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Opportunities and Benefits of Green Marketing in Event Business
- A strategy that attracts MICE clients to do their events green

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Contents

List of Figures

Page

Abbreviations- and Symbol List

approx.	approximately
BtG	Business Travel Group
BRIC	Brazil, Russia, India, China
b2b	business to business
b2c	business to consumer
b2p	business to public
cf.	confer; compare
CO_2	Chemical formula for carbon dioxide emission
DMC	Destination Management Company
e.g.	exempli gratia; for example
Engl.	English
eibtm	exhibition for incentive, business travel, and meetings
etc	et cetera
e-mail	electronic mail
GMIC	Green Meeting Industry Council
ICCA	International Congress and Convention Association
IMEX	Incorporate Meeting Exhibition
IT	Information Technology
Ltd.	Limited
MICE	Meetings, Incentives, Conferences, Exhibitions
p.	page
pax	people approximately
RFP	Request for Proposal
ROI	Return on Invest
R’s	Reduce, Reuse, Recycle
SWOT	Strengths, Weaknesses, Opportunities, Threats
TV	television
UBA	Umweltbundesamt
USA	United States of America
WTO	World Trade Organization
&	and
%	percent
?	question mark

1 Introduction

1.1 Problem Discussion

"Only after the last tree has been cut down…the last river has been poisoned…the last fish caught, only then will you find that money cannot be eaten." [1]

So true, money is worthless once our environment is destroyed. But in spite of this prophesy it is not too late to realize environmental problems, and to act now. Our western society is wealthy compared to earlier times. People are getting older, and have more leisure time.[2] The world population has been estimated at more than 7 billion people in year 2012, and might get its highest number of almost 16 billion humans living on earth in year 2100.[3] This means resources such as gas oil, food, water will be scarce, and damages to the world through our wealthy lifestyle will increase.
The Greenhouse Effect is natural and essential for human lives on earth. But if there are too many greenhouse gases generated by human activities, it will lead to global warming with consequences of natural disasters. Carbon dioxide has been identified as the main gas contributor to global warming generated by human beings.[4]
The increase of leisure travels in the tourism sector makes a huge contribution of carbon dioxide emission but it is not just leisure travel. Companies already spot events as a modern marketing instrument, and combined it with business travel. The MICE industry was invented, and is booming these days. With the increasing number of travels and events, the concerns about environmental damages are increasing as well. But still, companies won't dismiss making events because of the good business they achieve yet. At the same time, they want to pay enough attention to these environmental concerns. The resolution seems in going green.

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[1] Cree Indian Prophesy, "Green Quotes"

[2] Cf. Bruhn, "Dienstleistungsmarketing", p. 6

[3] Cf. United Nations, "Global population to pass 10 billion by 2100, UN projections indicate"

[4] Cf. EPA, "Climate Change"

1.2 Overall Purpose

The purpose of this study is to identify the opportunities of green marketing in event business, and to understand the benefits which resulting out of this for a company with green approach. Furthermore, the study is dealing with a strategy to encourage business clients to make green events.
This study treats a current topic that requires attention in overall business industries.

1.2.1 Background and Limitations

Before going further with the study's function, it is necessary to mention the background and limitations. In this way the following content will achieve more clarity.

The study is written after a practical semester at BtG Event Solutions, headquartered in Saint Petersburg, Russia.

Figure 1: Logo of BtG Event Solutions

BtG Event Solutions Ltd., in the following shorted with BtG is a Destination Management Company (DMC). BtG stands for Business Travel Group. The company was founded in year 2005 by Tatiana Baklanova who is still owner and manager of BtG. Like the company name assumes, BtG is only operating in the business to business (b2b) segment - More specific in the MICE industry which belongs to business tourism. BtG is doing MICE inbound which means they are making events only in their homeland Russia. Thus, they are always looking for business partners abroad that are doing MICE outbound in Russia, or native business partners doing MICE inbound.

Own experiences that were gained at this five- months of internship at BtG are used repeatedly in the content to fulfill this study. Furthermore, this study is limited in some aspects from the perspective of BtG.

1.3 Method of Procedure

To accomplish the study, there has been used secondary research method. As the content is very current, the research was gained mostly through internet websites than through books. The study is divided into seven chapters:

Chapter 1 Introduction gives a preface of the study. To this, it contains to discuss the problem, the purpose of the study with its background and limitation, and the method of procedure.

Chapter 2 Event Business contains an overview of different event types. In addition, the MICE segment will be elucidated with the business to business tourism and an evaluation over the Russian market.

Chapter 3 Green Marketing provides an explanation about the term itself with the responsible areas as well as the target group that BtG is approaching in this study, and the marketing mix.

Chapter 4 Opportunities deals with the increase of demand, technical development, and government pressure. In addition, this chapter involves threats such as economic crises, green washing, competitors, and suppliers as accomplishment for the external analyses of the SWOT.

Chapter 5 Benefits concludes the resulting benefits of green marketing such as access to new market, competitive advantage, profit sustainability, or social prestige.

Chapter 6 Strategy specifies the objective of the study. At same time this chapter finalizes the SWOT analysis by adding the internal analyses into. Furthermore, this chapter represents a step sequence to encourage MICE clients to make their events green. Finally, there are recommendations for each step represented to BtG.

Chapter 7 Conclusion finishes the study by looking back through the discussed content.

2 Event Business

Events are used as a modern marketing communication tool. Due to the omnipresent of classical marketing tools such as print media or TV commercials, messages are not perceived by the audience in the effect that companies desire of. Events, however involve all human senses: seeing, hearing, tasting, smelling, and touching of participants.[5]

2.1 Types of Events

There are many ways of classifying the existing types of events. For example: events can be classified by the purpose of the event. In this way there would be classified many different types of events such as conferences, incentive events, product launches, or even birthday events. In the following, events will be divided into the target groups they approach to in order to provide a clear overview. The represented event types will be understood from the perspective of an event agency.

2.1.1 Consumer Event

An event agency is taken requests from a private person who is acting in his or her own interest. A typical example would be a wedding. An agency stands in direct communication to its client who is at same time the consumer and subject (target group) of the agency's product or service. This case describes a business to consumer (b2c) segment.

2.1.2 Public Event

This kind of event type involves at least three parties, and will have a more complex structure as consumer event. First of all, one party is the event agency as business organization itself. Second party would be a principal who gives the order for this event, e.g. federal city. And the last party would be the general public which is the target group. An example of this event type could be a concert. This is called business to public (b2p).

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[5] Cf. Schäfer, "Event-Marketing", p. 43- 44

2.1.3 Business Event

Business events are structured similar as public events because both have a similar level of complexity. But the target group hereby is different because these will be business organization. For example: a company decides to have an event for its business clients. They assign an event agency for the planning. Compared with public events, business events are not open to anyone. They only address selected business organizations. Therefore, this event type is called business to business (b2b).

2.2 MICE Industry

The abbreviation of MICE stands for meetings, incentives, conferences and exhibitions. Sometimes the "C" in MICE refers to conventions, and the "E" refers to events.[6] The International Congress and Convention Association (ICCA) define each element of MICE as following:

Meeting – "*General term indicating the coming together of a number of people in one place, to confer or carry out a particular activity. Frequency: can be on an ad hoc basis or according to a set pattern, as for instance annual general meetings, committee meetings, etc."*

Incentive – "*Meeting event as part of a program which is offered to its participants to reward a previous performance*."

