

Analysis of Green Marketing Elements Affecting Customer Attraction: an Applied Study in Consumer Markets of Al-Qadisiyah City

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Abstract : This research aimed to design a competency model for green marketing managers. The research was applied in terms of purpose and exploratory in terms of method, which was used for snowball sampling. Experts in this field were interviewed in the form of semi-structured interviews, and the desired themes were extracted. The results of the analysis show that among the dimensions of green marketing managers' competencies, respectively, the "green knowledge" (0.1512), "green networking (0.1464), "green skill (0.1463), the "green ability (0.1425), the "green attitude (0.1416), the "green behavior (0.1378), the "green awareness (0. 0.1340) are from the most to the least important.

Keywords: Green Marketing - Competency -managers

Introduction: The future circumstances of both the world and the human population are closely related to economic issues and also to social problems in general (Chaffey et al., 2016). As economic units, enterprises have to fulfill their functions as institutions that produce goods and services by interacting with the environment in which they operate. Such environments are heavily influenced by social, political, and cultural factors, and at the same time, respond to the needs of society and help solve social problems. Problems such as rapid population growth, scarcity, hunger, conflict, and urbanization damage the environment, causing its rapid deterioration and the destruction of environmental values. It has become necessary for enterprises to contribute to finding solutions to the above in the face of the social danger caused by the environmental and ecological problems that are constantly emerging (eser, korkmaz, 2011). This environmental and ecological view, within the scope of the functionalist approach, as well as the marketing purposes developed by effectively matching the goods and services offered by enterprises with the demands of households, forms the basis for the various approaches to marketing activities, including the managerial approach that evaluates the most appropriate activities to enable enterprises to adapt to their environments successfully. Therefore, macro marketing, which is carried out by focusing on the macro-environment and the problems developing in this environment, reveals the marketing activities that will require enterprises to adopt a new and more harmonious relationship with the environment. Therefore, in line with this view and approach, the effect and importance of green marketing activities for enterprises is paramount (stone et al, 2007).

Green revolutions, going green, environmental protection, sustainable lifestyle, sustainable development, protecting our earth, and many more have become a natural phenomenon in our everyday lives. Green marketing is a tool used by many companies in various industries to follow this trend (Bhaskar,2016). Green marketing is a phenomenon that has developed particular importance in the modern market. This concept has enabled the re-marketing and packaging of existing products (Bhattacharjee et al., 2016). Green marketing is the marketing of products that are presumed to be environmentally preferable to others. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, sustainable packaging, as well as modifying advertising (sharma,2014).

Environmental issues have always been a challenge since the creation of the term environmental sustainability which has increased the sensitivity of consumers towards purchasing greener products (kumar phookan et al,2020) and many consumers are environmentally conscious.

Seeking eco-friendly products and services from organizations that are socially responsible. Nowadays, many organizations or companies are cognizant of the contribution of green marketing to sustainable development(wandhe,2018). Green marketing ensures long-term sustainability and profitability. It is multi-beneficial with reduced cost, encourages accessibility to new markets with a competitive advantage, increases the morale of

employees for being a part of an environmental cause, and satisfies the customer with health products and services (Akhil, 2017).

Green marketing can not go the right way without correct management that's why the competence of green marketing managers is so important, but so far no research has been done in this area. In this research, this issue is investigated.

Green marketing is considered as one of the main categories of marketing today, and since the environment has become extremely vulnerable due to the growing population, the popularity of green products has increased, and for this reason, marketers are also looking for methods to reach the markets of these products. Marketing managers have a special place in this cycle, and the more competent these managers are, the better and stronger the marketing of green products, to the best of the researcher's knowledge and awareness of the sources available to him.

II. BACKGROUND RESEARCH

Robert et al.'s (2021) book named "Green Marketing and Management in Emerging Markets" this book offers a greater understanding of what green marketing is, as well as the various levels of practices and the implementations thereof. It places specific emphasis on the people through which green marketing excellence can be achieved. Contributors argue that, given the complexity of green marketing, effective people management plays a key role in achieving green marketing success, and the chapters consider the role that green human resource management practices play in marketing. Mera's (2021) book named "Green Marketing: concepts, literature and Examples" presented. In this book, the importance of green marketing has been investigated and shown that green marketing is critical. Dahlstrom et al. (2010) presented a book named "Green Marketing Management, International Edition." They presented book reviews on the evolution of marketing and devoted considerable attention to the conditions for potential consumers to act in an ecologically responsible manner. Hansini et al. (2021) research named "green marketing: a systematic literature review" they did the literature review highlighted that the benefits of using green products and their association with others like environment, biodiversity, and ecological sustainability were not successfully and effectively communicated to the consumers. It was also observed that competition in creating a brand in their respective categories, environmental values, and economic objectives are almost in sync with the green marketing philosophy and environmental values. Still, since green products are perceived as premium category products, consumers' buying decisions favoring them were doubtful. The study also sheds light on the future course to be adopted by marketers in formulating sustainable green marketing strategies with the help of functional and emotional 'green positioning.' the review of studies suggested that the rise of 'green brands' in developing nations has begun. Asadi et al. (2016) research titled "Examine the role of top managers in green purchasing standards using structural equation modeling (case study: yazd ceramics industry)" they did. The research results showed that environmental collaboration with suppliers and top management commitment positively and significantly impact the company's green purchasing. Moreover, top management commitment affects green purchasing indirectly through environmental collaboration with suppliers. Finally, top management commitment is the primary incentive for companies to succeed in utilizing green purchasing standards.

III. THE THEORETICAL FRAMEWORK OF RESEARCH

3-1 Green Marketing

The concept of green marketing dates back to the late 1960s (Wilkie Whiton and Skakaskin, 2020). Since then, various terms and definitions of marketing have become green (table 1). Most of them show that this type of marketing seeks to simultaneously meet the needs of the firm, the consumer and the community in a profitable and sustainable way and in accordance with the natural environment and ecosystem (Papadas et al., 2017).

Green marketing is a multidimensional structure. Previous research in green marketing (Papadas et al., 2017) identifies three dimensions of the concept of green marketing (figure 2-1). That is, strategic green marketing, tactical green marketing and operational green marketing.

– The strategic orientation of green marketing expresses "the extent to which the organization has integrated environmental necessities into its strategic marketing decisions" (Papadas et al., 2017). At the strategic level, green marketing includes analyzing green market growth, meeting the needs and challenges of green marketing, and evaluating consumer behavior in buying green products (Gazkuizabad, 2011).

– Tactical orientation of green marketing expresses "the extent to which the organization embodies environmental values in tactical marketing decisions" (Papadas et al., 2017). This orientation refers to actions that change the traditional marketing mix to a green marketing mix (Papadas et al., 2017). The goal of the green marketing mix is to maintain honesty and credibility, increase brand recognition and strengthen trust, transparency and minimize the negative impact on the environment (Papadas et al., 2017). Apart from these goals, the green marketing mix also has the goals of a traditional marketing mix, including increasing sales, increasing profits, increasing market share, and strengthening its competitive position. To achieve these goals, green marketing must cover tactical decisions about product, price, location, and advertising (Wilkie Whiton and Skakaskin, 2019).

