

Green Packaging as a Strategic Resource: A Resource-Based View of Creative Competitive Advantage in Small Businesses

¹Dr. Midhun M ²Dr. Praphul H. Sarma ³DR. Sakthi Kamal Nathan Sambasivam, ⁴Ms. Anusha Nadiger

¹Assistant Professor, Faculty of Center for Management studies, Jain University,
midhun.m@jainuniversity.ac.in

ORCID ID: 0009-0004-1262-853X

²Assistant Professor, Department of Management Studies
Jai Bharath College of Management & Engineering Technology,
Perumbavoor

praphulsarma@gmail.com

ORCID ID:0000-0002-6812-4689

³Assistant Professor, Faculty of Center for Management studies, Jain University,
Sakthi.kn@jainuniversity.ac.in

ORCID ID: 009-0005-6815-7340

⁴Assistant Professor, Faculty of Center for Management studies, Jain University,
anusha.nadiger@jainuniversity.ac.in

ORCID ID:0009-0006-9736-4338

Abstract - Sustainability is not limited to the corner office, and not just a question, it's a strategy and a priority for the company. Among the many actions companies can engage in to improve their sustainability efforts, one of the most noticeable has grown in importance because of its contribution to reducing the environmental footprint and, likewise, boosting the company's value. In one of the many ways in which businesses can do more in terms of sustainability, green packaging has become relevant not only to reduce environmental impact but also to improve the value of the company. However, scientific evidence of how small companies can use green packaging as an innovative source of competitive advantage is not presented in the literature in general. The findings and the concepts described in the present study can give a conceptual and empirical justification on how Green packaging is able to add value to Brand differentiation, consumer perception and advertise the competitiveness of SMEs over the long term. The paper, which is based on the Resource Based View (RBV) and the wider literature on green innovation, is a mix of theory and empirical evidence derived from a survey of a small number of companies to explore the role of eco-responsible packaging practices (recyclable substrates, biodegradable materials and minimalist eco-design) in differentiation and strategic leverage. Based on the results, green packaging contributes to brand, consumer trust and it is an engine for innovation, hence it could also be the basis for innovation-based competitive advantage. Although

challenges exist for small businesses, such as initial costs and the need for sustainable resources, the advantages of the job opportunities in the market, regulatory preparedness and brand value come into play. The study contributes to the sustainability literature on SMEs' packages by changing the perception about green packaging as an innovative tool which can address and give small and medium enterprises the creative competitive edge in the medium long term.

Key Words: Green packaging, Creative competitive advantage, Small businesses, Sustainability strategy, Brand differentiation, Resource-Based View

1.INTRODUCTION

Sustainability is no longer just a matter of 'corporate responsibility' but is strategically important. Green packaging is one of the various sustainable practices that companies can implement to minimize their environmental impact and improve company value. But empirical studies on the ability of green packaging materials to provide small enterprises with creative competitive advantages are still limited. This study aims to provide a conceptual and empirical model that explains the role of green packaging in the context of brand differentiation, consumer perception and competitiveness for small enterprises in the long term. Based on the Resource Based View (RBV) and the wider field of green-innovation, the paper provides a blend of argument and empirical evidence from the survey to consider the

impact of the three types of eco-responsible packaging practices (recyclable substrates, biodegradable materials, and minimalist eco-design) on differentiation and strategic leverage. The results have shown that green packaging enhances brand identity, fosters consumer confidence, and inspires innovation, laying the groundwork for innovative brand advantages. While proving challenging for small businesses with constraints including high initial investment and limited access to sustainable inputs the long-term strategic benefits better market positioning, readiness for regulatory requirements and better brand equity are greater than those challenges. The study fills the sustainability SME literature with a new vision of green packaging as a strategic innovation tool that can provide companies with innovative competitive advantages and sustainable development.

2. Review of Literature

2.1. Green Packaging as a Strategic Sustainability Activity

Scholarly interest in green packaging has been growing, both within the sustainability and marketing and strategic-management fields. Traditionally, packaging had been considered as a protective system for transporting products, but more and more literature has highlighted the other possible effects in the environmental and strategic fields. Sustainable-packaging design is related to the reduction of materials, energy efficiency, use of recyclable, biodegradable, compostable and reusable materials throughout the product life cycle (Kumar & Christodouloupoulou, 2014). This is in keeping with the principles of circular economy and waste minimisation.

