



## Green Marketing Strategies for Sustainable Upcycling MSMEs in Bekasi Regency

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### ABSTRACT

The implementation of green marketing practices is a strategic necessity for Micro, Small, and Medium Enterprises (MSMEs) in facing the transition to a green economy as directed in the 2025–2029 National Medium-Term Development Plan (RPJMN). This transformation requires MSMEs to adapt through environmentally friendly product innovation, resource efficiency, and compliance with sustainability standards increasingly expected by modern consumers. However, conditions in Bekasi Regency show that most MSMEs based on industrial waste upcycling do not yet have a structured green marketing strategy and are unable to integrate sustainability principles into their business models. This challenge is exacerbated by low business understanding of green consumer behavior, minimal use of social media as a means of sustainability communication, and the lack of strategic guidelines tailored to local characteristics. This study aims to develop and validate a Green Marketing Strategy Model capable of optimizing the business sustainability of MSMEs in economic, social, and environmental dimensions. The research employed a qualitative approach using the Delphi Method involving academics, green MSME practitioners, local government, and environmental organizations. The Delphi process was conducted through several rounds to reach consensus regarding green marketing indicators and sustainability strategy priorities. The results produced a strategic model consisting of green marketing components, triple bottom line-based sustainability indicators, and digital marketing communication strategies relevant to local consumer characteristics. The study also provides practical recommendations for strengthening sustainable MSME development in Bekasi Regency and contributes theoretically to sustainability marketing practices in industrial waste upcycling businesses.

### INTRODUCTION

Accelerating the transformation towards a green economy is a strategic agenda for national development as directed in the 2025-2029 National Medium-Term Development Plan (PPN/Bappenas, 2025). The government emphasizes the need for a paradigm shift from conventional production and consumption patterns to more efficient, environmentally friendly, and sustainability-oriented business practices. This agenda places MSMEs as important actors due to their significant contribution to the national economy and their position close to the dynamics of local communities (Teguh Setiawan Wibowo, 2022).

Bekasi Regency, as one of the centers of industrial and service growth in West Java, has a number of MSMEs that continues to increase every year. MSMEs in this area are engaged in various sectors such as culinary, handicrafts, fashion, and waste recycling. However, this development has not been fully accompanied by the readiness of MSMEs to adopt green economy principles. Many businesses still use traditional production patterns, are inefficient in utilizing resources, and have not implemented a long-term sustainability-oriented business approach (Belhaj et al., 2025; Teguh Setiawan Wibowo, 2022).

Amidst the demands for transformation, green marketing strategies have become one alternative solution to encourage MSMEs to adapt (Kapferer, 2013). Green marketing is not only related to environmentally friendly products, but also includes how MSMEs communicate sustainability values to consumers through promotion, pricing, distribution, and the use of social media (Sono et al., 2023). This approach can help MSMEs build a positive image, reduce their environmental impact, and attract consumers who are increasingly concerned about sustainability issues (Rahmadani & Riauan, 2022).

However, in reality, most MSMEs in Bekasi Regency do not yet have adequate competence and understanding of green marketing (Aristawidya, 2020). Many business actors are not familiar with the concept of green value proposition, do not understand green consumer preferences, and are unable to utilize social media to educate the market about the advantages of sustainable products (Diana Novita et al., 2022). As a result, the marketing strategies implemented are still conventional and do not have an optimal impact on business competitiveness (Fliege et al., 2023).





This weakness in the implementation of green marketing has a direct impact on the low level of SME Business Sustainability(Glass et al., 2023). In economic terms, SMEs still find it difficult to increase production cost efficiency and maintain sustainable profits. In environmental terms, there is still the use of raw materials that are not environmentally friendly and a lack of waste management practices. Meanwhile, in social terms, the contribution of SMEs in absorbing local labor and maintaining community welfare has not been integrated into their business strategies(Aminullah et al., 2025).

To date, there is no green marketing strategy model specifically designed based on the characteristics of MSMEs in Bekasi Regency(Fuadi et al., 2021). The absence of such strategic guidelines makes it difficult for business actors and local governments to design effective assistance programs to develop green MSMEs. In fact, the existence of a proven strategic model that is relevant to the local context is very important to optimize the role of MSMEs in supporting the achievement of a green regional economy(Indana et al., 2022).

The urgency of this research increases in line with the local government's need to strengthen the green business ecosystem(Kementerian Koperasi dan UKM, 2022). The government needs instruments that can help assess the readiness of MSMEs, formulate coaching strategies, and establish sustainability indicators that can be applied in various business sectors. Meanwhile, MSMEs need clear strategic direction in order to be able to take advantage of green market opportunities and adapt to the demands of modern consumers(PILPRES, 2025).

