

Using Importance-Performance Analysis Technique for Green Marketing : An Applied study about Iraqi Institutions

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Abstract : This research aims to analyze the role of institutions in green marketing in Iraq. This research is a mixed method consisting of two parts: quantitative and qualitative, first through a literature review through desk studies, green marketing functions were extracted, then semi-structured interviews were conducted with green marketing experts in Iraq on this topic, and finally the importance and performance analysis (IPA) questionnaire was extracted. It is completed by 100 academic and regulatory experts in the field of green marketing (in the public and private sectors). The results showed that green marketing functions are divided into four quadrants. Production of green products is in the first quadrant, green workforce in the second quadrant, green distribution and price in the third quadrant, and finally, green advertising in the fourth quadrant. Green marketing managers in Iraq must avoid wasting resources on “green promotion” which has little importance in favorable conditions and spend these resources on “green products” which are very important to achieve favorable conditions in green marketing. Abandoning the "green distribution" and "green pricing" existing in the third quadrant, and not spending their efforts and resources on them, and finally, since the functions of the second quadrant are highly efficient and important in their current and optimal state, they do not need to change the current situation and accordingly, it is better for Iraqi managers in green companies to continue the “green human resources” (present in this quadrant) with the same existing facilities because there is no need for more resources and they have the right conditions.

Keywords: green marketing - institutions - IPA - Iraq

1. Introduction: A century ago, we believed the natural world to be infinite in its potential for our use, to be conquered and enjoyed by us and successive generations of our children and grandchildren, but now that we have matured as a nation; And we have become in a position of responsibility, we no longer believe that, as we began to recognize that the natural world is limited and vulnerable, and that the actions practiced by humans in our generation may seriously affect its future and our future as well, so it has occupied the environment since the beginning of the sixties of the last century. A great deal of global concern, especially in developed countries, has increased awareness among individuals and organizations of issues related to the environment that concern the entire human community, and what increased their awareness of the rapid increase in the repercussions of the environment and the increase in anxiety significantly in subsequent years as a result of the exacerbation of threats to the environment and humanity alike, The most justified of which was global climate change and high temperatures as a result of global warming, the spread of desertification in most countries of the world as a result of the continuous cutting of trees and the shrinking of green areas in them significantly, the depletion of natural resources and damage to the natural environment and air pollution as a result of the waste, exhaust and gases emitted by factories and laboratories. Toxic and its production and marketing of products harmful to the environment and humans, as well as human mishandling with the environment, causing damage and a hole in the ozone layer in the atmosphere, and thus the leakage of toxic substances that negatively affect the vital activity of living organisms on the face of the earth (Al-Askari Barshnik, 2017).

As a result of these phenomena, governments around the world began to make efforts to reduce the impact of man on his environment. Multiple associations and organizations calling for the preservation of the environment justified it to

make it a safe place to live for us and for future generations, which led to increasing pressure on governments and official bodies to enact legislation to regulate the relationship between humans and the environment to ensure the preservation of their natural resources accordingly. as indicated by the direction of researchers and specialists in various sciences related to environmental issues, especially the science of management, most of the administrative practices Represented by the manufacturing and marketing operations and their negative results were among the most prominent causes leading to harm to the environment and consumers. so many business organizations began to reconsider their social and ethical responsibilities towards society by finding the best ways to address or remove the causes leading to damage to the environment, by giving the environmental dimension paramount importance in their production and marketing strategies and providing environmentally friendly products (Thoria Omer Mahmoud 2018).

2. Theoretical Foundation

2.1- Institutional Theory

“Institutions” can be defined as the set of working rules that are used to determine who is eligible to make decisions in some arena, what actions are allowed or constrained, what aggregation rules will be used, what procedures must be followed, what information must or must not be provided, and what payoffs will be assigned to individuals dependent on their actions. All rules contain prescriptions that forbid, permit, or require some action or outcome. Working rules are those used, monitored, and enforced when individuals make choices about the actions they will take. (ELINOR OSTROM,1990). Institutional theory offers insight for further understanding the relationship between the timing of greening strategies and firm performance. Institutional theory studies the process by which activities or items become institutionalized or embedded in institutions as norms and accepted practices and the role of institutions in society (Scott, 2013). The institutional theory centres around the impact of environmental pressures that the organization encounters and that subsequently influence the organization’s policies, procedures as well as structure until the firms within an organizational field appear to become very similar without necessarily becoming more efficient. Organizations succumb to these environmental forces and pressures to gain resources from the environment which can include financial resources as well as customers, political power and institutional legitimacy. DiMaggio & Powell (1983) sought to explain the homogeneity of firms in their organizational practices and structure through three institutional mechanisms – coercive isomorphism; mimetic isomorphism and normative isomorphism.

2.1.2- Institutional theory using a three-level (three-level) model

Institutions can be divided into three levels: physical institutions (organizations), customary legal institutions (laws and regulations) and customary normative institutions (cultural norms and beliefs) as manifestations of an institution (Figure 6). Organizations are formal structures with a specific purpose that are consciously created. Custom includes common habits, practices, established customs, rules or regulations that govern the relationships and interactions of individuals, groups and organizations, and are the rules of the game (Adquist & Johnson, 1997).

Astrum (1990) Niha Ra, Chinin, Definition of Karda as: Payed Danbal Chaud, it is my knowledge, he wants his opinions, or his opinions are chad, and there are six people who are proud of his work, as they are the specialty of Khawahid Yafat.

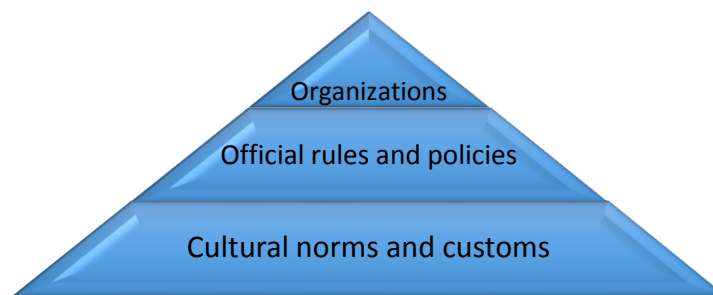


Figure 2-6. Explanation of the three levels of the institution concept (Edquist & Johnson, 1997)

2.2- Green Marketing Concept

universally agreed upon definition. Even the names that refer to it are different. Some of them use the term green marketing, and some of them call it sustainable marketing, environmental marketing, responsible marketing and even ecological marketing. Green marketing is defined as "any marketing activity of a particular organization, aimed at creating a positive impact or eliminating the negative impact of a particular product on the environment." Or it is "the process of developing, pricing and promoting products that do not harm the natural environment" (Al Bakri, Green Marketing, 2020). Green marketing is the marketing of products that are presumed to be environmentally safe (Kumara,2017,p. 70).

