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Article

A Matrix-Based Approach to Selecting Green Marketing Strategies for Event and Entertainment Service Enterprises

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Abstract: Purpose to develop a scientifically grounded approach to selecting a green marketing strategy for event and entertainment service enterprises. Literature analysis, adaptation of the Ginsberg–Bloom strategic matrix, typological analysis, and an illustrative economic calculation. A four-strategy green marketing matrix for event services and a typology of strategy selection by event type were developed. An illustrative calculation showed that switching to reusable decorations could halve total costs across 12 events. The green marketing strategy should be selected according to the type of event, the size of the environmentally conscious market segment, and opportunities for differentiation.

Keywords: Event Services, Entertainment Services, Green Marketing Strategy, Strategic Matrix, Green Segment, Business Model Innovation, Sustainable Event

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1. Introduction

Event and entertainment services are among the rapidly growing segments of the modern service economy. Festivals, concerts, exhibitions, corporate events, and international gatherings attract tourists to host destinations and generate additional demand for accommodation, transport, food services, and handicrafts. The reported arrival of 11.5 million international tourists in Uzbekistan in 2025 and tourism service exports of USD 4.7 billion illustrate the economic importance of this sector. By hosting events such as the Shanghai Cooperation Organisation Summit and the 43rd session of the UNESCO General Conference , Samarkand has become recognised as a venue for international events [1].

At the same time, events involve considerable resource consumption and waste generation. The Uzbekistan–2030 Strategy [1] and the national strategy for transition to a green economy [2] call on businesses to use resources responsibly. In practice, however, event organisers often make one of two mistakes: either they disregard green initiatives entirely or use them merely as promotional slogans without making substantive changes. Both problems stem from the absence of criteria for selecting a green marketing strategy suited to the circumstances of a particular enterprise [2].

The objective of this study is to develop a matrix-based approach to selecting green marketing strategies for event and entertainment service enterprises. The research tasks are to (1) examine classifications of green marketing strategies; (2) adapt a strategic matrix to event services; (3) construct a typology for strategy selection by event type; and (4) illustrate the economic effect of a green business model innovation through a hypothetical

calculation.In event studies, D. Getz and S. Page regard planned events as sources of economic, sociocultural, and environmental outcomes [3]. M. Jones systematises practical tools for sustainable event management, including resource use, transport, supply chains, and reporting [4], while ISO 20121 translates these requirements into a management-system framework.

One of the most widely used classifications of green marketing strategies was proposed by J. Ginsberg and P. Bloom. Based on the size of the green consumer segment and the possibility of differentiating a brand through environmental positioning, they distinguish lean green, defensive green, shaded green, and extreme green strategies. J. Ottman interprets green marketing in terms of brand relationships grounded in environmental values , while N. Bocken and co-authors identify eight archetypes of sustainable business models [5]. The experience economy concept proposed by B. J. Pine and J. H. Gilmore explains how event services create value through experiences, while P. Kotler and co-authors view technology as an instrument for creating sustainable value within the Marketing 5.0 framework [6].

The review indicates that existing classifications of green marketing strategies have largely been developed with product-manufacturing companies in mind. A strategy-selection approach that accounts for the distinctive characteristics of event services—such as the one-off nature of service delivery, the decisive importance of participants' experiences, and the role of sponsors—has received insufficient attention in the literature [7].

Research on environmental management in business events identifies organizational drivers and practical barriers to adopting sustainability practices . Consumer-oriented research also suggests that attitudes, perceived social expectations, and perceived behavioural control can help explain intentions to choose environmentally responsible services . These perspectives support evaluating the ecological preferences of event audiences and sponsors before selecting a marketing strategy. Sustainability marketing research further shows that consumer awareness and the perceived benefits of environmental attributes can shape strategic choices across industries [8].

2. Materials and Method

The study employed the following methods: analysis of academic literature and regulatory documents ; adaptation of the strategic matrix, in which the axes of the Ginsberg–Bloom matrix were reinterpreted for the context of event services; typological analysis, through which events were grouped by target audience, sponsorship model, and scale and a suitable strategy was identified for each group; and a hypothetical economic calculation assessing the economic effect of a green business model component (reusable decorations) using assumed prices and break-even analysis. The findings are conceptual and provide a basis for subsequent empirical research.

3. Results and Discussion

Strategic matrix

The first axis of the matrix is the size of the green segment, defined as the proportion of the target audience and sponsors who attach importance to environmental considerations. The second axis is the potential for differentiation through sustainability—that is, the extent to which an event can transform environmentally friendly solutions into visible and memorable experiences for participants. These two dimensions yield four strategies for event services (Table 1).

