

مدى تطبيق الشركات المساهمة في بورصة فلسطين لمفهوم التسويق
المستدام من وجهات نظر مدراء التسويق والمبيعات فيها

**The extent to which companies registered in Palestine
stock Exchange implement concepts of sustainable
marketing from the perceptions of marketing and sales
managers**

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Introduction:

there have been numerous studies addressing non-traditional marketing issues such as the environment or social issues. Although these studies have provided insights to the application of marketing to these non-commercial issues, it could be suggested that the diversity of the environmental and social topic areas restrict the ability to create an encompassing marketing approach to them(Kilbourne and Beckmann 1998).

Sustainable marketing has been put forward as an umbrella under which the traditional applications of marketing can merged with both environmental and social issues. As this new concept appears, a new approach to the management of consumption which represents a change from the current commercial perspective of marketing to the more holistic perspective of sustainable marketing (van Dam and Apeldoorn 1996)

Fuller (1999) defines sustainable marketing as:"the process of planning, implementing and controlling the development, pricing, promotion and distribution of products in a manner that satisfies the following three criteria: (1) customers needs are met, (2) organizational goals are attained, and (3) the process is compatible with the ecosystem ". Fuller's definition contains two main elements; the general principles of marketing management and the concept of sustainable development. He goes on to state that the definition is a logical extension of current marketing management thinking with the differentiating factor being "the requirement

that the entire process be compatible with ecosystems to reduce eco-costs and serve the long-term well being of society".

sustainable marketing is being both a guiding philosophy through which the consequences of increasing consumption can be considered, and a process to reduce potential consequences .

The ability to implement sustainable marketing will be governed by definitional complexities of marketing and sustainable development, in fact, implementing sustainable marketing interludes with other organizational factors such as organizational culture, social and environmental responsibility, organization's code of ethics, worker's professional development, and competitiveness. The literature that combines these factors with sustainable marketing is quality rare. this study aims at identifying to extent Palestinian companies implement the concept of sustainable marketing on the light of these organizational factors (Fullerton 1988).

Problem statement:

Since the researcher recognized the importance of applying the concept of sustainability in marketing in Palestine, the problem of this study is around identifying **the extent to which companies registered in Palestine Stock Exchange implement concepts of sustainable marketing from the perceptions of marketing and sales managers.**

Research hypothesis:

Derived from the literature review and the previous studies, the study aims to test the following hypothesis:

- H0: There are no significant effects of organizational culture in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing
- H0: There are no significant effects of social and environment responsibility in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing
- H0: There are no significant effects of work code of ethic in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing
- H0: There are no significant effects of worker's professional development in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing
- H0: There are no significant effects of management in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing
- H0: There are no significant effects of competitiveness in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing

Importance of the study:

This study will benefit those who are interested in sustainable marketing specially leading companies in the Palestinian market who are realizing Marketing is bonding more and more with social issues which are demanding more of the companies to become united with their interests. Sustainable marketing.

Moreover, This study is considered to be of important value since it fills the gap in the marketing studies in the Arab world, concerning the concept of sustanibity in marketing theory, though according the knowledge of the researcher, this is probably the first to address the extent to which companies registered in Palestine Stock Exchange implement concepts of sustainable marketing from the perceptions of marketing and sales managers.

Results and recommendation based on this study could be of a help to decision makers and stakeholders concerning keeping and minting a competitive position in the Palestinian market.

Objectives of the study:

Study main objective:

The study aims at achieving the following main objective:

- Identify the extent to which companies registered in Palestine Stock Exchange practice the concept of sustainable marketing from the perceptions of marketing and sales managers.

Study minor objectives:

- Identify the role of the organizational factors (organizational factors such as organizational culture, social and environmental responsibility, organization's code of ethics, worker's professional development, and competitiveness) on the degree to which companies registered in Palestine Stock Exchange practice the concept of sustainable marketing from the perceptions of marketing and sales managers.
- To suggest a set of recommendations to leading Palestinian companies, especially marketing departments, of the importance of sustainable marketing as a tool for achieving competitive advantages.