This research also has scientific urgency because it fills a gap in the literature on green marketing strategies relevant to the context of MSMEs in industrial areas such as Bekasi Regency(Fliege et al., 2023). Until now, studies on green marketing have mostly been conducted on large-scale companies, while research on MSMEs facing resource constraints is still rare. Thus, this research contributes theoretically to the development of a sustainable marketing approach(Mishra et al., 2025).

Therefore, this research is important for developing a Green Marketing Strategy Model that can optimize the Business Sustainability of MSMEs. This model is expected to provide a foundation for the transformation of MSMEs towards business practices that are in line with green economy principles while increasing their long-term competitiveness.

Referring to the problems described above, the researchers formulated several research questions, including:

1. What is the condition of green marketing implementation in MSMEs in Bekasi Regency?
2. What indicators are relevant for measuring the business sustainability of MSMEs in the economic, social, and environmental dimensions?
3. What green marketing strategies are most appropriate and a priority for improving the business sustainability of MSMEs?
4. How can a green marketing strategy model based on expert consensus be formulated that is appropriate for the context of MSMEs in Bekasi Regency?

### LITERATURE REVIEW

The author presents the latest developments and previous research in the form of the image below:

No	Previous Research	Research Approach				
		1	2	3	4	5
1	Green Transformational Leadership and Environmental Sustainability Practices in SMEs oleh (Sun et al., 2022)				✓	
2	The long path to achieving green economy performance for micro small medium enterprise oleh (Pangarso et al., 2022)				✓	
3	Consumer Environmental Values and Green Purchasing Behaviour oleh Mutiso & Wanyoike (2021)			✓	✓	
4	Circular Business Models Adoption Among SMEs oleh Laroche & Petkove				✓	✓

Based on the visualization of previous research, it appears that most previous studies have focused on green marketing orientation, environmentally friendly innovation, green customer value, and circular economy integration in improving MSME performance. However, there has not been much research specifically examining how green marketing strategies can be optimized for MSMEs at the regional level, particularly in the context of Bekasi Regency, which is promoting a transformation towards a green economy.

The strength of this study lies in its comprehensive integration of green marketing strategies, which include green products, green prices, green promotion, and green processes, and directly links them to the business sustainability dimension of MSMEs. In addition, this study combines the perspectives of green innovation and the circular economy to explain how environmentally friendly innovations and circular economy practices can improve the competitiveness of MSMEs in the era of the green economy.

The novelty of this research is also evident in the application of Sustainability Marketing Theory as the main





analytical framework in mapping the influence of green marketing strategies on business sustainability. This approach provides a more systematic perspective in understanding the relationship between green consumer behavior, environmental efficiency, and green communication strategies on the resilience of MSME businesses.

In addition, this study integrates the local dynamics of MSMEs in Bekasi Regency, including resource constraints, innovation levels, and digital readiness in adopting green marketing. This focus provides a stronger empirical contribution because it presents a regional context that has not been widely studied in the green marketing literature to date.

From a methodological perspective, this study utilizes a mixed-method approach supported by statistical analysis to test the relationship between variables in the green marketing and business sustainability model, combined with FGD and Delphi techniques in the indicator validation stage. This approach allows for more comprehensive research results and produces applicable recommendations for MSMEs.

### METHOD

This research method uses a descriptive qualitative approach to examine the implementation of green marketing in MSMEs, which includes green products, green prices, green promotion, and green processes, as well as their relationship with business sustainability (Armen, 2023). The research focuses on environmentally friendly marketing practices carried out by business actors, while informants consist of business owners, operational managers, consumers, and supporting stakeholders such as local governments and environmental communities involved in sustainable business activities. The qualitative approach was chosen because it is able to understand the meaning, experiences, and perceptions of business actors and consumers regarding green marketing practices in depth based on actual conditions in the field. Research data was obtained through a literature study to develop a conceptual framework regarding sustainability marketing and green consumer behavior, followed by field observations of the production process, use of environmentally friendly raw materials, packaging, distribution, and environment-based marketing communications. In addition, semi-structured in-depth interviews were conducted to explore the motivations, strategies, and obstacles to implementing green marketing, as well as documentation in the form of promotional media, product labels, environmental certifications, and digital marketing activities related to sustainability values (Article, 2024). The validity of the data was tested through triangulation of sources and methods by comparing the results of observations, interviews, and documentation to produce credible and consistent findings. Data analysis was conducted simultaneously from the data collection process through detailed data collection, data reduction by grouping based on green marketing and business sustainability categories, data presentation in the form of narratives and conceptual matrices, and conclusion drawing and verification until information saturation was achieved so that the resulting interpretation was able to describe the empirical conditions in a systematic, logical, and comprehensively (Sugiyono, 2022).