(Vijail & Anitha, 2020: 4138) pointed out that green marketing is the marketing activity related to the marketing and sale of products based on their environmental benefits, as they are produced and packaged in an environmentally friendly manner. (Vaitone & Skackauskiene, 2020: 151) added that green marketing is a necessary activity carried out by organizations to enhance the positive impact and reduce the negative impact of products on the environment. Green marketing is “all activities designed to generate and facilitate all exchanges aimed at meeting human needs, with little impact on the natural environment” (Al-Yasiri, 2015). Professor Ken Peattie, Head of the Marketing Department at Cardiff University, British, points out that: “Satisfying customers’ requirements in a way that ensures safety in products and processes in a manner that achieves profits while taking into account sustainability (Ken, 2001, p109).

2.2.1-- Elements of the green marketing mix

2.2.1.1-- Green Product

The green product can be defined as “that product that has been substantially improved to meet the needs of the buyer in the future and the trend towards reducing the level of damage and being compatible with environmental sustainability” (Ismail, 2016, p. 65), a definition that indicates that the green product is the same as the traditional product that It has undergone some modifications related to the environmental aspects of the original product. It is also defined as “any product designed and manufactured according to a set of standards that aim to protect the environment and reduce the depletion of natural resources while preserving the original performance characteristics” (Al Bakri, 2012, p. 175), but this definition does not link much between the green product and the traditional product. As in the previous definition, it is independent of itself so that it is designed and manufactured from the ground up to preserve the environment and in a way that differs from the method of producing the traditional product.

2.2.1.2- Green Pricing:

Green pricing is defined as the percentage of premium imposed on the ecological consumer due to respect for Environmental requirements along the supply chain, from raw material extraction, manufacturing method, consumption Cleaner energy, product packaging, clean transportation, presentation and design, and even disposal method The product or how to recycle it. (Yassin, 2019). There is no doubt that decisions made regarding the components of the green marketing formula are extremely important Especially those related to the prices that are requested for a good or service. The most important elements of pricing that influence the purchase decision of the green consumer are: Under the organization's adoption of green marketing, the price of the product must reflect its true cost or be close to it, that is, the price of the commodity must be equal to the value that the consumer obtains from the commodity in addition to the value resulting from the fact that the product is green. The high price of green products because the price of products is subject to the control of internal factors and external, which makes its price higher and thus its production in smaller quantities compared to other products (Fhimo Engi, 2020).

2.2.1.3- Green Promotion

Green promotion is one of the most difficult components in the green marketing mix, as it works to convey the organization's trends and environmental image to customers while conveying its marketing message to convince the consumer of the products or services it offers that contribute to preserving the environment. Green promotion can be defined as “activities and events aimed at creating a positive impact on consumers towards dealing with safe and environmentally friendly products, through means of communication that do not deplete natural resources and energy.” (Ismail, 2016). Green promotion also means “the transmission of real environmental information to stakeholders who have a relationship with the activities of the business organization, as well as the organization’s commitment to conserving natural resources to attract the target market” (Abzari., et al 2013) .

2.2.1.4- Green Distribution:

Green distribution is defined as the modern concept of distribution activities adopted by environmental logistics management, which is the concept that all means used in distribution are not harmful to the environment, in addition to the participation of the objectives of the distribution port with the return port. (Hijab, 2020, Widodo, & Hidayat, 2020) Green design: Green marketing needs a special design called the green design of the store or sales site, as it must be taken into account to obtain a design that achieves continuous efficiency in the relationships between the formation of the sales store and its location, construction technology and the study of the outer envelope of the building and the extent of its energy conservation, the spaces used, movement paths, mechanical systems And electrical, and thus the green building or shop becomes distinguished by the quality of construction and the fluidity of use, meaning that it can be said that green design places priority on preserving environmental resources. (Bakhta, 2019), and as examples of green design standards in supermarkets, Marwan Al-Maqdis (2015) went on to mention the most important of them:

- ✓ Use appropriate and bright colours for the facades to attract users towards stores and exhibits.
- ✓ Preference for natural lighting in shopping centres.
- ✓ Paying attention to the importance of the interior atmosphere of the centres by using environmental materials and calm colours in addition to other appropriate architectural elements (such as rest benches, fountains, parking lots, etc.).

✓ Pay more attention to natural ventilation outlets.

2.2.1.5- Green human resource:

Continuous research and presentation affirm the need for coordination between the environment and Human Resources Management. Need to actualize such practices that legitimately or by implication identify the earth, Human asset, and Human Work-Life. Considering the connection between HRM and nature, scientists draw the outcomes that HRM gives to increase or further improve the quality, and estimation of ecological exhibitions. The authors argue that there are trends currently present in industry and management which require managers to have much higher levels of competence and skills. Concepts and techniques from marketing can provide means by which HR managers can be more effective. HRM endeavours bring about expanded efficiencies, supportable utilization of assets, less wastage, Improved Job-Related Attitude, Improved Work/Private life, lower costs, Improved representative execution and maintenance which help the association to lessen worker carbon impressions by the means of Green HRM. Employees' green behaviour is essential for the productive corporate social responsibility of the firms. Work behaviours at the workplace in terms of green HRM are listed in Table 2.1. The principal impediment of previous investigations is the number of databases picked for the examination (Ahmed & Ahmed, 2022).

Table 1. Work Behaviors at Workplace (Green HRM)

Table 2.1. Work Behaviors at Workplace (Green HRM)	
Type of work behavior	Example scenario statement
Task performance	The employee (always/never/sometimes) carries out the core parts of his/her job well.
Organizational citizenship behavior	The employee (always/never/sometimes) does things that help others when it is not part of his/her job.
Counterproductive work behavior	The employee (always/never/sometimes) lies about the no. of hours s/he works.
Employee green behavior	The employee (always/never/sometimes) prints double sided.

Source: Bohlmann et al. (2018)

2.3-Research background

Alameri Sarah, et al (2021): Study entitled Reflection of green marketing in perceived customer value: An applied study at Al- Zahrawi Surgical Hospital. The research aims to test the impact of green marketing in its dimensions on the perceived value of the customer in its dimensions in Al-Zahrawi Surgical Hospital in the State of Iraq. The research problem was represented by the question that states: The effect of green marketing activities on the perceived value of the customer at Al Zahrawi Surgical Hospital. results showed the existence of a statistically significant correlation and impact relationship between the green marketing variable with its dimensions (green product, green pricing, green distribution, and green promotion) in the perceived value of the customer in its dimensions (functional, emotional, and social).

