fuzzy-set qualitative comparative analysis (fsQCA)—to uncover complex relationships among drivers, barriers, and sustainability outcomes. These approaches can reveal nuanced patterns that traditional linear models may overlook.

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APPENDIX

QUESTIONNAIRE
Green Business Practices of Event Management Firms in
Kerala

Respected Sir/ Madam

I am Shajim M. S., a Research Scholar pursuing my Ph.D. in the Post Graduate and Research Department of Commerce, Government College, Madappally, Vatakara. My doctoral research focuses on the topic “Green Business Practices of Event Management Firms”. The objective of this study is to develop a credible and original understanding of the extent to which event management firms in Kerala adopt green business practices, as well as the key factors influencing their adoption. All the information you provide will be treated with strict confidentiality and will be used solely for academic research purposes. I kindly request your cooperation in completing the questionnaire.

Thank you very much for your time and support

A. General Profile

1. District
2. Name of your Firm.....
3. Contact Number.....
4. Year of establishment.....
5. GST Registration.....
6. Location: Urban ☐ Semi-Urban ☐ Rural ☐
7. Give the following Information

Sl.No	Details	2021-22	2022-23	2023-24
1	Provide details of the present capital investment in your firm as on 31/03/2024.			
2	Annual Turnover of your firm.			
3	Annual average return			

B. Green Business Practices (GBP), Drivers, Barriers, and Sustainable Performance

1. You are kindly requested to indicate your level of agreement with the following statements related to green business practices, their drivers and barriers, and the sustainable performance of event management firms in Kerala. Please use the five-point scale provided, where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree.

Green Business Practices						
		1	2	3	4	5
	Green Management System					
1	We are very dynamic in updating the GBP continuously.					
2	When selecting a venue for the events, we give preference to venues with amenable green practices.					
3	We have a Green Policy that ensures green criteria are considered during event planning, budgeting, designing, and execution.					
4	We are organising green awareness and training programme for our staff					
	Green Procurement Practices					
5	We have a clear estimation before purchasing materials for an event to reduce wastage and ensure optimum utilization of resources					
6	We prioritize bulk purchasing when procuring materials for events					
7	We are selecting our supplier and distributor by considering their green behaviour					
8	We prioritize purchasing biodegradable items for decoration and other necessities whenever possible.					
	Green Energy Management Practices					
9	We have a clear estimate of the energy requirements for each event to conserve energy.					

10	We take all measures to efficiently use energy, such as using LED bulbs, energy-efficient electronic appliances, and equipment.					
11	We take all measures to reduce the energy demand of events as much as possible by strict monitoring and control.					
12	We use renewable energy sources for the events as much as possible.					
	Green Marketing & Communication Practices					
13	For every event we organize, we incorporate a green theme and give maximum promotion through the digital platform					
14	In all our events, we will provide clear Informative signage to control and reduce waste, usage of water, energy, and resources					
15	We minimize the use of promotional paper materials and instead, focus on social networking and online media for promotion					
	Green Water Management Practices					
16	We have a clear estimate regarding the Water requirements of each event in order to reduce the water requirements					
17	We are giving clear instructions to attendees regarding the sustainable use of water					
18	We take all measures to reduce the usage and requirements of water by using water-efficient equipment					
19	We take all measures to reduce the distribution of Plastic bottles					
	Green Waste Management Practices					
20	We have a clear estimate regarding the generation of waste in each event.					
21	We segregate waste at events using different-colored, labelled bins at various locations throughout the event.					
22	We take all measures to reduce, recycle, and reuse materials used in the events, following the 3Rs (reduce, recycle, and reuse) principle.					

23	We have an effective waste disposal mechanism, either by outsourcing to an external agency or using our in-house system.					
24	If it is assigned to an outside agency, we will ensure it is properly disposed of.					
25	We have assigned staff to control the generation of waste and ensure its effective disposal.					
26	We donate leftover food to charity.					
	Green Transportation Practices					
27	We take all measures to reduce GHG emissions in events					
28	We make purchases from the local market, which is near the location of the event, as far as possible					
29	While selecting a Venue, we make sure that it is accessible to all to implement green transportation.					
30	We conduct our organization's staff meeting through virtual mode as much as possible.					
Drivers of Green Business Practices						
	Organizational Value					
1	The existence of a Social Responsibility Strategy within our organization acts as a driving force for adopting Green Business Practices (GBP)					
2	Our organization's emphasis on green creativity and eco-innovation encourages us to adopt Green Business Practices (GBP).					
3	The organization's Green Human Resource Management (HRM) policy supports the adoption of Green Business Practices (GBP).					
	Financial Benefit					
4	We are encouraged to adopt Green Business Practices (GBP) as they help improve profitability and strengthen our client base					
5	Government grants, subsidies, and financial incentives, such as tax benefits, act as motivating factors for our organization to adopt Green Business Practices (GBP)					