– the operational orientation of green marketing is focused on the short term and includes the daily work of the organization. The operational dimension of green marketing is mainly focused on "attracting the attention of target customers and increasing sales to earn money" (kiwani, 2011).

One might not have imagined that one-day marketing, in addition to profitability and sales, would also be concerned with consumer health. However, intense competition and increased competition for the environment, as well as government regulations and consumer awareness, have led companies to reflect on the physical and mental health and cleanliness of the consumer environment. However, over time, concepts such as green marketing and environmental and social marketing to implement corporate social responsibility entered the marketing literature. However, many years have passed since the introduction of green marketing, for various reasons, in addition to the fact that this issue has not been considered as it should be, and at least in our country, due to lack of accurate information in this regard and for various other reasons. The degree of importance has not been welcomed, and this has caused increasing concern among people who are sympathetic to nature and health. However, it seems that with the emergence of many issues and problems that have arisen in the environment, today, the human race is concerned about the need to pay more attention to this issue. Lack of protection of natural resources, global warming, overuse of resources, increasing noise, and biological pollution are all concerns that human beings suffer from today. Marketing is a science that is always trying to identify and address needs. And it is human desire; it recognizes this public concern and need, and it tries to solve this public need by using tools.

Table 2-2: Three Levels Of Green Marketing Activities

	Tactical Greening	Pseudo-Strategic Landscaping	Strategic Landscaping
Targeting	Ads Focus On Green Media In Green Media.	A Company Develops A Green Brand In Addition To Other Brands.	A New Company Has A Strategic Business Unit (Sbu) With The Aim Of Creating A Green Market.
Green Design	One Company Switches From One Supplier Of Raw Materials To Another With Environmentally Friendly Processes.	Life Cycle Analysis Is Included In The Environmental Design Process To Minimize Environmental Damage.	Fuji Xerox, For Example, Is Developing Its Own Green Wrapping Paper To Be More Environmentally Friendly.
Green Positioning	For Example, The Mining Company Identifies A Public Interface (Rj Campaign) To Highlight Its Aspects And Practices.	For Example, Bp Amoco Designs Its Logo On A Sun-Based Symbol To Reflect Its Vision For The Future Of Hydrogen / Solar Energy In The Energy Industry.	Bodyshop, For Example, Seeks Environmental And Social Change And Encourages Its Consumers To Do So.
Green Pricing	Cost Savings Based On Available Energy. Productivity Features For A Product Are Highlighted.	For Example, A Water Company Changes Its Pricing Policy From A Flat Monthly Rate To One Based On The Cf-Weter Basis Unit.	A Company Allows Its Products To Be Sold. Consumers Currently Only Pay For The Use Of The Product.
Green Procurement	A Company Shifts Its Focus To A Detergent.	Minimizing Packaging Is Included As Part Of The Advancing Company Structure Review.	An Inverse Logistics System Is Provided By Fuji Xerox To Reproduce And Reproduce Copies.
Waste Marketing	A Company Improves The Productivity Of Its Production Process, Which Reduces Its Waste Production.	Telstra (A Telephone Company), For Example, Has Internal Processes For Collecting Old Telephone Directories (Garbage) And Turning Them Into Cat Litter By Other Companies.	For example, the Queensland Sugar Plant uses sugarcane waste In power plants to generate electricity.
Green Promotion	An Oil Company Runs A Pr Advertising Campaign To Show Its Green Ways To Deal With Oil Spills And Get Bad Press Coverage.	A Company Defines A Policy That In Advertising Products Should Always Be In Real Commercial Products.	As Part Of Its Philosophy, Body Shop Promotes One Or More Socio-Economic Campaign Collaborations Using Ln-Shcp And Promotional Materials Each Year.
Green Alliances	A Company Provides Competitive Funding Run By An Environmental Group To Raise Public Awareness Of Storm Water Quality Issues.	For Example. Southcorp Forms A Long-Term Alliance With The Australian Conservation Foundation To Help Combat Soil Salinity Issues.	A Company Invites An Environmental Group Representative To Join Its Board.

Source: Compiled After (Polonsky, Rosenberger 2009; Jdnicke, Jurgens 2000).

3-2 Competence

Oxford culture (2003) defines competence as the power, ability, and capacity to perform a task. Competencies are a system of abilities, skills, and abilities that enable a person to react in familiar and unknown ways in a self-organized and creative way (Raining et al., 2019).

There are various classifications of competencies. Champagne and Winterton, for example, defined five clusters of competencies as intrapersonal, intermediate, mental, professional, and a number of related managerial competencies. Some companies classify competencies in a specific way; for example, slab company, core competencies and key

success factors; dow company, general competencies (for the whole organization) and specialized and lily company, general management competencies (leadership behaviors) and specific competencies of each management level (naghizadeh, 2015). But every company or organization has a number of competencies, including: core competencies, technical or operational competencies, and managerial competencies. Boyatzis (1982) categorizes competencies into individual competencies related to the job/role. Dubois and Ruthwell (2000) and Alson and Bolton (2001) divide competencies into two types, central and specific. Another classification of competencies is provided by the Karartz Institute (1999), which divides competencies into three categories: technical, occupational, and leadership. Robat and Job (1995) offer a completely different classification of competencies into two types: hard and soft. McClelland (1973) introduced a set of competencies as behavioral competencies, Hamel and Prahalad (1994) key competencies, Taylor (2007) general competencies, and Boyatzis (1982) introduced distinctive and threshold competencies (rezayat, 2011). In competency literature, various models have been proposed, each based on various factors, each of which has pointed to specific components. Elrich et al., for example, identified in a study that different competencies, behavioral cues, and activities are required depending on what role the HR manager plays. Accordingly, if the manager is in the role of strategic partner, he must have the competencies of organizational awareness, problem-solving, customer service, stress tolerance, and oral communication. If the manager is to be a leader, he or she must have decision-making skills, planning and evaluation, conflict management, self-management, self-esteem, and verbal communication. If the manager is to play the role of employee hero, he must have the skills of flexibility, coaching, learning, interpersonal skills, and verbal communication. If the manager is a technical expert, technical skills, knowledge of law, government and legal practice, knowledge of staff and human resources, information management, mathematics, mathematical logic, customer service, writing, reading, memory, attention to detail, and oral communication are required. If the manager is to act as a consultant for change, teamwork skills, rational reasoning, effectiveness and negotiation, integrity, creative thinking, oral communication, and stress tolerance are needed (Ulrich et al., 2008).

