

(Research/Review) Article

The Dialectic of “Green” and “Retro”: A Case Study of Green Marketing Strategy Formulation Based on the Vision and Mission of Retrorika’s Owner

Akbar Amin ^{1*}, Alfina Jannah ², Bhernanda Artino ³, Sudarmiati ⁴, Ita Wilujeng ⁵

¹⁻⁵ Management, Faculty of Economics and Business, State University of Malang, Cakrawala No. 5
Sumbersari, Malang City, East Java, Indonesian, 65145

* Corresponding Author: e-mail : akbar.marzuki.2504138@students.um.ac.id

Abstract: Café retrorika is one of the cafes located in Batu City, Malang, which adopts a green marketing concept with a unique aesthetic touch, combining the concepts of “Retro” and “Eco-friendly”, where almost all of the café’s furniture and decorations are made from recycled materials, such as old windows, used motorcycle tanks, gas cylinders and rims, which are transformed into high-art decorative elements. Awareness of the importance of sustainable business is growing, including in the culinary sector. Cafes and restaurants now compete not only in terms of taste and service but also in their commitment to environmentally friendly concepts. Moreover, today’s consumers are increasingly selective in choosing places to eat that support local products, use environmentally friendly materials, and strive to reduce plastic waste. This is one of the reasons for building cafes with different concepts, as done by the owner and founder of Retrorika café. This study uses a qualitative approach with a case study research type. Data collection techniques include participant observation, interviews and documentation. The result show that Retrorika café was built based on the personal idealism of its owner as a green movement activist, rather than market calculations. The café’s “Retro” identity serves as physical evidence of sustainability practice through the use of used furniture while also creating a nostalgic experience. Its marketing strategy focuses on education through the *Re-dukasi* program, Retrorika goes to Halokes and *Sa-Si-Su* as an effort to prove the authenticity of green practices and mitigate greenwashing. These results can be concluded that the founder’s passion shapes the Green Corporate Identity and becomes a source of sustainable competitive advantage that is difficult to imitate.

Keywords: Green Marketing; Personal Owner Ideals; Retrorika; Strategy; Sustainability

Received: 19 September, 2025

Revised: 20 Oktober, 2025

Accepted: 28 November, 2025

Published: 29 November, 2025

Curr. Ver.: 29 November, 2025



Copyright: © 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

1. Introduction

Café Retrorika is one of the cafés located in Batu City, Malang, which stands out as a culinary business that adopts a green marketing concept with a unique aesthetic touch. Retrorika is known for its combination of “Retro” and “Eco-friendly” concepts, where almost all of the café’s furniture and decorations are made from recycled materials, such as old windows, used motorcycle tanks, gas cylinders, and rims that have been processed into high-art decorative elements. Additionally, the café’s aesthetic aspects consistently implement environmentally friendly policies, such as the use of stainless steel straws, reduction of single-use plastics, no provision of tissues, and support for local coffee products and reliance on nearby farmers. The blend of past aesthetics (retro) with present-day sustainability values (green) creates a unique dialectic that defines the brand identity and strength of Retrorika Café.

This study analyzes and provides an overview of the implementation of green marketing at Retrorika café as an environmentally friendly culinary business with retro aesthetic characteristics. In addition, this study identifies the influence of the owner's vision in the process of formulating and implementing strategies. Understanding the dialectic between “Green” and “Retro” can provide insight and inspiration for other businesses in developing sustainable marketing strategies rooted in their vision and business values. As with previous research conducted by Nurjaman (2024) on Sustainable Marketing: Integrating Green Marketing Practices into Marketing Strategy, which was a quantitative study, the results show that corporate commitment has a significant influence on the business impact of environmental practices. Although consumer knowledge does not have a significant direct effect, the application of digital technology and green project funding can contribute positively to corporate profits. The integration of environmentally friendly practices is believed to improve operational efficiency and brand reputation, as well as meet the demands of consumers who are increasingly concerned about environmental issues. These findings provide strategic guidance for companies to optimize sustainable marketing practices and achieve long-term benefits. One of the findings from previous studies shows that research conducted using quantitative methods can provide significant results regarding the relationship between environmental practices and environmental marketing practices. However, it cannot show in depth the direct relationship between companies and the concepts of the practices applied. Therefore, if qualitative methods are used, they can describe in more depth the implementation of green marketing based on the company's commitment to environmental issues. Therefore, this research is one of the latest studies that shows the combination of sustainability and classic aesthetics, which is an interesting phenomenon in today's business world, especially in the context of green marketing. These two seemingly different concepts are combined to create a unique and effective marketing strategy. This qualitative research, which includes a case study, focuses on how the vision and mission of the owner of Retrorika café influence the formulation of green marketing strategies covering all elements, from products, location, pricing, and promotion. This approach aims not only to build a sustainable business image but also to maintain a strong aesthetic identity as a major attraction for consumers.