Abu Bakr Laila (2021) A study entitled: Green Marketing and its Role in Achieving Sustainable Development (a field study in several mineral water plants in Erbil Governorate). This study aims to demonstrate how green marketing can contribute to achieving sustainable development. the respondents were restricted to managers, heads of departments and individuals with expertise in the field of laboratories for the production of mineral water in the governorate of Erbil. They were randomly selected to collect data through the questionnaire tool. The results showed that the researched laboratories face a set of obstacles that inhibit their role in achieving sustainable development. The results of the field application, from the viewpoint of the study sample, showed that there are significant correlations between the dimensions of the two variables of the study combined, as well as the existence of an impact of the marketing mix dimensions on achieving sustainable development dimensions.

Aminul (2020) Study “Prospects for Green Marketing in Bangladesh: An Empirical Study on Green Marketing”. The paper identifies specific sectors of green consumers and explores the problems and opportunities that the green marketing business has in Bangladesh. It also examines the current trends of green marketing in Bangladesh and describes why companies should adopt it. Moreover, it deals with the future of green marketing and ends with the study

of consumer perception regarding green products in Bangladesh and also the analysis of the perception of the business firm. In the process of collecting data, the researcher used both qualitative and quantitative approaches to collecting data.

Khalili Sajjad's (2021) study entitled: The Effect of Green Marketing Strategies on the Competitive Advantage of Cooperatives in Bushire. This research is applied in terms of purpose, description and survey in terms of research method. A questionnaire prepared by the researcher was used to collect data. To assess the validity of the questionnaire, two types of rationality and construct validity were considered. Testing the research hypotheses using structural and partial equations for least squares modelling using the SmartPLS2 program. The results showed that green product strategies, green pricing, friendly suppliers and advertising Green and green research and development, green distribution and green packaging have a positive (direct) and significant impact on the competitive advantage of Boucher cooperatives.

Moghim Mehroush et al (2018): A study entitled (The Impact of Green Marketing Strategies on Performance by Mood Parameters). "The current study is based on descriptive, analytical (correlation) and applied research methods in the field of green marketing and green products in a technology company, and the statistical community includes approximately 150 people. using questionnaires designed by the researcher, Cronbach's alpha statistic was used to test the reliability of the measurement tool, to test the validity of the content of this tool, the opinions of the relevant elites were studied together with the current literature and theoretical theories. the results show that each hypothesis is significant Statistical and Green Marketing Strategies for Organizational Performance by Knowledge Creation Standards-They are positively effective and meaningful, and the way each component of the green mix influences knowledge-building strategies is not the same.

3. Research Methodology

This research aims to analyze the functions of green marketing and the role of green marketing institutions in the provinces of Diwaniyah and Baghdad in Iraq. This mixed research was carried out through a literature review through desk studies, and the functions of green marketing were extracted. Next, semi-structured interviews were conducted with green marketing experts in Iraq. The results of the interviews included the role of green marketing institutions in Iraq and the functions of green marketing. Finally, the Importance and Performance Analysis (IPA) questionnaire was developed based on the interviews and was extracted and completed by 100 academic and organizational experts in the field of green marketing (in the public and private sectors). In terms of purpose, this research is placed in the category of applied research, because it is designed to analyze and solve problems in the target community of green marketing managers in Iraq. In terms of the method of gathering information, the research is exploratory. The researcher's involvement in this research is minimal and the time horizon of this research was cross-sectional and short-term. The community of participants in the qualitative section included 10 experts as managers and university professors specializing in green marketing, who answered the questions of the interview protocol. Also, the statistical population in the quantitative section included 100 green marketing specialists in Iraq (in the private and public sectors) who answered the questions of the IPA questionnaire, and finally, 100 questionnaires were collected. The spatial area of this research is food industrial companies within the geographical borders of the provinces of Diwaniyah and Baghdad, due to the inability to reach the rest of the food industrial companies in all Iraqi lands. The time domain of the research year is from the first half of 2021 until 2023. The questionnaire designed for this research consists of two parts. The first part contains the demographic information of respondents, including age, gender, education and experience in green food marketing. The second part, survey questions from the statistical community in Iraq, includes two parts: performance (current situation) and importance (optimal situation), both sides of the questionnaire are based on a five-choice Likert scale of very low, low, medium, high and very high. The validity of the questionnaire is based on content and face validity, and the reliability of the questionnaire is confirmed based on internal consistency.