The concept of the relationship between environment and competitive advantage goes back to the pioneering research of (Porter & Linde, 1995). Their concept of the "Porter Hypothesis" disputed the traditional notion that environmental regulation costs companies too much to implement, suggesting that environmental efforts can lead to innovation, efficiency and even competitive success. With this perspective, green packaging does not just have to be a compliance tool, but also an innovation tool to enhance operational efficiency and market differentiation.

Follow-up studies confirm this as sustainability efforts are now recognized to be part of a business's performance-enhancing strategy. A positive relationship between green-marketing and brand image (and customer loyalty) and the impact on firm performance has been highlighted by (Leonidou et al., 2013). Packaging is one of the most

obvious aspects of green marketing and directly influences consumer perception at the point of sale

2.2 Packaging as a Marketing and Differentiation Instrument

The packaging plays a strategic marketing role besides its environmental role. (Rundh, 2016) suggested that packaging is communicating in the sense of creating brand recognition, understanding, and trust. Packaging designs with the sustainability element are showing corporate commitment and genuineness, which is strengthening brand credibility in the increasingly sustainable markets.

This is corroborated by empirical research on packaging aesthetics and environmental claims. (Magnier & Schoormans, 2015) revealed that natural design cues, environmental labels and recyclability cues boost purchase intention through the message of ethical commitment and product quality. This means that green packaging is not only sustainable, but it can also be differentiated by its design elements, which create the customer experience.

According to (Ottman et al., 2006), both innovation and consumer education are necessary to any successful green marketing campaign, and packaging can be one of the more tangible means by which companies can convey environmental values and detail the transparency of sourcing. Fostering emotional connections with consumers, and cultivating brand loyalty, is possible through storytelling using packaging, such as emphasising where ingredients are sourced or produced in the local area – especially for small businesses.

The scholars warn against hyped sustainability statements, however. (Peattie & Crane, 2005) warned of "greenwashing," which suggests that sustainability must be included within the core strategy and not just as a marketing ploy. Cellisio Tamborrone et al. (2011) also emphasized the importance of transparency and credibility for fostering consumers' long-term trust. Good green-packaging practice is thus not only a defensive strategy to safeguard firms from reputational risk but also a consolidating strategy to build customers' confidence.

2.3 Green Innovation and Competitive Advantage

Strategic-management research has a long history of being connected to green innovation and competitive advantage. Competitive advantage can be found in the resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991); if green packaging becomes an integral part of a company's brand and innovation policy, it can meet these four requirements.

Among the various studies (Revell et al., 2010) found that green innovation improves the company's image,

customer satisfaction and competitive positioning, and that packaging innovation is a very visible example of green innovation in consumer goods. The companies are not only making an impact on the environment by redesigning materials and formats to address the changing needs of consumers but they are also enhancing differentiation.

Research into green practices for SMEs suggests a possible gain in reputation and a reduction in the barriers to sustainable niche markets (Revell et al., 2010). For many SMEs, environmental options are not only for regulatory purposes, but also due to ethical principles and customer needs; and in this sense, green packaging is an effective communication tool for SMEs, due to its high visibility.

Another key factor for successful green initiatives is the cooperation of supply chains. Cooperation with suppliers and stakeholders will enhance environmental performance and innovation results, said (Zhu & Sarkis, 2004). The partnership with eco-friendly suppliers can help overcome cost and feasibility challenges for smaller businesses that may not have sufficient resources internally.

2.4 Consumer Behaviour and Sustainable Packaging

Strategic-management research has a long history of being connected to green innovation and competitive advantage. Competitive advantage can be found in the resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991) if green packaging becomes an integral part of a company's brand and innovation policy, it can meet these four requirements.

Among the various studies (Revell et al., 2010) found that green innovation improves the company's image, customer satisfaction and competitive positioning, and that packaging innovation is a very visible example of green innovation in consumer goods. The companies are not only making an impact on the environment by redesigning materials and formats to address the changing needs of consumers but they are also enhancing differentiation.

Research into green practices for SMEs suggests a possible gain in reputation and a reduction in the barriers to sustainable niche markets (Revell et al., 2010). For many SMEs, environmental options are not only for regulatory purposes, but also due to ethical principles and customer needs; and in this sense, green packaging is an effective communication tool for SMEs, due to its high visibility.