Study questions:

The study will answer the following questions:

1. To what extent companies registered in Palestine Stock Exchange practice the concepts of sustainable marketing from the perceptions of marketing and sales managers?
2. What are the effect of the organizational factors (organizational factors such as organizational culture, social and environmental responsibility, organization's code of ethics, worker's professional development, and competitiveness) on extent companies registered in Palestine Stock Exchange practice the concept of sustainable marketing from the perceptions of marketing and sales managers?

Literature review:

Competitiveness and sustainable marketing:

Competitive differences based on social and environment motives are perceived fairer than those motivated by company's interest only. this is supported by Catoiu', et al (2005) who conducted a study that included a three marketing experiments which have evaluated competitive advantages by customers' fairness perceptions of differential prices, this tactic being frequently used by sellers. The study finding was that the motive for setting differential prices is important in fairness evaluation. Price differences based on social motives are perceived fairer than those motivated by company's interest.

In (2002) the retail company Wal-Mart embraced a multipoint program that incorporates more sustainably sourced and more environmentally benign products in its inventory. Wal-Mart also has an entire section of their website dedicated to "Green Living," where they feature articles about living more sustainably and saving money through wasting less, and suggest products that are "earth friendly." However, these costs may very well be offset by the opportunities certification creates for firms through risk reduction, retention of market share, and avoidance of regulations, as well as opportunities for revenue enhancement through product differentiation from farmed fish, increased market share, premium pricing, and the improved perception MSC branding has with consumers (CCIF 2002, 28-29) .

Kantabutra (2009) sets out to compare the business practices of a social enterprise that delivers healthcare services in Thailand and Avery's 19 sustainable leadership practices derived from Rhineland enterprises.

Adopting a case study approach, multi-data collection methods included non-participant observations made during visits to the enterprise, and reference to internal and published documentation and information. Semi-structured interview sessions were held with many stakeholders, including top management, staff, patients and a former consultant. In the Thai organization studied, evidence was found for compliance with 15 of Avery's 19 sustainable leadership elements, but to varying degrees. The elements were grouped into six core sets of practices: adopting a long-term perspective, staff development, organizational culture, innovation, social responsibility, and ethical behavior.

Saren, (2000) looks at the green marketing literature –as a clear sense that nothing short of a revolutionary reassessment of basic marketing ideas, techniques, orientation and practice is required to achieve the undeniably radical goal of sustainability. The roles of people, society and technologies all have to fundamentally change yet doesn't address any of these aspects. This is precisely the danger of the reductionist the format which he adopts.

Hurst (2008) propose that consumer goodwill can best be understood as a limited, but potentially renewable resource. Like a renewable natural resource, consumer goodwill can be over-exploited. A review of telemarketing industry in the USA provides evidence that over-exploitation of consumer goodwill is precisely what happened. The study review The rise of telemarketing began in the early 1990s with the adoption of predictive dialer technology. Its demise can be marked by the passage of the Federal Do Not Call Registry in 2003. The main Findings reports that the

framework of sustainability does, in fact, seem to adequately describe events surrounding the rise, then near-collapse of b-to-c telemarketing in the USA during this timeframe.

Peter et al (2008) raise the debate among marketers the issue of the relationship between marketing and sustainability. he presents the views of four authors on the current state of the debate in this field. The study main findings show that There is little consensus on these matters. There are those who believe that marketing and sustainability simply cannot be reconciled, while there are others who argue that marketing can contribute to the development of sustainable consumption.

Social and environment responsibility:

Societal marketing is an orientation directed to satisfaction of customers' needs, without affecting the general interests of the society. American Marketing Association uses for societal marketing also the term social responsibility of marketing as "the obligation of marketing organizations to do no harm to the social environment and, wherever possible, to use their skills and resources to enhance that environment". Catoiu', et al, (2005)

The concept that is sustainable marketing founded on is represented by company social responsibility (CSR). Chahal and Sharma (2006) define CSR as "firm's obligation to protect and improve welfare of the society and its organization, now as well as in future, through its various business and social actions, and ensures that it generates equitable and sustainable benefits for the various stakeholders" (p.205) .

This orientation states that a company obtains business success by incorporating ethical principles in its actions, by being sensitive to social and environmental problems, attitude that confers it an important competitive advantage .

An environmental perspective of sustainable development bears some differences to that of economics. Here the balance is tipped towards the ecological, where sustainable development has been defined as: "defining the amount of resource depletion, waste generation, and population growth that the planet can realistically absorb without threatening the atmospheric, geospheric, and biospheric processes that support human life on earth" (Stead and Stead 1996 p.62) .

