

Managing Green Transition Through Promotion: Evidence from Kosovo Businesses

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ABSTRACT

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The green economy is redefining business operations in relation to sustainability and environmental challenges. The aim of this study is to examine the role of green transition promotion in the success of businesses, with close reference to sustainability challenges, support, and strategic priority. The study seeks to determine how various determinants affect the attitude of businesses towards the success of green transition promotion. A quantitative research approach was undertaken with the help of a survey questionnaire, which was administered to 397 companies. The data obtained were examined using statistical methods, such as correlation analysis, regression analysis, and ANOVA to identify significant relationships and ascertain factors that most impact companies' views about the success of the green transition. The findings reveal that the perceived importance of green transition for firms is the most potent predictor of the success of promotion activities. Further, firms that have actively engaged in green transition or have been assisted by institutions consider promotion to be less necessary. Barriers to promoting green transition also negatively affect the perceived impact of promotion. This research is restricted by the fact that it only addresses Kosovo businesses, which might not be illustrative of businesses from other parts of the world. In addition, the responses to the survey might be affected by self-reporting bias. Future studies could increase the sample size and geographical coverage and add qualitative approaches for more insightful results. The findings suggest that firms that prioritize the green transition need to focus on enabling sustainable behaviours as a core aspect of their strategy. Policymakers and organizations can render green transition efforts of firms more effective by offering more targeted support to firms, especially weaker ones. This study contributes to the literature by providing empirical results of companies' perceptions of the role of the promotion function in the green transition. It is useful in that it links promotion strategies to real-world issues facing companies, with conclusions that differ from previous studies that were predominantly focused on the technical or financial aspects of the green transition.

1. INTRODUCTION

The global shift to a green economy has emerged as a top priority due to the escalating environmental issues and the mounting demand for sustainable development. Companies all across the world are being pushed to reconsider their plans, make investments in more environmentally friendly technologies, and incorporate sustainability into their everyday operations. This transition is still uneven, though, especially in developing and transitioning economies where structural constraints and institutional frameworks are weak. In this larger framework, Kosovo is a crucial example of a transition economy attempting to meet global sustainability standards while overcoming persistent obstacles. These include low public awareness, limited institutional support, limited access to green finance, and political unpredictability.

By placing sustainability at the center of operational and financial decision-making, the green economy significantly contributes to the transformation of conventional business models. The green economy framework encourages

companies to implement eco-friendly practices that minimize waste, cut carbon emissions, and reduce resource consumption as environmental challenges worsen. These practices also foster innovation and long-term competitiveness. It moves the emphasis from maximizing short-term profits to inclusive growth that takes into account the effects on the environment, society, and economy. In addition to changing patterns of production and consumption, the green economy creates new prospects for green entrepreneurship, job creation, and investment in renewable technologies by coordinating market incentives with sustainability goals. Because of this paradigm shift, companies are being forced to reconsider their value propositions, supply chains, and stakeholder engagement tactics. As a result, green transformation is now not only morally required, but also strategically necessary in today's global marketplace.

Although there is still a lack of evidence from Kosovo, similar circumstances in other areas and findings from across Europe provide important guidance.

It involves adopting sustainable practices, developing green

innovation, and leveraging information, leadership, and finance to boost environmentally friendly business models. In addition to strategic planning, an enterprise-level mentality change is necessary to make the transition to a greener economy. Companies need to start considering sustainability as a core value instead of an external requirement. Rethinking operational models, embracing innovation, and cultivating internal cultures that place a high priority on long-term environmental and social impact are all part of this shift. The initiative of individual businesses becomes even more important in emerging economies, where institutional support may be limited, in order to set an example and lead by example.

Businesses in these economies are also facing more pressure to align their operations with sustainable development principles as environmental degradation and climate change gather through acceleration.

International frameworks that highlight the critical role of the private sector in addressing environmental issues, such as the Paris Agreement [1] and the United Nations Sustainable Development Goals [2], have a significant impact on this change. Additionally, firms are being compelled to adopt environmentally responsible strategies by market-driven forces, such as growing stakeholder expectations, regulatory demands, and consumer interest in green products [3, 4]. Sustainability is now a strategic requirement for maintaining long-term viability, competitiveness, and access to global capital and markets rather than just an ethical consideration [5].

Despite the absence of direct Kosovar evidence, lessons from comparable situations and the larger European environment are important.

Transition economy entrepreneurs do not enjoy government and education support for green business initiatives. Green business initiatives are typically driven by local dedication and individual drive rather than policy or outside stimuli [6]. Information and Awareness: Access to information regarding available support tools and funding increased the likelihood of businesses adopting circular economy strategies by a significant margin. More informed companies about the green finance opportunities are much more likely to implement sustainable practices [7]. Green Finance enables low-carbon transition, especially with selective reforms [8, 9]. Creative Financing is also needed in transition economies to cover funding gaps. Additionally, state ownership can enable green transition by reducing short-term managerial focus and supporting long-term sustainability goals [10].

SMEs also adopt operational management difficulties in applying green innovation, and most end at basic recycling rather than holistic sustainability models [11]. Otherwise, Chatzistamoulou [12] investigated the role of promotion and communication and found that popularizing information about available funding and support mechanisms is significant. Further, the open communication and awareness programs can help firms internalize the benefits and processes of green transformation. Furthermore, Digital technologies can help companies gain access to information, undertake public purchasing, and adopt less polluting production methods. Green marketing plays a crucial role in green transition of the business. Green marketing refers to the strategies and practices businesses use to promote products and services that are environmentally friendly. As sustainability becomes a priority for consumers and regulators, green marketing is increasingly seen as a way for companies to gain competitive advantage, improve their image, and drive sustainable business growth.

Principles and Strategies of Green Marketing include: (i)

Green marketing entails creating eco-friendly products, using reusable packages, reducing environmental pollution, and increasing energy efficiency in business practice [13]; (ii) the strategic green orientation takes into account that the green marketing can be embraced by firms at different levels—strategic (long-term perspective), tactical (spot promotions), and internal (culture and processes of the organization) [14]; (iii) On the other hand, according to Dangelico and Vocalelli [15], the 4Ps (Product, Price, Place, Promotion) are repositioned to emphasize green product features, green premium for green products, green distribution channels, and open, credible green promotion.

In order to find green marketing strategies associated with important aspects of consumer buying behavior [16] carried out a systematic review. They highlighted factors like environmental awareness, green trust, and purchasing intention and divided green marketing into five categories, including green products, advertising, and purchasing experience, based on 34 chosen studies from Scopus and WoS. The "Green Consumption Cycle" model, which emphasizes how businesses can create sustainable value through strategic green marketing, was also suggested by the study.

Promoting the green transition of companies in Kosovo and similar economies is a combination of increased information sharing, supportive leadership, digitalization, and creative financing. While personal motivation drives some green action, more robust institutional and policy backing is necessary to expand sustainable business models and achieve long-term environmental and economic benefits. Kosovo is a nation facing political instability, which has hindered the development of key sectors, including the shift to a green economy, for over two months. The Kosovo Assembly failed to elect a speaker, hampering the establishment of the new government and the promulgation of needed laws for prime projects, including those on renewable energy and the support of businesses. The deadlock has also raised fear of losing substantial funds from the European Union and World Bank, which are vital to industries such as green energy, health and education [17]. An initiative supported by UNDP, the Government of Japan, EBRD and Innovation Centre Kosovo (ICK), which aims to support the green recovery in the private sector by creating a favorable environment for business [18]. According to BOOST [19], small and medium-sized enterprises in Kosovo are supported to integrate innovation and the transition to a green economy, by providing mentoring and financing opportunities for sustainable projects. However, Kosovo firms have several significant challenges confronting them: Political deadlock has given a non-safe environment for investment and long-term growth. Without an elected government, it is difficult to implement policies and strategies for green economy transition. It is costly to invest in green technology and renewable energy, and financing can be out of the reach of most firms. For purposes of facilitating the shift to a green economy, government institutions are required to create a favorable political and economic environment, providing financial and strategic support to firms that invest in innovation and sustainability. The main aim of this study is to explore how businesses in Kosovo are implementing the green transition through various promotion measures and activities, focusing on the role played by promotion and support institutions in enhancing sustainability activities.