Conference – "*Participatory meeting designed for discussion, fact-finding, problem solving and consultation. As compared with a congress, a conference is normally smaller in scale and more select in character - features which tend to facilitate the exchange of information. The term "conference" carries no special connotation as to frequency. Though not inherently limited in* time, conferences are usually of limited duration with specific objectives."

Exhibition – "*Events at which products and services are displayed."*[7]

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[6] Cf. MICE point, "What stands MICE for?"

[7] ICAA, "Definition of MICE- FAQs"

The MICE industry has been recently started to name as “The Meeting Industry” to simplify the term but still contains all of the four elements: meeting, incentive, conference and exhibition.[8]

2.2.1 Business to Business Tourism

MICE industry is a typical b2b segment in the tourism industry. The clients of BtG are business organizations, and well known to BtG because its size is much smaller compared to consumer market. The contact to these clients is direct and personal. The products offered by BtG are tailor made for each client. The request for a proposal contains often a travel group with 200 pax or more. Because of these characteristics, BtG’s product is set with a higher price than a leisure product for consumers, which belongs to mass distribution.[9] Another difference over consumer travels is that companies are planning their destinations often long term in advance- that means approx. two years in prior.

As there is no common definition of business tourism, the term can be explained as: “*Business tourism is the provision of facilities and services to the millions of delegates who annually attend meetings, congresses, exhibitions, business events, incentive travel and corporate hospitality*”.[10]

2.2.2 Russian Market

MICE industry is quite new to the whole world and even newer in Russia. Within the MICE industry there is a very huge potential of growth for the states of Brazil, Russia, India and China (BRIC). Jim O´ Neill, the current Chairmen Goldman Sachs Asset Management, created the term of the BRIC states already ten years ago.[11] A recent report says the BRIC states have convinced its investors with strong growth and rising price shares on the stock market.[12] According to other studies, Russia is the leader for

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[8] Cf. ICAA, “Definition of MICE- FAQs”

[9] Cf. B2B international, “Segmentation Challenges In Business-To-Business Markets”

[10] ICAA, “Definition of business tourism- FAQs”

[11] Cf. Tschudy, Daniel, “Die BRIC Staaten und ihre MICE Temperaturen”

[12] Cf. Yahoo, “BRIC- Staaten sind aus Jugendalter heraus“

traveling abroad within these BRIC states.[13] What sounds like a great success in the beginning, is in closer consideration a negative impact for Russian DMCs like BtG which business is MICE inbound. As said in the beginning, BtG is making events not only for foreign business people but also for domestic business people as long as the event will happen in Russia. And therefore, if the trend for meetings in Russia is going down so will the number of requests for BtG decrease.

Due to Russia's government control over economic, and many more issues like bribery within the country, or poorly education in the MICE sector, the thought has come up to take the "R" out of BRIC. That means Russia would have not enough potential as an emerging market anymore.[14]

However, Russia is an important trading partner of Germany and shows rapid economic development, especially with Russia's entry to the World Trade Organization (WTO). Russia thus stated to use energy more efficient in future, and protect environmental climate by lowering their carbon dioxide emission[15] (cf. *Chapter 4.3 Government Pressure*).

[13] Cf. Global Travel Industry News, „Russland ist Spitzenreiter"

[14] Cf. Keegan, Green, "Global Marketing" S.61

[15] Cf. Auswärtiges Amt, „Kooperation in Wirtschaft und Energie"

3 Green Marketing

3.1 Understanding of the Term

The term green marketing is broadly explained as there is no standardized definition for it. Green marketing can apply to product development or a campaign itself and appeal to issues like saving water, reducing greenhouse gas emissions, cutting toxic pollutions.[16] However, there are definitions attempts. American Marketing Association defines green marketing in three steps:

1. Retailing definition- "*The marketing of products that are presumed to be environmentally safe.*"

2. Social marketing definition- "*The development and marketing of products designed to minimize negative effects on the physical environment or to improve its quality*."

3. Environments definition- "*The efforts by organizations to produce, promote, package, and reclaim products in a manner that is sensitive or responsive to ecological concerns.*" [17]

Alternative Names and Sustainability

Besides the term green marketing, there are other names such as sustainable marketing, environmental marketing, ecological marketing, and organic marketing that are known as alternative names to green marketing.[18] The terms green and sustainable are very often used as a synonym but in truth, sustainability is more powerful as it is broader in its reach than green marketing.[19] Pfister, who was the Minister of Economic Affairs in Baden- Württemberg in 2008, agrees that "*sustainable means considering economic, social and ecological exigencies as a unit*".[20] (In this

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[16] Cf. Priebe, Maryruth Belsey, „What is Green Marketing?"

[17] American Marketing Association, "Dictionary- Term: Green Marketing"

[18] Cf. Priebe, Maryruth Belsey, „What is Green Marketing?"

[19] Cf. Kwok; Grondzik, "The Green Studio Handbook", p. 8

[20] Design Center Stuttgart, "Focus Green", p. 5

content the word ecological is used hereby synonymous for the word environmental which occurred through translation from German to English.) Sustainability therefore "*implies having no net negative impacts on the environment*".[21]

In the following figure the three spheres of sustainability - economic, social, and environmental - are illustrated:

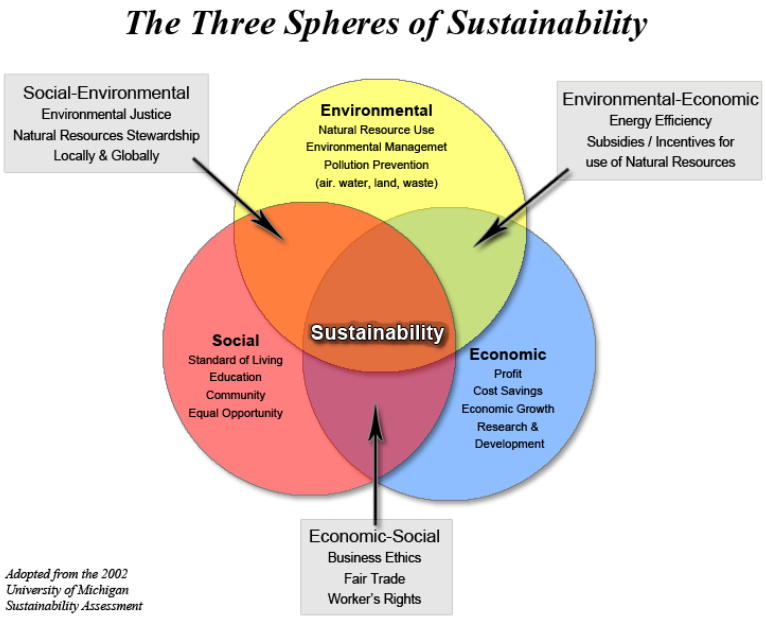

Figure 2: The Three Spheres of Sustainability [22]

As the study focuses on green marketing, there will be no further explanation to sustainability. This contribution was served only to show that there is a difference between green and sustainable.

Green Meetings

Like mentioned in *Chapter 2.2 MICE Industry*, the term "meeting industry" has been set equal to MICE industry. Because of this, it must be accepted that green meetings are also including all elements of MICE industry. In this way, green meetings refer also to green incentives, green conferences and green exhibitions.