In a survey conducted by M. A. and Fleishman-Hillard, Inc.(2009) on 270 companies from United States. According to the results, in the next 12 months, 43% companies anticipate an increase in sustainability practices in their marketing activities. The political, economic and social environment will determine 58% companies to place more emphasis on sustainability issues in the next two to three years, than in the past. An important percent of companies (58%) perceive sustainability's aim as to assure equilibrium between financial, human and natural resources for a long term benefit. Surpassing the environment protection objective has been mentioned by only 23% of respondents .

Worker's professional development:

Sustainable marketing is a process not a state. This process commits a firm to make continuous Worker's professional development toward the goals of increasing the resilience of the social environment and restoring the natural environment it operates within, in addition to thriving as an economic entity. Actions an organization might take towards greater sustainability include increasing operational efficiencies, for example by deploying lean manufacturing principles, The process often includes a commitment to reducing use of virgin raw materials and increasing use of recycled, recaptured, and repurposed materials. Sustainable marketing also commits a firm to reduce the discharge of wastes into the natural and social environment that are hazardous to health or compromise future environmental, community, or economic viability. Achieving zero negative net impacts is an ideal, but not a realistic goal under current conditions . Worker's professional development allows to a company to effectively allocate its resources as to satisfy the interests of all stakeholders and to assure the possibility to develop its businesses in the future. Sustainable marketing represents a new orientation focused on satisfying customers and other stakeholders' needs by offering them the best value, pursuing the society and environment interests on long term. It requires a rethinking of marketing mix variables, comparing with the traditional vision .

Sustainable marketing differs from conventional marketing in its holistic approach to decision-making, monitoring and evaluating organizational actions and consequences. That is, when an organization commits to

sustainable marketing, overarching sustainability goals become the guiding force behind all operational decisions at all levels of the organization. Sustainable marketing also differs from conventional marketing in its commitment to rendering organizational processes transparent to stakeholders; enlisting stakeholders in value creation, and, in its concern with rendering product life cycles and value chains benign in their effects on natural and social environments .(Thompson 2010) ..

Work code of ethics:

Transparency measures, Corporate Social Responsibility (CSR) initiatives, and sustainability reports are one way to market sustainability. These have strengths and weaknesses. They can provide a clear structure for reporting certain agreed-upon metrics. However, reports are often voluntary and not independently verified. They also provide a venue for increased, and sometimes ill-informed or biased stakeholder scrutiny .An organization that is interested in marketing sustainability should be cautious not to make false or exaggerated claims about their efforts. Skepticism, cynicism, and a desire for transparency on the part of stakeholders can make some organizations fearful about marketing their sustainability efforts. However, positioning efforts in terms of an ongoing journey, and clearly pointing to both successes and failures, and adopting transparency about the process will help with truthful marketing of sustainability, and favor the long-term success of this approach

Management:

From a managerial perspective, key differences between sustainable marketing and a conventional one are that sustainable marketing explore the benefits of market offerings that emphasize use value over display or status values and look for ways to transcend common property challenges. A sustainable marketing is committed to ongoing, measurable improvements in its relationships with its external natural and social environments and internal organizational processes consistent with general sustainability goals. Much like a market-oriented organization integrates the needs of the customer into every aspect of the organization, sustainable marketing supporting management integrates sustainability goals and values into every aspect of the organization and uses this orientation as a tool to help with every decision the organization makes. SMO's will adopt suitable goals and values that should be diffused into every aspect of the organization. Ideally, these values and goals are repeated often, and known and understood by every stakeholder of the organization, including those throughout the value chain. Thus, a SMO will have the ability to address sustainability issues throughout its value chain with transparency and confidence. In an ideal sense, there are a few key differences in orientation between a sustainable marketing organization and a conventional marketing organization. In the sustainable marketing, while important economic profits are viewed as means to achieve sustainability goals rather than ends in themselves. Also, sustainable marketing firm is driven by the overarching goal of achieving organizational resilience both in the short and long term time horizons (Willard 2009).