Although the significance of environmental innovation and green marketing is widely acknowledged, there is a dearth of empirical research on how promotional strategies drive the

green transition in developing economies such as Kosovo. There is still a great deal to learn about the role of promotion as a strategic marketing tool in helping companies in developing and transitional nations, like Kosovo, move toward a green transition, even though the body of literature on green business practices has grown dramatically in recent years, especially in developed economies. By examining how promotional activities affect sustainable business practices in the Kosovar context, this paper aims to close that gap.

The majority of Kosovo's current research focuses on policy-level sustainability frameworks, renewable energy investments, or environmental performance; however, it does not examine how promotional strategies influence consumer awareness and business behavior in favor of green transformation. Furthermore, there is still a dearth of empirical data regarding the perceptions and implementation of green promotion in Kosovo's private sector, particularly in small and medium-sized businesses. By providing unique data and analysis on the relationship between environmental sustainability and marketing promotion in the Kosovar business environment, this study fills that knowledge gap and offers both theoretical and practical implications for promoting the green economy.

1.1 Research objectives

- 1) To examine the importance of green transition for businesses in Kosovo.
- 2) To assess the attempts made by businesses towards green innovations.
- 3) To evaluate the role of promotion in encouraging firms to implement green measures.
- 4) To identify challenges and opportunities for firms in the green transition.
- 5) To investigate the support of the government and other institutions for firms to push and create green practices.

1.2 Research questions

How important is the green transition for firms in Kosovo?
Do Kosovo firms have a formalized green transition plan? If so, what steps have they taken?
What are the promotion channels used by firms to market green projects?
How do promotion channels influence the success of Kosovo firms' green transition?
What are the challenges facing firms in managing the green transition, and how can support measures be strengthened?

1.3 Hypotheses

This study proposes a number of research hypotheses to gain a better understanding of the elements impacting the green transition in Kosovo's business sector. These theories are based on current empirical research and pertinent theoretical underpinnings that highlight the complexity of sustainable development. The goal is to determine how much institutional support, awareness, cost-related obstacles, and marketing initiatives influence businesses' adoption of green practices. Given Kosovo's alignment with global sustainability goals and the growing urgency of environmental challenges, the following hypotheses aim to identify the major factors influencing local businesses' preparedness and responsiveness to green transition strategies.

H1: *Government and other institution-sponsored Kosovo businesses stand to adopt green practices effectively.*

H2: *Ignorance and the huge investment cost are the main impediments to the adoption of green practices in Kosovo businesses.*

H3: *Promotion activities have just as important a role to play in catalyzing the green transition as does the adoption of sustainable practices by businesses.*

These hypotheses serve as the basis for examining the factors influencing Kosovo businesses' adoption of green practices. The study intends to clarify the enabling and constraining elements that influence entrepreneurial behavior in the context of sustainability by investigating these presumptions. The following section provides a review of pertinent literature to support this investigation, providing theoretical and empirical viewpoints that contextualize the research and validate the chosen hypotheses.

2. LITERATURE REVIEW

Growing environmental pressures, regulatory requirements, and changing market demands have made the green transition a top priority for businesses globally. Nonetheless, research indicates that transition economies encounter particular difficulties when implementing sustainable practices, especially those with inadequate institutional frameworks. Green finance, leadership and organizational culture, information and awareness, digital transformation, and green marketing and promotion are the five thematic areas into which this review divides the body of research that is essential to green transformation.

The dynamic process by which microbusinesses shift to more environmentally friendly practices is examined [20]. Based on comparative case studies of six microbusinesses, the paper offers a longitudinal perspective by identifying three distinct stages in small enterprises' greening journeys, as opposed to concentrating only on isolated drivers. The findings indicate that at each stage of the greening process, businesses require different types of support. However, the institutional and policy measures currently in place are often misaligned with these evolving needs. The study adds to the body of knowledge on ecological responsibility in small businesses by showing how environmental engagement evolves over time and by providing useful suggestions for better policy interventions. The study by Čekanavičius et al. [21] discusses the growing global trend of incorporating environmental awareness into corporate operations. In addition to analyzing how national economic and cultural contexts impact the adoption of green attitudes and practices, the authors seek to define the term "green business." The study compares Lithuania and Ireland and identifies some significant differences: While Irish businesses are more likely to view green practices as a source of new business opportunities, Lithuanian businesses are more likely to concentrate on the costs of greening. The results of a quantitative survey and correlation analysis using SPSS indicate that the degree of business greening is significantly influenced by public environmental awareness and economic development levels. Purwandani and Michaud [22] used survey data from businesses in Ohio, USA, to examine the main factors that encourage and hinder SMEs' adoption of green business practices. According to the study, the most important factors influencing the adoption of green practices are internal

motivations, such as organizational or personal values, and the desire to enhance one's reputation. However, the most often mentioned obstacle is a lack of funding. The study also shows that smaller, urban-based businesses are more likely to know about green practices than their larger, rural counterparts. These observations have important ramifications for legislators and advocacy groups hoping to promote sustainable changes in the SME sector, not just in Ohio but in similar areas as well.

Ashton et al. [23] examine the adoption of green practices by SMEs in the manufacturing sector of the Midwestern United States. Their results demonstrate that internal incentives—primarily cost-cutting and competitiveness—are more potent motivators than outside regulatory pressure. Nonetheless, unofficial tools like government grants and industry associations' peer education programs are effective in promoting environmentally friendly behavior.

A thorough analysis of sustainable entrepreneurship is provided by Odeyemi et al. [24], who concentrate on green business practices and their effects on the environment. The study examines how business owners incorporate environmental factors into their plans, emphasizing tactics like eco-innovation, the circular economy, and sustainable supply chains. Both the advantages—such as a smaller carbon footprint and better resource efficiency—and the disadvantages—such as budgetary limitations, legal concerns, and market acceptance—are highlighted in the paper. Additionally, it emphasizes how innovation and technology are major forces behind the green transformation and promotes ongoing research and development to expand sustainable solutions.

An empirical study [25] looked at how environmental orientation affected environmental performance in Pakistani manufacturing companies. The study also examines the moderating effect of top management's environmental consciousness and the mediating effect of green business practices. Environmental orientation directly enhances green business strategies and environmental performance, according to data gathered from 126 manufacturing companies. Furthermore, the relationship between environmental orientation and the adoption of green strategies is strengthened when there is environmentally conscious top management present. The authors stress that creating successful green business strategies to improve environmental outcomes in developing nations requires both internal and external environmental orientation.

Another study [26] investigates how green marketing tactics affect corporate image and business performance in the retail industry. To evaluate the relationship, the study uses a case study methodology that focuses on the South African retail chains Woolworths and Pick n Pay. This is done by analyzing documents, conducting surveys, and carrying out interviews. According to research, implementing green marketing—which includes eco-friendly goods, recyclable packaging, pollution prevention, and energy efficiency—improves a company's reputation and overall performance. The findings suggest that maintaining a competitive edge in the retail industry depends on the adoption of green marketing techniques.