IV. RESEARCH METHODS

In terms of the type of research, it is a survey. In terms of purpose, this research is applied. Theoretical foundations in this research are collected using library resources. The analysis is done using a questionnaire. This research will be done qualitatively and quantitatively. In this study, qualitative analysis is performed using interviews. In qualitative analysis, the respondents are asked questions, and the results are obtained by mental analysis and the findings of the interviews. In the quantitative part of the work, the research variables were examined using a questionnaire and the analysis was done statistically, and the results were scientifically examined. Finally, the research results were discussed using quantitative and qualitative research.

The statistical population was made up of marketing managers and experts in the green food industry and university professors, whose number was ten people. In this research, the purposeful snowball sampling method has been used. The interview method in this research is semi-structured. The distribution method of the questionnaire is a targeted snowball, which is filled by experts. The research method is a mixed-qualitative-quantitative one, which was first conducted through qualitative interviews, and then the subject literature was selected, and finally, the questionnaire was distributed among people and quantitative results were extracted. In fact, a mixed exploratory method has been used in this research. In these methods, the thematic analysis method has been used for the qualitative part.

V. RESEARCH FINDINGS

Generally, thematic analysis has two stages of open and axial coding. In the open coding phase, the label or concept or open code is assigned to the phrase that is related to the research question, and the axial coding is to compare and find similarities among the open codes and classify them into a group under the title of the category. Both stages are shown in the table below.

Pers on no.	Sentence	Concept	Conc ept code	Cate gory	Categ ory code
10	This organization uses low-polluting industrial processes and products	Knowledge in the field of green processes and products of the food industry	1.1	Green knowledge	1
10	How to deal with microdevices	Knowledge in the field of green processes and products of the food industry	1.1	Green Knowledge	1
2	Standards	Knowledge in the field of green processes and products of the food industry	1.1	Green kno	1

				wledge	
2	Work experience in the relevant trade and industry	Knowledge in the field of green processes and products of the food industry	1.1	Green knowledge	1
4	Organizational skills	Knowledge in the field of green processes and products of the food industry	1.1	Green knowledge	1
4	Full understanding of the industrial market in which it operates and its intermediaries	Knowledge in the field of green processes and products of the food industry	1.1	Green knowledge	1
4	This organization has developed a green program (waste management, effluent control, list of pollution sources).	Knowledge in the field of green processes and products of the food industry	1.1	Green knowledge	1
4	Report writing skills	Knowledge about developing green programs (waste management, effluent control, list of pollution sources)	1.2	Green knowledge	1
5	Ability to draw marketing plans and policies	Knowledge about developing green programs (waste management, effluent control, list of pollution sources)	1.2	Green knowledge	1
6	Help shape marketing strategies	Knowledge about developing green programs (waste management, effluent control, list of pollution sources)	1.2	Green knowledge	1
6	Planning	Knowledge about developing green programs (waste management, effluent control, list of pollution sources)	1.2	Green knowledge	1
6	This organization has prepared and drafted environmental emergency plans and measures.	Knowledge about developing green programs (waste management, effluent control, list of pollution sources)	1.2	Green knowledge	1
4	Familiarity with design fields	Knowledge of environmental emergency plans and measures	1.3	Green knowledge	1
5	Skill in preparing research and studies	Knowledge of environmental emergency plans and measures	1.3	Green knowledge	1
4	Introduction of marketing plans	Knowledge of environmental emergency plans and measures	1.3	Green knowledge	1
4	The organization promotes environmental management systems (EMS).	Knowledge of environmental emergency plans and measures	1.3	Green knowledge	1
8	You need to keep up with the technological advancement skills	Knowledge of Environmental Management Systems (EMS)	1.4	Green	1

				knowledge	
8	Getting to know the financial and economic laws of the destination country	Knowledge of Environmental Management Systems (EMS)	1.4	Green knowledge	1
5	Excellent knowledge of competitors	Familiarity with environmental laws	1.5	Green knowledge	1
5	Defining sufficient information about competitors and customers	Knowledge of other competitors in the food industry	1.6	Green knowledge	1
9	Competitors analysis and identification skills	Knowledge of other competitors in the food industry	1.6	Green knowledge	1
9	This organization provides recycling skills.	Knowledge of other competitors in the food industry	1.6	Green knowledge	1
2	Characteristics and skills	Providing recycling skills	2.1	Green skill	2
2	This organization develops skills in the field of energy conservation.	Providing recycling skills	2.1	Green skill	2
2	Special Skills	Providing skills in the field of energy conservation	2.2	Green skill	2
3	This organization provides substance abuse reduction skills.	Providing skills in the field of energy conservation	2.2	Green skill	2
8	Skill difference	Providing skills in reducing substance use	2.3	Green skill	2
8	They must have certain skills	Providing skills in reducing substance use	2.3	Green skill	2
8	This organization facilitates adequate skills in environmental protection.	Providing skills in reducing substance use	2.3	Green skill	2
8	This organization enables us to solve simple to complex environmental tasks.	Providing skills in the field of environmental protection	2.4	Green skill	2
5	Decision making	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3
5	Negotiation and problem-solving skills	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3
6	Ability to work under pressure	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3
7	Ability to work under pressure	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3

7	Bear the pressure	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3
4	This organization helps to find several solutions for environmental issues.	Ability to solve simple to complex environmental challenges	3.1	Green abilities	3
4	Problem-solving skills	Ability to find multiple solutions to environmental issues	3.2	Green abilities	3
6	This organization created the platform that forces me to connect different environmental concepts.	Ability to find multiple solutions to environmental issues	3.2	Green abilities	3
6	Time management and multitasking skills	Ability to relate different environmental concepts together	3.3	Green abilities	3
4	Intellectual order and high analytical power	Ability to relate different environmental concepts together	3.3	Green abilities	3
9	Brainstorming skills	Ability to relate different environmental concepts together	3.3	Green abilities	3
9	Brainstorming skills	Ability to relate different environmental concepts together	3.3	Green abilities	3
8	Employees can use knowledge and skills to solve environmental problems.	Ability to relate different environmental concepts together	3.3	Green abilities	3
1	Experienced in green marketing	Ability to use knowledge and skills to solve environmental problems	3.4	Green abilities	3
6	Prepare to face problems	Ability to use knowledge and skills to solve environmental problems	3.4	Green abilities	3
6	Attention to detail for accurate data analysis	Ability to use knowledge and skills to solve environmental problems	3.4	Green abilities	3
9	This organization ensures that the employees can relate past environmental problems to new issues.	Ability to use knowledge and skills to solve environmental problems	3.4	Green abilities	3
6	Various event planning skills	Ability to relate past environmental problems to new ones	3.5	Green abilities	3
4	Excellent analytical skills	Ability to relate past environmental problems to new ones	3.5	Green abilities	3
4	Ability to provide products to customers	Ability to relate past environmental problems to new ones	3.5	Green abilities	3
9	Persuasive skills	Ability to introduce green products to customers	3.6	Green abilities	3