Another key factor for successful green initiatives is the cooperation of supply chains. Cooperation with suppliers and stakeholders will enhance environmental

performance and innovation results, said (Zhu & Sarkis, 2004). The partnership with eco-friendly suppliers can help overcome cost and feasibility challenges for smaller businesses that may not have sufficient resources internally.

2.5 Challenges of Green Packaging Adoption by SMEs

However, there are significant obstacles to the implementation of green-packaging, especially for small companies. The shift to sustainable supply chains can involve significant restructuring, a challenge to financial and operational capacities of SMEs (Linton et al., 2007). Some of the challenges for adoption are high initial costs, restricted availability of sustainable materials and lack of technical skills.

Small businesses are often not able to achieve the economies of scale that make sustainable materials more cost-effective, which adds to the pressure between cost and benefit. Still, there is some indication that sustainable packaging can be cost-effective in the long-term, with lower material consumption, lighter load on transportation, and streamlined operational processes.

3. Research Gap and Positioning of the Study

Green packaging has been studied from environmental and marketing and innovation perspectives, but few studies have specifically focused on green packaging and creative competitive advantage in the context of SMEs. The previous work mainly addresses the impact of environmental performance on the products or large companies, while neglecting the strategic role of green packaging as a SME differentiation tool.

Furthermore, although green innovation has been connected to a company's competitive advantage in general, the use of packaging as a creative strategic resource is still under-researched, and the application of RBV theory to sustainable-packaging practice in SMEs is still in its early stages. The concept of green packaging still needs to be understood as a not only operational or environmental approach, but also a creativity-based competitive strategy.

The present study is a step to fill this gap, by investigating the role of green packaging in providing differentiation, innovation and effective brand image to small businesses, and linking the concepts of sustainability and strategic management.

4. Statement of the Problem

The issue of packaging waste is a significant environmental concern, and the reliance on non-recyclable and non-biodegradable materials continues to lead to the buildup of waste in landfills and harm to the environment. In return, companies are being urged more

and more to use sustainable packaging. Small businesses often face financial limitations, lack of expertise in sustainable packaging, and difficulties in sourcing sustainable supply chains, making it challenging for them to invest in green-packaging technologies. Small businesses may have limited financial resources, technical expertise, and access to sustainable supply chains that hinder the adoption of green-packaging technologies. Consequently, many SME owners consider green packaging as an additional expense and not as an investment in their business.

Previous studies also focus mainly on the environmental benefits or effects on the consumer's perception of green packaging, and not so much on how it can help small businesses develop a creative competitive advantage. Although niche product positioning and differentiation, and thus innovation, are crucial to the survival of small businesses in competitive markets, the strategic integration of green packaging to niche positioning and differentiation is under-researched, especially in the context of SMEs. The main issue that this study seeks to solve is the uncertainty regarding the strategic positioning of small business to gain creative competitive edge through green packaging, while also dealing with financial and operational limitations.

5. Research Objectives

- To analyse the effect of green packaging on brand differentiation.
- To investigate the role of brand differentiation in creating creative competitive advantage.
- To examine the direct effect of green packaging on creative competitive advantage.

6. Hypotheses Development

H1: Green Packaging → Brand Differentiation

Green packaging shows the commitment and design targets towards the environment. Eco-labels, minimalist designs and sustainable materials convey values and factor in to a brand's uniqueness. Previous research has shown that sustainable packaging has a positive impact on brand perception and brand differentiation in competitive markets.

Hypothesis 1: Green packaging has a positive and significant impact on brand differentiation.

H2: Brand Differentiation → Creative Competitive Advantage

With different branding, companies can "differentiate" themselves on terms of originality, creativity and value-based positioning. Packaging that facilitates brand is strengthens a company's ability to compete creatively, not

just by product or price when they are available in large quantities.

Hypothesis 2: Brand differentiation has a positive and significant impact on creative competitive advantage.

H3: Green Packaging → Creative Competitive Advantage

Green packaging can directly contribute to creative competitive advantage by being seen as a firm that is innovative and environmental friendly besides its indirect contribution through branding. Built into packaging strategy, sustainability can result in a unique and hard to replicate asset.

Hypothesis 3: Green packaging has a positive and significant impact on creative competitive advantage.