It is undeniable that reorganization in economic activities, especially those that focus on sustainable growth, is becoming increasingly urgent amid the climate crisis and deteriorating environmental conditions. In recent years, the global food sector has undergone significant changes with sustainability becoming the main focus. These changes have been driven by increased consumer awareness of environmental issues and growing demand for more environmentally friendly products (Alzu'bi et al., 2025). Public awareness of the importance of protecting the environment has increased in line with various issues that threaten the sustainability of nature, such as air, water, and soil pollution, which have reached alarming levels.

Environmental issues have become one of the main concerns of society today. The government has also taken various steps to address environmental issues, such as creating policies that require companies or businesses to produce environmentally friendly products. According to Pertiwi and Sulivstyowati (2021), these policies encourage the emergence of sustainable business practices. One such measure is the implementation of the green marketing concept, whereby companies strive to integrate environmental values into their marketing strategies. This effort shows that business actors are not only focused on economic profits but also on social responsibility and environmental preservation. This is also an effort to respond to the demands of modern consumers who are increasingly concerned about the ecological impact of the products they consume.

Islam (2018) has stated that green marketing is a term in marketing science that began to gain popularity in the early 1990s. Similarly, the publication of John Grant's book "The Green Marketing Manifesto" has increased business awareness of the environment. The term green marketing was first introduced to the public by The American Marketing Association (AMA) at a workshop held in the early 1990s with the theme "Ecological Marketing." Environmentally friendly marketing is not only for the benefit of companies but also to contribute to the environment or various matters related to ecosystem sustainability (Romli et al., 2023).

Green marketing is defined as a process of making products more environmentally friendly, where by organizations commit to integrating sustainability principles into every decision-making process across all aspects of their operations. This includes the stages of production, pricing, marketing strategy, and distribution of products and services, while ensuring that these activities do not cause environmental damage (Rahmawati & Damayanti, 2024). The main objective of implementing green marketing is to preserve the environment. This concept encompasses an understanding of the vision and mission of green marketing for business actors, implementation that leads to marketing strategies, and the manifestation of marketing strategies in operational activities and brand communication.

The concept of green marketing emerged as a strategy that integrates sustainability values into the production, distribution, and promotion of products and services with the aim of maintaining a balance between market needs and environmental sustainability. Awareness of the importance of sustainable business is growing, including in the culinary sector. Cafés and restaurants now compete not only in terms of taste and service but also in their commitment to environmentally friendly concepts. Consumers are increasingly selective in choosing places to eat that support local products, use environmentally friendly ingredients, and strive to reduce plastic waste, which is one reason for establishing cafés with different concepts.

2. Literature Review

Marketing Management

Marketing management originates from two words, namely management and marketing. The latter term refers to a different field of study that is subsequently integrated into the same scope of activities, meaning that the functions of both fields are combined into the same operational form. Marketing management is often defined as marketing management within a management group that is necessary for all lines of business because it relates to products or services known to customer groups. Therefore, businesses must understand the discourse on marketing management in detail because it relates to all aspects of successful product marketing.