10	Persuasive skills	Ability to introduce green products to customers	3.6	Green abilities	3
1	Convince people of environmentally friendly products	Ability to introduce green products to customers	3.6	Green abilities	3
5	Convince people about the product	Ability to introduce green products to customers	3.6	Green abilities	3
6	His ability to negotiate, persuade, and charismatic personality	Ability to introduce green products to customers	3.6	Green abilities	3
6	Assist in future marketing data analysis	Ability to introduce green products to customers	3.6	Green abilities	3
6	Stay up to date with market trends	Analysis of future trends in green food products	3.7	Green abilities	3
4	Promoting green living is necessary for my organization.	Analysis of future trends in green food products	3.7	Green abilities	3
4	The ability to feel beauty in anything	Promote green living	4.1	Green attitude	4
3	I strongly agree that more environmental protection measures are needed from my organization.	Promote green living	4.1	Green attitude	4
2	Change your thoughts	Belief in more environmental protection measures	4.2	Green attitude	4
8	Respect for the environment	Belief in more environmental protection measures	4.2	Green attitude	4
8	Accompany the environment with all its standards	Belief in more environmental protection measures	4.2	Green attitude	4
8	Respecting everything that exists and being environmentally friendly	Belief in more environmental protection measures	4.2	Green attitude	4
8	Having high self-confidence	Belief in more environmental protection measures	4.2	Green attitude	4
5	Increasing environmental awareness among employees is very important.	Belief in more environmental protection measures	4.2	Green attitude	4
5	The need for employees to understand the nature of the job in the company	Increasing environmental awareness among others	4.3	Green attitude	4
8	Environmental work is not just a waste of money and resources.	Increasing environmental awareness among others	4.3	Green attitude	4

2	They have to change themselves	Believing that environmental protection work is not just a waste of money and resources.	4.4	Green attitude	4
5	Belief in the work of the organization	Believing that environmental protection work is not just a waste of money and resources.	4.4	Green attitude	4
5	Loyalty to the company and its services	Believing that environmental protection work is not just a waste of money and resources.	4.4	Green attitude	4
3	Environmental protection issues related to work	Believing that environmental protection work is not just a waste of money and resources.	4.4	Green attitude	4
3	Worker's belief in production	Environmental protection issues related to work	4.5	Green attitude	4
5	Believing that protecting the environment is meaningful.	Environmental protection issues related to work	4.5	Green attitude	4
5	Enthusiasm and sincerity in work.	Believing that protecting the environment is meaningful.	4.6	Green attitude	4
10	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	Believing that protecting the environment is meaningful.	4.6	Green attitude	4
8	They should be fully prepared to accept the problem of green marketing	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
8	They have characteristics and skills that enable them to achieve the company's goals	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
3	Belief in the work of the organization	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
9	Company development	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
10	Development in companies that produce green products	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
10	Development in companies that produce green products	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
2	Being concerned about the environment	Believing that it is wise for the organization to spend a huge amount on promoting environmental protection	4.7	Green attitude	4
2	Stay up to date with developments	Being concerned about the environment	4.8	Green attitude	4
2	Giving importance to awareness about the consequences of climate change	Being concerned about the environment	4.8	Green attitude	4

2	He tries to learn more about the environment.	Giving importance to awareness about the consequences of climate change	4.9	Green attitude	4
2	Develop yourself	He tries to learn more about the environment.	5.1	Green behavior	5
2	Involves himself in environmental activities that are not part of his job.	He tries to learn more about the environment.	5.1	Green behavior	5
2	Pragmatism and practicality	Involves himself in environmental activities that are not part of his job.	5.11	Green behavior	5
4	It encourages others to think about the environment.	Involves himself in environmental activities that are not part of his job.	5.11	Green behavior	5
5	The possibility of creating questionnaires and surveys	It encourages others to think about the environment.	5.12	Green behavior	5
4	Creating a good feeling in the minds of customers	It encourages others to think about the environment.	5.12	Green behavior	5
4	Ability to tell stories	It encourages others to think about the environment.	5.12	Green behavior	5
7	Create marketing slogans	It encourages others to think about the environment.	5.12	Green behavior	5
4	Enjoy passion and enthusiasm	It encourages others to think about the environment.	5.12	Green behavior	5
4	Ability to build positive relationships with others	It encourages others to think about the environment.	5.12	Green behavior	5
4	It supports customers to solve environmental problems in society.	It encourages others to think about the environment.	5.12	Green behavior	5
4	Ability to communicate to discuss customer engagement	It supports customers to solve environmental problems in society.	5.13	Green behavior	5
3	They reduce their energy consumption.	It supports customers to solve environmental problems in society.	5.13	Green behavior	5
8	Ability to work	They reduce their energy consumption.	5.9	Green behavior	5
8	Do not harm the environment	They reduce their energy consumption.	5.9	Green behavior	5
8	Finds ways to work that are better for the environment.	They reduce their energy consumption.	5.9	Green behavior	5

5	It offers ideas for reducing our impact on the environment.	Finds ways to work that are better for the environment.	5.2	Green behavior	5
5	Assist in preparing service estimates	It offers ideas for reducing our impact on the environment.	5.3	Green behavior	5
5	Shares knowledge about the environment with others.	It offers ideas for reducing our impact on the environment.	5.3	Green behavior	5
5	It applies new ideas to reduce our impact on the environment.	Shares knowledge about the environment with others.	5.4	Green behavior	5
5	Creates green processes and products.	It applies new ideas to reduce our impact on the environment.	5.3	Green behavior	5
5	Performs environmental tasks that are not required (mandatory).	Creates green processes and products.	5.5	Green behavior	5
5	Having perseverance and motivation	Performs environmental tasks that are not required (mandatory).	5.6	Green behavior	5
4	It questions actions that are likely to harm the environment.	Performs environmental tasks that are not required (mandatory).	5.6	Green behavior	5
6	Careful observation and attention to detail	It questions actions that are likely to harm the environment.	5.7	Green behavior	5
6	Critical thinking and problem solving skills	It questions actions that are likely to harm the environment.	5.7	Green behavior	5
6	Ability to perform quick and impromptu cost-benefit and financial calculations	It questions actions that are likely to harm the environment.	5.7	Green behavior	5
2	Reuses materials.	It questions actions that are likely to harm the environment.	5.7	Green behavior	5
2	No harm to the environment	Reuses materials.	5.8	Green behavior	5
2	Facilitates the use of environmentally friendly products	Reuses materials.	5.8	Green behavior	5
2	It encourages customers to recycle	Facilitates the use of environmentally friendly products	6.1	Green awareness	6
2	Community encouragement of all green products	It encourages customers to recycle	6.2	Green awareness	6
6	It creates understanding between people to learn about environmental issues	It encourages customers to recycle	6.2	Green awareness	6