6	The potential to lower overall cost encourages our organization to adopt Green Business Practices (GBP)					
	Environmental Awareness					
7	Our awareness of environmental issues drives us to adopt Green Business Practices (GBP).					
8	Our awareness of environmental issues drives us to adopt Green Business Practices (GBP).					
9	Our understanding that Green Business Practices (GBP) help reduce environmental impact encourages us to adopt them.					
	Stakeholders Pressure					
10	Clients' growing demand for green events drives us to adopt GBP.					
11	Trade /event management association guidance and support help us to adopt GBP.					
12	GBP, followed by Fellow Events firms, is forcing us to adopt GBP					
13	Suppliers and Distributors' green initiatives lead us to easy adoption of GBP.					
14	Pressure from the Local Community, Media, Politicians, and NGOs led us to adopt GBP.					
15	Event Sponsors/Clients' specifications for green product/service drive us to adopt GBP.					
16	Availability of Skilled Workforce and HR policy helps us to adopt GBP					
	Technological Expertise and Infrastructure					
17	The availability of specific facilities around venues serves as a driving force behind our adoption of GBP					
18	Availability of general infrastructural facilities drives us to follow GBP					
19	Technological development and expertise in the field of event management help our organization to adopt Green Business Practices (GBP).					

	Marketing Strategy					
20	The desire to build a better brand image motivates our organization to adopt Green Business Practices (GBP).					
21	Our anticipation of increasing market demand for green events drives us to adopt Green Business Practices (GBP).					
22	We adopt Green Business Practices to gain a competitive advantage in the event management industry.					
	Regulatory Mechanism					
23	Penalties imposed by the local Self-Government lead us to adopt GBP					
24	Existing environmental legislation forced us to adopt GBP					
25	Our expectation of Future Sustainability-related legislation has compelled us to adopt GBP					
Barriers to Green Business Practices adoption						
	Organizational Barrier					
1	Our firm does not have a specific green policy guiding the adoption of Green Business Practices (GBP).					
2	An inadequate organizational structure poses a considerable barrier to the adoption of Green Business Practices (GBP).					
3	Our organization shows strong resistance to transforming events into green events					
	Knowledge Barriers					
4	Lack of green technical skills, knowledge, and expertise poses a challenge to the adoption of Green					
5	Limited knowledge about the implementation and operationalization of Green Business Practices (GBP) acts as a barrier to their adoption.					

6	Lack of awareness about environmental issues hinders the adoption of Green Business Practices (GBP)					
	Lack of Budget and Other Resources					
7	The extra financial burden of adopting Green Business Practices (GBP) prevents our organization from implementing them.					
8	The high cost of green technology and infrastructure hinders our organization from adopting Green Business Practices (GBP)					
9	The high price or limited availability of green products and materials prevents our organization from adopting Green Business Practices (GBP)					
	Lack of Stakeholders Support					
10	Clients/Sponsors are not willing to pay a premium price for a green event.					
11	Lack of Government Support					
12	Lack of green suppliers and distributors					
13	Lack of pressure from the public, the Local Community, the Media, Politicians, and NGOs					
14	Event associations are not providing any guidance on adopting GBP.					
15	No other event organizations are adopting GBP.					
16	Clients are not willing to compromise the event facilities for green.					
	Lack of Regulatory System					
17	Lack of guidance or certification from regulatory agencies hinders the adoption of Green Business Practices (GBP).					
18	The absence of a sustainable GBP framework within local self-governments limits event management firms' ability to become green.					
19	Difficulty in complying with environmental regulations hinders our organization from adopting Green Business Practices (GBP).					

	Poor Market Response					
20	Lack of demand for green events discourages our organization from adopting Green Business Practices (GBP).					
21	Traditional event managers are charging a lower price and forcing us to compromise green initiatives					
22	Intense competition in the industry makes it difficult for our organization to adopt Green Business Practices (GBP).					
	Lack of Infrastructure					
23	Lack of general infrastructure prevents us from implementing Green Business Practices					
24	Lack of specific infrastructure around the venue prevents us from implementing Green Business Practices					
25	Lack of availability of renewable energy sources hinders our adoption of Green Business Practices					
Sustainable Performance						
	You are kindly requested to indicate your level of agreement with the following statement based on your firm's performance over the past three years (2023–24, 2022–23, and 2021–22).	1	2	3	4	5
Economic Performance						
1	Our firm has shown an improvement in annual profits.					
2	Our firm has increased its market share.					
3	Our firm's overall financial health has improved.					
4	Our firm has improved the efficiency of working capital management.					
5	Our firm has reduced the cost of purchased materials.					
6	Our firm has reduced energy costs.					
7	Our firm has reduced expenses related to waste discharge.					

Social Performance						
8	Our firm has improved its relationships with community stakeholders (such as NGOs and community groups).					
9	Our firm has enhanced its participation in community welfare programmes.					
10	Our firm has improved employee training and educational programmes.					
11	Our firm has increased opportunities for local community participation (e.g., hiring casual workers or resource collectors).					
12	Our firm has contributed to increased indirect job opportunities.					
13	Our firm has expanded its social media reach.					
Environmental Performance						
14	Our firm has reduced waste generation.					
15	Our firm has reduced its water consumption.					
16	Our firm has reduced its energy consumption.					
17	Our firm has reduced the use of hazardous materials.					
18	Our firm has maintained compliance with environmental regulations.					

Please provide your opinion and suggestions regards adoption of Green Business Practices

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