In a related study, Nwankwo [27] looked at how green business strategies affected the performance of breweries in South-East Nigeria and discovered that while green advertising had no discernible impact, practices like green production, innovation, packaging, waste management, and

energy efficiency greatly enhanced firm performance. In assessing how prepared businesses in Kosovo are to participate in green transition initiatives, it is important to recognize that not all green strategies yield the same results. In order to understand how prepared businesses in Kosovo are to participate in green transition initiatives, it is important to keep in mind that not all green strategies produce the same results. Moreover, it highlights the strategic role of green marketing in attaining a sustainable competitive advantage [28]. Their research indicates that green marketing has developed into a game-changing business approach that helps companies stand out in the marketplace and responds to growing consumer environmental consciousness. These studies collectively imply that in order to promote long-term corporate success in a green economy setting, internal environmental practices and external promotional initiatives need to be coordinated.

A study [29] offers insightful information from Kosovo's manufacturing sector, building on global evidence regarding the impact of green strategies on business performance. According to their research, green investments—specifically in product promotion, environmental culture, and renewable energy—have a significant positive impact on business growth. This study illustrates the unequal distribution of resources among various green practices and provides a more comprehensive picture of the implementation of green initiatives in Kosovo than previous research that concentrated on specific facets of green business. The Kosovo case, when paired with earlier research from South Africa and Nigeria, supports the notion that, in order to promote sustainable growth, particularly in emerging economies, both external marketing initiatives and internal eco-innovation must be contextually adjusted. These observations are consistent with the study by Halilaj [30], which examines the structural significance of SMEs in Kosovo, where innovation, institutional integration, and conformity to European market standards are all critical to sustainable growth. All of these studies point to the need for both enterprise-level internal change and more extensive policy coordination that promotes green strategies as drivers of competitiveness and economic growth in order to advance Kosovo's green transition.

Furthermore, a study by Elezaj et al. [31] investigates how green economy indicators help inform strategic choices in transitional nations like Kosovo, supporting the growing conversation on green transformation. Their chapter highlights how sectors such as energy, eco-tourism, and manufacturing are increasingly shaped by global ecological trends, and emphasizes the relevance of technological, political, and social factors in driving green innovation. This supports Halilaj's [30] claim that greater integration into European frameworks is necessary for small and medium-sized businesses in Kosovo to grow sustainably.

Firms face critical challenges when trying to adopt green or environmentally friendly practices. The most common obstacles include high initial cost, limited access to funding, lack of technical knowledge, and quantifying environmental impact. These are even more specifically crucial for small and medium-sized businesses (SMEs) and firms in developing economies. Access to green finance is typically constrained, and green start-ups with novel concepts can face further obstacles when they lack business experience or when their offerings are radically innovative [32]. On the other hand, the majority of firms lack the technical expertise or awareness to implement green practices effectively. It is also worth noting that emerging economies might need to import technology and

know-how, increasing costs and complexity [33]. It is difficult and resource-intensive to measure environmental footprint and success of green initiatives accurately. A study by Magdinceva-Šopova and Stojanovska-Stefanova [34] concludes that it is difficult to ensure that suppliers and partners also adhere to green standards, and companies are criticized if their supply chain is not green. Furthermore, the green supply chain management requires new practices and can introduce operational complexity [35]. On the other hand, Rawat and Pande [36] emphasize that consumer demand for green products is growing, but businesses must balance this with the risk of higher costs and reduced competitiveness if these costs are passed on to consumers. Thus, the inconsistent or weak government backing, i.e., short-term subsidies, will not be adequate to stimulate long-term transformation. A study [37] finds that green marketing practices can positively influence consumer purchasing behavior and generate sustainable value through environmental awareness, satisfaction, attitude, and purchasing intention. Moreover, Todos [38] emphasized that contemporary enterprises are voluntarily engaging in green business by integrating sustainability into business, products, and services. Green companies play a key role in building the green economy through satisfying the ecological requirements and being environmentally friendly. The article indicates that countries embracing green economy principles can become leaders in sustainability and business performance, measurable using

tools like the Green Index.

Although the transition to green economy principles is still in its infancy in Kosovo, isolated but significant green initiatives are showing encouraging signs of progress. Many manufacturing companies have started to invest in cleaner technologies, renewable energy, and the promotion of green products, despite institutional and financial constraints. Furthermore, local studies show that business actors are becoming more conscious of the financial and environmental advantages of implementing green practices. To methodically progress Kosovo's shift to a competitive and sustainable green economy, a thorough national framework backed by fiscal incentives and trustworthy monitoring instruments like the Green Index is still required.

Table 1 presents a summary of the literature review from the viewpoint of Kosovo.

The majority of research focuses on developed economies or nations with robust institutional ecosystems, although earlier studies provide insightful information about the elements that facilitate the green transition. Empirical data from fragile, post-conflict, or transitional economies like Kosovo is conspicuously lacking. Furthermore, there is still a lack of research on the function of promotion in fostering long-lasting change. By investigating how promotional activities—along with leadership, awareness, and institutional support—are influencing green transition initiatives among businesses in Kosovo, this study seeks to close these gaps.

Table 1. Summarize the literature review from Kosovo evidence

No.	Author	Year	Key Findings
1	Ylber Beqiri	2017	Kosovo SMEs struggle with sustainability challenges following limited financing and institutional support.
2	Majlinda Jupolli & Violeta Hyseni Kelmendi	2024	There is green transformation potential in Kosovo but is plagued by high coal dependency and scarce green financing.
3	Ibrahim Krasniqi	2024	European nations, including Kosovo, require policy and leadership for the energy transformation.
4	Lulaj et al.	2024	Renewable energy demand in Kosovo and Albania is determined by financial development and innovative capacity.
5	Ahmed et al.	2023	Green product attitudes of Kosovar consumers are conditioned by environmental awareness and price.
6	Kaltrina Kajtazi & Gadaf Rexhepi	2023	Innovation of the business model positively affects corporate sustainability in Kosovo.
7	Lulaj et al.	2023	Customer-centric strategies improve business sustainability and economic well-being in Kosovo and Albania.
8	Lidija Risteska	2023	Use of green marketing mix facilitates sustainable development and ethical consumption.
9	Denada Liça, Silvana Gashi & Ermira Qosja	2024	Environmental responsibility strategies and tourism sector innovation increase green tourism in Albania.
10	Francesca Bassi & Mariangela Guidolin	2021	Efficiency in use of resources is not enhanced for European SMEs due to limited environmental knowledge and specialized personnel.

Source: Authors' contribution

3. RESEARCH METHODOLOGY AND DATA COLLECTION

The purpose of the research, "Managing Green Transition through Promotion – Evidence from Kosovo Businesses," is to gather quantitative information from companies in a range of industries in Kosovo. It consists of six structured sections: General Information, Awareness and Actions, Role of Promotion, Challenges and Opportunities, Likert Scale Items, and Promotion of Green Transition. The survey consists of closed-ended questions and is entirely quantitative in nature. Cronbach's Alpha was used in reliability testing to make sure

the Likert scale items were internally consistent. Ten items on business commitment, strategic orientation, customer attitudes, promotional value, financing barriers, and institutional support were included in the scale. Reliability was deemed acceptable when the calculated Cronbach's Alpha value was greater than 0.70. With voluntary and anonymous participation, informed consent, confidentiality, and respect for participants' rights, the study complied with ethical research standards.

This study applies a quantitative method in an attempt to explore the promotion role in guiding the green transition of enterprises in Kosovo. The research methodology is created with the objective of acquiring in-depth understanding of the

challenges, opportunities, and strategies employed by enterprises in their efforts to adopt sustainable practices and make sense of the green transition.