				enes s	
6	Excellent leadership and management skills	It creates understanding between people to learn about environmental issues	6.3	Green awar enes s	6
3	Educates customers about negative environmental impacts	It creates understanding between people to learn about environmental issues	6.3	Green awar enes s	6
9	Training and development	Educates customers about negative environmental impacts	6.4	Green awar enes s	6
10	Training and development of employees	Educates customers about negative environmental impacts	6.4	Green awar enes s	6
10	Training and development of employees	Educates customers about negative environmental impacts	6.4	Green awar enes s	6
4	The decisions it makes have a significant impact on the natural environment	Educates customers about negative environmental impacts	6.4	Green awar enes s	6
4	Strategic skills	The decisions it makes have a significant impact on the natural environment	6.5	Green awar enes s	6
5	Good research and selection skills	The decisions it makes have a significant impact on the natural environment	6.5	Green awar enes s	6
4	Need to know information about customers	The decisions it makes have a significant impact on the natural environment	6.5	Green awar enes s	6
4	Ability to identify marketing audiences	Awareness of green consumer behavior	6.6	Green awar enes s	6
4	Consumer behavior analysis	Awareness of green consumer behavior	6.6	Green kno wled ge	6
4	Identifying the needs of the customers of the target community	Awareness of green consumer behavior	6.6	Green kno wled ge	6
4	Familiarity with all marketing programs	Awareness of green consumer behavior	6.6	Green kno wled ge	6
4	Awareness of green consumer behavior	Awareness of green consumer behavior	6.6	Green n	6

				awar enes s	
4	Building a communication network with institutions related to the environment.	Awareness of green consumer behavior	6.6	Gree n awar enes s	6
4	Different research planning skills	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
4	Knowledge of technology (such as mastering relevant software, online search capabilities, working with social networks, etc.)	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
6	Being outgoing and social	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
9	Ability to work in a team and cooperate	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
10	Develop your technical skills to communicate with the outside world	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
3	Develop your technical skills to communicate with the outside world	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
4	Communication with the outside world	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
4	Green marketing is a form of professional communication	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
6	Communicate in writing	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
6	Good communication and interpersonal skills	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
6	Communicate with all parties involved to ensure planning	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
6	Green personal branding	Building a communication network with institutions related to the environment.	7.1	Net work build er	7
5	Improving the image and reputation of the company	Green personal branding	7.2	Net work build er	7
6	Planning and implementing initiatives to reach people	Green personal branding	7.2	Net work build er	7
5	Interviews and contact with customers	Planning and implementation of initiatives for distribution channels of green food products	7.3	Net work build er	7

7	Continuous customer follow-up	Planning and implementation of initiatives for distribution channels of green food products	7.3	Net work builder	7
4	Technology management skills	Planning and implementation of initiatives for distribution channels of green food products	7.3	Net work builder	7

The performance-importance analysis model is a multi-indicator model. In fact, the effectiveness of this model strongly depends on its analytical indicators. In the ipa model, each index is evaluated from the perspective of two dimensions "importance (ideal situation)" and "performance (current situation of factors)". In this model, the importance criterion is used to determine where resource allocation is most critical. The ipa technique is structured by a performance-importance analysis matrix. This matrix consists of two axes, the x-axis of which shows the performance and the y-axis of its importance. This matrix is divided into four quadrants, and in each quadrant, there is a specific strategy that helps the decision-making process. This matrix is used to know the degree of priority of indicators for improvement.

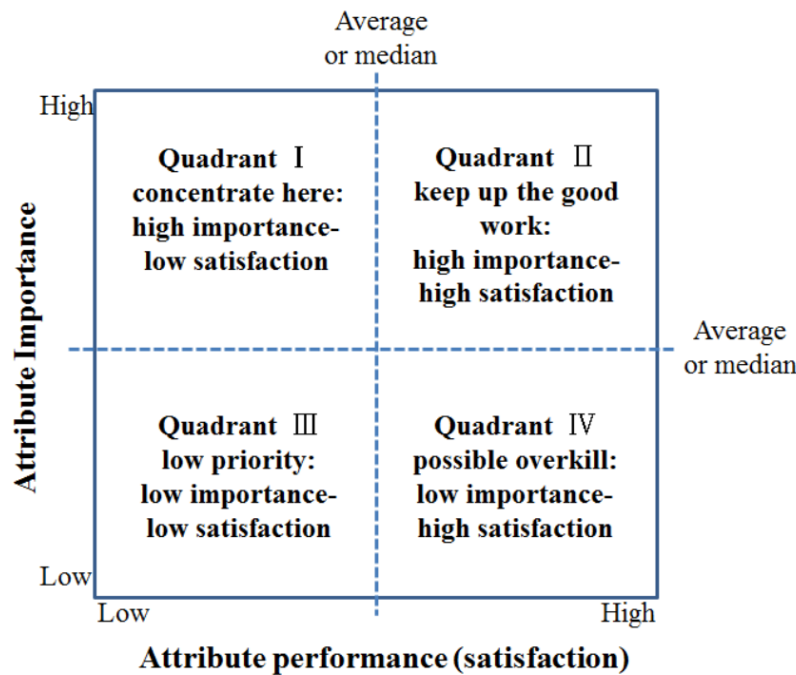


Figure 1- Ipa Matrix Structure (Matzler Et Al, 2004)

- **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.

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 Jth Feature And By The Pth 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 Opinion 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.

The Ultimate Value Of Importance:
$$b_j = \left(\prod_{i=1}^n b_{jp} \right)^{\frac{1}{n}}$$

The Ultimate Value Of Performance:
$$c_j = \left(\prod_{i=1}^n c_{jp} \right)^{\frac{1}{n}}$$

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.

Importance Threshold Value:
$$\mu_b = \frac{\sum_{j=1}^m b_j}{m}$$

Performance Threshold Value:
$$\mu_c = \frac{\sum_{j=1}^m c_j}{m}$$

Where M Is The Number Of Characteristics To Be Measured.

Determine The Relative Position Of Each Characteristic On The Ipa Matrix.

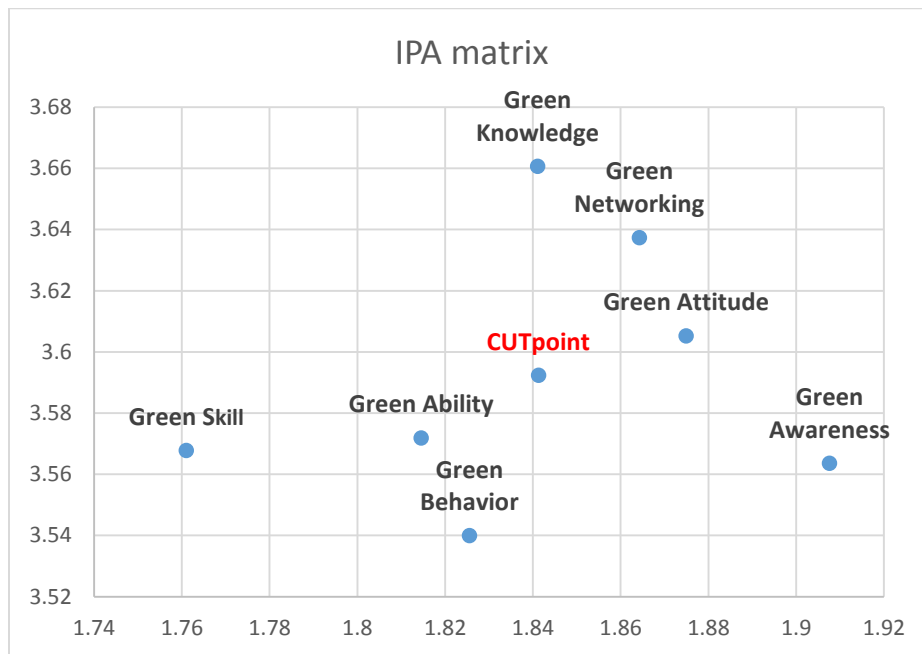


Figure 2- Ipa Matrix (Source: Research Data)