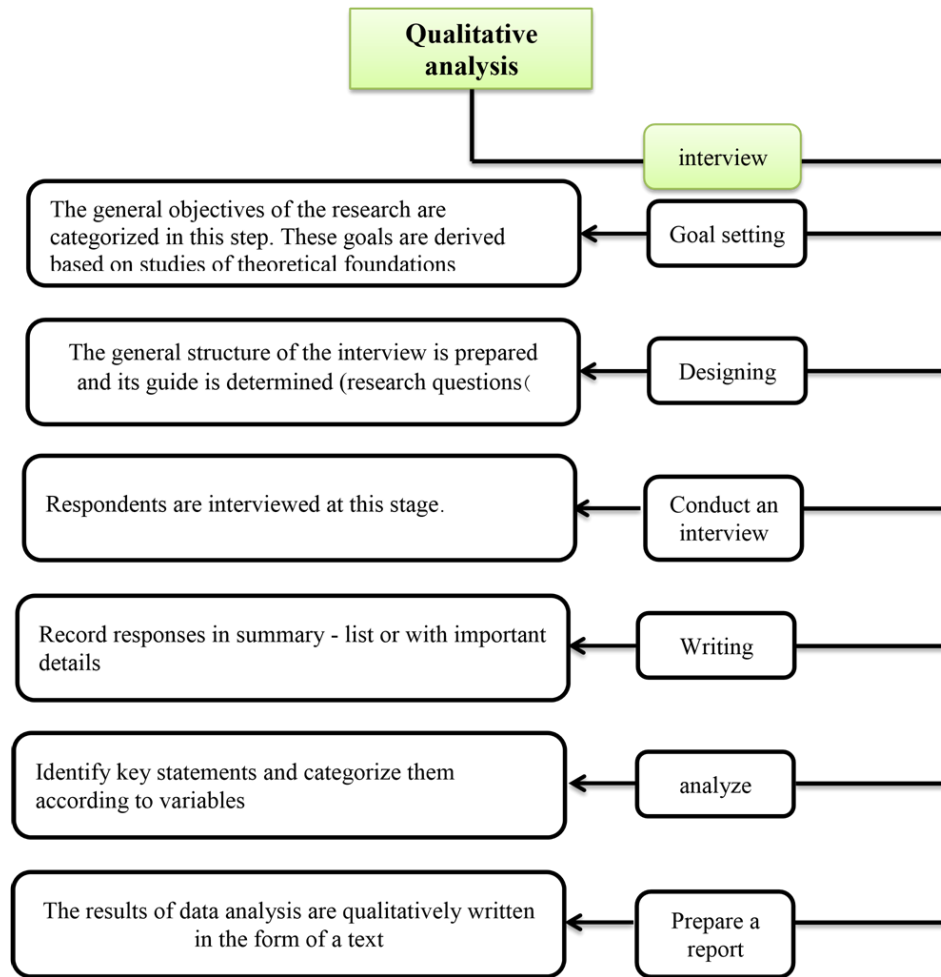


figure 3- 1-stages of qualitative research analysis

As can be seen in Figure (3-2), the qualitative stage is mentioned in general, which is explained more comprehensively in the next part of the chapter.

4. Findings:(Data Analysis)

4.1-Qualitative part: Demographic characteristics of the contributors' community

In this part, about the institutional analysis and functions of green marketing in Iraq, purposive interviews have been conducted until reaching theoretical saturation. The respondents' demographic characteristics in the qualitative section are presented in the table below.

table 4- 1-Demographic characteristics of qualitative interviews

Row	gender	age	education	position	tenure
1	Male	41-50	Ph.D.	professor	20
2	Male	41-50	PhD	professor	15
3	Male	41-50	PhD	professor	13
4	Female	41-50	PhD	professor	14
5	Female	41-50	PhD	professor	15
6	Male	41-50	Master	Marketing manager in the Ministry of Science	10
7	Male	41-50	Master	Food company manager	10
8	Male	41-50	Bachelor	Deputy Director of Food Company	10
9	Male	41-50	Master	Food company marketing manager	10
10	Male	41-50	Master	Food company marketing manager	12

4.2-Qualitative part: analyzing the data

During the interviews, concepts were extracted from the interviews and placed in their respective functions, and the institutions (organizations, laws, norms) related to those concepts mentioned by the interviewees were also extracted. This process progressed until the extraction of concepts met with theoretical saturation and no new concepts were extracted. Finally, Table 7 was compiled, which shows the role-playing institutions in each of the functions of green marketing separately based on the organization, laws and norms.

table 4- 2-thematic analysis; coding the phrases extracted from the interviews

Function	Concept	institution/organization	institution/laws	institution/norms
product	Access to compatible raw materials	Estates and industrial clusters/agricultural infrastructure	Tax exemptions/insurance facilities/subsidies/comprehensive programs/rules to reduce the use of fertilizers and chemicals	
	Reducing environmental impacts		Environmental laws	
	Satisfying consumer needs	research institutes		
	Recyclability		Environmental laws	
	healthy food		Food safety laws	
	standards	Organizations that set and monitor standards		
	Access to green equipment and technologies	Industrial estates and clusters/venture investor funds	Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	
	Dealing with abuses	Green Food Products Monitoring Organization/Consumer Protection Organization/Civil Society Institutions	Laws against greenwashing	
Price	Government intervention and regulation of price levels (products pricing instructions)	Organization of price regulation	Product pricing instructions	
	Government intervention and regulation of effective rates (tariffs, taxes, interest rates...)	The supporting role of policy-making institutions	Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	

Function	Concept	institution/organization	institution/laws	institution/norms
	Market mechanism	Green food products market		
promotion	Informing people about environmental issues	Publications/exhibitions/books/universities/conferences/programs or special broadcasting organization channels		Trust in green products/religious values/globalism
	Government support		Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	
	Dealing with greenwashing	Green Food Products Monitoring Organization/Consumer Protection Organization/Civil Society Institutions	Laws against greenwashing	
	Green packaging		Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	Brand recognition
Contribution	Green distribution network	Complex markets and specialty stores/green supply chain/green customer database	Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	
	Continuous and stable distribution	Complex markets and specialty stores/green supply chain		
	online sell	Green customer database	Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	
	Recycling delivery	Green supply chain	Tax exemptions/insurance facilities/subsidies/comprehensive programs/intellectual property	
Personnel	Acceptance of change			Trust in green products/religious values/globalism
	Employees' belief in the concept of green	Broadcasting organization specific programs or channels	Motivational systems	Trust in green products/religious values/globalism
	Green Competencies	General/specialized educational institutions		

4.3- Quantitative part: IPA Technique

In this section, green marketing functions in Iraq were divided into 4 quadrants, which were placed in the IPA matrix based on the importance and performance of each function.

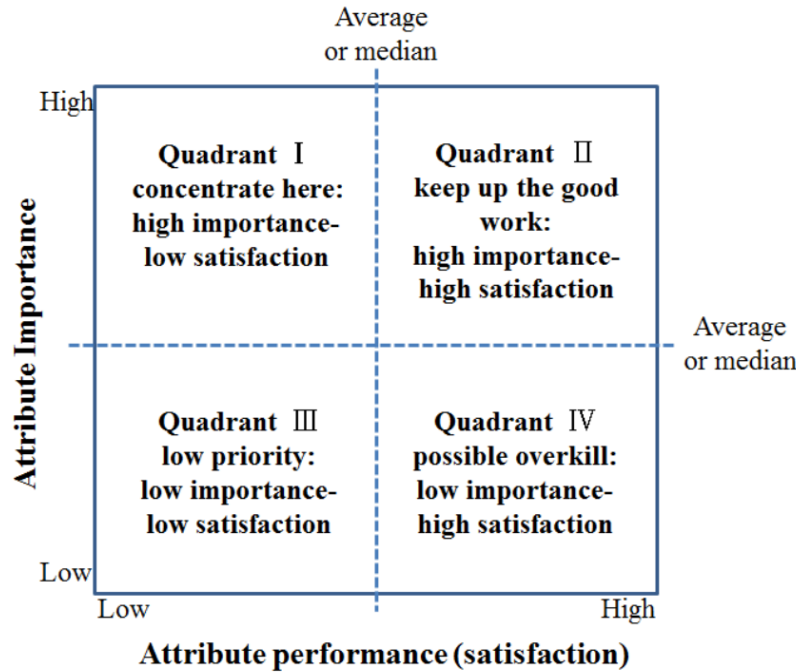


figure 4- 1- - IPA Matrix Structure (Matzler et al, 2004)

- **Quadrant 1:** Concentrate here - high importance, low performance. This quadrant requires immediate attention for improvement and shows major weaknesses;
- **Quadrant 2:** Keep up with the good work - high importance, high performance. This part indicates opportunities for achieving or maintaining competitive advantage and shows major strengths;
- **Quadrant 3:** Low priority - low importance, low performance. This part displays minor weaknesses and does not require additional effort;
- **Quadrant 4:** Possible overkill - low importance, high performance. The business resources committed to these attributes would be overkill and should be deployed elsewhere.