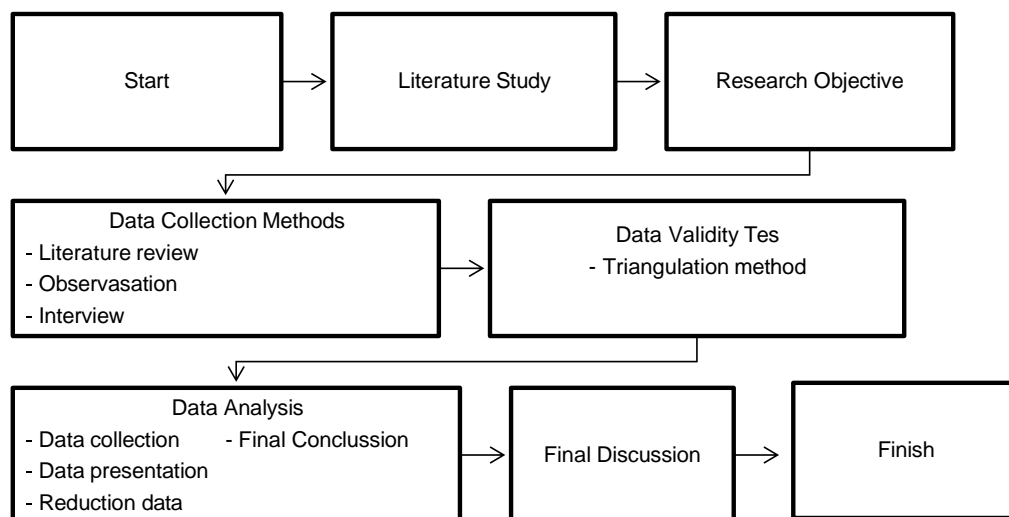


Figure 1. Research Diagram

Figure 1 illustrates the research framework used in this study to analyze the implementation of green marketing strategies in MSMEs based on industrial waste upcycling in Bekasi Regency. The research process begins with a literature study to build a conceptual understanding of sustainability marketing and green consumer behavior, followed by field observations, in-depth interviews, and documentation to obtain empirical data regarding green marketing practices. The collected data were then validated through triangulation and analyzed systematically through data reduction, presentation, verification, and conclusion drawing to produce findings related to green products, green prices, green promotion, and green processes, which contribute to the business sustainability dimensions of economic, social,



and environmental performance.

## RESULT

### Characteristics of Informan

The following are the characteristics of the research informants based on gender, education, and role in the business.

Table 1. Characteristics of Informants

No	Information	Frequency	Percentage
1	<b>Gender</b>		
	Male	9	60%
	Female	6	40%
2	<b>Education Level</b>		
	Senior High School	5	33.30%
	Diploma/Bachelor (S1)	8	53.30%
	Master (S2)	2	13.40%
3	<b>Role in Business</b>		
	Owner	6	40%
	Production Manager	4	26.70%
	Marketing/Admin	3	20%
	Consumer	2	13.30%
<b>Total</b>		15	100%

### Green Marketing Implementation

Conceptually, green marketing is a marketing strategy that is not only focused on economic gains but also takes into account environmental and social impacts. The implementation of green marketing in this study is analyzed through four main dimensions: green products, green pricing, green promotion, and green processes. The application of this strategy reflects how SME operators integrate sustainability values into their business activities and how consumers respond to those values.

### Green Product

Green products involve the use of eco-friendly materials, waste reduction, and product durability. In the context of Bekasi Regency, the availability of plastic waste—which amounts to more than 250 tons per day—presents a strategic opportunity for SMEs to develop products made from recycled materials.

Table 2. Informant Response – Green Product

No	Information	Informant	Responses
1	Use of eco-friendly materials	Mr. Andi (Owner of an SME)	The products are made from industrial plastic waste, such as factory packaging and plastic bottles, which are collected, sorted, and recycled into useful products
		Ms. Rina (Production Staff)	We avoid hazardous chemicals and make use of recycled materials such as plastic and industrial cardboard that are still in good condition
2	Product durability	Dika (Consumer)	The product is quite sturdy and durable because it is made from thick recycled plastic
3	Waste reduction	Mr. Hendra (Owner of an SME)	Small plastic waste and production scraps are repurposed into additional products such as keychains and accessories

The findings presented in Table 2 indicate that MSMEs in Bekasi Regency have begun implementing green product practices through the utilization of industrial waste materials such as plastic bottles, cardboard, and factory packaging waste as alternative raw materials. Informants explained that the use of recycled materials not only reduces environmental waste but also creates products with functional value and durability that are positively perceived by consumers. In addition, MSMEs have attempted to minimize production waste by reprocessing unused material remnants into complementary products, demonstrating that environmentally friendly product development has become an important strategy in supporting sustainable business practices.