According To Figure 4-7, Green Marketing Managers’ Competencies Are Divided Into 4 Quadrants. As You Can See, Green Knowledge Is In The First Quadrant, Green Networking And Green Attitude Are In The Second Quadrant, Green Skill, Green Ability And Green Behavior Are In The Third Quadrant, And Finally Green Awareness Is In The Fourth One:

Quadrant 1: Green Knowledge

Quadrant 2: Green Networking, Green Attitude

Quadrant 3: Green Skill, Green Ability, Green Behavior

Quadrant 4: Green Awareness

Sixth Step: We Determine The Weight Of The J th Characteristic Based On The Following Relationship.

$$OW_j = |(b_j - c_j) \times b_j|$$

Normalizing The Weight:

$$SW_j = \frac{OW_j}{\sum_{j=1}^m OW_j}, \quad 0 \leq SW_j \leq 1, \quad \sum_{j=1}^m SW_j = 1$$

Now, The Characteristics With Higher Sw_j Should Be Located In Higher Priority. **Findings Of Implementing The Ipa Technique**

As You Can See In Table 1, The Importance-Performance Analysis Related To The Dimensions Of Green Marketing Managers' Competencies Were Weighted And Prioritized. According To Iraqi Experts, "Green Knowledge" is the First Priority. Therefore, Iraqi green marketing managers and policymakers should direct their Focus and planning toward this important item.

Table 1- Importance-Performance Analysis Of Green Marketing Manager's Competencies

	Performance	Importance	Ow	Sw	Priority
Knowledge	1.841110808	3.660599234	6.660418	0.151241	1
Networking	1.864290371	3.63732342	6.449095	0.146442	2
Skill	1.761041861	3.567747371	6.445869	0.146369	3
Ability	1.814573529	3.571794944	6.276435	0.142522	4
Attitude	1.874998337	3.605186021	6.237648	0.141641	5
Behavior	1.82560824	3.539863496	6.06823	0.137794	6
Awareness	1.90763252	3.563508854	5.90073	0.13399	7
Sum			44.03842	1	
Cut Point	1.841322238	3.592289049			

After Specifying The Importance-Performance Of Seven Green Marketing Managers' Competencies In General (Table 1), The Items Of Each Competency Were Prioritized In Separate Tables. Table 2 Shows The Prioritization Of 6 Items Related To Green Knowledge, Which Respectively Are:

1. K6: Knowledge Of Other Competitors In The Food Industry
2. K4: Knowledge Of Environmental Management Systems (Ems)
3. K3: Knowledge Of Environmental Emergency Plans And Measures
4. K5: Familiarity With Environmental Laws
5. K2: Knowledge About Developing Green Programs (Waste Management, Effluent Control, List Of Pollution Sources)
6. K1: Knowledge Of Green Processes And Products In The Food Industry

Table2- Importance-Performance Analysis Of Green Marketing Manager's Competencies - Knowledge

Knowledge	Performance	Importance	Ow	Sw	Priority
K6	1.806996861	3.714686107	7.086467	0.177085	1
K4	1.878320985	3.753092224	7.036189	0.175829	2
K3	1.791468747	3.665496081	6.86924	0.171657	3
K5	1.862179959	3.6855919	6.720352	0.167936	4
K2	1.912279296	3.648720603	6.335789	0.158326	5
K1	1.798747273	3.502849034	5.969211	0.149166	6
Sum			40.01725	1	

Table 3 Demonstrates The Prioritization Of 3 Items Related To Green Networking, Which Respectively Are:

1. N3: Planning And Implementation Of Initiatives For Distribution Channels Of Green Food Products
2. N2: Green Personal Branding
3. N1: Building A Communication Network With Institutions Related To The Environment.

Table3- Importance-Performance Analysis Of Green Marketing Manager's Competencies – Networking

Networks	Performance	Importance	Ow	Sw	Priority
N3	1.824807619	3.658577302	6.708988139	0.346729	1
N2	1.829111313	3.661394065	6.70870919	0.346715	2

N1	1.941258848	3.592419524	5.931661849	0.306556	3
Sum			19.34935918	1	

In Table 4, The Prioritization Of Green Skills As One Of The Competence Factors Of Green Marketing Managers Is Presented, Which Respectively Are:

1. S3: Providing Recycling Skills To Customers
2. S2: Providing Skills In The Field Of Energy Conservation To Customers
3. S4: Providing Skills In The Field Of Reducing The Consumption Of Materials To Customers
4. S1: Providing Skills In The Field Of Environmental Protection To Customers

Table 4- Importance-Performance Analysis Of Green Marketing Manager’s Competencies - Skill

Skill	Performance	Importance	Ow	Sw	Priority
S3	1.732268911	3.6450901	6.972406	0.270284	1
S2	1.731346818	3.531946	6.359619	0.246529	2
S4	1.798523838	3.5596529	6.269008	0.243017	3
S1	1.783048413	3.5354638	6.195601	0.240171	4
Sum			25.79663	1	

Table 4 Demonstrates The Prioritization Of 7 Items Related To The Green Abilities, Which Respectively Are:

1. Ab4: Ability To Use Knowledge And Skills To Solve Environmental Problems
2. Ab1: Ability To Solve Simple To Complex Environmental Challenges
3. Ab2: Ability To Find Different Solutions For Environmental Issues
4. Ab7: Analysis Of Future Trends Of Green Food Products
5. Ab3: Ability To Relate Different Environmental Concepts Together
6. Ab6: Ability To Introduce Green Products To Customers
7. Ab5: Ability To Relate Past Environmental Problems To New Ones

Table 5- Importance-Performance Analysis Of Green Marketing Manager’s Competencies - Abilities

Abilities	Performance	Importance	Ow	Sw	Priority
Ab4	1.827910584	3.7451008	7.18007	0.163059	1
Ab1	1.686866585	3.5780792	6.766908	0.153676	2
Ab2	1.735430092	3.5711582	6.555675	0.148879	3
Ab7	1.911023971	3.632274	6.252052	0.141984	4
Ab3	1.804869778	3.5586019	6.240835	0.141729	5
Ab6	1.934411532	3.5536102	5.754001	0.130673	6
Ab5	1.814338477	3.3784014	5.284032	0.12	7
Sum			44.03357	1	