4.3.1-Steps of the IPA method

- **First step:** First, effective indicators should be extracted based on the goal of the problem.
- **Second step:** Determine the importance of the influencing factors. b_{jp} and c_{jp} represent the importance value and the performance value, respectively, which are determined for the j th feature and by the p th decision maker or customer. These values can be characterized by a Likert scale. In this method, a 5-point Likert scale is used.
- **Third step:** Use the geometric mean and integrate the opinion of all decision makers or customers. Saati suggests that using the geometric mean is a more effective way to express the collective opinions of several decision-makers. Thus, b_j is called the final importance value and c_j is the final performance value of the j th characteristic, which is the result of the collective opinion of p customers or experts.

$$\text{The ultimate value of importance: } b_j = \left(\prod_{i=1}^n b_{jp} \right)^{1/n}$$

$$\text{The ultimate value of performance: } c_j = \left(\prod_{i=1}^n c_{jp} \right)^{1/n}$$

- **Step 4:** Determine the threshold value. The threshold value is used to determine the houses of the IPA matrix. Arithmetic average is used to determine the threshold value. The importance threshold value and performance threshold value are represented by μ_b and μ_c respectively.

$$\text{Importance threshold value: } \mu_b = \frac{\sum_{j=1}^m b_j}{m}$$

$$\text{Performance threshold value: } \mu_c = \frac{\sum_{j=1}^m c_j}{m}$$

Where m is the number of characteristics to be measured.

- **Step 5:** Determine the relative position of each characteristic on the IPA matrix.
The following matrix is drawn based on the data in Table 4-9.

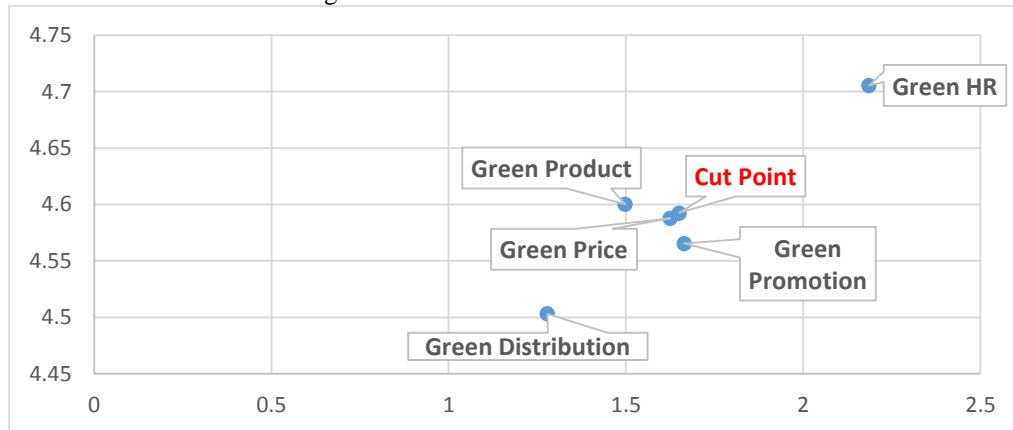


figure 4- 2- IPA Matrix (Source: Research Data)

According to Figure 4-7, green marketing dimensions are divided into 4 quadrants. As you can see, green products are in the first Quadrant, green human resources are in the second Quadrant, green distribution and price are in the third Quadrant, and finally, green promotion is in the fourth one.

4.3.2- Findings of implementing the IPA technique

As you can see in Table 4-9, the Importance-Performance Analysis related to the five functions of green marketing were weighted and prioritized. According to Iraqi experts, green distribution has priority, followed by product, price, promotion and human resources. Therefore, Iraqi green marketers and policymakers should direct their focus and plan towards this important function.

table 4- 3-importance-performance of green marketing functions

	performance	Importance	OW	SW	priority
Distribution	1.278667	4.503254	14.52113	0.215164	1
Product	1.497796	4.60019	14.2716	0.211467	2
price	1.624856	4.587815	13.59351	0.201419	3
promotion	1.664473	4.565471	13.24442	0.196247	4
Human Resource	2.185275	4.705377	11.85803	0.175704	5
SUM	-	-	67.48869	1	-
Cut Point	1.650213	4.592421	-	-	-

After specifying the importance-performance of five green marketing functions in general (Table 4-9), the dimensions of each function were prioritized in separate tables. Table 4-10 shows the prioritization of 14 dimensions related to the green distribution function.

In the following explanations, equivalent expressions of abbreviation parameters of tables are presented:

Dis: Distribution: the modern concept of distribution activities adopted by environmental logistics management, which is the concept that all means used in distribution are not harmful to the environment, Online sale of green food products

Prod: Green Product: Production of green food

Price: Green Price: the percentage of premium imposed on the ecological consumer due to respect for Environmental requirements along the supply chain

Promote: Green Promotion: activities and events aimed at creating a positive impact on consumers towards dealing with safe and environmentally friendly products, through means of communication that do not deplete natural resources and energy

Hr: Green Human Resource: Personnel with higher levels of green competence and skills such as expanded efficiencies, supportable utilization of assets, less wastage, Improved Job-Related Attitude, Improved Work/Private life, lower costs, Improved representative execution and maintenance.

table 4- 4-importance-performance of green marketing Functions-Distribution channel