Study methodology:

This is a cross-sectional, questionnaire based study. The study instrument used a seven-point likert scale (strongly disagree=1, , strongly agree=7). The study adopts a analytical descriptive approach in which data is collected via a questionnaire that consists of (47) items organized into seven domains (organizational culture, social responsibility, environment responsibility, work ethics, professional development, management, competitive advantages).

Reliability test

To ensure the reliability of each factor, Cronbach's coefficient alpha was estimated to test the internal consistency among the items included in each of the formative scales. the resulting alpha values for the study domains are ranged from ($Y = 0.63$ to $Y = 0.85$), which are acceptable according to Nunnally and Bernstein's (1994) guidelines for exploratory research, making all factors reliable .

Content validity

Content validity deals with how representative and comprehensive the items are in creating the scale. It is assessed by examining the process by which scale items are generated. Content validity in this study should be relatively acceptable since the various parts of questionnaire were all based on the literature review and on the opinions of several experts who examined the items. As suggested by Cooper and Schindler (2003), a panel of persons can be interviewed to judge how well the instrument meets the standards. Thus,

the researcher conducted independent interviews with experts who had more than five years experience in quality management. The panel was asked to comment on the length of the instrument, the format, and the wording of the scales. They suggested that the procedure and Arabic translation of the questionnaire were appropriate, with minor modifications in the translated version of the questionnaire.

Study population and sample:

This study will be conducted in Palestinian companies enlisted in the Palestine stock market. The study populations include all marketing and sales managers in the respected companies. According to the Palestine stock market publications , the total number of companies in enlisted in the stock market are (46), with a total of (N=87) marketing and sales managers . the researcher selected the study population in which the study instrument was distributed on 87 sales and marketing managers in 46 companies in the west bank in Palestine, 62 valid questionnaire were returned.

table (1)The following Table shows the numbers and distribution of study sample

IV	Level	Frequency	Percent
Education	Diploma	4	6.5
	B.A	34	54.8
	M.A	20	32.3
	More Than M.A	4	6.5

Experience	Less Than 5 Years	42	67.7
	5-10 Years	4	6.5
	10-15 Years	12	19.4
	More Than 15 Years	4	6.5
Job Description:	Marketing Manager	50	80.6
	Sales Manager	12	19.4
Courses	Sustainable Marketing	28	45.2
	Social responsibility	26	41.9
	Environment	4	6.5
	Competitive	4	6.5
Products	Tangible Good	12	19.4
	Services	30	48.4
	Both	20	32.3
	TOTAL	62	100%

Study results:

In answering the study questions, means and standard deviation were calculated for each domain, tables (2, 3, 4, 5, 6, 7, 8) show these results:

Q1: To what extent companies registered in Palestine Stock Exchange practice the concept of sustainable marketing from the perceptions of marketing and sales managers?

Organizational culture:

Organizational culture is represented by items (1, 2, 3, 4, 5, 6)

Table (2) shows the means, standard deviations, and the percentage of incorporation of the concepts of sustainable marketing in the organization culture in Palestinian companies

	item	Mean	Std. Deviation	Percent	Degree
١	There is a knowdge and follow up with studies and international researcher related to sustainable marketing.	4.7819	1.67405	٦٨.٣١	Moderate
٢	Culture of sustainability is incorporated in marketing campaigns.	4.8272	1.47487	٦٨.٩٦	Moderate
٣	The culture of sustainability is advertised among the company workers.	4.3066	1.69151	٦١.٥٢	Moderate

٤	The company focuses on its vision of perfect use of available resources.	4.6222	1.72716	٦٦.٠٣	Moderate
٥	The company in its massage the concept of environment friendly products.	4.8603	1.52594	٦٩.٤٣	Moderate
٦	The company focus on the flow of information for the purpose of developing the workers performance toward sustainability.	4.6593	1.65792	٦٦.٥٦	Moderate
	organizational culture	٤.٢٥١٧	١.١٣٨٥٦	٦٠.٧٤	moderate

As table (2) shows there is a moderate incorporation of the concepts of sustainable marketing in the organization culture in Palestinian companies ($m=٤.٢٥١٧$, $SD=١.١٣٨٥٦$) with a percentage of (٦٠.٧٤%).

Social responsibility:

Social responsibility: were represented by items (7, 8, 9, 10, 11, 12, 13, 14, 15)

Table (3) shows the means, standard deviations, incorporation of the concepts of sustainable marketing in the Social responsibility in Palestinian companies.