3.1 Research design

The research adopts a descriptive research design, the objective of which is to understand the dynamics and experiences of Kosovo firms in the green transition. The design allows examination of existing trends, behaviors, and attitudes towards sustainability and the effect of promotional activities in advancing green practices.

3.2 Data collection method

The primary data collection tool used in this study is a survey questionnaire administered among firms across various industries in Kosovo. The survey aims to obtain quantitative data on business characteristics, green practices, and advertising campaigns, and qualitative data on experiences and challenges during the green transformation.

Survey Instrument: The questionnaire collects closed and open-ended questions relating to the following subjects:

Business Profile: Industry type, firm size, years of business operation.

Green Transition Awareness and Actions: Actions taken by firms to introduce green practices, including energy efficiency, waste reduction, and clean technology investment.

Role of Promotion: Whether firms leverage promotional efforts to enhance awareness regarding their green practices, and the degree to which these efforts are perceived to impact their sustainability initiatives.

Challenges and Opportunities: Problems that companies face, such as investment costs being too expensive and there is no technical assistance, and opportunities of expansion with green projects.

Sample: 400 enterprises from various sectors (manufacturing, services, trade, agriculture, and technology) are targeted. The sample is designed to represent enterprises of various sizes and stages of development, allowing for a comprehensive overview of the diverse needs and approaches within the Kosovo business community.

3.3 Data collection process

Sampling Technique: A stratified random sampling technique is applied to ensure that firms from different industries and with diverse sizes are adequately represented in the study. This helps to get a more accurate representation of the whole business ecosystem in Kosovo. Despite the fact that participation was voluntary and the survey was distributed online, care was taken to guarantee that the sample represented the variety of the business environment in Kosovo. Businesses from the three primary industries of production, services, and trade were represented in the sample. Figure sector of activity presented in the below section illustrates that the majority of respondents were from the trade (49%) and services (47%) sectors, which also mirror the composition of the business environment in Kosovo, where these sectors predominate in private sector activity.

This distribution is in line with national economic reports that show the majority of the nation's active businesses are micro and small businesses engaged in trade and services. Therefore, even though the sampling strategy was not strictly

probabilistic, the final respondent profile and the stratification intent offer a realistic and contextually grounded depiction of the Kosovo Business population.

Survey Dissemination: Face-to-face (interviewer-administered) and digital (online using social media and email) dissemination guarantees availability and maximum response rates. The survey is also translated into Albanian and English to provide accessibility to all linguistic populations in Kosovo.

Time Frame: Six months up to eight months were needed to gather the data. During the period, reminders are dispatched to provide the maximum response rates and completeness of the data.

3.4 Data analysis methods

Quantitative Analysis: Data from closed-ended questions is examined employing descriptive statistics in the form of frequency distributions, percentages, and measures of central tendency (mean, median, mode). The analysis shed light on the trends in the adoption of green transition, the significance of promotional efforts, and the difficulties experienced by firms.

3.5 Validity and reliability

To ensure validity and reliability in the research, the study underwent:

Pre-testing: Pre-test of the survey tool is done with a small group of enterprises to identify any clarity and structure problems in questions.

Triangulation: Through both quantitative and qualitative methods of data collection, the study enhances the validity and reliability of the findings.

Reliability Testing: The survey has items measured on Likert scales to ensure reliability and consistency in responses.

3.6 Ethical considerations

The research adheres to ethical standards throughout the process during data collection:

Informed Consent: The participants are fully aware of the purpose of the research, that they are doing so voluntarily, and that they can be guaranteed confidentiality.

Confidentiality: All responses are kept confidential, and the information is anonymized in order to ensure confidentiality.

Data Protection: The data collected will be stored safely and utilized only for the purpose of this research.

3.7 Empirical testing using OLS econometric approach

This section describes the econometric model used to test the importance of the managing green transition through promotion in the case of the Business in Kosovo. The Ordinary Least Square OLS multiple regression models are build based on the following specification:

OLS regression formula:

$$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

where,

Y = Success of green transition (From question 8)

X_1 = Awareness of the importance of green transition

X_2 = Measures taken for green transition

X_3 = Support for promotion

X_4 = Role of promotion in the success of transition

X_5 = Marketing cost and challenges
 ϵ = Error term

Dependent variable (Y): Success of the green transition of the business – Using the Likert scale from question 8 (“To what extent do you believe that promotion affects the success of the green transition of your business?”).

Independent variables (X): Awareness of the importance of the green transition (part II, question 5) – This could be a Likert scale indicating the commitment of the business to the green transition. Measures taken for the green transition (part II, question 7) – We could use a number of measures taken as independent variables, such as: “Reduction of energy consumption”, “Use of renewable resources”, etc. Support for the promotion of green initiatives (part III, question 10) – Using a binary variable indicating whether the business has received support for the promotion of green initiatives (Yes/No). Role of promotion in transition success (part IV, question 9) – A Likert scale indicating how much businesses believe that promotion helps in the success of the green transition. Marketing cost and promotion challenges (part VI, question 27) – This can serve as an indicator of the challenges that affect the promotion of the green transition.

Table 2. Summary of the methodological stages in the study

Step	Description
1	Structured questionnaire design with closed-ended and Likert scale questions.
2	Online distribution over six months targeting Kosovo businesses.
3	Sample size of 397 firms from diverse sectors and sizes.
4	Data screening and cleaning to ensure quality.
5	Reliability analysis conducted using Cronbach’s Alpha.
6	Descriptive statistics including frequencies and means.
7	Inferential statistics such as ANOVA and multiple regression analysis.
8	Interpretation of results along with discussion of study limitations.

An in-depth examination of how businesses view the green transition was made possible by the systematic methodological process that guaranteed the collection of accurate and legitimate data (Table 2). To determine the primary determinants of entrepreneurial readiness for sustainable development, every stage—from questionnaire design to inferential analysis—was meticulously carried out. The following section presents the statistical results and goes further with empirical testing, results and discussion.

4. RESULTS

This section presents the results obtained from the survey data. As it is mentioned previously, the questionnaire was built using forms and distributed online via emails to a sample of 400 businesses. It is worth noting that the targeted sample size was 1000 businesses, but only 400 responses were collected during the 6 to 9-month data collection period.

The distribution of businesses surveyed by industry is depicted in Figure 1. About 50% of respondents work in the trade sector, and roughly 47% work in the services sector. Only 3% of respondents work in the production sector. This distribution illustrates how trade and service-oriented

enterprises predominate in the Kosovo economy.

The distribution of surveyed companies by employee count is shown in Figure 2. Micro-enterprises with one to ten employees make up the majority of businesses (roughly 68%). About 24% of the sample consists of small businesses with 11–50 employees. A tiny percentage, about 4%, is made up of medium-sized companies (those with 51–250 employees) and large companies (those with more than 250 employees). This distribution is in line with the fact that micro and small businesses predominate in Kosovo's business environment.