### Green Price

The green price reflects the alignment of the price with the environmental value it offers, even though the production process from waste incurs additional costs.



Table 3. Informant Response – Green Price

No	Information	Informant	Responses
1	Price perception	Mrs. Sari (Consumer)	The price is a bit higher, but it's worth it because the product is made from recycled materials and is eco-friendly
2	Cost structure	Mr. Rizky (Owner of an SME)	The price is determined by the plastic waste processing, which requires more time and effort than standard production
3	Value acceptance	Fitri (Marketing Administrator)	Consumers who are environmentally conscious tend not to be as price-sensitive as long as the benefits are clear

The findings in Table 3 show that the implementation of green pricing in MSMEs is influenced by the additional costs required in processing industrial waste into environmentally friendly products. Informants explained that recycled products generally have higher prices because the production process requires more time, sorting activities, and waste treatment compared to conventional products. However, consumers who possess environmental awareness tend to accept these prices because they perceive that the products provide added environmental value, indicating that green pricing can strengthen the perception of sustainable product quality and support the competitiveness of MSMEs in the green economy era.

### Green Promotion

Green promotion involves communicating environmental values to consumers through relevant media.

Table 4. Informant Response – Green Promotion

No	Information	Informant	Responses
1	Social media communication	Fitri (Marketing Administrator)	The promotion is conducted via social media by showcasing the process of recycling plastic waste into valuable products
2	Environmental message	Mr. Andi (Owner of an SME)	We include the message “made from recycled materials” on the packaging to raise consumer awareness
3	Consumer awareness	Dika (Consumer)	I'm interested in buying this product because it helps reduce plastic waste in the Bekasi area

The findings presented in Table 4 indicate that MSMEs have utilized green promotion strategies by communicating environmental values through social media and product packaging. Informants explained that promotional activities emphasize the process of recycling industrial waste into useful products in order to increase consumer awareness regarding environmental sustainability. In addition, the use of sustainability messages such as “made from recycled materials” has strengthened the image of MSMEs as environmentally responsible businesses, while also encouraging consumers to participate in reducing plastic waste through purchasing decisions.

### Green Process

The green process reflects sustainable production and operational processes, as well as efficiency in waste management.

Table 5. Informant Response – Green Process

No	Information	Informant	Responses
1	Production efficiency	Mr. Arif (Production Manager)	Using energy-efficient equipment and maximizing the use of plastic waste as a raw material to prevent it from going to waste
2	Waste management	Mr. Hendra (Owner of an SME)	Production waste, such as plastic scraps, is collected and recycled into other products
3	Collaboration	Ms. Lina (Community Partner)	SMEs are collaborating with waste banks and industrial waste collectors in Bekasi Regency to source raw materials

The findings in Table 5 demonstrate that MSMEs have implemented green process practices through production efficiency, waste minimization, and collaboration with external stakeholders involved in waste management activities. Informants explained that the use of energy-efficient equipment and the maximization of recycled plastic waste as raw materials help reduce unnecessary production waste and support environmentally friendly operational processes. Furthermore, collaborations with waste banks and industrial waste collectors in Bekasi Regency indicate the development of a local green ecosystem that supports the sustainability of MSMEs based on industrial waste upcycling.

## DISCUSSION

The findings of this study indicate that the implementation of green marketing in MSMEs based on industrial waste upcycling in Bekasi Regency has begun to develop, although it has not yet been fully integrated into a comprehensive strategic framework. This condition reflects that MSMEs are in a transitional phase from conventional





business practices toward sustainability-oriented business models.

### **Green Product and Environmental Value Creation**

The results show that MSMEs have implemented green product principles through the utilization of industrial waste such as plastic and cardboard as primary raw materials. This finding aligns with the concept of eco-innovation, where businesses create added value from waste materials while reducing environmental impact (Pangarso et al., 2022).

From the perspective of Sustainability Marketing Theory, green products are not only functional goods but also carriers of environmental value propositions. The durability of products, as perceived by consumers, strengthens the competitive advantage of MSMEs, indicating that environmental value can coexist with product quality.