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[21] Kwok; Grondzik, "The Green Studio Handbook", p. 8

[22] FohBo, "The Three Spheres of Sustainability"

Symbolic Color

The symbolic color green signifies growth, rebirth, and fertility. Overall, green is associated with nature, ecologic and the environment. In most western cultures, green is a lucky color.[23] In this content, green marketing represents all these mentioned elements in itself.

3.1.1 Derivation from Event Marketing

Since the study is restricted of green marketing in event business, it will be a good approach to consider the term of event marketing to identify a common ground of both terms.

Nufer defines event marketing as following: "*Event- Marketing ist ein interaktives sowie erlebnisorientiertes Kommunikationsinstrument, das der zielgerichteten, zielgruppen- bzw. szenenbezogenen Inszenierung von eigens initiierten Veranstaltungen sowie deren Planung, Realisation und Kontrolle im Rahmen einer Integrierten Unternehmenskommunikation dient*."[24]

Although there is no standard definition of event marketing in Germany, it is agreed that the working field is broad and includes major tasks as an independent communication tool as mentioned in Nufer's definition.

This is very different from the USA as event marketing is only considered to be a part of event management, and may be defined as "*the process that integrates a range of marketing elements around a central event sponsorship or lifestyle- themed activity. This process incorporates advertising, employee and consumer programs, sales promotion, public relations, causes, business to business, television property, and trade promotion with a specific event or events.*"
In spite of this, event management is "*the process that includes research design, planning, coordination, and evaluation of events.*"[25]

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[23] Color Matters, „The Meanings of Green" (24.08.2012)

[24] Nufer, "Event-Marketing und Management", p. 22

[25] Nufer, "Event-Marketing und Management", p. 25

Whose view point is more correct, may depend on the company's function, and your own position in it. If you work in the marketing department of a company that is e.g. in healthcare business and besides this doing employee events on their own, the German definition would be more appropriate. This is because the major task of the company is healthcare and not hosting events. Therefore, the responsibilities for event marketing would be higher hereby than in a company that's major business is hosting events. So when you work in the marketing department of a specialized event agency, the project manager will be more likely responsible for coordinating and managing processes. In this case, the American definition would be better match to reality.

However, in this study event marketing will get more responsibilities awarded and therefore the term will be understood according German definitions.

3.2 Areas of Responsibility

Event marketing can also be seen as event creation[26] (cf. *Chapter 3.1.1 Derivation from Event Marketing*). Therefore, the term green marketing can be deduced from the term event marketing, and applied partly by the guideline of the German federal environmental agency- Umweltbundesamt (UBA) on the following areas:

Mobility

This area describes all paths that are connected from arrival until departure of the event participants. Green marketing has its duty to avoid long ways, or shorten ways as much as possible. The event location needs to have good infrastructure so that the participants can be able to use public transportation such as buses or train, or that groups can share with each other shuttle buses or do carpool.

[26] Business Dictionary, "Event Marketing"

Venue and Accommodation for Participants

Wherever an event is taken place, the venue has to follow a green standard. Most companies publish their own ideas of a green standard on their website. Green standard always pursue to reduce negative impacts on environment as much as possible. Same applies for hotel accommodation. As the participants are often arriving from other countries, they will need to stay in a hotel.

Energy and Climate

Green marketing has to minimize the energy consumption in order to do as less influence on climate as possible. Large windows in conference rooms will enable enough sun light so that energy for electronic light can be saved. Computer can be set on automatically sleep modus when the participants don't use it e.g. during meetings. This will save energy as well.

Purchase of Products and Services

For any kind of event, additional products have to be purchased such as gifts for the guests. And even an event agency needs additional services to conduct an event. These kinds of services can be a pick up service from the airport, or the escort of a group by an English speaking guide. Green products can be often recognized with green labels.

Catering

As just mentioned, event agencies often have to involve additional services in their events. A catering service will be hired for events, such as a gala dinner in most cases. The food they provide has to be local and seasonal food. Because of this, operational costs will decrease as there is no need for long transport ways e.g. by airplane. However, organic farming has high expenses which affect the price, too but in this case with a price increase.

Waste Management

Through the whole event there will be waste produced. Green marketing has to avoid waste as much as possible.

There is often a logo used by green companies with the three R's*:* Reduce- Reuse- Recycle.

Figure 3: Logo Example of the 3 R's [27]

Reduce means minimization of purchases, or rethink e.g. using electronic devices is better than printing paper.
The second R says to reuse goods as much as possible before throwing it in the garbage, e.g. paper needs to be printed on both sides.
Recycle means waste needs to be separated. The following figure integrates the three R's into the waste hierarchy. This hierarchy starts with preservation the most favored option, and therefore the greenest option as well. Unfortunately, goods are not prevented often. They mostly end in disposal which is the least favored option for green marketing.

The following *Figure 4: Waste Hierarchy* will illustrate the thought of integration the three R's:

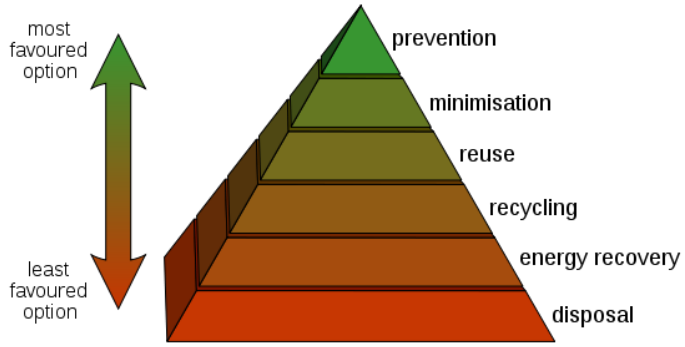

Figure 4: Waste Hierarchy [28]

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[27] Hoover, Rich, "Guest Post: Reduce, Reuse, Recycle"

[28] Wikipedia, "Waste Hierarchy"

Use of Water

Participants mostly use hotel accommodation but sometimes they choose to stay on a ship, too. Both choices hotels and ships can install water saving systems. Therefore, the following *Figure 5 Water Saving* will be appropriate to demonstrate simply in what huge extend such kind of system can save water. Thereby the red column shows no consumption effort while the blue column displays consumption with a water saving system. In addition, the green column in its symbolic color for green marketing, illustrated how less water can be conserved daily with the water saving system.

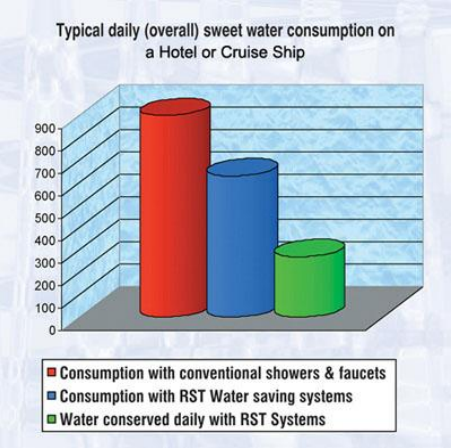

Figure 5: Water Saving System[29]

Gifts for the Guests

Green gifts are such kinds that guest will have a use of it. These products have to be recyclable, reusable and are often marked with a green logo. If possible, gift wrapper should be avoided.