Marketing management is also responsible for measuring and observing the marketing strategy stages of an organization or business. Marketing management plays a key role in organizations and businesses because it can achieve the expected market targets and attract a large number of customers. According to Kotler and Amstrong in Sundari dan Hanafi (2023), marketing management is defined as the activity of observing, compiling, implementing, and monitoring all activities (plans) to achieve a level of change that results in target buyers achieving the objectives of a business.

Marketing Strategy

In their research, Zhang et al (2021) stated that the marketing strategy in the concept of sustainable business that focuses on the environment is the creation of nostalgic product designs. This marketing strategy uses used furniture that can give meaning to customers. This sense of meaning can encourage pro-environmental behavior, such as an increased intention to recycle, making this concept the most authentic medium and the most effective atmosphere

for strengthening and conveying the mission of the business. This is also stated by Delmas and Burbano (2011), who argue that the use of used items as indices or authentic physical evidence has a direct and visible link to sustainability practices. According to Grayson and Martinec (2004), the use of used furniture as a medium to evoke a sense of nostalgia in customers can trigger psychological responses. Delmas and Burbano (2011) state that one of the marketing strategies in the marketing mix, namely the promotional mix of green marketing strategy formulation, is a radical shift from advertising to education as the main strategy to counter consumer skepticism. This analytical approach consciously avoids the trap of greenwashing.

Green Marketing

The concept of green marketing has been around since 1980. Green marketing is a management stage that aims to group, anticipate, and satisfy customer needs for the environment with profitable results and efforts that do not have a negative impact on the environment. According to Kennedy and Soemanagara in Osiyo, as cited by Agustini (2019), green marketing is a form of attention to environmental damage issues that companies use as a marketing strategy. The concept of green marketing is a variation of the terminology of environmental marketing, ecological marketing, green marketing, sustainable marketing, and greener marketing. According to Dean and Pacheco in Agustini (2019), the main point for achieving competitive advantage is understanding the value realized from green product offerings and making it a key component of a business. The implementation of green marketing in marketing strategies can cause conflict because not all businesses fully integrate green marketing, but rather treat it as an additional activity in their marketing programs. There are 10 stages in integrating green marketing strategies into business development, including developing environmentally-related policies, developing environmental leadership at the highest management level, hiring or accepting experts in environmental law, providing training or education to all employees and the community to raise environmental awareness among them, establishing active communication with environmental organizations outside the business and government agencies, developing decisive action programs for the environment, integrating all roles to facilitate flexibility in responding to environmental needs, allocating limited resources to direct commitment, communicating environmental actions through effective advertising and publications, and monitoring consumer responses by conducting active marketing observations.

Retro Identity

According to Schein (1983), organizational culture is essentially a direct reflection of the basic assumptions held by its founders. The concept used in a business as its identity is not merely a digital marketing strategy, but an authentic identity. Business owners consciously instill their personal values and ideals into operational practices through a vision-building mechanism. This approach also reflects Ecological Responsibility according to Bansal and Roth (2000), thus differing from strategies that are solely market-oriented or merely seek legitimacy.

Founder's Vision

Brown et al (2003) state that as an antinomy or paradox, the brand has actually been successfully strategized by the café owner. Instead of becoming a conflict, the Retro concept has been turned into the strongest physical evidence to convey Green values. The use of secondhand goods and sustainable upcycling practices are at the core of the application of these Green principles. Thus, this concept does not stop at aesthetics alone, but becomes a tangible manifestation of the café owner's idealism, without having to rely on Green symbols

that are prone to giving the impression of greenwashing. The founder of a business embodies marketing management by identifying the founder's idealistic passion as a source of sustainable competitive advantage. It is highly likely that competitors will find it difficult to imitate the strategy formulated from this passion. Based on the Resource-Based View (RBV) theory or resource-based theoretical framework, SCA can only be achieved through resources that are valuable, rare, inimitable, and non-substitutable. In this context, the founder's idealism and the resulting culture are not merely soft assets but the most crucial non-substitutable resources. Not all founders have this vision or the spirit of an ecopreneur.