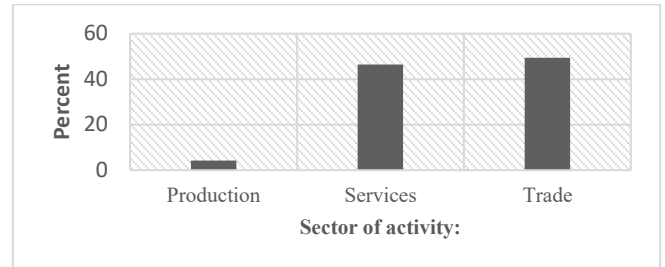


Figure 1. Sector of activity

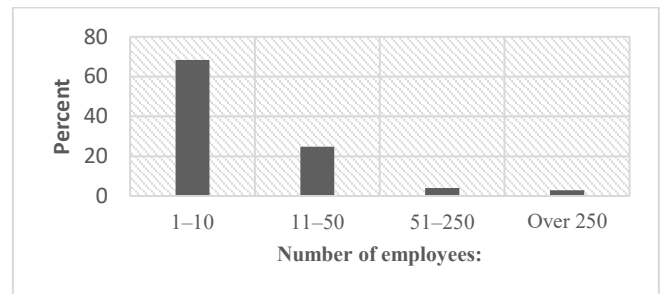


Figure 2. Number of employees

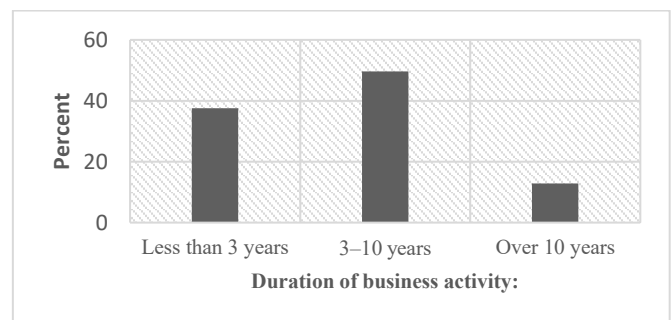


Figure 3. Duration of business activity

The distribution of surveyed businesses by length of operation is shown in Figure 3. About 39% of businesses are relatively new, having been in operation for less than three years, while 49% of businesses have been in operation for three to ten years. About 12% of the sample consists of companies that have been in operation for more than ten years. The youthful and vibrant business climate in Kosovo is reflected in this distribution.

Figure 4 illustrates how surveyed businesses view the green transition's significance. For their operations, a sizable majority view the green transition as either very important (roughly 47%) or important (approximately 46%). Just a small portion of businesses consider it to be either moderately or completely important. This indicates that businesses in Kosovo are highly conscious of and prioritize sustainability issues.

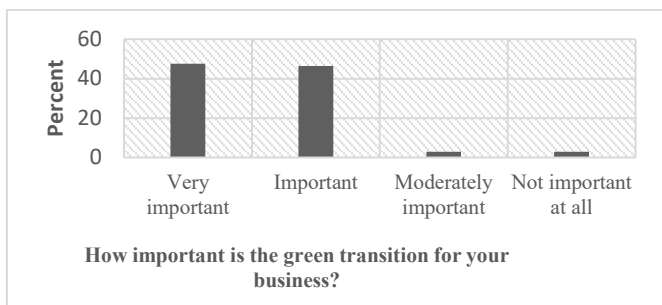


Figure 4. The importance of green transition to business

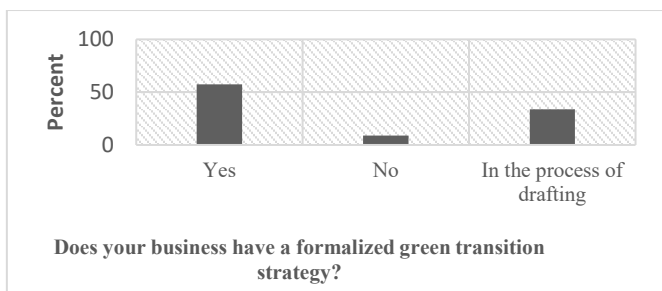


Figure 5. Green transition formalized strategy

The status of formalized green transition strategies among businesses surveyed is shown in Figure 5. About 33% of businesses are presently in the process of developing a formalized strategy, compared to about 55% who reported having one. About 7% of respondents said they don't have such a plan. This shows that businesses in Kosovo are moving in the right direction toward organized planning for sustainability.

Businesses' perceptions of how promotion affects the success of their green transition initiatives are shown in Figure 6. About 50% of respondents, the largest percentage, think that promotions have an average impact. About 40% of respondents think the influence is high (many), whereas only 3% think it is little or sufficient (roughly 7%). These findings

imply that although most people agree that promotion is important, different businesses have different opinions about how much of an impact it has.

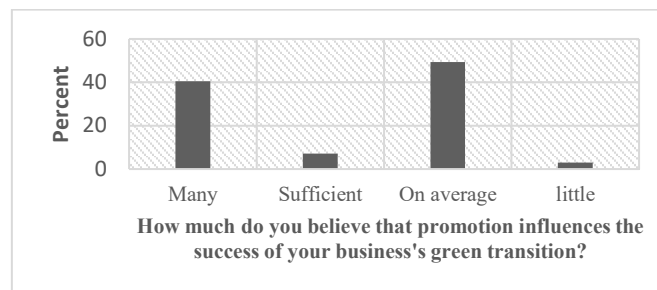


Figure 6. How much do you believe that promotion influences the success of your business's green transition

The transition to more sustainable economic activity has become a pressing necessity for the developed and developing world alike. In Kosovo, the behavior of corporations in adopting and spreading sustainability comes under increasing scrutiny. Correlation analysis conducted as part of this research throws immense light on how corporations perceive, tackle, and face challenges in going green (Table 3). To assess the relationships between variables, correlation analysis was used, with the relevant units presented in Table 4.

The findings point towards high internal consistency and congruence between firms' operational behavior and strategic priority. Most prominently, the "Investing in the green transition is a strategic priority for my business" item showed very high positive correlation with several other items. For instance, it is highly related to knowledge of sustainable practices among employees ($r = .978$) and that the feeling green actions encouraged are as important as having them done ($r = .944$). This means that when sustainability is incorporated in a strategic goal, it becomes embedded in all facets of organizational culture, employee training, and external communication.

Table 3. Correlation

ID	1	2	3	4	5	6	7	8	9
1	1								
2	.429**	1							
3	.324**	.940**	1						
4	.346**	.907**	.891**	1					
5	.188**	.799**	.742**	.715**	1				
6	.395**	.944**	.839**	.903**	.863**	1			
7	.155**	-.368**	-.267**	-.380**	-.262**	-.422**	1		
8	.314**	-.172**	-.225**	-.133**	-0.059	-0.050	.689**	1	
9	.447**	.978**	.914**	.838**	.733**	.880**	-.346**	-.194**	1

Source: Authors' contribution

Table 4. Item measured

ID	Item Measured
1	My business is committed to following sustainable practices.
2	Investing in the green transition is a strategic priority for my business.
3	Our customers appreciate our sustainability initiatives.
4	Promoting green practices helps enhance our business image.
5	Lack of financing is an obstacle to green investments.
6	Promoting green initiatives is as important as implementing them.
7	There is sufficient support from institutions for the green transition.
8	The green transition represents an opportunity to increase competitiveness in the market.
9	Our staff is aware of the importance of sustainable practices.

** . Correlation is significant at the 0.01 level (2-tailed).

Similarly, customer appreciation perceived ($r = .940$) and business image build-up through green practices ($r = .907$) also share very high correlations with this strategic intent. The measures indicate a virtuous circle of relationships: firms that pursue green are going to attract external stakeholder support, which reinforces their internal motivation and strategic intent.

However, the evidence also indicates major challenges. One of the most revealing trends is the inverted relationship between institutional support (Item 7) and the majority of the positive sustainability indicators. Institutional support, for example, inversely relates to strategic investment in the green shift ($r = -.368$), promoting green practices ($r = -.380$), and employee awareness ($r = -.346$). This would imply that the more active companies become in sustainability, the more they feel left behind by public institutions. This can be a sign that policy architectures and business needs, especially of small and medium-sized enterprises, to gain access to green financing, guidance, or incentives, are not aligned.