Communication

Green marketing is using electronic resources to communicate with their clients. As an example: it is much better to write e-mails with materials

[29] Polychronidis, „Water Saving System"

attached instead of sending out these in form of letters and brochures with the post. Because otherwise, this will waste paper and needs to be delivered in addition, too. More to electronically communication will be said in *Chapter 4.2 Technical Development*.

UBA includes **Social Aspects** as last area in their guideline as their guideline approaches to sustainability.[30] As this study focuses only on green marketing, and not on sustainability (cf. *Chapter 3.1 Understanding the Term*), the part of social aspects will not be included.

All these areas of green marketing connecting with each other, and areas of the responsibilities cross each others by doing an event.

3.3 Target Group

The target group that BtG addresses to in this study are existing clients and also potential clients within the MICE industry that are requesting conventional events. These b2b clients need to be encouraged for making green events instead of conventional events. In regard to this, there will be a strategy conducted in *Chapter 6.6 Step Sequence.* It is already assumable that green customers are more educated than customers who require conventional events because they consider environmental issues.

3.3.1 Segmentation

As BtG is only dealing within the b2b area, the market will be segmented accordingly by the following criteria in order to understand the target group, and apply a successful strategy on it.

Demographic criteria gives information about the duration of the business BtG is doing with their clients. Is it a long term business? Furthermore, it answers in what kind of relationship BtG stands to its clients, e.g. do they know each other in person -maybe through a MICE exhibition?

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[30] Cf. Umweltbundesamt, „Leitfaden für die nachhaltige Organisation von Veranstaltungen“

Geographic criteria are necessary because most of BtG's clients are companies from other countries. This criteria is segmenting by the location of a client's headquarter.

Buying behavior- based criteria are considering for example how frequently clients are assigning BtG with their requests, or how sensitive clients are to price changes.

Socioeconomic criteria allow segmenting the market into their business sector, e.g. the client is in the automobile sector. Moreover, this criterion tells about the sales range of the company.

Benefit criteria indicates the reason of why the client chose BtG. Did the client chose BtG because he benefits of BtG's price, quality, image, or/ and service? [31]

3.4 Marketing Mix

Marketing mix is a tactic to optimize the marketing strategy, and can be formed with green aspects as well. The major task is to determine the optimal combination of the marketing tools that are known as 4P´s: Product, Price, Promotion, and Place.[32]

3.4.1 Product

BtG creates PowerPoint slides for each service they offer, and calls such a slide their product. The service is immaterial. Through this slide, the service is illustrated to the client. Each slide corresponds to a prescribed standard, which determines the font size, background color, text information, image size etc. All of the products combined, give a proposal that will be represented to the client. BtG arranges pick up service from the airport, hotel accommodations, restaurant offers, venues, tours, event activities, and much more. The product offer includes over 1,000 variants.

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[31] Cf. Homburg, „Marketing Management“, p. 51

[32] Cf. Bruhn, “Marketing”, p. 28

Green products and services can be seen with an added value because they aim at doing as less negative impact on environment as possible. Each green product is designated with a “Consider environment” label to make the client aware about it.

Figure 6: Label of Green Products

Green products of BtG could be: “*Ice Sculpture Master Class”*, “*Plant your Company Garden in Russia”*, and many more. One example of a green product will be briefly presented:

“Treasure Hunt in Pushkin- Pavlovsk”- Participants are divided into small groups, and are followed by a guide. They have a legend with tasks and instructions that will lead to a treasure. During the whole event, participants are moving by foot, bicycle, or horses.

3.4.2 Price

The specific price of BtG’s products is not known. However, to some extent the price level of green products can be assumed through the price comparison of a green product to a conventional product. A green product is for example a metro tour of Saint Petersburg. It can be assumed a metro ride, which is about 0.67 Euro in Russia, must be much more favorable as its conventional alternative, which is a city tour by tourist bus, or by limousine. Further comparison of prices across the green products assortment, such as Russian dinner with a native host family is expected to be priced much lower compared to conventional events like gala dinner at a noble restaurant. Or to participate in a Russian elementary school class, has to be more favorable than car razing with a Porsche. Green food is also connected to local and seasonable food which should make the price more favorable.

Still, the price could be higher in other areas such as green meetings and conferences. Hotels usually offer the appropriate rooms for this, and calculate an added value for the changes that were necessary to implement a green standard. The revenue that BtG gets for its mediation is the commission, which depending on the product category varies from 10% to 25%.

3.4.3 Promotion

BtG promotes itself of being green through their official website. Opening the website there will be seen right away, green labels such as considering environment, or membership of GMIC.[33]
To stay competitive in the market, BtG needs to attend international MICE exhibitions such as IMEX in Frankfurt, or eibtm in Barcelona. On these places new business contacts are established, and it is best way to give participants information about their green approaches.
Furthermore, BtG is using communication tools like the social network Facebook, or LinkedIn. Through Facebook it is possible to upload easily pictures of green events, or green news and achieve a fan community.[34]
LinkedIn is used more to represent the company's structure, and stay in touch with new business contacts while it is possible to point out the green approach as well.[35]

As BtG is having its client mostly from countries outsides of Russia, the company agreed a partnership with a German and an Italian company. The German company "PSnetwork" promotes BtG within Germany, Austria, and Switzerland, and the Italian company "Excellence" undertakes the Italian market.[36]

The communication takes place much electronically, e.g. BtG let online articles publish of their company.

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[33] Cf. BtG Event Solutions, "About us"

[34] Cf. Facebook, "BtG Event Solutions"

[35] Cf. LinkedIn, "BtG Event Solutions DMC RUSSIA"

[36] Cf. BtG Event Solutions, "Global Sales and Marketing Offices"

3.4.4 Place

BtG offers destinations in Saint Petersburg, Moscow and Sochi, as these cities are the most important in Russia. Saint Petersburg is the location of BtG's headquarter, and the second biggest city in Russia. For MICE events it is popular because of e.g. its museums, historical places, and its natural spectacle: the white nights. Moscow is the capital and biggest city in Russia. It contains the Red Square known as the political symbol of the country, and of course the famous Kremlin. Sochi will be the host for the Winter Olympic Games in 2014. The city is under huge construction but it already has the potential as brand new MICE destination for 2012. Sochi has been already considered to be the most expensive city in Russia-means: Sochi is even more expensive than Moscow. On request, the company can also arrange events in other cities within Russia. In these places, mostly all kind of green events can be received. Interested buyers of BtG's products or services can make a "Request for Proposal" (RFP) by filling out an online form on BtG's website.[37] If they already have the contacts of BtG, they can just write an e-mail with stating their request. It is usual that requests take place through recommendations of business friends, or other companies.

Hereby, the "Place" intersects with "Promotion" in some aspects. For example: the place where interested buyers achieve BtG's products could be happen on exhibitions as well which been already assigned to promotion.

As there couldn't gained a deeper understanding of where BtG is selling its products, the place will not be explained further.

[37] Cf. BtG Event Solutions, "Request for Proposal"

4 Opportunities

As the topic suggests the study treats opportunities as one main focus. However, all elements- Strengths, Weaknesses, Opportunities and Threats- have to be analyzed (cf. *Chapter 6 Strategy*). The following major opportunities of green marketing have been identified:

4.1 Increasing Demand

More and more consumers require products and services that do less harm on environment than before. Global warming, the increase of natural disasters, and the catastrophe of nuclear power plants in Japan only a year ago constantly do people aware how fragile our worlds is.
Companies react to the concerns of their clients, and satisfy their needs of making a positive contribution to the environment. For example: hotels built already conference and meeting rooms accordingly to green standards. Catering services incorporate local and seasonal food into their business.