3. Materials and Method

Types and Approaches

The research uses a qualitative approach with a case study type of research. Qualitative research is research that tends to focus on the occurrence of a phenomenon. This research aims to reveal underlying motives and desires by using in-depth interviews as its main technique (Bhome et al., 2013). According to Nasution (2023), a case study is a study that involves one site (place) by analyzing several problems that exist in that site, starting with examining all the data collected from observations, interviews, field notes, and documentation to improve the understanding of the research on the issues being studied in the field.

Data Collection Techniques

The data collection techniques used in this study were participant observation, interviews, and documentation. Participant observation involves the researcher as a participant in the group being studied or as an observer who learns through direct experience, interviews involve the researcher asking questions to each respondent, and documentation involves the researcher collecting and analyzing documents such as archives, reports, photos, and recordings (Abdussamad, 2021).

Research Instrument

Measuring tools in a study are usually referred to as research instruments. Research instruments are tools selected to measure natural or social phenomena observed by researchers (Sugiyono, 2017). The following are the research instruments that have been determined.

Table 1. Research Instruments (Primary Sources).

Aspects	Question Code	Indicators
Founder's Vision	VP1	1. Basic owner assumptions 2. Vision Planting
Retro Identity	IR2	1. Brand Essence 2. Ideal Place
Marketing Strategy	SP3	1. Owner Motivation 2. Communication Strategy
Paradox	P4	1. Brand Paradox 2. Brand Narrative 3. Strategy Formulation 4. Green Marketing <i>Tension</i>

(Brown et al., 2003; Delmas & Burbano, 2011; Schein, 1983).

Table 2. Research Instruments (Triangulation).

Aspects	Question Code	Indicators
Implementation	IM1	1. Internalization of Vision 2. Double Meaning
Manifestation	MA2	1. Green Practices 2. Consistency of Practice

Observation (Field Constraints)	OB3	1. Field Constraints 2. Operational Constraints
Green Marketing Practices	PGM4	1. Field Understanding 2. Customer feedback 3. Owner Consistency 4. Internal Stories

(Brown et al., 2003; Delmas & Burbano, 2011; Schein, 1983).

Data Analysis

Data analysis in the qualitative approach used in this study is based on the work of Miles and Huberman in Sekaran and Bougie (2016), which consists of several stages of data analysis, namely data reduction, data presentation, and conclusion drawing. Data reduction refers to the stages of selection, grouping, and coding of data; data presentation refers to efforts to present data in the form of selected quotations, matrices, graphs, or diagrams that explain data patterns that can help researchers understand the data so that they can draw conclusions. The final stage of data analysis is drawing conclusions based on the reduced data set.

4. Results and Discussion

Based on interviews conducted, the most fundamental finding was that the Retrorika green business café strategy was not developed based on market calculations or opportunistic trends. Rather, the concept was purely driven by the personal idealism of the owner. The reason behind the existence of the Retrorika café itself was revealed to have begun when the owner wanted to facilitate the needs of the naturalist community to have a space for discussion (third space). This vision inherently includes an educational mission, namely the mission of spreading practical awareness regarding waste sorting to customers or the wider community. The data will be presented in four aspects that are the subject of the research, as follows:

VP1 – This finding clearly confirms Retrorika's strategy formulation, which is strongly rooted in the Personal Idealism of the Owner, as outlined in two operational strategies: external (goals) and internal (mechanisms). The Owner stated that “success, in my opinion, is a lasting impact that brings customers back.” This can be interpreted as meaning that it is not just about pursuing profit, but creating a deep (memorable) impact that is able to convert customers into a loyal community. In achieving this external goal, the owner consciously formulates and instills absolute values that become internal mechanisms, namely (1) the team's ability to articulate the café's values and (2) total compliance with waste sorting practices. The findings from these interviews were strongly validated by triangulation data confirming that these two values are mandatory for new employees. The data also revealed that employees are trained to educate customers about waste, directly linking the internal mechanism back to the external goal (creating a lasting impact on customers).