Most prominent among the problems identified here is the lack of finance, which is strongly linked with strategic priorities ($r = .799$) and promotion stress ($r = .863$). That is, even strongly committed companies are restricted by finance when attempting to implement environmentally friendly practices. This suggests that there is intention and knowledge, but a shortage of funds or subsidies limits actual implementation.

Lastly, there is also a notable correlation between seeing the green transition as a competitive opportunity (Item 8) and institutional support ($r = .689$). Institutions will encourage firms to view sustainability as not only an ethical obligation but as a competitive opportunity. This emphasizes the importance of public-private sector synergy in determining long-term green development policies.

These findings have important implications for business stakeholders and policymakers. First, the high internal consistency of pro-sustainability variables means that when sustainability becomes a strategic goal, it affects all aspects of business activities—employee development, customer relations, and public image. This shows the potential for green practices massification through leadership and learning.

Second, the weak or negative images of institutional support reflect a compelling demand for more effective public policies and programs. Governments and agencies must not only implement legal frameworks but also real tangible financial and technical support to stimulate green investment, particularly in SMEs ubiquitous in the economic landscape of Kosovo. Third, businesses should be convinced that sustainability will give them a competitive advantage, especially in the context of the EU Green Agenda and rising global market expectations. And for this to happen, structural barriers such as access to finance must be addressed through targeted incentives, green loans, and capacity-building programs. The correlation analysis provides a rich and subtle description of the dynamics between business values, perceived obstacles, and sustainability engagement. Business internal motivation is highly elevated to achieve green transformation, but the external context—institutional support and finance—is in underdeveloped shape. Bridging this gap is crucial if Kosovo is to successfully transition towards a more sustainable and competitive economy.

To ensure internal consistency and instrument reliability of the survey measure used in measuring business perception and involvement in the green shift, a Cronbach's Alpha reliability test was conducted. The test produced a Cronbach's Alpha

coefficient of 0.810 for the 10 items used in the instrument. With typical conventions [39], a Cronbach's Alpha of above 0.7 is acceptable, and above 0.8 is good. Therefore, the obtained Cronbach's Alpha value of 0.810 (Table 5) indicates high internal consistency for the items, suggesting that the questionnaire has good reliability in measuring a unidimensional underlying construct—most likely the business commitment towards and perception of environmentally friendly practices. Such reliability is crucial in being confident to interpret the outcomes, especially in understanding the relationships between sustainability attitude, strategic priorities, perceived institutional support, and finance constraints. It ensures that the items that were quantified are statistically reliable and sound and can be used in future inferential analysis like factor analysis, regression, or structural equation modeling. Overall, the reliability score enhances the credibility of the findings and confirms the validity of the subsequent interpretation of correlation and policy implications. Future studies may maintain and prolong this item set for longitudinal comparisons or apply the tool to other regional or sectoral contexts.

Table 5. Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.810	10

Source: Authors' contribution

Table 6. Item statistics

	Item Statistics		
	Mean	Std. Deviation	N
My business is committed to following sustainable practices	2.12	.902	397
Investing in the green transition is a strategic priority for my business	1.61	.776	397
Our customers appreciate our sustainability initiatives	1.71	.881	397
Promoting green practices helps enhance our business image	1.62	.861	397
Lack of financing is an obstacle to green investments	1.61	.813	397
Promoting green initiatives is as important as implementing them	1.53	.783	397
There is sufficient support from institutions for the green transition	3.74	1.384	397
The green transition represents an opportunity to increase competitiveness in the market	2.87	1.126	397
Our staff is aware of the importance of sustainable practices	1.64	.810	397
My business uses green marketing to influence consumer preferences	1.77	1.025	397

Source: Authors' contribution

The survey's descriptive statistics (Table 6) provide valuable information on the overall impression and engagement of Kosovo businesses with green transformation and sustainable practices. The questions were rated using a Likert scale, where lower mean scores indicated stronger agreement with positive statements (e.g., commitment to sustainability), and higher scores indicated disagreement or skepticism. The lowest mean item was "Promoting green initiatives is as important as implementing them" ($M = 1.53$, $SD = 0.783$), secondly, "Investing in the green transition is a

strategic priority for my business" (M = 1.61, SD = 0.776). These results suggest that a significant majority of firms not only recognize the importance of green investments but also place equal emphasis on the transparency and communication of their sustainability efforts. This agrees with earlier studies in the literature that determine the way firms approach sustainability as both an internal behavior and an external strategy.

Similarly, low mean scores for answers such as "Our employees are aware of how crucial it is to practice sustainability" (M = 1.64) and "Our customers appreciate our sustainability efforts" (M = 1.71) indicate a relatively high internal and external cognizance of sustainability issues. This reinforces the idea that firms are finding that green initiatives are no longer viewed solely as a matter of compliance, but rather as a source of reputational capital [3]. On the other hand, the item "There is sufficient support from institutions for the green shift" had a much greater mean (M = 3.74, SD = 1.384), which signifies a great feeling of institutional lack. This shows that companies feel that they are in an environment where government or institutional support mechanisms do not exist. This is consistent with local research that indicates modest public incentives and administrative hurdles as common green investment impediments in emerging economies [5]. The response "The green transition is a chance to become competitive in the market" registered a mean of 2.87 (SD = 1.126), showing a somewhat positive orientation towards the green economy as a chance within the marketplace. Even though there is potential within some firms to leverage sustainability to grow in competitiveness, this is yet to capture people's imagination, possibly due to perceived market immaturity or disbelief in financial gain. Interestingly enough, the answer "My company uses green marketing to influence consumers' decisions" had a relatively low mean (M = 1.77), which implies that while companies are aware of sustainability, they are still in early stages of its application through green marketing themselves. This could be due to the lack of knowledge, financial constraints, or the lack of clear signals from consumers.

Overall, the descriptive statistics reflect a high degree of commitment to green practices at the business level but also reflect substantial institutional and financial barriers constraining additional aggressive or strategic green uptake. The gap between business and institutional support registers the imperatives for targeted policy interventions, capacity-building efforts, and enhanced public-private sector coordination to facilitate a smoother transition toward a greener economy.

Table 7. OLS regression model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 ^a	.956	.956	.211

a. Predictors: (Constant),

b. What are the biggest challenges you face when promoting the green transition?

c. Does your business actively promote engagement in the green transition?

d. Have you received support for promoting green initiatives?

e. How important is the green transition for your business?

f. What measures have you taken for the green transition?

Source: Authors' contribution

The multiple regression analysis (Table 7) conducted to

check the relationship between green transition practices and primary business variables indicates a very good fit for the model. The model's R value was .978, indicating very high correlation of predictors with the outcome variable. Also, the R Square of .956 suggests that approximately 95.6% of the variance of the dependent variable is accounted for by the independent variables in the model. This result shows that the selected predictors — for example, difficulty in sponsoring the green transition, participation in green activities, institutional support, green transition significance perceived, and steps taken — together provide a very reliable explanation of green transition activities by companies. The Adjusted R Square (.956) also guarantees that the explanatory ability of the model is not reduced even after considering the number of predictors, solidifying its strength and suitability for similar business scenarios. Moreover, the standard error of the estimate (0.211) is very small, reinforcing the precision and reliability of the model in the prediction of the actual outcomes. These findings verify that a company's emphasis on the green transformation hinges heavily on a number of interlinking dimensions. Of these, value attached to green practices, the level of support derived, and the extent of involvement in green approaches specifically play pivotal roles. High R² further indicates that turning these drivers stronger can possibly play a large role in improving the effectiveness and adoption of green practices in companies. Overall, this regression model offers powerful evidence that enterprise-level sustainability needs a multidimensional and concerted strategy. Policy-makers as well as agents with a desire to accelerate the green transformation of the private sector should overcome institutional as well as financial barriers, increase awareness, and offer target-oriented support measures in accordance with the business interests.