In Table 5, The Prioritization Of Green Attitude As One Of The Competence Factors Of Green Marketing Managers Is Presented, Which Respectively Are:

1. At8: Being Concerned About The Environment
2. At5: Emphasis On Work-Related Environmental Protection Issues
3. At4: Believing That Environmental Protection Work Is Not Just A Waste Of Money And Resources.
4. At2: Belief In More Environmental Protection Measures
5. At1: Promote Green Living
6. At7: Believing That It Is Wise For The Organization To Spend A Huge Amount On Promoting Environmental Protection.
7. At3: Increasing Environmental Awareness Among Others
8. At6: Believing That Protecting The Environment Is Meaningful And Important.
9. At9: Importance Of Being Informed About The Consequences Of Climate Change

Table6- Importance-Performance Analysis Of Green Marketing Manager’s Competencies – Attitude

Attitude	Performance	Importance	Ow	Sw	Priority
At8	1.796406729	3.64679	6.747961	0.119773	1
At5	1.810069541	3.625868	6.583847	0.11686	2
At4	1.771675066	3.583117	6.490609	0.115205	3

At2	1.892371712	3.64509	6.388817	0.113399	4
At1	1.878320985	3.608661	6.244212	0.110832	5
At7	1.90903311	3.611225	6.147	0.109106	6
At3	1.98413822	3.658542	6.125875	0.108731	7
At6	1.944559831	3.614793	6.037548	0.107164	8
At9	1.899070218	3.494185	5.573624	0.098929	9
Sum			56.33949	1	

Table 6 Demonstrates The Prioritization Of 12 Items Related To The Green Behavior, Which Respectively Are:

1. B5 Try To Learn More About The Environment
2. B10 Finding Business Solutions That Are Better For The Environment.
3. B7 Providing Ideas To Reduce The Harmful Impact On The Environment
4. B11 Sharing Knowledge About The Environment With Others
5. B12 Setting Up And Producing Green Processes And Products
6. B3 Performing Environmental Tasks That Are Not Required (Mandatory).
7. B4 Questioning Actions That Are Likely To Harm The Environment.
8. B2 Emphasis On Recycling And Reuse Of Materials
9. B6 Reduce Your Energy Consumption
10. B1 Engaging In Environmental Activities Beyond Work And Duty
11. B8 Encouraging Others To Think About The Environment.
12. B9 Supporting Customers To Solve Environmental Problems In Society.

Table7- Importance-Performance Analysis Of Green Marketing Manager’s Competencies – Behavior

Behavior	Performance	Importance	Ow	Sw	Priority
B5	1.76564524	3.672398581	7.002358	0.095902	1
B10	1.82170992	3.679729643	6.83701	0.093638	2
B7	1.870442572	3.680145256	6.659969	0.091213	3
B11	1.743389288	3.540841597	6.364494	0.087166	4
B12	1.91904827	3.657497157	6.358372	0.087082	5
B3	1.75830701	3.535064546	6.280953	0.086022	6
B4	1.840624708	3.575978487	6.205588	0.08499	7
B2	1.847140043	3.484472124	5.705238	0.078137	8
B6	1.893614784	3.501555368	5.630293	0.077111	9
B1	1.792402632	3.419482401	5.563771	0.0762	10
B8	1.773983388	3.380358984	5.430126	0.074369	11
B9	1.895846455	3.371986465	4.977524	0.068171	12
Sum			73.0157	1	

In Table 7, The Prioritization Of Green Awareness As One Of The Competence Factors Of Green Marketing Managers Is Presented, Which Respectively Are:

1. Aw3 Creating Understanding Between People To Learn Environmental Issues
2. Aw6: Awareness Of Green Consumer Behavior
3. Aw1: Taking Measures To Facilitate The Use Of Environmentally Friendly Products
4. Aw2: Encouraging Customers To Recycle And Reuse Materials
5. Aw4: Educating Customers About The Negative Effects Of Environmental Degradation
6. Aw5: Making Decisions That Have An Important Impact On The Preservation Of The Environment

Table 8- Importance-Performance Analysis Of Green Marketing Manager’s Competencies – Awareness

Awareness	Performance	Importance	Ow	Sw	Priority
Aw3	1.836542777	3.58186282	6.251497	0.176532	1
Aw6	1.858370221	3.59282527	6.231594	0.17597	2
Aw1	1.943546669	3.61057877	6.018951	0.169965	3
Aw2	1.920048662	3.56215796	5.849453	0.165179	4

Aw4	1.9786842	3.56110628	5.635173	0.159128	5
Aw5	1.912279296	3.47413806	5.426113	0.153225	6
Sum			35.41278	1	

VI. CONCLUSION

The Results Of The Analysis Show That Among The Dimensions Of Green Marketing Managers' Competencies, Respectively, The "Green Knowledge" (0.1512), The "Green Networking (0.1464), The "Green Skill (0.1463), The "Green Ability (0.1425), The "Green Attitude (0.1416), The "Green Behavior (0.1378), The "Green Awareness (0.0.1340) Are From The Most To The Least Important.

Literature Review Shows That The Green Competencies Are Hierarchical Dispositional Constructs That Are Comprised Of Green Knowledge, Green Skills, Green Awareness, Green Attitudes, Green Abilities, And Green Behavior (Cabral & Dhar, 2019). Therefore, Iraqi Experts Have Correctly Prioritized The Factor Of "**Green Knowledge**" As The First Priority, And This Finding Of The Research Is In Line With The Findings Of The Literature, Including The Research Of Cabral & Dhar, (2019). Also According To The Ipa Matrix, Green Knowledge Is Located In The First Quadrant (Concentrate Here). It Means That Although Green Knowledge Is High Importance, Green Marketing Managers have low Performance In This Dimension. This Quadrant Requires Immediate Attention For Improvement And Shows Major Weaknesses Of The Managers. In Addition, Among The 6 Items Related To Green Knowledge, The Item Of "Knowledge Of Other Competitors In The Food Industry" With A Weight Of (0.177085) Has The First Priority. Attention To The Environment By Industrial Organizations And Consumers Occurs For Various Reasons, One Of Which Is To Counter The Green Measures Of Competitors (Polonsky1995). Obtaining The Green Knowledge Of Competitors Can Be Very Effective In Achieving The Competitive Advantage Of Companies, So It Is One Of The Most Important Competencies Of Green Marketing Managers. Also The Item Of "Knowledge Of Green Processes And Products In The Food Industry" With A Weight Of (0.149166) Has The Last Priority In The Dimensions Of Green Knowledge. So, It Is Better Not To Spend A Lot Of Money And Time On This Item In The Field Of Improving The Competence Of Iraqis' Green Marketing Managers.