4.2 Technical Development

Internet connects people all over the world, and advanced technology makes it much more efficiently. Nowadays, it is simple to hold meetings through computer via video, and switch data between each other. There are many ways of electronically communication tools such as Skype. If you have to use a flight, it is not necessary to print your boarding ticket anymore. The boarding ticket can be downloaded easily on a smart phone, and used in this way electronically to take the flight. Technology is constantly developing and a major factor in green marketing because all these technical improvements help to create an eco- friendly foundation for green marketing. As mentioned before, technical development supports and facilitates the operating principles in green marketing. In this content, there has been a new term created which is called “green IT”. Basically it is about integrating information technology in a way that increases the energy efficiency to consider the environment.

4.3 Government Invention

Russian government could intervene more with appropriate actions that protect environment in the future. For example: in Russia there are still no recyclable plastic bottles. People always throw their plastic bottles in garbage without having option to return them. Although green marketing wants to avoid plastic bottles at all, it is still important that these bottles have at least returnable deposit on it. Moreover, government could control the prices for recyclable and non- recyclable material by setting the prices higher for non- recyclable material, and lower the prices for recyclable material. Russian government could support companies that own green certifications with financial grants. Similar like German government subsidizes the implementation of solar energy in household. In this way, conventional event agencies will be financial disadvantaged, and feel under pressure because the price for green events could be set lower. In 2010, Russia was the fourth country with the most carbon dioxide emission in the world (cf. *Appendix*). In that year, there was a transportation tax imposed for cars with low ecological standard so that the carbon dioxide emission of the country could decrease.[38]

4.4 Involvement of Threats

Same like opportunities are threats as well external elements of the SWOT analysis, and need to be considered with opportunities. Following major threats of green marketing have been identified:

4.4.1 Economic Crisis

Due to the economic crisis, companies are saving up and this affects the event industry as well as other industries.[39] These savings manifests itself in a DMC such as BtG. Since the announcement of Greece's budget deficit in 2009, the requests for BtG's proposals went back rapidity until present. During this period, the company was forced to move its location from the city centre to an office with lower costs. Green is among companies mostly

[38] Cf. Modern Russia, "Russia gets serious about boosting car sales and cutting emission rates"

associated with a higher expenditure for event planning and increasing costs. Especially when the demand for conventional events goes back, so too the demand for green events will go back, and probably further because people believe green events are costly. In financial hard times, clients don't ask anymore for extraordinary events because the bigger an event the more they will have to invest in it. Nowadays clients' budget is low and thus, they ask for simple events. In their mind green events don't belong to this.

4.4.2 Green Washing

Green washing has its sources from white washing which was used for the first time in political content.[40] White washing means "*to cover up a misdemeanor, fault, or error"*.[41] Relating to this, green washing exists "*When a company, government or other group promotes green-based environmental initiatives or images but actually operates in a way that is damaging to the environment or in an opposite manner to the goal of the announced initiatives. This can also include misleading customers about the environmental benefits of a product through misleading advertising and unsubstantiated claims.*"[42]

Companies with green attempts can be accused quickly of doing green wash if they don't make it right. The suspect of green washing by others harms a company's image, and will certainly affect a decline in requests.

4.4.3 Competitors

Like mentioned in *Chapter 2.2.2 Russian Market*, DMCs overall in Russia need to catch up a lot within the MICE industry. Compared to European countries like Germany, they do have many deficits such as low education. Because of this, there are only a few DMCs existing that are competitive for BtG. Thus, BtG has perhaps up to five serious competitors, or even less within Russia. The most threatening competitor who is operating green

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[39] Cf. Roadtrack AG, "Events in der Wirtschaftskriese"

[40] Wikipedia, „Whitewash"

[41] The Free Dictionary, "whitewash"

[42] Investopedia, "Greenwashing"

events in Russia might be “Baltic Travel Company”.[43] This company has a very good image, and is observed by BtG constantly. Their website is technically much more advanced, and shows very good expertise for green events. On their website, the staff of Baltic Travel Company is introduced with each profile of the employee team. Compared to this point, BtG cannot afford showing its staff for two major reasons: First of all, the staff is changing too often, and secondly, the employees are in a young age which would probably indicate for less professional experiences (cf. *Chapter 6.4.2 Internal Staff*).

4.4.4 Suppliers

A company can try as hard as it wants to pursue green marketing, and will though end up failing with its intention if its suppliers not sharing the same green philosophy. A supplier who is only claiming to be green without acting in an appropriate manner to this will automatically involve the company of doing green washing. Therefore, a company’s success of being green is associated with their suppliers. BtG’s suppliers are several hotels, restaurants, activity provider, transportation services, etc. The company has to choose very carefully with whom to work. These suppliers have to be a support for BtG’s green marketing image. Indications could be green certificates of suppliers (cf. *Chapter 6.5.2 Strengths- Threats*).

4.5 Conclusion of External Analysis

Opportunities and threats are both influence factors that happen in the external environment, and therefore cannot be controlled by any company. Summarized, it can be seen so far that the recent opportunities of green marketing are more intense than the fear of the possible threats. It would be worth to make use in the opportunities as these exceed the threats.

[43] Cf. Baltic Travel Company, “Sustainability”

5 Benefits

In general, benefits are better recognizable after completing the SWOT analysis. Since the represented benefits of green marketing are suitable for any companies in green market- irrespectively of BtG, the chapter about benefits can be brought forward. Furthermore, it is recommendable not only to face the benefits of green marketing, but also possible disadvantages. Due to limitation of this study, disadvantages won't be taken into account.

If green marketing is processed successfully, it will provide companies mainly with the following benefits:

5.1 Access to New Market

Operating a green business, opens a company new doors to a market they were not dealing with before. In a sudden, there are sponsors willing to work with BtG only because of their green image, or other companies ask for business partnership.
A company in green business needs to certificate itself to give clients proof that they really make green business like they say. Usually a green company becomes therefore member of a green organization. These organizations support their members in many ways such as giving the chance in attending the international educational conference (cf. *Chapter 6.3.3 Awards and Membership*).
In a green market, companies are working more likely together as a unit instead of competing to each other e.g. on extreme price reduction. This is because the keynote in green marketing is to protect the environment, and companies are working therefore to the same goal. However, this still doesn't mean BtG doesn't have competition in green marketing. It is only not tremendous as in other conventional markets.

5.2 Competitive Advantage

The marketing of green products and services are popular among companies because being green means having a competitive advantage. Assuming, of course that the competitors are not operating green marketing as well. A client, who feels environmentally responsible, will consider a

green product and service with an added value. Therefore, he or she will be more likely acceptable with a price that is set higher than a conventional product. As in *Chapter 3.4.2 Price* ascertained, BtG can offer different price ranges in its assortments of green events. In regard to incentive events, the prices are more likely favorable than conventional events. If a company requests an event that is about holding a meeting, the client will pay more likely a higher price. Knowing this, green marketing can convince its clients with a feeling of protecting environment, and an acceptable pricing offer. If BtG offers green events and conventional events with same or similar pricing, the regular client would more likely choose the green event. This is assumable because green is popular, and provides a better image for companies. Consequently, green events will be also preferred by clients who make their decision based on low prices.