Table 8. ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	385.430	5	77.086	1739.525	.000 ^b
Residual	17.681	399	.044		
Total	403.111	404			

a. Dependent Variable: How much do you believe that promotion influences the success of your business's green transition?

b. Predictors: (Constant)

What are the biggest challenges you face when promoting the green transition?

Does your business actively promote engagement in the green transition?

Have you received support for promoting green initiatives?

How important is the green transition for your business?

What measures have you taken for the green transition? (You can choose more than one)

Source: Authors' contribution

The study analyzed the impact of various factors on the success of green transition (Table 8). Regression sums of squares (385.430) and mean square for regression (77.086) reported significant results. A large sum of squares indicated good fit, and a very large F-statistic (1739.525) indicated fair fit to the data. The p-value of 0.000, which was less than the alpha value of 0.05, indicated statistical significance. Independent factors such as challenges in advocating for the green transition, engagement in green activities, support obtained for green activities, importance of the transition, and actions taken affected the perceived effect of promotion on the success of the green transition.

The ANOVA results confirm the hypothesis that various business-related factors are essential drivers of the green transition's success. Specifically, the results show that the businesses that actively participate in the green transition, practice sustainability, and are institutionally well-supported tend to perceive promotion as an essential driver of the success of their green transition. The statistical importance of the model also confirms the relationships. In light of the results, future policies and interventions need to focus on stimulating these key drivers to have the maximum spillover effect from the green transition in business life.

The OLS model's regression coefficients and associated statistical reliability values are shown in Table 9.

Constant (B = 2.698): The constant value of 2.698 means that when all the predictors are held constant (i.e., when the values of the predictors are zero), the value predicted for the dependent variable is 2.698. This is a standard level of how much promotion affects the success of the green transition, holding other things constant. How important is the green transition to your business? (B = 1.138, Beta = 0.786): The perceived importance of the green transition coefficient is highly significant and positive (p = 0.000). The dependent variable rises by 1.138 units for every one-unit rise in the perceived importance of the green transition, holding all the other factors constant. The 0.786 standardized coefficient (Beta) indicates a strong positive relationship with the dependent variable. This would imply that firms engaged in the green transition also tend to believe that promotion is crucial for its success. What have you done on behalf of the green transition? (B = -0.185, Beta = -0.256): The negative coefficient indicates a negative relationship between what has been done on behalf of the green transition and promotion being crucial. Specifically, for each additional measure taken for the green transition, the dependent variable decreases by 0.185 units.

This means that firms with more extensive measures at their disposal for the green transition may place less focus on promotion as a success driver. Did you receive support for promotion of green initiatives? (B = -0.964, Beta = -0.326): The variable also has a negative and significant coefficient, indicating that firms that received the support for promotion of green initiatives may view promotion as less effective in the success of their green transition. The standard coefficient of -0.326 indicates a moderate negative relationship between received support and effectiveness perception of promotion.

Does your firm actively promote engagement in the green transition? (B = 0.136, Beta = 0.077): The positive coefficient (B = 0.136) and significance suggest that active promotion of

the green transition positively impacts the assessment of its success. The relatively lower standard coefficient (Beta = 0.077), however, suggests that, while significant, active promotion is a less influential factor than the significance of the green transition. What are the greatest challenges you have in promoting the green transition? (B = -0.225, Beta = -0.229): The negative coefficient indicates that firms that face more challenges in promoting the green transition are likely to perceive promotion as contributing less to the success of the green transition. The moderate standardized coefficient (Beta = -0.229) also supports this reverse relationship.

Importance of the Green Transition: The results show that firms perceiving the green transition as important are more likely to view promotion as a key element in its success. Firms who have already taken action towards the green transition or had the support of institutions may see promotion as a less important driver, possibly suggesting that other internal and external drivers may be more powerfully driving their green transition success. Promotion Efforts: Intensive promotion works positively on the perceived success of the green transition but is less important compared to the perceived importance of the transition itself. These findings suggest that more committed and involved firms in the green transition may be more likely to believe in the power of promotion, while already green firms may be less dependent on promotional processes. Firms that face more impediments or have had fewer inducements might also consider promotion less effective.

4.1 Study limitations

This study looks at how important promotion is to the success of green transition initiatives in Kosovo's businesses. However, the findings' generalizability is constrained by the small sample size and geographic restrictions. Since the study only looks at companies in Kosovo, a post-transition economy with unique institutional and political dynamics, it might not be representative of companies in other regions or more developed economies with different financial systems, regulatory frameworks, or cultural perspectives on sustainability. The use of a structured questionnaire to gather data raises the risk of self-reporting bias, in which participants may overestimate or underestimate the success of their marketing campaigns or sustainability initiatives. The evaluation of changes over time or the causal relationship between promotion and the success of the green transition are not possible due to the cross-sectional research design.

Table 9. Coefficient results (OLS)

		Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	2.698	.075		35.887	.000	
How important is the green transition for your business?	1.138	.017	.786	65.572	.000	
What measures have you taken for the green transition? (You can choose more than one)	-.185	.009	-.256	-19.429	.000	
1 Have you received support for promoting green initiatives?	-.964	.036	-.326	-26.445	.000	
Does your business actively promote engagement in the green transition?	.136	.020	.077	6.700	.000	
What are the biggest challenges you face when promoting the green transition?	-.225	.014	-.229	-16.265	.000	

a. Dependent Variable: How much do you believe that promotion influences the success of your business's green transition?

Source: Authors' contribution

The lack of comprehensive diagnostic testing for OLS regression assumptions like multicollinearity, residual normality, and homoscedasticity is one of the study's limitations. Even though the model exhibits a high degree of statistical significance, these diagnostics should be used in subsequent research to confirm the results and guarantee the reliability of the regression outcomes.

5. CONCLUSION

The green transition is one of the most critical agendas to ensure any nation's sustainable growth, and Kosovo is no exception. As the world economy transitions towards greener processes, Kosovo businesses both require and can capitalize on the chance to adapt with these tendencies. The green transition is not just an environmental necessity—it is a tool for economic modernization, competitiveness, and long-term resilience. One of the most frequently quoted barriers by firms is the high initial investment cost of adopting green technology and sustainable manufacturing practices. The majority of small and medium firms operate on slim capital and cannot afford to make these modifications without a massive external injection. The lack of easily accessible funds targeted towards green initiatives serves to exacerbate the issue. The banking industry in Kosovo still lacks few specialized products focusing on green sustainability, and firms struggle to implement changes. Another significant challenge is the lack of information and education regarding the benefits and mechanisms of the green shift. Business people and entrepreneurs are often not cognizant of the long-term economic and environmental benefits of sustainability. As long as there is a lack of awareness, there is little incentive to take transformative action, especially where short-term maximization is the only concern in business planning. In addition, Kosovo's public policy frameworks and institutions are regarded as weakly integrated and not very supportive of sustainable business operations. The majority of the firms point to the need for more direct, coordinated government agendas and green growth-friendly incentives. The respondents emphasized that state assistance is crucial—not merely as funding, but also through the creation of enabling conditions through policy reform, building capacity, and sensitization programs. Considering Kosovo's goals for European Union accession and wider engagement in the international marketplace, meeting EU environmental standards is an unavoidable condition. Companies are required to meet these standards not only to sell to Europe but to be competitive in international supply chains that increasingly require sustainability certifications and green practices. Besides, access to novel markets and international capital carries in itself the connotation of sustainability. International investors and development partners are likely to invest in firms that are ecologically sustainable. These alternatives, therefore, can unlock new economic potential for Kosovar companies, rendering them appropriate associates in the global economy. One of the recurring messages across the feedback was the need for a culture transformation in business thinking—from maximization of short-term profits to long-term value creation with sustainability. Improved policies, directed education, and financing support mechanisms were highlighted as critical tools to instill this change. In brief, green transformation is not only needed for environmental protection but also for the economic competitiveness and global integration of Kosovar

enterprises. The barriers are immense indeed—from insufficient capital to insufficient information—but so are the inducements. With additional support from the state, better access to green finance, and more entrepreneurial cognizance, Kosovo can navigate the transformation securely and make a greener, more competitive tomorrow. The research entails the identification of numerous main challenges and enablers faced by SMEs in Kosovo in addressing the green transition, most of which are resonated in previous literature.