Distribution	performance	Importance	OW	SW	Priority
Dis3	1.190608624	4.63575128	15.97082447	0.078244	1
Dis4	1.300174791	4.676090895	15.78609056	0.077339	2
Dis2	1.174217164	4.590504733	15.68248426	0.076831	3
Dis8	1.149310137	4.507146135	15.13425754	0.074146	4
Dis1	1.274560627	4.567896343	15.04361617	0.073701	5
Dis14	1.260598847	4.553429474	14.99367203	0.073457	6
Dis6	1.14465952	4.46497714	14.82514227	0.072631	7
Dis5	1.272550234	4.508986417	14.59304679	0.071494	8
Dis9	1.239307246	4.486295723	14.56695052	0.071366	9
Dis7	1.186422432	4.447442118	14.5031963	0.071054	10
Dis13	1.261306181	4.458958459	14.25819868	0.069854	11
Dis12	1.383266654	4.506375232	14.07389915	0.068951	12
Dis10	1.597689601	4.49629371	13.03297542	0.063851	13
Dis11	1.531178712	4.263767537	11.65112352	0.057081	14
Sum			204.1154777	1	

Table 4-12 represents the prioritization of 11 dimensions of green price function, which respectively are:

1. Price11: Subsidy rules and the export bonus of green food products
2. Price6: Organization to support consumers of green food products
3. Price7: Civil society institutions (NGOs) in the field of green food products
4. Price10: Rules for insurance facilities for green food products
5. Price4: The support of macro-policy-making institutions for the pricing of green food products
6. Price8: Green food products market
7. Price5: Market and price regulation organization
8. Price3: Market mechanism
9. Price1: Government intervention and regulation of price levels (instructions for pricing green food products)
10. Price2: Government intervention and regulation of effective rates (tariffs, taxes, interest rates, etc.)
11. Price9: Tax exemption rules for green food products

table 4- 5-importance-performance of green marketing functions- Product

Product	performance	Importance	OW	SW	priority
Prod14	1.201568195	4.64610721	16.00369755	0.038985	1
Prod8	1.287808905	4.674024681	15.82725611	0.038555	2
Prod12	1.265097104	4.657590762	15.80084712	0.03849	3
Prod15	1.176840279	4.605914014	15.79401877	0.038474	4
Prod7	1.291519034	4.645312539	15.57941902	0.037951	5
Prod13	1.228261529	4.605914014	15.55717692	0.037897	6
Prod6	1.419936507	4.672896239	15.2007433	0.037029	7
Prod16	1.188439866	4.528116588	15.12244556	0.036838	8
Prod10	1.251274658	4.563903215	15.11851612	0.036828	9
Prod25	1.48858988	4.656486274	14.75126608	0.035934	10
Prod17	1.174106895	4.4692149	14.72654579	0.035874	11
Prod22	1.367109756	4.570776799	14.643247	0.035671	12
Prod5	1.474285855	4.632210748	14.62817363	0.035634	13
Prod2	1.743172728	4.785127652	14.55614262	0.035458	14
Prod4	1.551256111	4.66799548	14.54892528	0.035441	15

Prod9	1.256852712	4.486815384	14.49224621	0.035303	16
Prod1	1.693720126	4.714279778	14.23976329	0.034688	17
Prod21	1.54656654	4.58727645	13.94857696	0.033978	18
Prod11	1.46160034	4.53270627	13.9204211	0.03391	19
Prod27	1.674984045	4.6295024	13.67794981	0.033319	20
Prod3	1.642264709	4.609155414	13.67486036	0.033312	21
Prod18	1.774308573	4.657265187	13.42669348	0.032707	22
Prod28	1.639204517	4.564683959	13.35388908	0.03253	23
Prod24	1.675006456	4.585885451	13.34895763	0.032518	24
Prod19	1.735059196	4.579776878	13.02817227	0.031736	25
Prod26	1.705489109	4.557449879	12.99766827	0.031662	26
Prod23	2.246900547	4.705105698	11.56611506	0.028175	27
Prod20	1.524669187	4.133190766	10.7815173	0.026264	28
Prod29	2.655152935	4.78594624	10.19786221	0.024842	29
Sum			410.5131139	1	

Table 4-13 demonstrates the prioritization of 25 dimensions of green promotion function, which respectively are:

1. Promot13: Civil society organizations (NGOs) in the field of green food products
2. Promot19: Comprehensive and strategic plans for the development of green food products
3. Promot9: Organizations for standardization and supervision of green food products
4. Promot3: Fighting against greenwashing (abuse of the title of green products)
5. Promot10: Programs or special radio networks in the field of green food products
6. Promot20: Laws against greenwashing (abuse of the title of green products)
7. Promot14: Green customer database of food products
8. Promot12: Organization to support consumers of green food products
9. Promot6: Exhibitions of green food products
10. Promot5: Informative and educational publications of green food products
11. Promot4: Green packaging
12. Promot11: Advertising and information in the field of green food products
13. Promot18: Subsidy rules and export bonus of green food products
14. Promot17: Rules for insurance facilities for green food products
15. Promot8: Conferences of green food products
16. Promot7: Specialized books of green food products
17. Promot2: Government support for green food products
18. Promot25: People's ability to recognize the brand of green food products
19. Promot15: Intellectual property protection laws
20. Promot24: Universalism and people's respect for the environment
21. Promot21: People's trust in green food products
22. Promot1: Informing people about environmental issues
23. Promot22: People's respect for the intellectual property of green food products
24. Promot16: Tax exemption rules for green food products
25. Promot23: People's religious values in the field of green food products

table 4- 6-importance-performance of green marketing functions- price

price	performance	Importance	OW	SW	priority
Price11	1.495746237	4.684738354	14.93959368	0.100534	1
Price6	1.415993999	4.606455332	14.69671762	0.0989	2
Price7	1.325739204	4.52680034	14.49056464	0.097512	3
Price10	1.539697168	4.63575128	14.35253681	0.096583	4

Price4	1.561821192	4.634121203	14.23741063	0.095809	5
Price8	1.456028064	4.523068686	13.8724354	0.093353	6
Price5	1.593208353	4.54285104	13.39978735	0.090172	7
Price3	1.773722522	4.626702956	13.19989301	0.088827	8
Price1	2.282197366	4.78594624	11.98280751	0.080637	9
Price2	2.027159921	4.614803519	11.94146678	0.080358	10
Price9	1.639680563	4.307153011	11.48921199	0.077315	11
Sum			148.6024254	1	