IR2 – Retro Identity Aspects, interviews reveal an interesting dualism between strategy and spontaneity. Retro branding, on the one hand, is consciously formulated and curated, even though it aims to evoke a specific atmosphere of the past targeted at millennials as part of the manifestation of what is called Arcadia (Ideal Community). The creation of this segment is materially supported by used furniture that can also serve as a trigger for Brand Essence. However, the most surprising thing is that the brand name Retrorika itself, according to the owner, was born from the owner's spontaneous thinking and has no etymological meaning. This finding indicates that the essence of Retro branding in Retrorika lies not in the carefully considered brand name, but in the authentic curation of nostalgic experiences.

SP3 – This aspect has been discovered and indicates that Retrorika's owner consciously rejects conventional marketing strategies and instead articulates its marketing as an Indirect Green Movement. This movement is then manifested in three different programs that focus

on education and community involvement. First, Re-dukasi, a digital communication strategy on the Instagram café platform that aims to educate customers about the business philosophy (organic ingredients, upcycling used furniture). Second, Retrorika goes to halokes, an external outreach program targeting elementary school children to educate them about waste sorting. Finally, Sa-Si-Su (Sabtu Sinau Seru) is a food processing workshop that serves a dual function as customer engagement and also as a mechanism for proving authenticity (proof of authenticity) as a guarantee to customers that the menu they consume is handmade.

P4 – This aspect reveals how the dialectic between “green” and “retro” is synthesized by the owner of Retrorika. The interview results reveal that the strategy was not formulated through technical compromise, but stemmed directly from the owner's idealistic passion for the green movement. This passion serves as a mechanism for resolving brand paradoxes; rather than being considered a conflict, the reuse of secondhand furniture becomes a necessity as a form of essential sustainable implementation. The brand narrative generated by idealism is consciously implemented in avoiding single-use packaging. This finding is validated by triangulation data that not only confirms this policy but also reveals an incentive mechanism (10% discount) for customers who bring their own eating utensils (tumblers, food containers, etc.). This proves a substantive commitment to the narrative. Ultimately, the same passion transforms into green marketing tension. This tension gives rise to an educational vision through the Re-dukasi content program as the main communication strategy via the café's Instagram social media channel, aimed at educating the public about the business philosophy of the Retrorika café.

Based on the results presented above, the following is a discussion of this study.

FOUNDATION: The Founder's Idealism as Green Corporate Identity

Café Retrorika was not built based on market-driven calculations or opportunistic trends as a green marketing strategy, but rather stemmed directly from the personal idealism of its owner, which became a reflection of its Green Corporate Identity. This finding was obtained from in-depth interviews with the owner, who revealed that his natural passion as a green movement activist and his initial vision to provide a discussion space (third space) for the Naturalist Community preceded the business formulation. This finding resonates strongly with Schein (1983) theory of organizational culture, which asserts that organizational culture is a direct reflection of the Basic Assumptions of its founders. Thus, the concept of Retrorika Green Café can be interpreted not only as a digital marketing function, but also as an authentic identity through strong embedding mechanisms, where the owner consciously transforms personal idealism into mandatory operational practices (Schein, 1983), as well as Ecological Responsibility (Bansal & Roth, 2000) that distinguishes it from strategies purely driven by market forces or legitimacy.

SYNTHESIS OF DIALECTICS: Retro as Authentic Physical Evidence for “Green”

Based on the results of the study, we analyzed how the dialectic between “Green” and “Retro” as an antinomy (brand paradox) according to Brown et al (2003) can be strategically resolved by the owner. Instead of becoming a paradox, the Retro concept is implemented as the most authentic physical evidence to communicate Green values. The practice of reusing used items or sustainable upcycling is the key synthesis of Green practices. This goes beyond mere aesthetic philosophy; it is a physical manifestation of the owner's idealism, rather than using Green symbols that risk Greenwashing according to Delmas and Burbano (2011), as the use of used goods is an index or authentic physical evidence that has a direct and visible link to sustainability practices (Grayson & Martinec, 2004). The use of used furniture as a medium to evoke a sense of nostalgia in customers can trigger psychological responses. This is in line with the research by Zhang et al (2021), which found that Nostalgic Product Design (in this case, used furniture) has been proven to provide a sense of meaning to customers, which is considered to increase pro-environmental behavior such as recycling intentions.