	Item	Mean	Std. Deviation	%	degree
1.	The associations related to customer and environment are participating in developing sustainable marketing.	4.5303	1.80093	٦٤.٧ ٢	Moderate
2.	SR is being incorporated in the company's marketing campaigns.	4.7769	1.59099	٦٨.٢ ٤	Moderate
3.	The company develop its SR through the concepts of sustainable marketing.	4.4462	1.57037	٦٣.٥ ٢	Moderate
4.	The company participate in the development process of social environment that it is working in.	4.7153	1.58555	٦٧.٣ ٦	Moderate
5.	The customers and stakeholders participate in developing the social responsibility of the company.	4.7426	1.71700	٦٧.٧ ٥	Moderate
6.	The customers and stakeholders participate in developing the pricing of the products or services.	4.6036	1.19014	٦٥.٧ ٧	Moderate
7.	The environment and social problems are being addressed in the company's responsibility.	5.5000	1.51110	٧٨.٥ ٧	High
8.	There is an identification of the environment and social problems by the company.	5.3511	1.48221	٧٦.٤ ٤	High
9.	The company inform the customer with health aspects of the product .	5.3370	1.11891	٧٦.٢ ٤	High
	<i>Social responsibility</i>	٤.٨٨٩٢	٣٩٦٥٤.	٦٩.٨ ٥	Moderate

Table (3) shows that there is a moderate incorporation of the concepts of sustainable marketing in the social responsibility in Palestinian companies of ($M=4.8892$, $SD=39604$.) with a percentage of 79.85%.

Environment responsibility: was represented by items (16, 17, 18, 19, 20),

Table (4) shows the means, standard deviations, incorporation of the concepts of sustainable marketing in the Environment responsibility in Palestinian companies.

	Item	Mean	Std. Deviation	%	degree
10.	The company develops programs that are related to preserving the environment.	5.4286	1.32250	77.00	High
11.	The customer is informed with the effect of the product on the environment.	4.7582	1.32415	77.97	moderate
12.	The company works on reducing the environment and preserving it.	5.6190	6.63308	80.27	Very High
13.	The customers are being encouraged to use recycled products.	4.8409	1.29955	79.16	Moderate
14.	The technology being used is friendly to the environment.	4.5287	1.27980	74.70	Moderate
	Environment responsibility	5.0301	46046	71.93	High

Table (4) shows that there is a high degree in incorporation of the concepts of sustainable marketing in the environment responsibility in Palestinian companies of ($M=٥.٠٣٥١$, $SD=٤.٦٥٤٦.$) with a percentage of ٧١.٩٣%.

Work ethics:

Work ethics were represented by items (21, 22, 23, 24, 25, 26)

Table (5) shows the means, standard deviations, incorporation of the concepts of sustainable marketing in the Work **code of ethics** in Palestinian companies

	item	Mean	Std. Deviation	%	degree
15.	The code of conducted for the company is being determine according to the concept of sustainable marketing.	4.3212	1.72313	٦١.٧٣	Moderate
16.	The code of conduct is being committed with the sustainable process operation,	4.7760	1.76257	٦٨.٢٣	Moderate
17.	achieving the goals and interests of the company according to the ethics of sustainable marketing.	4.5053	1.94441	٦٤.٣٦	Moderate
18.	Commitment to the principle of transparency is to clarify the processes and activities undertaken by the company.	4.5573	1.56093	٦٥.١٠	Moderate

19.	campaigns are Design and implementing promotional campaigns in accordance with full information on aspects the product to the consumer.	4.6214	1.92099	٦٦.٠٢	Moderate
20.	Company adopts the concept of partnership with the client in creating the value of the product	4.7143	1.63100	٦٧.٣٥	Moderate
Work ethics:		٤.٥٨٢٦	١٦١٩٩.	٦٥.٤	moderate

Table (3) shows that there is a moderate degree in incorporation of the concepts of sustainable marketing in the work ethics in Palestinian companies of (M=4.58, SD=0.16) with a percentage of 65.4%.

Professional development for workers:

Professional development for workers is represent by items (27, 28, 29, 30, 31, 32, 33, 34)

Table (6) shows the means, standard deviations, incorporation of the concepts of sustainable marketing in the Professional development for workers in Palestinian companies.