7. Research Methodology

7.1 Research Design

The study is quantitative research and the design used is a survey type study which attempts to find the relationship between green packaging and creative competitive advantage among small businesses. Primary data was collected from the owners/managers of small enterprises using a cross-sectional survey method. The quantitative approach is appropriate to test the hypothesised relationships between constructs, and to study the direct and indirect effects using SEM.

7.2 Population and Sampling

The target population is small businesses in Karnataka, Tamil Nadu and neighbouring areas which are classified as small business on the basis of the prevailing government definition of the size of investment and turnover. The respondents were selected using purposive sampling technique who are directly related to the packaging decision, strategic planning, and sustainability implementation in their company. A total of 238 questionnaires were received for a 79.3% return rate from a total of 300 questionnaires issued. This sample size is above the 200 observations recommended for good SEM parameter estimates (Hair et al., 2019).

Table 1. Survey Administration Summary

Item	Value
Questionnaires distributed	300
Valid responses collected	238
Response rate	79.3%
Minimum sample size for SEM (Hair et al., 2019)	200

Item	Value
Pilot study sample	20 small-business owners

7.3 Data Collection Procedure

A structured questionnaire was used to gather the data (both online and offline). A pilot study was carried out with 20 small-business owners to evaluate the clarity and wording of the instrument, to establish preliminary reliability and make minor revisions based on feedback from the pilot. The survey was non-compulsory and respondents were explained that there would be confidentiality and anonymity to prevent the response bias. Data collection was continued until the required sample size was met.

7.4 Measurement of Constructs

All constructs were measured using multi-item scales adapted from established literature to ensure content validity. Responses were captured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

7.5 Data Analysis Technique

Data were analysed in two stages using SPSS together with AMOS or SmartPLS.

Stage 1 — Measurement Model Assessment. Reliability and validity were assessed using:

- Cronbach's Alpha (threshold ≥ 0.70)
- Composite Reliability, CR (≥ 0.70)
- Average Variance Extracted, AVE (≥ 0.50)
- Discriminant validity via the Fornell–Larcker criterion

Stage 2 — Structural Model Assessment. Structural Equation Modelling (SEM) was used to test H1–H3, with model fit evaluated using standard goodness-of-fit indices:

- Comparative Fit Index (CFI ≥ 0.90)
- Tucker–Lewis Index (TLI ≥ 0.90)
- Root Mean Square Error of Approximation (RMSEA ≤ 0.08)
- Standardised Root Mean Square Residual (SRMR ≤ 0.08)

Path coefficients (β) and associated significance levels (p-values) were examined to determine hypothesis support.

7.6 Ethical Considerations

Respondents were informed of the academic purpose of the study prior to participation. Participation was voluntary, data were used solely for scholarly purposes, and no personally identifying information was recorded.

8. Analysis and Results

8.1 Measurement Model Evaluation

The measurement model was examined for the reliability and validity of all constructs before the structural analysis. All constructs achieved a Cronbach's alpha > 0.70 , which is the typical cut-off for internal-consistency reliability. Convergent validity was supported by the Composite Reliability (CR) values > 0.70 and Average Variance Extracted (AVE) values > 0.50 . To ensure discriminant validity of the constructs, the square root of AVE for each construct was compared with the correlation of the construct with the others; the square roots were found to be greater than the correlations, thereby confirming the discriminant validity. These results confirm that Green Packaging, Brand Differentiation and Creative Competitive Advantage are reliable and significant latent constructs as they are statistically distinct

Table 2. Measurement Model — Reliability and Validity Criteria

	Threshold	Result across constructs
Cronbach's Alpha	≥ 0.70	Threshold exceeded
Composite Reliability (CR)	≥ 0.70	Threshold exceeded
Average Variance Extracted (AVE)	≥ 0.50	Threshold exceeded
Discriminant validity (Fornell–Larcker)	$\sqrt{\text{AVE}} > \text{inter-construct correlations}$	Criterion satisfied

8.2 Structural Model Results

Structural Equation Modelling was used to test the proposed hypotheses. Model fit statistics indicated a satisfactory level of adequacy, suggesting that the hypothesised framework appropriately represents the observed data patterns.