However, this study also reveals that the development of green products is still limited to material substitution and has not yet reached the level of product differentiation based on design innovation or eco-label certification. This indicates a gap between operational sustainability and strategic branding.

### **Green Price and Consumer Value Perception**

The findings indicate that green pricing tends to be higher due to the complexity of recycling processes. However, environmentally conscious consumers show a willingness to pay a premium price, as long as the environmental benefits are clearly communicated.

This supports the theory of green consumer behavior, which states that consumers with strong environmental values are less price-sensitive. In this context, price is not only an economic variable but also a reflection of perceived environmental value.

Nevertheless, the challenge lies in the limited market segmentation. Most MSMEs have not yet clearly identified and targeted green consumer segments, resulting in suboptimal price acceptance in the broader market. This indicates the need for a more structured value communication strategy.

### **Green Promotion and Sustainability Communication**

The study shows that MSMEs have begun utilizing social media to communicate their green practices, particularly by highlighting recycling processes and eco-friendly materials. This is consistent with digital marketing theory, which emphasizes storytelling as an effective tool to build emotional engagement with consumers (Novita et al., 2022).

Green promotion in this study functions not only as a marketing tool but also as an educational medium to increase consumer awareness of environmental issues. The inclusion of sustainability messages in packaging further strengthens brand positioning as an environmentally responsible business.

However, promotional activities are still relatively simple and lack consistency in messaging, branding, and digital strategy. MSMEs have not yet optimized integrated digital platforms or data-driven marketing approaches, which limits the scalability of their green marketing efforts.

### **Green Process and Operational Sustainability**

The implementation of green processes is reflected in production efficiency, waste minimization, and collaboration with waste banks and industrial partners. This finding supports the concept of circular economy, where waste is reintegrated into the production cycle to create continuous value (Laroche & Petkove).

Operationally, MSMEs have demonstrated adaptive capabilities in managing resources efficiently. The collaboration with external stakeholders also indicates the emergence of a green ecosystem at the local level.

However, the sustainability of these processes is still dependent on informal systems and has not been standardized. The absence of formal environmental management systems or sustainability metrics indicates that green processes are still operational rather than strategic.

### **Integration Toward Business Sustainability**

Overall, the findings show that green marketing contributes to business sustainability across three dimensions:

- Economic: Increased product value and market differentiation
- Environmental: Reduction of industrial waste and resource efficiency
- Social: Collaboration with communities and job creation

However, the integration of these three dimensions is still partial. MSMEs tend to implement sustainability practices independently rather than as part of a unified strategy.

### **Proposed Green Marketing Strategy Model**

Based on the findings, this study proposes a Green Marketing Strategy Model consisting of three main pillars:

1. Value Creation (Green Product & Green Process)
2. Value Communication (Green Promotion)





### 3. Value Capture (Green Price & Market Segmentation)

This model emphasizes that business sustainability can only be achieved when environmental value is systematically created, communicated, and captured in the market.

The novelty of this model lies in its contextual adaptation to MSMEs in industrial areas, particularly those engaged in waste upcycling, which have unique characteristics such as resource limitations and dependence on local ecosystems.

### CONCLUSION

This study concludes that the implementation of green marketing in MSMEs based on industrial waste upcycling in Bekasi Regency has shown positive progress, particularly in the utilization of environmentally friendly materials, waste management practices, and initial efforts in sustainability communication. However, these practices are still fragmented and have not yet been integrated into a comprehensive and structured marketing strategy.

First, the condition of green marketing implementation indicates that MSMEs have adopted green principles at the operational level, especially in product development and production processes, but lack strategic alignment in pricing, promotion, and market targeting.

Second, the relevant indicators of business sustainability are reflected in the integration of economic, environmental, and social dimensions, although the balance among these dimensions is not yet optimal. Environmental practices are relatively dominant, while economic and social strategies are still developing.

Third, the most appropriate green marketing strategies for improving business sustainability include strengthening eco-friendly product innovation, enhancing value-based pricing strategies, optimizing digital-based green promotion, and developing efficient and collaborative green processes.

Fourth, this study successfully formulates a Green Marketing Strategy Model based on expert-informed empirical findings, which emphasizes the integration of value creation, value communication, and value capture as the main drivers of sustainable business performance.

Theoretically, this study contributes to the development of Sustainability Marketing Theory by providing empirical evidence from MSMEs in industrial regions. Practically, the findings offer strategic guidance for MSMEs, policymakers, and stakeholders in designing programs to accelerate the transition toward a green economy.

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