	Item	Mean	Std. Deviation	%	degree
21.	The company's management decides the a vision and a massage that is related to sustainable marketing their marketing campaign.	5.0797	1.45523	٧٢.٥٧	High

22.	The company works on publishing the principles of green marketing among workers in the company.	3.7926	1.91263	٥٤.١٨	Low
23.	The culture of preserving natural resources in order to sustain development.	4.0000	1.72366	٥٧.١٤	Low
24.	The culture of preserving natural resources in order to achieve the objectives of stakeholders.	5.5985	1.55988	٧٩.٩٨	High
25.	Adoption sustainable Marketing priorities are among the activities and events within the company.	4.5803	2.21619	٦٥.٤٣	Moderate
26.	There is an integrating of the concept of sustainable marketing in the training activities undertaken by the company.	4.3873	1.63461	٦٢.٦٨	Moderate
27.	There are updates of Commercial training activities related to developments and sustainable marketing.	4.4504	1.89054	٦٣.٥٨	Moderate
28.	Company constantly adopts the concept of management development to achieve the learning organization concept.	4.8615	1.55096	٦٩.٤٥	Moderate
	<i>Professional development for workers:</i>	٤.٥٩٣٨	٥٨٢٤٩.	٦٥.٥٧	Moderate

Table (3) shows that there is a moderate degree in incorporation of the concepts of sustainable marketing in the *Professional development for workers* in Palestinian companies of (M=4.59, SD=0.5) with a percentage of ٦٥.٥%.

MANAGEMENT SUPPORT

Professional development for workers is represent by items (35, 36, 37, 38, 39, 40) table (6) shows the means, standard deviations, and the percentage of each item that show *management support*

	Item	Mean	Std. Deviation	%	degree
29	the administration's Follow policies and strategies in the process of applying the sustainable marketing	3.7926	1.91263	٥٤.١٨	Low
30	There is a lack of legislation and laws which promote the use of sustainable marketing programs.	4.0000	1.72366	٥٧.١٤	Low
31	There is an administration perception that the resources are limited..	4.7536	1.70791	٦٧.٩١	Moderate
32	There is an integration of the goals of sustainable marketing in basic decision-making processes.	4.6031	1.67644	٦٥.٧٦	Moderate
33	There is an involvement of shareholders and employees in the company's activities and company objectives in respect of sustainable marketing.	5.3015	1.75254	٧٥.٧٤	High
34	the management adopts the concept of 3BL in the organization administrative processes	4.4991	1.20952	٦٤.٢٧	Moderate
	<i>management support</i>	٤.٤٩١٧	٥٤١٧٣.	64.14	moderate

Table (3) shows that there is a high degree in incorporation of the concepts of sustainable marketing in the *management support*: in Palestinian companies of (M=4.9, SD=0.5) with a percentage of ٦4.1%.

Competitive Advantages:

competitive advantages is represent by items (35, 36, 37, 38, 39, 40) table (6) shows the means , standard deviations , and the percentage of each item that show *competitive advantages*:

	Item	Mean	Std. Deviation	%	Degree
35.	The management develops sustainable marketing as a competitive advantage.	4.7594	1.60730	٦٧.٩٩	Moderate
36.	Sustainable marketing is being studies in order to increase the complete position of the company.	4.5926	1.69975	٦٥.٦١	Moderate
37.	The company develop the concept of sustainable marketing to respond to customer needs	4.2806	1.89212	٦١.١٥	Moderate
38.	The company develop the concept of sustainable marketing to reduce costs.	4.6929	1.79887	٦٧.٠٤	Moderate
39.	The company develop the concept of sustainable marketing to preserve the sustainably and quality of the product.	4.7259	1.59491	٦٧.٥١	Moderate
40.	The company develops the concept of products friendly to the environments among customers.	4.7299	1.75526	٦٧.٥٧	Moderate
41.	The company works in variation the producing friendly to the environment.	4.3285	1.64097	٦١.٨٤	Moderate

<i>competitive advantages:</i>	٤.٦٦٠٦	١٢٩٣٤.	66.57	MODERATE
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Table (3) shows that there is a high degree in incorporation of the concepts of sustainable marketing in the *competitive advantages* in Palestinian companies of (M=4.66, SD=0.12) with a percentage of 66.5%.

it is obvious from the study results there is a moderate incorporation of the concepts of sustainable marketing in the organization culture, social responsibility, environment responsibility, professional development for workers, management support, competitive advantages . on the work code of ethics was perceived a high in incorporation of the concepts of sustainable marketing

A number of ambiguities were identified within the study results that there was no unified approach to the meaning of sustainable marketing which could be explained in that the concept is new to the sales and marketing managers in Palestinian companies. The participants tend to be stricter to the traditional marketing concepts.