Thus, Retro at Retrorika is not the opposite of Green, but rather the most authentic medium and the most effective way to create an atmosphere that validates and communicates the Green mission.

STRATEGY FORMULATION: Green Promotion Mix as Anti-Greenwashing Education

The promotional mix (marketing mix) of Retrorika café's Green Marketing strategy formulation shows a radical shift from advertising to education as the main strategy to counter consumer skepticism. This analysis consciously avoids the trap of Greenwashing (Delmas & Burbano, 2011). In an era of skeptical consumers, research shows that Retrorika café chooses not to merely make green claims, but to prove that this is a fundamental difference between what is called Symbolic Actions, which are often associated with Greenwashing, and substantive environmental performance based on transparency (Walker & Wan, 2012). The Re-dukasi content program functions as substantive green content marketing, while the Sa-Si-Su program functions as Experiential Marketing that proves the authenticity of raw materials. Meanwhile, the Retrorika goes to Halokes program, which targets elementary school children, proves that this strategy goes beyond mere transactional marketing and does not act as a commercial marketer, but rather as a social change agent (Andreasen, 2002). Thus, the education-based green marketing mix of Retrorika café has a dual function, namely as a strategy to prove product authenticity and as an effective strategy to mitigate the risk of greenwashing.

MARKETING IMPLICATIONS: Passion as a Sustainable Competitive Advantage (SCA)

This study is heavily focused on marketing management by identifying the idealistic passion of the founder as a source of sustainable competitive advantage. The results obtained from the interviews explicitly state that it is highly likely that competitors will find it difficult to imitate the strategy formulated based on this passion. Based on the Resource-Based View (RBV) or resource-based theoretical framework (Barney, 1991). According to Barney (1991), SCA can only be achieved through resources that are valuable, rare, inimitable, and non-substitutable. In this context, Retrorika café, the founder's idealism, and the culture it has created are not merely soft assets but the most crucial non-substitutable resources. This vision is rare (not all owners are ecopreneurs), valuable in that it creates impact and repeat visits, and most importantly, inimitable. Competitors may be able to imitate the Retro concept, but they will find it difficult to imitate the passion and social complexity of the authentic Green culture that has been instilled (Schein, 1983). This study is in line with Russo and Fouts (1997) Resource-Based View (RBV) perspective, which is based on natural resources, stating that internal environmental capabilities such as the Re-dukasi and Sa-Si-Su programs are internal resources that differentiate companies and can improve performance. Ultimately, the dialectical synthesis of "Green" and "Retro," based on the passion of the founder, is not merely a marketing positioning, but rather the foundation of an authentic and difficult-to-imitate Sustainable Competitive Advantage (SCA).

5. Conclusion

Based on the results and discussion presented, it can be concluded that the formulation of the green marketing strategy at Retrorika café is not only the result of market calculations, but also an authentic synthesis derived from the personal idealism of the founder, which serves as a green corporate identity. The dialectic of "Green" and "Retro": a case study of green marketing strategy formulation based on the vision of Retrorika's founder is strategically implemented in the Retro concept, formulated as Physical Evidence that is tangible and authentic as proof of Green practices. On the other hand, the promotional strategy communicated through social media channels becomes substantive educational content to avoid greenwashing. Other findings from the study also confirm that the passion of the

founder/owner serves as an intangible resource that is inimitable (difficult to imitate) and becomes the main foundation of sustainable competitive advantage. Therefore, the researchers suggest that future researchers conduct quantitative research to measure the significance of the retro nostalgia variable through the mediation of perceptions of green authenticity and the intention to revisit in the eyes of customers, as well as replicating similar research but in a different context.