5.3 Profit Sustainability

Sustainability in this content means the profit will stay viable in the future by doing green marketing. For example: If a company invests in green marketing, these expenses such as for new equipment or technology will return to the company long term (ROI). This is justified by the savings in energy and water consumption, ink for prints, its paper, etc.
Green is often associated with high expenses because of expensive materials, the necessary time to adopt green marketing in the company, costs for memberships and education within the company, etc. However, in some points green marketing doesn't need to be expensive. Implementing power management tools on the computer that can control computer devices help to save energy (cf. *Chapter 4.2 Technical Development*). Switching the light or computer off, or turning off other electronically equipments that are not in use, don't cost anything. These aspects among others belong to the 3 R's: Reduce- Reuse- Recycle, which won't make high expenses by applying them. Companies that follow the guidelines of green marketing (cf. *Chapter 3.2 Areas of Responsibility*), and apply these correctly can maintain, or even increase their profit by lowering their costs.[44]

[44] Cf. Dash, "Green Marketing"

5.4 Social Prestige

Businesses that operating in green marketing are contributing to its environment e.g. by increasing jobs locally, and getting social prestige for this. For example: a company that hires suppliers in the local area where the event is happening will support these suppliers. One of the responsibilities of green marketing is to avoid long ways of transport, and shorten them as much as possible. By doing this, there will be a contribution to environmental protection achieved because it lowers carbon dioxide emission. In this content, local businesses have to be preferred over non local businesses. This means local businesses would get more orders from other companies and could achieve higher revenues. At the same time more orders mean a higher workload so that these companies would possible have to hire additional manpower. Through this action the rate of unemployment might go back, and increase the economic efficiency. An event agency could make its support public, and get social prestige for this. In addition, the company’s image will be strengthened.

6 Strategy

6.1 Objective

After gained an understanding about the opportunities and benefits of green marketing, in this chapter there will steps presented that aim to encourage MICE clients to make their events green. But first of all, the SWOT analysis has to be finalized to fulfill the strategy. Eventually, there will be, in regard to each step recommendations presented for BtG.

6.2 Internal Analysis

As a continuation of *Chapter 4 Opportunities* in which the external analysis has been performed, there will now the internal analysis been added into to complete the SWOT analysis. These elements of the strengths and weaknesses are describing the company's situation of BtG.

6.3 Strengths

BtG was established in year 2005 and reached its most successful time in year 2009/10. From this period, the company still obtains the following strengths:

6.3.1 Pioneer Position

Considering that BtG became the first DMC with green approach in Eastern Europe around 2009 shows BtG in a pioneer position.
In an appropriate manner, this company will have more experience over other Russian companies that enter the green market to a later time. Furthermore, a pioneer position indicates that BtG must have build up their own know- how of conducting green events which leads to a stronger green image of the company. Because of this time advance, BtG probably established more contacts to supplier and other business partner in green marketing compared to their competitors.[45] This contributes to a competitive advantage (cf. *Chapter 5 Benefits*).

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[45] Cf. Homburg, "Marketing Management", p. 127-128

6.3.2 Products

Until now, BtG can offer a wide range of green products to its clients compared to its competitors in Russia. After many years of leading green products, BtG optimized them into a professional outlook and standard. Especially for incentive travel, the ideas behind these products are creative, fun and diverse (cf. *Chapter 3.4.1 Product*). As pioneer, BtG is dealing much longer in the green market than its competitors. Therefore, BtG can most probably exceed with its product offers in quality, variety, etc against its competitors in the green market.

6.3.3 Awards and Membership

During BtG's most successful time, the company won the "Russian business travel & MICE award 2010".[46] Winning an award indicates to be the best of all participated companies in a contest. Even this award doesn't refer directly to any green approach; it can be expected the company will make green events as good as conventional events. BtG is still using this strength as an advantage against their competitors by mentioning this award in e-mails, on their website, in material that introduces the company, etc. Through this award clients gain a good impression about BtG. Moreover, BtG is a business member of GMIC. This organization supports its members in their green marketing strategy. For example: BtG can make quality business connections. BtG can get statistics, case studies, and resources that give them a competitive edge. BtG can attend the international educational conference. BtG can use GMIC's logo e.g. on their website to strengthen their company's profile visibly. BtG will be identified with GMIC which says by itself to be the leading green meeting and industry experts.[47]

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[46] Cf. BtG Event Solutions, "MICE Award 2010"

[47] Cf. GMIC, "Business Membership"

6.4 Weaknesses

Currently, BtG is not doing enough in green marketing like they probably did, in their most successful time, the years of 2009 and 2010. The more time passes the more the strengths of BtG will get loose in their importance. Following weaknesses have been conducted:

6.4.1 Official Website

A website represents the company organization in an optimal way with contact information, offered products and services, an impressive layout, etc. Unfortunately, BtG's website does not show a modern and up to date website. The content is very old, and did not change for more than a year. There are no special effects shown in the design, as this would be too expensively according own statement of BtG. Companies interested in green events can click on "Sustainability" but they won't find as much information as they probably wish.[48] There are no sample products of green events shown to the client on the website.

6.4.2 Internal Staff

The MICE industry is not as advanced in Russia as in western cultures. Therefore, the education of this industry is behind in progress for future staff of a DMC. The staff of BtG is very young, mostly in the age of 23 years, of about ten people in the office and starting the work with no background in a related profession. In addition, there are no cancellation periods known in the company. As a consequence, hired people are dropping their work shortly as they like- approx. after six months- and new staff has to be incorporated again and again. This takes a lot of time and effort. Moreover, BtG cannot effort to represent its staff member on their own website because the team is changing within a few years totally, and this wouldn't make a professional impression to clients. A team spirit of the staff cannot be build up because of this neither. Furthermore, there is no possibility to educate staff for green philosophy.

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[48] BtG Event Solutions, "Sustainability"

6.4.3 Office

A green office highlights the green philosophy of a company when business clients and suppliers coming for a visit. As mentioned before in *Chapter 4.4.1 Economic Crises*, BtG had to change their office location. What they didn't consider is to keep a green standard for their new office. For example: the office does not have windows. Therefore, sunlight and fresh air cannot be used in the office. Instead of this, air conditioner and electronic lights are on over the whole business day.
During the office work, BtG doesn't throw paper in the garbage if there is still one site of the paper usable for own notes of employees. At one sight it is a good approach for being green but at the same time the staff prints a lot of unnecessary material. Moreover, the employees use a default printer in the office so that the writings of the paper are smudgy, and they have to print several times to achieve a clean print on the paper. In this way, they waste paper and ink.
All together, the current office of BtG does not support a green image for the company.

6.5 Conclusion of SWOT Analysis

In the following, strategies are developed for the future's direction of the company structure. The goal is to maximize the benefits of the strengths and opportunities and minimize the losses of the weaknesses and risks: [49]

6.5.1 Strengths- Opportunities

With the own strengths, BtG can use existing opportunities in the market:

BtG offers many green products. As the demand is strong they can reach a new market. The company can show a pioneer position with its green approach. If Russian government steps in with new regulation, BtG can profit from financial support, and sustain their ROI. BtG gained an important award of the MICE industry, and is member of GMIC. Through technical development, people are doing most of their activities through internet e.g.