It is suggested that such ambiguity is likely to impact the implementation of sustainable marketing. However, any difficulties in arriving at a unified approach of to sustainable marketing needs more work by academic institutions to incorporate the concept into the traditional marketing theory.

Testing the study hypothesis:

In order to test the study hypothesis, the researcher adopts a statistical treatment of linear regression, an approach to modeling the relationship

between a scalar variable y and one or more explanatory variables denoted X .

H0: *There are no significant effects of organizational culture in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing*

Table (7) regression analysis of the effects of effects of organizational culture in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
Constant	0.692	0.200	3.466	0.001	***0.910 ^a	0.827	0.825
organizational culture	0.858	0.042	20.414	0.001			

Table (7) show that there is a significant effects(p value = 0.001) of organizational culture in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing since the results indicates that there is a very strong positive correlation($r=0.91$).

H0: *There are no significant effects of social and environment responsibility in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing*

Table (8) regression analysis of the effects the effects of effects of social responsibility in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
Constant	4.061	1.497	2.713	.073	.225 ^a	.051	-.266-
<i>social and environment responsibility</i>	.128	.320	.401	.715			

Table (8) show that There are no significant effects(p value > 0.05) of social responsibility in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing, since the results indicates that there is a very weak positive correlation($r=0.2$). This could be interpreted in that sustainable marketing is still in a state of formalizing in Palestinian companies since there is no unified approach which does not difference it from the concept of social responsibility and accompanied marketing approach.

H0: *There are no significant effects of work code of conduct in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing.*

Table (9) regression analysis of the effects of *work code of conduct in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing*

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
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Constant	5.202	.747	6.960	.006	.387 ^a	.150	-.134-
work code of conduct	-.108-	.148	-.727-	.520			

Table (9) show that There are no significant effects (p value >0.05) of work code of conduct in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing. Since the results indicates that there is a weak positive correlation($r=0.22$).

H0: There are no significant effects of workers professional development in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing

Table (10) regression analysis of the effects of *workers professional development in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing*

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
Constant	.754	.218	3.456	0.001	.885 ^a	.784	.782
<i>workers professional development</i>	.874	.048	18.371	0.001			

Table (10) show that there are significant effects (p value = 0.001) of workers professional development in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing. Since

the results indicates that there is a very strong positive correlation($r=0.88$). This could be interpreted in that sustainable marketing is still in a state of formalizing in Palestinian companies since there is no unified approach which does not difference it from the concept of workers professional development and accompanied marketing approach.

HO: *There are no significant effects of management support in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing*

Table (11) regression analysis of the effects of management support in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
Constant	.805	.353	2.280	*0.027	0.899 ^a	0.809	0.793
<i>management support</i>	.398	.158	2.512	*0.015			

Table (11) show that there are significant effects of management support in Palestinian companies Operating in the Palestinian Territories in the

adoption of sustainable marketing since the results indicates that there is a very strong positive correlation($r=0.8$). This could be interpreted in that sustainable marketing is still in a state of formalizing in Palestinian companies since there is no unified approach which does not difference it from the concept of *management support and accompanied marketing approach*.

H0: *There are no significant effects of competitiveness in Palestinian companies operating in the Palestinian Territories in the adoption of sustainable marketing*

Table (10) regression analysis of the effects of *competitiveness in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing*

Variable	β Coefficients	Std. Error	t	Sig	R	R Square	Adjusted R Square
Constant	٢.٨٧٢	٠.٤٨١	٥.٩٧٤	0.001	0.40	0.16	0.15
<i>competitiveness</i>	٠.٣٦٦	٠.٠٩٢	٣.٩٩٥	0.001			

Table (10) show that *There are significant effects of competitiveness in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing*

Since the results indicates that there is a strong positive correlation($r=0.4$). This could be interpreted in that sustainable marketing is still in a state of formalizing in Palestinian companies since there is no unified approach which does not difference it from the concept of *competitiveness* and accompanied marketing approach.