References

- Abdussamad, Z. (2021). *Qualitative Research Methods*. CV. Syakir Media Press.
- Agustini, M. (2019). *Green Marketing*. LAP LAMBERT Academic Publishing.
- Alzu'bi, R., Kontor, E., & Kovacs, S. (2025). A qualitative study of using green marketing practices within Jordanian food companies: A content analysis approach. *Discover Sustainability*, 6(1).
- Andreasen, A. R. (2002). Marketing Social Marketing in The Social Change Marketplace. *Journal of Public Policy & Marketing*, 21(1), 3–13.
- Bansal, P., & Roth, K. (2000). Why Companies Go Green: A Model of Ecological Responsiveness. *Academy of Management Journal*, 43(4), 717–736. <https://doi.org/10.5465/1556363>
- Barney, J. B. (1991). Firm resources and sustained advantage. In *Journal of Management* (Vol. 17, Issue 1, pp. 99–120).
- Bhome, S., Chandwani, V., Iver, S., & Prabhudesai, A. (2013). *Research Methodology*. Himalaya Publishing House.
- Brown, S., Kozinets, R. V., & Sherry, J. F. (2003). Teaching old brands new tricks: Retro branding and the revival of brand meaning. *Journal of Marketing*, 67(3), 19–33. <https://doi.org/10.1509/jmkg.67.3.19.18657>
- Delmas, M., & Burbano, V. (2011). The Drivers of Greenwashing. *California Management Review*, 54(1), 64–87. <https://doi.org/10.1525/cm.2011.54.1.64>
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31(2), 296–312. <https://doi.org/10.1086/422109>
- Islam, D. (2018). Review Of The Application Of The Green Marketing Concept in Environmental. *Jurnal PAMATOR*, 11(1).
- Nasution, A. F. (2023). *Metode Penelitian Kualitatif*. CV. Harfa Creative.
- Nurjaman, K. (2024). Sustainable Marketing: Integrating Green Marketing Practices into Marketing Strategy. *International Journal Publishing INFLUENCE: International Journal of Science Review*, 6(2).
- Pertiwi, B., & Sulistyowati, R. (2021). The Effect of Green Marketing and Social Media Marketing Strategies on Purchasing Decisions For Local Kerjodalu T-Shirts. *Journal of Business Education*, 9(3).
- Rahmawati, L., & Damayanti, S. (2024). Green Marketing Strategy to Increase Sales Volume at Okayu Gallery Café Kertosono. *SYMPOSIUM Management and Business III*, 3.
- Romli, N., Safitri, D., & Yustitia, P. (2023). Green Marketing Communication Strategies in Empowering Community Entrepreneurship Mat Peci. *Journal of Social Sciences and Humanities*, 7(3).
- Russo, M., & Fouts, P. (1997). A Resource-Based Perspective on Corporate Environmental Performance and Profitability. *Academy of Management Journal*, 40(3), 534–559.
- Schein, E. H. (1983). The Role of the Founder in Creating Organizational Culture. *Organizational Dynamics*, 12(1), 13–28. [https://doi.org/10.1016/0090-2616\(83\)90023-2](https://doi.org/10.1016/0090-2616(83)90023-2)
- Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Skill Building Approach*. John Wiley & Sons, Inc.
- Sugiyono. (2017). *Quantitative, Qualitative and R&D Research Methods*. ALFABETA.
- Sundari, E., & Hanafi, I. (2023). *Marketing Management*. UIN Press.
- Walker, K., & Wan, F. (2012). The Harm of Symbolic Actions and Green-Washing: Corporate Actions and Communications on Environmental Performance and Their Financial Implications. *Journal of Business Ethics*, 109(2), 227–242. <https://doi.org/10.1007/s10551-011-1122-4>
- Zhang, X., Gong, X., & Jiang, J. (2021). Dump or recycle? Nostalgia and consumer recycling behavior. *Journal of Business Research*, 132, 594–603. <https://doi.org/10.1016/j.jbusres.2020.11.033>