[49] Bruhn, "Marketing", p. 41- 47

reading online their news. BtG can use online tools to publish articles about the company itself.

6.5.2 Strengths- Threats

BtG's own strengths can be used to repel upcoming threats from the company:

BtG's position as a pioneer can express to have more experience over competitors. The company can offer many different and versatile products to a reasonable price. Even in poor economic situations, the products are affordable to the clients. As a pioneer and award winner in the Russian market, BtG is resting on their position presently, but the more time goes by, the more useless these strengths will be. BtG's competition will get more advanced over time, or they might already be. Therefore, BtG has to react and be more active with doing green marketing. BtG is a member of GMIC and can establish credible contacts to suppliers through this organization. Thereby, the threat of working with non serious green suppliers can be mitigated. For example: hotels and restaurants can receive international ecological certificate with "The Green Key". This award shows hotels e.g. in Saint Petersburg that have implemented in their green business a list of requirements that are prescribed to announce it of being green.[50]

Figure 7: Logo of "The Green Key" [51]

[50] Cf. International Green Key Coordination, "Russia- Saint Petersburg"

[51] International Green Key Coordination, "Logo"

6.5.3 Weaknesses- Opportunities

BtG needs to eliminate their own weaknesses to use existing opportunities:

The official website of BtG has not been maintained by its employees since a long time and therefore the website is old fashion. With the possibilities of technology, the current website can be easily created to an attractive and competitive website for a green marketing campaign. The staff of BtG doesn't have knowledge of green marketing, same as the office doesn't follow a green standard. Due to the requests of green products and services, more contracts can be achieved. The income from these orders can be invested in the training of the employee team for green marketing, and in the change of a new office that follows a green standard.
These described weaknesses can be erased also through financial support of the Russian government.

6.5.4 Weaknesses- Threats

Own weaknesses of BtG have to be eliminated in order to overcome threats:

BtG's office doesn't follow a green standard, and because of this the office might represent BtG the image of a green washing company. The company needs to explain its situation to its visitors to not get a wrong impression. Especially when suppliers visit the office they could get influenced by this, and it might be they won't take their own green business serious.
BtG's staff needs to have sufficient incentives, such as a pleasant atmosphere at their working place, so that they maintain their job position long term in the company. The employees of BtG must be supported with trainings in green marketing to stay competitive in the green market and to overcome the poor economic situation. BtG's official website cannot make a fair impression and therefore it might lean toward green washing. Compared with the more sophisticated websites of competitors, BtG needs to improve their website with up dates, and design.

6.6 Step Sequence

By completing the SWOT analysis and customized the marketing mix, these will be a help to find a strategy that encourages business clients for making green events instead of conventional events. According to this, steps will be listed that will make a company succeed in this strategy in the following sequence:

6.6.1 Be Authentic

If a company decides to do green marketing, it has to understand what it actually means, and what kind of responsibilities this company will have (cf. *Chapter 3.2 Areas of Responsibility*).
Statements of a company about their green strategy and philosophy have to be real, and clear to the client so that he or she is not confused, and left behind with open questions.
A company should stop with using too many green pictures such as trees, world in open hands, green grass, etc. These pictures are very common and find on almost all companies' websites that are claiming to be green. Moreover, these might even support the clichés, companies only want to take advantages by using the green logos and picture without being green in reality (cf. *Chapter 4.4.2 Green Washing*).
Therefore, too much of showing green could lead clients to be susceptive if the company might do green washing.

6.6.2 Proof Yourself

Companies often talk a lot about how green they are but their clients rather want to see proves. Successful events make people talk about it. Satisfied clients give recommendations to their business partner. Same applies for failed events but with the opposite effect. In b2b segment, companies know each others often in person, and business friends trust each other more with their experiences, and recommendations than the promises of an event agency. Awards are also proofs and will strengthen the image of a company because they are winning prices of a competition.

Another proof might be to show clients with pictures about recently green events that the company has conducted.
It is advisable to think about green memberships as these can be a proof to the client as well. A company could become a member of green organizations e.g. GMIC.

6.6.3 Use Renewable and Electronic Resources

During the whole event, companies need to pay attention for using renewable and electronic resources as much as possible. Transportation is a major contributor to environmental pollution because of the carbon dioxide emission that occurs thereby. Renewable resources such as biogas and wind energy are best alternatives to conventional energies such as fossil fuel. Therefore, if private transportation has to be used during an event, there should be cars used with biogas, or for shorter ways participants can use Segway which is running through electronic. Nowadays, car manufacturers produce, and constantly improve more electronically cars to stay competitive in the future market.
Printing should be avoided and therefore it is better to do work electronically. To remind clients, the sentence *"Please consider the environment before printing this e-mail"* needs to be attached on each e-mail below.

6.6.4 Educate

Educating the clients is possibly the biggest marketing challenge because green marketing has high educational components (cf. *Chapter 3.2 Areas of Responsibility*). Clients asking for conventional events must be made aware of the negative impacts of it, and how green marketing can reduce these. Carbon dioxide (CO_2) is described as "*the primary greenhouse gas emitted through human activities"*.[52] The main sources of CO_2 are believed to occur through electricity, transportation, and industry.[53]

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[52] EPA, "Greenhouse Gas Emission"

[53] Cf. EPA, "Greenhouse Gas Emission"

Carbon footprint can assist in educating the client by calculating his or her impact on environment. It can be applied on the company, or on an individual person.

The following *Figure 8: Sample of Carbon Footprint* illustrates the impact in carbon dioxide emission of a typical person in his or her carbon footprint:

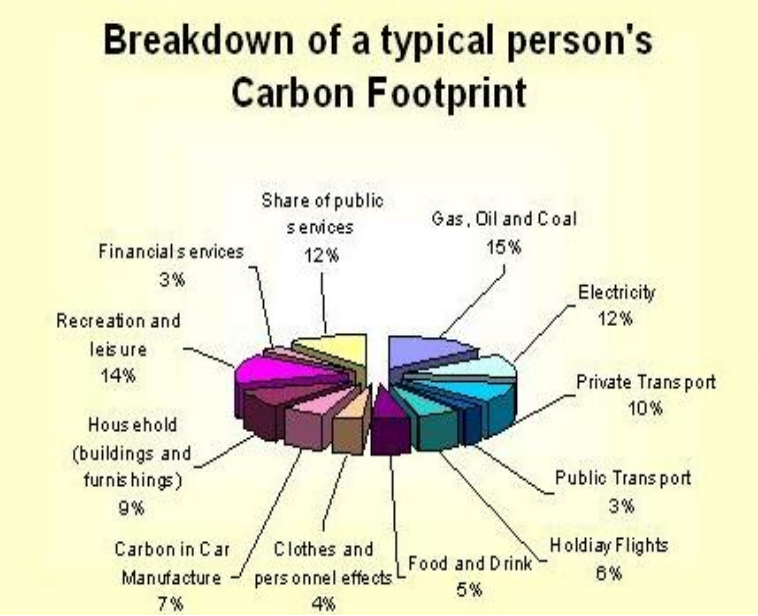

Figure 8: Sample of Carbon Footprint [54]

6.6.5 Give Options

A company needs to show always green alternatives in the proposal to its clients. In this way, the clients will be reminded about having options. If clients don't know about green possibilities of making an event, they cannot have a desire for it. Moreover, there should be green events represented with different budget scenario. If hosting a green event is the same cost or just a little more expensive, then it is easier to sell a green event. Clients usually not reveal their exact price limit for an event but an event agency can estimate the budget by the requirement of the client.
Each option has to be marked with a green label to be identified as a green product or service by the clients.