Discussion:

it is obvious from the study results there is a moderate incorporation of the concepts of sustainable marketing in the organization culture, social responsibility, environment responsibility, professional development for workers, management support, competitive advantages . on the work code of ethics was perceived a high in incorporation of the concepts of sustainable marketing

A number of ambiguities were identified within the study results that there was no unified approach to the meaning of sustainable marketing which could be explained in that the concept is new to the sales and marketing managers in Palestinian companies. The participants tend to be more strict to the traditional marketing concepts. It is suggested that such ambiguity is likely to impact the implementation of sustainable marketing. However, any difficulties in arriving at a unified approach of to sustainable marketing needs more work by academic institutions to incorporate the concept into the traditional marking theory.

Study results revealed that there is a significant effects of organizational culture *workers professional* management support in Palestinian

companies Operating in the Palestinian Territories in the adoption of sustainable marketing while there are no significant effects of social and environment responsibility, work code of conduct in Palestinian companies Operating in the Palestinian Territories in the adoption of sustainable marketing. It is suggested that such ambiguity is likely to impact the implementation of sustainable marketing. However, any difficulties in arriving at a unified approach of to sustainable marketing needs more work by academic institutions to incorporate the concept into the traditional marking theory.

Sustainable marketing is still in a state of formalizing in Palestinian companies since there is no unified approach. The results clearly indicate that there is a will to practice a new marketing approach from both workers and management, while this is not set clearly in a clear and will understood approach. Since there is no regulations of legislations that define what is a social and environment responsibility or match it with a unified sustainable marketing related code of ethics and conduct. For the purpose of making applicable the sustainable marketing orientation, it is necessary to design and regulate a marketing mix with some particularities that differentiate it by the traditional vision.

In the product policy, all activities, from ideas generation to the new product launch have to be submitted to sustainable vision, that emphasis offering satisfaction to all stakeholders and not to affect their long-term interests. In this context, the new product is important to be evaluated according to some requirements: fulfillment of customers' real needs, level of energy and other

resource consumption, possibility to make it by renewable resources and to recycle them, impact on human health, pollution level, easiness in repairing it, not to use children in manufacturing it and not to test it on animals . It is clear that the Palestinian policy makers and legislators still bounded to the traditional vision that neglects the concept of sustainability.

the message in the promotional strategy of any Palestinian company should be has to be clear, correct, not to use misleading information, to focus the company preoccupation for environment protection and to other social causes. The communication target has to comprise not only the customers, but also other stakeholders' categories as suppliers, shareholders, mass-media, environmentalists, employees, competitors, chains, government agencies, general public.

Conclusion and recommendations:

Sustainable marketing is an approach to marketing that ideally aligns internal organizational processes and organizes resources that create value for stakeholders (owners, shareholders, employees, value chain partners) and through which the external natural and social environments are enriched by the activities of the firm. This approach is used most effectively by organizations that have clearly stated values and goals for their desired effect on their own economic viability, as well as on the natural and social environments they operate within .The term sustainable marketing applies when an organization takes the perspective that it operates within a finite resource system, and thus has a responsibility to its current and future

stakeholders to make strategic decisions for the long-term benefit of the entire system. There are several common frameworks organizations use to develop sustainable strategies. Some sustainability frameworks place value on incorporating the costs of ecosystem services into operations; some try to mimic natural systems in new product development and operations; some try to minimize the firm's overall carbon footprint; and, some try to change technologies they deploy in order to enhance rather than diminish natural resources. In addition, there are different ways to approach the concept of sustainability itself, for example, as a resource scarcity problem, an issue of integrity and morality, and as a normative guide to conduct

On the light of the study results, the researcher recommends the following:

The drivers for a company to adopt a sustainable marketing orientation are :

- increasing of legislation norms number related to pollution and environment protection ؛
- the limited character of natural resources and their increasing cost ؛
- changes in consumers' attitudes and behaviors, so they have become more sensitive to sustainable solutions ؛
- increasing of stakeholders' awareness toward the necessity of more socially responsible actions ؛
- the necessity to gain a competitive advantage by adopting sustainable strategies .

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