Table 1. Matrix of Green Marketing Strategies for Event Services

Strategy	Matrix Position	Meaning in Event Services	Business Model Innovation
Lean green	Small segment; low differentiation	Internal cost efficiency; green measures are not widely promoted	Digital ticketing; energy-efficient equipment
Defensive green	Large segment; low differentiation	Meeting sponsor and local authority requirements; protecting reputation	Waste separation; environmental reporting
Shaded green	Small segment; high differentiation	Environmental solutions presented as an additional convenience	Decoration rental; refillable containers; hybrid formats
Extreme green	Large segment; high differentiation	Sustainability is central to the event concept and brand	Circular business model; local partners; carbon footprint accounting

Typology by event type. On the basis of the matrix, recommended strategies were identified for the main categories of events (Table 2). This typology enables organisers to choose a strategy according to the nature of an event rather than apply a one-size-fits-all approach [9].

Table 2. Typology of Green Marketing Strategy Selection by Event Type

Event Type	Recommended Strategy	Main Marketing Tools
Corporate events and business forums	Defensive green	Environmental reports for sponsors and clients; paperless documentation
City celebrations and mass concerts	Lean green → shaded green	Waste-separation stations; digital tickets; volunteer campaigns
Youth festivals and sporting events	Shaded green	Refillable containers; rewards for environmentally responsible behaviour; participant-generated content
Eco-festivals, food and craft festivals	Extreme green	Local products; circular model; transparent sustainability reporting
International conferences and summits	Defensive → extreme green	ISO 20121 principles; carbon footprint accounting; compliance with international requirements

Economic effect

A hypothetical calculation was carried out to demonstrate that green business model innovation may generate economic as well as environmental benefits. Assume that an organiser purchases disposable decorations costing UZS 8 million for each event. An alternative is a modular, reusable decoration set costing UZS 30 million initially, with a maintenance cost of UZS 1.5 million for each event [10].

Break-even point: $30 + 1.5n = 8n$, giving $n \approx 4.6$. Therefore, reusable decorations become less expensive from the fifth event onwards. For 12 events, disposable decorations cost UZS 96 million, while reusable decorations cost $30 + 1.5 \times 12 =$ UZS 48 million,

representing a 50% saving. Moreover, renting the decoration set to other organisers could create an additional revenue stream, consistent with the "deliver functionality rather than ownership" archetype [11].

4. Discussion

The findings extend the conclusion of J. Ginsberg and P. Bloom that a green strategy should be aligned with a company's market circumstances to the context of event services. A distinguishing feature of event services is that participants experience green measures directly: refillable containers, waste-separation stations, and natural decorations become part of the event experience. Consequently, the potential for differentiation in event services may be greater than in many product markets, in line with the experience economy concept [12].

An important practical implication is the dynamic nature of these strategies. Mass events may begin with a lean green strategy and progress to a shaded green approach as environmental awareness among their audiences increases. International conferences, meanwhile, may move more rapidly toward an extreme green strategy due to requirements imposed by sponsors and international organisations. The illustrative calculation is also consistent with M. Jones's observation that sustainable event management may reduce costs [13].

Nevertheless, two risks should be considered. The first is greenwashing: when organisers publicly claim a level of environmental performance beyond their actual capacity, they risk losing the trust of participants and sponsors. The second is the lack of local data for measuring the size of the green market segment. This study is limited by its conceptual matrix and the use of hypothetical prices in the economic calculation. The proposed approach should be tested through surveys of event organisers and participants in the Samarkand region [14].

The greenwashing risk also requires a governance response. Delmas and Burbano identify institutional, organisational, and individual drivers of misleading environmental claims. Accordingly, event organisers should link marketing statements to verifiable actions, measurable indicators, and transparent reporting. These additional studies provide theoretical support for the proposed matrix; they do not constitute empirical validation of the hypothetical cost calculations or the event-type typology [15].

5. Conclusion

This study developed a matrix-based approach to selecting green marketing strategies for event and entertainment service enterprises. The approach includes four strategies based on the size of the green segment and the potential for differentiation, a typology for selecting strategies by event type, and a method for estimating the economic effect of green business model innovation. On this basis, the following research-informed practical recommendations are proposed: Before selecting a green marketing strategy, event organisers should assess the size of the green segment among their target audiences and sponsors through surveys.For mass events and youth-oriented activities, organisers are encouraged to use the shaded green strategy by presenting environmental solutions as conveniences and positive experiences for participants. A business model based on renting decorations and equipment should be developed for event organisers, including a proposed event-equipment rental platform in Samarkand.National "Green Event" assessment criteria should be developed in line with ISO 20121 principles and considered when preparing regional event calendars.To reduce the risk of greenwashing, environmental claims should be supported by measurable indicators and transparent reporting practices.Higher education institutions should incorporate practical exercises on green marketing strategy selection into courses on event marketing.

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