As You Research Finding Among The 7 Dimensions Of Green Marketing Managers' Competencies, The "**Green Networks**" Has The Second Priority. Being Part Of A Green Network Enable Firms To Incorporate New Concepts, Knowledge And Practices For Improved Sustainability (Rossignoli And Lionzo, 2018). Since Green Networking, Empowers Sustainable Development (Melander, 2017), Therefore, Green Marketing Managers In Iraq Should Acquire This Competence As A Second Priority So That They Can Take A Step Towards Sustainable Development By Creating Inter-Organizational Green Networks. Also, According To The IPA Matrix, Green Networking Is Located In The Second Quadrant (Keep Up With The Good Work). It Means That Green Networking Has The High Importance And High Performance. This Part Indicates Opportunities For Achieving Or Maintaining Competitive Advantage And Shows Major Strengths Of Green Marketing Managers. In Addition Findings Shows That Among The 3 Items Related To Green Networks, Item Of "Planning And Implementation Of Initiatives For Distribution Channels Of Green Food Products" With A Weight Of (0.3467) Has The First Priority. Therefore, Iraqi Green Marketers Are Advised To Spend Most Of Their Credit On Improving Their Competence In Creating Green Distribution Channels.

According To Table 4-9, "Green Skill" is the Third Priority Among The 7 Dimensions Of Green Marketing Managers' Competencies. As A Vital Ghrm Requirement, Green Skills Serve To Ensure The Positive Impacts Of Implementing an Environmental Management System, Which Involves Supporting Education For Sustainable Development And Improve Pro-Environmental Activities (Kanyimba Et Al., 2014). Imbibing Green Skills Among Workforce Ensures Sustainable Operations In An Organization. The Construct Is Helpful To Achieve Green Ability And Above All Acts As A Catalyst For Improving The Financial And Environmental Performance (Wu Et Al., 2016). Also According To The Ipa Matrix, Green Skill Is Located In The Third Quadrant (Low Priority). It Means That Green Skill Has A Low Importance And Low Performance. This Part Displays Minor Weaknesses And Does Not Require Additional Effort. All In All, Among 4 Items Of Green Skill, Item Of "Providing Recycling Skills To Customers" With A Weight Of (0.2702) Located In The First Priority. Recycling Is Considered As A Behavioral Variable Of Green Consumers (Culiberg 2014). In Order For This Behavior Change To Occur In Consumers, Recycling Skills Must Be Taught To Them, So The Ability Of Green Marketing Managers To Instill Recycling Skills In Consumers Can Be One Of Their Most Important Competencies.

"**Green Abilities**" Has Been Located as the Fourth Priority Among The 7 Dimensions Of Green Marketing Managers' Competencies. Abilities Can Be Referred to As The Innate Capacity That Eases Learning And Results In Improved Job Performance (Goffin And Woycheshin, 2006). Green Abilities Enable The Employee To Develop Their Capacity (Gerhart, 2005) And Cause An Employee To Develop Themselves And Enhance Their Performance To Achieve Environmental Conservation. It Is The Key Determinant To Achieve Green Human Resource Management Innovation In The Organization (Rajiani Et Al., 2016). Among 7 Items Of "Green Abilities", The Item Of "Ability To Use

Knowledge And Skills To Solve Environmental Problems” With A Weight Of (0.1630) Located In The First Priority (Table 4-13). In the Discussions Related To The Prioritization Mentioned Above, The Importance Of Green Knowledge And Skills Was Respectively expressed as the First And Third Priority. Also, According To The Ipa Matrix, Green Abilities Is Placed In The Third Quarter, Which Is Called The Quarter With Low Priority. This Quadrant Shows The Low Importance Of Green Ability In The Desired Situation And Also Its Low Performance In The Current Situation.

Iraqi Experts Respectively Assigned The “**Green Attitude**”, And “**Green Behavior**”, The Fifth And Sixth Priority Among The Other 7 Dimensions. Researchers Found That Green Attitudes Will Lead To Green Behaviors (Environmental Support) Of Consumers (Jacob & Cherian, 2012). It Is Worth Mentioning That Iraqi Experts Correctly Placed The Priority Of Green Attitude Before The Green Behavior. Public Purchasing Behavior Is Based On The Evaluation Of Their Benefits And Costs. Environmentally Friendly Green Behavior Is Unlikely To Be Based On Profit Or Pleasure But Is More Forward-Looking, And This Kind Of Behavior Benefits Society (Kaufman, Orfanido, & Pani, 2012). As A Result, Managers With The Competence Of Green Behavior Think About The Benefit Of Consumers And Society Instead Of Thinking About Profit Maximization. As You Can See In Table 4-14, The Item Of “Being Concerned About The Environment” Has Been Mentioned As The Most Significant Among The 9 Items Of Green Attitude. The Environmental Concerns Of Green Marketing Managers Make Them Want To Reduce Consumption To Help Protect The Environment And Implement Anti-Pollution Laws More Decisively, So Choosing Managers Who Have This Green Competency Item Can Promote The Green Brand Of Iraqi Companies Producing Green Products. Also, The Item “Try To Learn More About The Environment” (0.0959) Has Been Mentioned As The Most Significant Among The 12 Items Of Green Behavior. As a result, Green Marketing Managers should invest in training courses that lead to learning more about environmental protection and putting more effort into green learning. Also, According To The IPA Matrix, Green Attitude Is Located In The Second Quadrant (Keep Up With The Good Work). It Means That Green Attitude Has The High Importance And High Performance. This Part Indicates Opportunities For Achieving Or Maintaining Competitive Advantage And Shows Major Strengths Of Green Marketing Managers. In Addition, The Ipa Matrix Shows That Green Behavior Is In The Third Quadrant, Which Represents The Lowest Priority.

Finally, The Last Priority was Assigned To “Green Awareness” Among The 7 Dimensions Of Green Marketing Managers’ Competencies. This Research Finding Is Based On The Opinion Of Iraqi Experts, Contrary To The Hierarchy Of Green Marketing Dimensions In The Literature. Green Awareness In Literature is the Third Priority After Green Knowledge And Skills (Cabral & Dhar, 2019). Green Awareness Enables Employees To Be Concerned About Their Adverse Effect On The Environment, And They Are Likely To Initiate Action For Mitigating Such Negative Impacts (Gadonne Et Al., 2009). Green Awareness Was Considered To Be A Vital Factor To Implement Environmental Management Systems In The Organization. Such effective steps are required to initiate sustainable and responsible decisions for the business organization (Perron et al., 2006). Also, According To The IPA Matrix, Green Awareness Is Located In The Fourth Quadrant (Possible Overkill). It Means That Green Awareness Has A Low Importance And High Performance. The Business Resources Committed To These Attributes Would Be Overkill And Should Be Deployed Elsewhere. Also, It Can Be Stated That The Item “Creating Understanding Between People To Learn Environmental Issues” (0.1765) Has Been Mentioned As The Most Significant Among The 6 Items Of Green Awareness.

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