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[54] The Encyclopedia of Earth, "Sample of Carbon footprint"

6.7 Recommendations

Relating to this previous *Chapter 6.6 Step Sequence*, these recommendations will do a contribution for BtG in their green marketing strategy. In addition to this, clients will be encouraged to make their green events.

Be Authentic (Related to Chapter 6.3.1)

BtG has to start with its green approach first of all in itself. That means all of the staff members, and the manager of BtG herself, have to believe in green responsibilities, and incorporate these in their personal lifestyles as well. In the past, staff changes happened so that the current employees of BtG do not have knowledge about green marketing. Only the manager of the company is familiar with green events. It is her responsibility to educate her staff. According to the official website of BtG, the last initiative BtG was doing has been in April, 2010 in promoting a green hotel of Saint Petersburg.[55] This is way too long ago. In the beginning of year 2012, the company had to change their office location because of a post effect of the economic crisis in 2009. What BtG didn't consider is a suitable office. A green office needs to have large windows to use as much sunlight and fresh air as possible. In this way, BtG would save energy from electronically lights and air condition, and make a positive contribution to environment at the same time. Moreover, a green office does a good impression for clients and suppliers when they visit the office. BtG should change the green logo for its product as this picture is very common, and can be found easily on the internet. By creating an own green logo would show clients more professionalism in doing green marketing.

Proof Yourself (Related to Chapter 6.3.2)

BtG attends each year on May, the annually occurring international MICE exhibition in Frankfurt called IMEX. Besides this exhibition, IMEX feels responsible for environmental issues, and does a contribution to sustainability by publishing online articles, and promoting green. Moreover,

[55] Cf. BtG Event Solutions, "Eco- Hotels"

IMEX encourages companies to attend a competition contest during the exhibition in which companies can win an IMEX green award. [56] Currently, it might be the best proof of being green to clients if BtG participates, and wins this award. This award will support BtG's authenticity and confirm BtG's green image especially because of its international competition, and judges. Other options in giving proof to the clients are memberships. BtG is already member of GMIC, and partner of the Russian non profit ecological society Musora.Bolshe.Net (in Engl. no more waste). Memberships have to renew each year. This requires the attendance of seminars for BtG's staff and her manager. In addition, BtG can give its clients proof by publishing pictures of green events, and/ or do its own projects, e.g. to plant tress with the whole staff of BtG.

Use Renewable and Electronic Resources (Related to Chapter 6.3.3)

BtG has to invest in modern office equipment like printer, computer etc. An old printer that is not working well anymore will print the written text on paper smudgy. Instead of one print, BtG is using about three prints to get a clean and nice paper form. A good printer will give BtG the result they need in only one print. Moreover, new computers will be more efficient for BtG, and will run will less energy than old ones which saves energy. This refers to the office work of BtG. In regard to the client's aspect, BtG has to implant these renewable and electronic resources in their event proposals.

Educate (Related to Chapter 6.3.4)

During this step, it is assumed that BtG's staff owns an outstanding knowledge about green marketing, and acts on a high professional level. Now, the task of the staff is to forward at least basic knowledge of green marketing to their clients. This can happen through direct or indirect contact, and in different ways. For example: a client calls BtG with a new request for a proposal. The client doesn't know about green events. The employee of BtG on the phone has the duty to recommend the client green events with giving reasons of why he or she better should choose green

[56] Cf. IMEX, "IMEX Award"

events, and give him or her all necessary information about it. Of course, this can happen through e-mail contact as well. Indirect contact to the client can be established through a blog on BtG's website. It is highly recommendable to BtG to start such an own blog as it doesn't exists so far. On a blog, the most frequently asked questions about green marketing could be answered. In addition, a carbon footprint calculator can be added into the blog of BtG's website. This calculator can be downloaded easily from the internet, and installed even for free on the official website of BtG. Furthermore, the use of social networks like Facebook, or Twitter should be more promoted as social networks are popular nowadays.
In these indirect ways, BtG would reach a broader audience, as in the direct communication BtG can deal with the clients' issues more in detail.

Give Options (Related to Chapter 6.3.5)

BtG needs to give its clients more green options so they can choose between these. As BtG has a wide assortment of green product, they have to be selected thoughtfully on the requirement the client was giving. In this way, the chance will increase to meet the demand of the client so that he or she will definitely find the event they like. These green options have to be appropriate to the client's request. Green product should be more promoted with having an additional value- this is protecting environment- so that it will be more attractive to the client. Like already stated, BtG has a wide range of green products that they don't take enough advantage of. If they represent green products with high quality to their clients, they would feel a desire for this. Therefore, clients need to be informed about existing as well as upcoming, new green product. It's the task of the staff to make them aware of green products and their variety. Moreover, BtG should give the client options such as deep green-, medium green-, and light green events to suite different budget scenarios. Thereby, deep green displays business travels that are created in all aspects eco-friendly. Medium green could be a mix of conventional events, and green events. Light green would contain only one, or very less green events.

7 Conclusion

Green has often been described as one trend that will go over. An article written in the year of 2011, even sets up the assertion: "*Green Marketing is over. Let's Move On*", as its head title.[57]

Despite of all the critics, green marketing is still progressing and what is called today as "just a trend" has potential to be the standard in future. Demand all over the world for eco- friendly products and services is getting stronger. Russia- the largest country of this world- already did its first steps for being green, and is prepared to make its contribution for a better future. Although, this country has a long way to go, Russian companies are willing to achieve an international green standard and to be competitive in the overall market.

Through this study, the case of Russian company BtG Event Solutions could be exemplified. BtG made it to a pioneer as first DMC with green approach in Russia. For Russian companies is it the best time now to invest in the opportunities of green marketing as this green movement in Russia for is just developing. Companies will benefit from these opportunities long terms.

Events cannot be totally sustainable in spite of companies' marketing for sustainability. A negative impact by making events will always retain, and therefore the goal of green marketing is to limit negative impacts as much as possible.

It is doubtful if the MICE industry should be better fully stopped, and make in this way the greenest contribution to environment. Green meetings would be most green when people use online tools like cameras, to hold conferences. Nonetheless, it is assumable that people prefer face to face meetings.[58]

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[57] GreenBiz, "Green Marketing is over. Lets move on"

[58] Cf. Tourism- Review, "Green MICE on the rise"

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Appendix

Rank (Previous Year)	Country	1990	2009	2010	Difference	real Changes
		CO_2	CO_2	CO_2	2009 / 2010	1990 – 2010
		(mill. t)	(mill. t)	(mill. t)	(mill. t)	(%)
	World	22682	31098	33158	2060	46
1. (1.)	China	2452	7426	8333	907	240
2. (2.)	USA	5461	5951	6145	194	13
3. (4.)	India	626	1529	1708	179	173
4. (3.)	Russia	2369	1534	1700	166	-28
5. (5.)	Japan	1179	1225	1308	83	11
6. (6.)	Germany	1029	797	828	31	-20
7. (7.)	..	....	...	...	..	...

Figure 9: Carbon Dioxide Emission in Russia [59]

[59] Cf. Cerina, “Countries Ranking 2010”