Above all else, high initial investment costs and limited access to sustainable finance are major impediments. This confirms [40] who established that Kosovo SME's face significant financial and technical issues in adopting greening manufacturing strategies. Global funding schemes such as those of the EBRD similarly demonstrate the need for targeted green financing instruments in Kosovo [41]. Second, a critical lack of technical expertise and knowledge among SME operators is a hindrance to the adoption of green technology the European Commission's Joint Research Centre (JRC) also emphasizes capacity building and coordinated policy effort in the Western Balkans. The third one is weak institutional support and decentralized policy frameworks. This concurs with the JRC report [42], which calls for more inter-ministerial cooperation and unity with EU Green Deal objectives. Second, the earlier research [43, 44] mentioned that weak environmental regulation in Kosovo was a significant hindrance. Additionally, your information reveals that SMEs value keeping pace with EU environmental standards for access to foreign markets. This is in line with the official Kosovar support for the Western Balkans Green Agenda [45, 46] and country plans emphasizing EU integration importance [47]. Besides, financial and technical support—mostly in the form of grants, training, and advisory services—is always prioritized. This aligns with European Investment Bank recommendations and UK best practice where public-private intervention successfully capitalizes on SMEs' green investments [48]. Finally, your proposition that green innovation can improve SME performance is supported by Mulolli et al. [49], who found that technological and process innovation play an important role in strengthening the competitiveness of manufacturing SMEs in Kosovo [50-56].

Green shift is a key global priority of sustainable development, and particularly for Kosovo. To facilitate this shift, several recommendations can be submitted. Enhance state support and policy intervention by introducing green-friendly fiscal incentives and reducing bureaucratic hurdles. Public spending on sustainability-oriented programs may assist in private sector engagement. Soften the heavy up-front investment costs of the shift to new technologies and green practices by implementing specialized green financing instruments like low-interest loans, grants, or state guarantees. Building capacity and awareness among entrepreneurs, who lack proper understanding of the benefits of the green shift. Capacity-building initiatives in the form of targeted training programs and an awareness campaign must be implemented to get enterprises aligned with green practices and policy frameworks. Strengthen legal and institutional arrangements by creating an improved harmonized and integrated legal framework in line with EU green standards. This includes environmental regulation and a supportive ecosystem that promotes innovation and long-term investment in green practices. Foster cultural change towards long-term thinking, since the majority of companies are focused on generating short-term profits at the expense of their willingness to invest

in activities to sustainability. Facilitating cultural change in the private sector towards valuing long-term benefits, resilience, and social responsibility is possible through success stories, public recognition, and sponsorship of lead companies that embrace sustainable development. Foster global certification and market access, as Kosovo aims at integration into the European Union and the international marketplace. By transcending financial, education, and policy-related barriers and creating a sustainable business culture, Kosovo can achieve significant strides toward a cleaner and sustainable economy.

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APPENDIX

QUESTIONNAIRE

Managing Green Transition through Promotion – Evidence from Kosovo Businesses

Part I: General information

1. Business name (optional):

2. Sector of activity:

- Production
- Services
- Trade
- Agriculture
- Technology
- Other

3. Number of employees:

- 1–10
- 11–50
- 51–250
- Over 250

4. Duration of business activity:

- Less than 3 years
- 3–10 years
- Over 10 years

Part II: Awareness and actions for the green transition

5. How important is the green transition for your business?

- Very important
- Important
- Moderately important
- Slightly important
- Not important at all

6. Does your business have a formalized green transition strategy?

- Yes
- No
- In the process of drafting

7. What measures have you taken for the green transition? (You can choose more than one)

- Reduction of energy consumption
- Use of renewable resources
- Waste recycling
- Investment in clean technologies
- Awareness campaign for employees/customers
- Other: _____

Part III: The role of promotion in the green transition

8. How much do you believe that promotion influences the success of your business's green transition?

- Many
- Sufficient
- On average
- A little
- Not at all

9. What forms of promotion do you use? (You can choose

more than one)

- Websites / social networks
- Traditional advertising (TV, radio, newspapers)
- Green fairs and events
- Sustainability reports
- Collaborations with other organizations
- Other: _____

10. Have you received support for promoting green initiatives?

- Yes
 - No
- If so, from whom?
- Government
 - European Union
 - NGO
 - Private institutions
 - Other:

Part IV: Challenges and opportunities

11. What are the main challenges you face when managing the green transition? (You can choose more than one)

- High cost of green investments
- Lack of technical knowledge
- Lack of financial support
- Lack of interest from consumers
- Unclear regulations or bureaucracy
- Other

12. What support or policies would help your business accelerate the green transition?

Subsidies for green equipment and technologies, and support for certification of green products and processes

Subsidies for green equipment and technologies, and tax incentives for investments in sustainable practices

2, Training and capacity building for sustainable management and easier access to funds/grants for green investments, Information and advice from public institutions

3, Tax incentives for investments in sustainable practices, Easier access to funds/grants for green investments 4

Training and capacity building for sustainable management, Easier access to funds/grants for green investments 5

2, 5, Information and advice from public institutions, Clearer regulations and legal stability for the green transition 6

13. On a scale of 1 to 5, how motivated are you to invest more in green initiatives in the future?

(1 – not at all motivated; 5 – very motivated)

Part V: Likert Scale (1- Strongly disagree, 5- Strongly agree)

14. My business is committed to following sustainable practices.

15. Investing in the green transition is a strategic priority for my business.

16. Our customers appreciate our sustainability initiatives.

17. Promoting green practices helps enhance the image of our business.

18. Lack of financing is an obstacle to green investments.

19. Promoting green initiatives is as important as implementing them.

20. There is sufficient institutional support for the green transition.

21. The green transition represents an opportunity to increase competitiveness in the market.

22. Our staff is aware of the importance of sustainable practices.

23. My business uses green marketing to influence

consumer preferences.

Totally agree

Agree

Neutral

Do not agree

Do not agree at all

Part VI: Promoting the Green Transition

24. Does your business actively promote engagement in the green transition?

- Yes

- No

- In progress

25. If yes, in what ways do you promote the green transition?

(You can choose more than one)

- Social media posts

- Articles and publications in the media

- Participation in sustainability fairs, forums or events

- Annual sustainability reports

- Green certifications (e.g. ISO 14001)

- Public awareness campaign

- Collaborations with environmental organizations

- Other: _____

26. How important is it to your business that customers and the public are informed about the green initiatives you undertake?

- Very important

- Important

- Average

- Slightly important

- Not important at all

27. What are the biggest challenges you face while promoting the green transition? (You can choose more than one)

- High marketing costs

- Lack of interest from consumers

- Lack of institutional support

- Limited knowledge of sustainable communication

- Other: _____