table 4- 7-importance-performance of green marketing functions- promotion

promotion	performance	Importance	OW	SW	priority
promot13	1.166106253	4.565766672	15.52205624	0.047467	1
promot19	1.229054487	4.568160488	15.2535721	0.046646	2
promot9	1.334794624	4.599972672	15.01972979	0.045931	3
promot3	1.263607912	4.520692604	14.72427868	0.045027	4
promot10	1.498374757	4.651640611	14.6678595	0.044855	5
promot20	1.329393455	4.516952262	14.39805096	0.04403	6
promot14	1.379520271	4.520131055	14.19597234	0.043412	7
promot12	1.418426146	4.477074683	13.69379793	0.041876	8
promot6	1.737949229	4.662833828	13.63825085	0.041706	9
promot5	1.597689601	4.570776799	13.58931799	0.041556	10
promot4	1.733048311	4.648720504	13.55414511	0.041449	11
promot11	1.519291289	4.493937345	13.367873	0.040879	12
promot18	1.489570523	4.473926169	13.35178683	0.04083	13
promot17	1.577173715	4.520429893	13.30478321	0.040686	14
promot8	1.674114844	4.498166624	12.70305546	0.038846	15
promot7	1.759417357	4.535304107	12.58949058	0.038499	16
promot2	1.942534034	4.64538075	12.5557521	0.038396	17
promot25	1.852256426	4.58727645	12.54629295	0.038367	18
promot15	1.640273469	4.424544334	12.31912988	0.037672	19
promot24	2.2016326	4.757249178	12.15770486	0.037179	20
promot21	2.103826758	4.60616333	11.52617095	0.035247	21
promot1	2.284603168	4.71257639	11.44200928	0.03499	22
promot22	2.476002035	4.799252008	11.1498621	0.034097	23
promot16	1.699504322	4.186675304	10.41297733	0.031843	24
promot23	2.765230572	4.73471761	9.324964957	0.028516	25
Sum			327.008885	1	

table 4- 8-importance-performance of green marketing functions- Human Resource

Human Resource	performance	Importance	OW	SW	priority
Hr14	1.687764988	4.757083809	14.60100687	0.06915	1
Hr12	1.746136879	4.731354287	14.12412118	0.066892	2
Hr8	1.951178647	4.765738587	13.41345691	0.063526	3
Hr13	1.957065105	4.758212158	13.32845196	0.063123	4

Hr10	1.878973831	4.680333657	13.11129868	0.062095	5
Hr9	1.979469765	4.703498545	12.81246541	0.06068	6
Hr11	1.970136358	4.696406538	12.8036731	0.060638	7
Hr6	1.935441774	4.660597672	12.70085524	0.060151	8
Hr7	1.968113307	4.58727645	12.0148254	0.056902	9
Hr5	2.127943589	4.659492472	11.79573296	0.055864	10
Hr18	2.163889099	4.63575128	11.45893827	0.054269	11
Hr15	2.428440477	4.75961737	11.09551003	0.052548	12
Hr4	2.238753159	4.56763089	10.63745386	0.050379	13
Hr16	2.688283638	4.866736168	10.60195372	0.050211	14
Hr2	2.740756079	4.766895318	9.658393651	0.045742	15
Hr1	2.839758199	4.741442769	9.01672855	0.042703	16
Hr3	2.681984103	4.627307006	9.001606298	0.042631	17
Hr17	2.923261722	4.794680011	8.972851865	0.042495	18
Sum			211.1493239	1	

Table 4-14 demonstrates the prioritization of 18 dimensions of Green Human Resource function, which respectively are:

1. Hr14: Incentive systems for employees of companies producing green food products
2. Hr12: Programs or special radio networks in the field of green food products
3. Hr8: Specialized books of green food products
4. Hr13: Intellectual property protection laws
5. Hr10: Conferences of green food products
6. Hr9: Colleges of green food products
7. Hr11: Research institutes of green food products
8. Hr6: Informative and educational publications of green food products
9. Hr7: Exhibitions of green food products
10. Hr5: Institutes for training specialized skills in marketing green food products
11. Hr18: Globalism and employees' respect for the environment
12. Hr15: Employee trust in green food products
13. Hr4: Institutes for training general skills in marketing green food products
14. Hr16: People's respect for the intellectual property of green food products
15. Hr2: Employees' belief in the necessity of green food products
16. Hr1: Acceptance of change and the importance of the green concept
17. Hr3: Skills and competencies of employees in producing and providing green food products
18. Hr17: Religious values of employees in the field of green food products

5. Discussion & Conclusion

As we mentioned previously, the purpose of this research is to analyze the role of green marketing institutions and functions in Iraq. In order to achieve this purpose and collect data on green marketing jobs, a comprehensive literature review and inquiries from experts in this field were conducted. In order to prioritize these items, a number of university professors, activists, managers, and marketing specialists (as experts) first filled out this research form. Secondly (after defining green marketing functions) was about determining priorities for green marketing functions. By evaluating the methods and techniques available to answer the research questions, IPA was selected as the most appropriate method. In general, three important suggestions were presented to green marketing managers in Iraq based on the results of this research:

5.1- practical suggestions to the green marketing managers

- The most important decision to be made after forming the IPA matrix is to stop consuming resources that are being wasted in the fourth quadrant and invest these resources in the first quadrant. Hence, green marketing managers in Iraq are advised to stop wasting resources for "green promotion" which is of little importance in the desirable situation and spend these resources on green products which is very important in order to reach the desired situation in green marketing, but currently it has a poor performance in the existing situation.

- Also, based on this matrix, it is recommended that the functions that are located in the third quadrant should be left with low performance because they have a very low importance in the desired situation and the future of green marketing. Therefore, Iraqi managers in green companies are suggested to leave green distribution and green pricing, which are in this quadrant, and not spend their efforts and resources on them.
- Finally, since the functions of the second quadrant have high performance and importance in the existing and desirable state, they do not need to change the current state. And on this basis, Iraqi managers in green companies are suggested to continue the green HR (that is located in this quarter) with the same existing facilities because there is no need for more resources, and it has suitable conditions.

5.2- Suggestions for future researchers

Based on the findings of the research, it is recommended to other researchers:

- Since Cross-sectional data was used in the study to collect data. Future studies could use longitudinal data to understand the impact of these functions at multiple time points.
- The present functions of green marketing were just created based on the experience of Iraqi experts in both the private and public sectors. Therefore, the data are subject to national cultural bias, so repeating this scale in other national contexts helps to understand its general application. So the generalization of the findings should be done with caution in other countries.
- Researchers can use other techniques than IPA to analyze data related to green marketing functions and compare the results with the findings of the current research.

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In the name of Allah

Respected respondent, greetings and respect;

The following questionnaire was prepared in line with academic research in the field of "institutional analysis of green marketing in Iraq". And examines the current situation as well as the necessity of each of the following items to promote green marketing in the field of food products. As an expert in the field of food products and marketing, please complete the questionnaire by allocating your valuable time. Thank you for your sincere cooperation.