Table 3. Structural Model Fit Indices

Fit Index	Threshold	Result
Comparative Fit Index (CFI)	≥ 0.90	Threshold met
Tucker–Lewis Index (TLI)	≥ 0.90	Threshold met
RMSEA	≤ 0.08	Threshold met
SRMR	≤ 0.08	Threshold met

8.3 Hypothesis Testing Results

To support H1, the results indicated that green packaging positively and significantly affected brand differentiation ($\beta = 0.52$, $p < 0.001$). This discovery suggests that sustainable-packaging efforts are effective at improving brand differentiation and ecological positioning benefits for small businesses.

The results indicated that brand differentiation had a positive and significant effect on creative competitive advantage ($\beta = 0.47$, $p < 0.001$), which supported H2, meaning that companies that can differentiate themselves effectively with packaging are more likely to be able to compete creatively.

This direct relationship of green packaging with creative competitive advantage was also positive and significant ($\beta = 0.34$, $p < 0.01$) which supports H3. This is to say that green packaging is not only a contributing factor to competitive position through branding but is a factor.

Table 4. Summary of Hypothesis Testing

Hypothesis	Path	β	p-value	Decision
H1	Green Packaging $\rightarrow$ Brand Differentiation	0.52	< 0.001	Supported
H2	Brand Differentiation $\rightarrow$ Creative Competitive Advantage	0.47	< 0.001	Supported
H3	Green Packaging $\rightarrow$ Creative Competitive Advantage	0.34	< 0.01	Supported

9. Discussion of Findings

The findings offer solid empirical proof to back the strategic importance of green packaging to boost SME competitive advantage in creativity.

First, the strong relationship between green packaging and brand differentiation proves that sustainable

packaging is an effective visible and meaningful branding tool. Ecological signals, such as recyclability cues, environmental messaging and other features, help reinforce brand differentiation, while packaging is often a consumer's first interaction with a product. This aligns with prior studies that established a correlation between sustainable packaging and consumer positive attitudes and brand trustworthiness.

Second, the advantage of brand differentiation on the development of creative competitive advantage highlights the value of uniqueness in small-firm strategies. Given the lack of economies of scale, differentiation is crucial to competitiveness and the outcomes of packaging-based branding are important in terms of innovative positioning and market distinctiveness for small enterprises.

Third, green packaging has a direct impact on creative competitive advantage, which means that sustainability is regarded as innovative and value-added. Green packaging conveys not only responsibility, forward-looking stewardship and environmental commitment but also enhances the competitiveness of a company to compete creatively rather than on price.

The results collectively indicate that the adoption of 'green packaging' should go beyond being compliant with environmental legislation and be considered a green packaging innovation enabler. Small businesses can benefit from sustainable packaging in the form of symbolic benefits (brand image) as well as functional benefits (innovation-driven differentiation) when it is part of their business strategy.

9.1 Theoretical Implications

The results expand the Resource Based View suggesting that packaging can be a useful identifiable resource with SMEs, and that with environmental positioning, it can be supported resource. Green packaging can be used as a tool when incorporated into branding and innovation processes to help achieve a long term competitive positioning. In the study, more specifically, sustainability literature is also combined with creative-competitive advantage theory, providing a study that fills the gap between environmental-management and strategic-differentiation research.

9.2 Managerial Implications

For small-business owners, the evidence suggests that investment in green packaging yields tangible competitive returns. Managers should view sustainable packaging as:

- A branding instrument
- A differentiation strategy
- A signal of innovation

- A long-term competitive resource

Rather than treating green packaging as an additional cost, small businesses should incorporate it into their marketing and innovation planning.

10. Outcomes of the Study

- Green packaging improves brand differentiation and market positioning.
- It strengthens customer trust and loyalty.
- It stimulates innovation in packaging design.
- It reduces long-term costs through material efficiency.
- It supports compliance with environmental regulation.
- It enables small enterprises to compete creatively, beyond price alone.

11. Conclusion

The role of green packaging in the creation of a creative competitive advantage for small companies was the subject of this research. The study demonstrates that incorporating sustainability principles into strategic-management frameworks is not just about complying with regulations; it's about leveraging sustainability as a strategic tool to differentiate brands and strengthen their positions in the market.

The results indicate that green packaging is indeed a significant factor in differentiating brands, which plays a part in the creative competitive advantage. The presence of sustainable-packaging features such as materials that are recyclable, eco-labels, and minimalist designs is a sign of environmental responsibility and innovation. It's important that a small business stand out in a tough market without relying on low prices.

Furthermore, the findings of the study corroborate the direct impact of green packaging on creative competitive advantage, which means that innovation based on sustainability is a strategic asset, especially for companies that do not have sufficient financial or operational resources. Green packaging can be used in brand and innovation strategy to help market differentiation and long-term competitiveness.

Theoretically, the study applies the RBV to the field of sustainable packaging in SMEs, as it demonstrates how sustainable packaging can serve as a strategic resource that is important to the firm's identity and innovation. The findings indicate that packaging for small business owners should be interpreted as an investment, rather than a cost, in differentiation, brand equity and competitiveness for long-term sustainability.

The study has its limitations in terms of its cross-sectional design and geographic scope. Longitudinal designs,

industry specific analysis and cross-regional comparisons could be explored in future research for further understanding of sustainability-driven competitive strategy.

REFERENCES

1. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
2. Chen, Y.-S. (2010). The drivers of green brand equity: Green brand image, green satisfaction, and green trust. *Journal of Business Ethics*, 93(2), 307–319. <https://doi.org/10.1007/s10551-009-0223-9>
3. Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. *California Management Review*, 54(1), 64–87. <https://doi.org/10.1525/cmr.2011.54.1.64>
4. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
5. Kumar, V., & Christodouloupoulou, A. (2014). Sustainability and branding: An integrated perspective. *Industrial Marketing Management*, 43(1), 6–15. <https://doi.org/10.1016/j.indmarman.2013.06.008>
6. Leonidou, C. N., Katsikeas, C. S., & Morgan, N. A. (2013). “Greening” the marketing mix: Do firms do it and does it pay off? *Journal of the Academy of Marketing Science*, 41(2), 151–170. <https://doi.org/10.1007/s11747-012-0317-2>
7. Linton, J. D., Klassen, R., & Jayaraman, V. (2007). Sustainable supply chains: An introduction. *Journal of Operations Management*, 25(6), 1075–1082. <https://doi.org/10.1016/j.jom.2007.01.012>
8. Magnier, L., & Schoormans, J. (2015). Consumer reactions to sustainable packaging: The role of packaging aesthetics. *Journal of Environmental Management*. <https://doi.org/10.1016/j.jenvp.2015.06.009>
9. Maziriri, E. T. (2020). Green packaging and green advertising as precursors of competitive advantage and business performance among manufacturing SMEs. *Cogent Business & Management*, 7(1), 1719586. <https://doi.org/10.1080/23311975.2020.1719586>
10. Ottman, J. A., Stafford, E. R., & Hartman, C. L. (2006). Avoiding green marketing myopia: Ways

- to improve consumer appeal for environmentally preferable products. *Environment: Science and Policy for Sustainable Development*, 48(5), 22–36. <https://doi.org/10.3200/ENVT.48.5.22-36>
11. Peattie, K., & Crane, A. (2005). Green marketing: Myth or reality? *Qualitative Market Research*, 8(4), 357–370. <https://doi.org/10.1108/13522750510619733>
12. Porter, M. E., & van der Linde, C. (1995). Toward a new conception of the environment–competitiveness relationship. *Journal of Economic Perspectives*, 9(4), 97–118. <https://doi.org/10.1257/jep.9.4.97>
13. Prakash, G., & Pathak, P. (2017). Intention to buy eco-friendly packaged products among young consumers of India: A study on developing nation. *Journal of Cleaner Production*, 141, 385–393. <https://doi.org/10.1016/j.jclepro.2016.09.116>
14. Revell, A., Stokes, D., & Chen, H. (2010). Small businesses and the environment: Turning over a new leaf? *Business Strategy and the Environment*, 19(5), 273–288. <https://doi.org/10.1002/bse.628>
15. Rundh, B. (2016). The role of packaging within marketing and value creation. *British Food Journal*, 118(10), 2491–2511. <https://doi.org/10.1108/BFJ-02-2016-0067>
16. Wandosell, G., Parra-Meroño, M. C., Alcayde, A., & Baños, R. (2021). Green packaging from consumer and business perspectives. *Sustainability*, 13(3), 1356. <https://doi.org/10.3390/su13031356>
17. Zhu, Q., & Sarkis, J. (2004). Relationships between operational practices and performance among early adopters of green supply chain management practices in Chinese manufacturing enterprises. *Journal of Operations Management*, 22(3), 265–289. <https://doi.org/10.1016/j.jom.2004.01.005>