Gender: Male ☐ female ☐

Age: less than 30 years ☐ 30 to 40 years ☐ 41 to 50 years ☐ More than 50 years ☐

Experience in food product marketing: less than 1 year ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ More than 9 years ☐

Level of education: Diploma and below ☐ associate ☐ bachelor ☐ Masters and higher ☐

How important is each of the following to improve the distribution of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent are these cases related to the distribution of green food products in Iraq?				
Very high..... Very Low						Very Low. Very High				
5	4	3	2	1		1	2	3	4	5
					1. Existence of green distribution network for food products					
					2. Continuous and sustainable distribution of green food products					
					3. Online sale of green food products					
					4. Recycling delivery					
					5. Exhibitions of green food products					
					6. Complex markets and specialized stores of green food products					
					7. Civil society organizations (NGOs) in the field of green food products					
					8. Green supply chain of food products					
					9. Database of green customers of food products					
					10. Intellectual property protection laws					
					11. Tax exemption rules for green food products					
					12. Rules for insurance facilities for green food products					
					13. Government subsidy for green food products					
					14. Comprehensive and strategic programs for the development of green food products					
					your suggestion:					

How important is each of the following items for the production of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent do these things exist in relation to the production of green food products in Iraq?				
Very High... Very Low						V. Very High				
5	4	3	2	1		1	2	3	4	5
					1. Access to environmentally friendly raw materials for the production of green food products					
					2. Reducing environmental impacts through the production of green food products					
					3. Meeting the needs of consumers through green food products					
					4. Recyclability of green food products					
					5. Healthiness of green food products					
					6. Existence of standards in relation to green food products					
					7. Access to green equipment and technologies to produce green food products					
					8. Dealing with abuses and violations in the production of green food products					
					9. Support of macro-policy institutions for green food products					
					10. Support of international institutions for green food products					
					11. Research laboratories of green food products					
					12. Towns and industrial clusters of green food products					
					13. Organizations for standardization and supervision of green food products					
					14. Venture capital funds in the field of green food products					
					15. Agricultural infrastructures for the supply of raw materials for green food products					
					16. Civil society organizations (NGOs) in the field of green food products					
					17. Green supply chain of food products					
					18. Intellectual property protection laws					
					19. Laws to combat green food products crimes					
					20. Tax exemption rules for green food products					
					21. Rules for insurance facilities for green food products					
					22. Laws on subsidies and export awards for green food products					
					23. Food health laws					
					24. Financial support policies for the development of green food products					
					25. Comprehensive and strategic programs for the development of green food products					
					26. Laws to expand the use of green food products, such as the trade law					
					27. Laws to reduce the use of fertilizers and chemicals					
					28. Laws against greenwashing (abuse of the title of green products)					
					29. Environmental laws					
					your suggestion:					

How important is each of the following items to improve the pricing of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent are these cases related to the pricing of green food products in Iraq?				
Very High..... Very Low						Very Low. Very High				
5	4	3	2	1		1	2	3	4	5
					1. Government intervention and regulation of price levels (instructions for pricing green food products)					

How important is each of the following items to improve the pricing of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent are these cases related to the pricing of green food products in Iraq?				
Very High..... Very Low						Very Low. Very High				
5	4	3	2	1		1	2	3	4	5
					2. Government intervention and regulation of effective rates (tariffs, taxes, interest rates, etc.)					
					3. Market structure					
					4. The support of macro-policy-making institutions for the pricing of green food products					
					5. Market and price regulation organization					
					6. Green food product consumer support organization					
					7. Civil society organizations (NGOs) in the field of green food products					
					8. Market of green food products					
					9. Tax exemption rules for green food products					
					10. Rules for insurance facilities for green food products					
					11. Subsidy laws and green food products export bonus					
					your suggestion:					

How important is each of the following items to improve the promotion of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent do these cases exist in relation to the promotion of green food products in Iraq?				
Very High..... Very Low						Very L. Very High				
5	4	3	2	1		1	2	3	4	5
					1. Informing people about environmental issues					
					2. Government support for green food products					
					3. Fight against greenwashing (abuse of the title of green products)					
					4. Green packaging					
					5. Informative and educational publications of green food products					
					6. Exhibitions of green food products					
					7. Specialized book of green food products					
					8. Conferences of green food products					
					9. Organizations for standardization and supervision of green food products					
					10. Programs or special radio networks in the field of green food products					
					11. Advertising and information in the field of green food products					
					12. Organization to support consumers of green food products					
					13. Civil society organizations (NGOs) in the field of green food products					
					14. Database of green customers of food products					
					15. Intellectual property protection laws					
					16. Tax exemption rules for green food products					
					17. Rules for insurance facilities for green food products					
					18. Laws on subsidies and export awards for green food products					
					19. Comprehensive and strategic programs for the development of green food products					
					20. Laws against greenwashing (abuse of the title of green products)					
					21. People's trust in green food products					
					22. People's respect for the intellectual property of green food products					
					23. People's religious values in the field of green food products					
					24. Globalism and people's respect for the environment					

How important is each of the following items to improve the promotion of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent do these cases exist in relation to the promotion of green food products in Iraq?				
Very High..... Very Low						Very L. Very High				
					25. People's ability to recognize the brand of green food products					
					your suggestion:					

How important is each of the following items to improve the human resources active in the field of green food products in Iraq?					Please answer both sides of the *** **questionnaire	In the current situation, to what extent do these cases exist in relation to human resources active in the field of green food products in Iraq?				
Very High..... Very Low						Very Low..... Very High				
5	4	3	2	1		1	2	3	4	5
					1. Acceptance of change and the importance of the green concept					
					2. Employees' belief in the necessity of green food products					
					3. The skills and competencies of employees in the field of producing and providing green food products					
					4. Institutes for training general skills in marketing green food products					
					5. Institutes for training specialized skills in marketing green food products					
					6. Informative and educational publications of green food products					
					7. Exhibitions of green food products					
					8. Specialized book of green food products					
					9. Colleges of green food products					
					10. Conferences of green food products					
					11. Research laboratories of green food products					
					12. Programs or special radio networks in the field of green food products					
					13. Intellectual property protection laws					
					14. Motivational systems for employees of companies producing green food products					
					15. Employee trust in green food products					
					16. People's respect for the intellectual property of green food products					
					17. Religious values of employees in the field of green food products					
					18. Globalism and employees' respect for the environment					
					your suggestion:					