

PROPOSED MARKETING STRATEGY FOR GREEN BUSINESS IN BANDUNG (CASE STUDY: BIYA PROJECT)

Rizqyani Qinanti¹⁾, Harimukti Wandebori²⁾

^{1,2}School of Business Management, Bandung Institute of Technology, Indonesia
Email: rizqyani_qinanti@sbm-itb.ac.id, Email: harimukti@sbm-itb.ac.id

ABSTRACT

This research study delves into the development of a marketing strategy for the Biya Project, an environmentally conscious enterprise in Bandung, Indonesia. The study employs various strategic analysis tools and frameworks, including the business model canvas, value proposition canvas, SWOT analysis, TOWS matrix, also competitor environment analysis. The research methodology involved data collection through surveys, interviews, and secondary sources, with a focus on consumer analysis, segmentation, targeting, and positioning strategies. The study also encompassed an external analysis, considering political, legal, economic, demographic, sociocultural, technical, global, and physical factors, to identify opportunities and threats for the Biya Project. The findings revealed that the project faced challenges such as financial constraints and high competition, but also benefited from government support for recycling plastic waste and a growing demand for sustainable products. The study proposed strategies to leverage branding for sustainable products, target Generation Z, and implement crisis communication strategies using the TOWS matrix. The research also highlighted the favorable regulatory environment for environmentally friendly firms in Bandung, economic conditions influencing consumer behavior, and the competitive landscape in the plastic recycling industry. The Biya Project strategically positioned its brand to counter threats and promote supply chain transparency, leveraging its strengths and addressing weaknesses to enhance its business model and value proposition. The study concludes with an ongoing marketing strategy, workforce development initiatives, and an implementation plan to address the company's financial and operational capabilities as a green business. This research provides valuable insights for environmentally conscious enterprises seeking to develop effective marketing strategies and navigate the business environment in similar contexts.

Keywords: Green Business, Marketing Strategy, Sustainable Product, TOWS Matrix

INTRODUCTION

The management of waste has emerged as a significant issue in today's society, particularly in urban centers such as Bandung, which is located in Indonesia. SIPSN has provided official statistics that suggest a constant increase in the quantity of waste, which is expected to increase from 29,005,278 tons in 2020 to 34,439,338 tons in 2022. This increase can mostly be attributable to major urban centers.

The amount of waste that was produced in Bandung, a prominent city, increased by 575,603 tons annually, with organic and non-biodegradable waste being the predominant types of waste. In 2019, despite several restrictions on the usage of plastic, the percentage of waste plastic in Bandung remained at 16.7%. It becomes clear that recycling, which was suggested by (Abdul-Rahman & Wright, 2014), is an essential answer.

The Biya Project is an environmentally conscious initiative that aims to reduce the amount of waste plastic produced by the fashion industry through the implementation of creative upcycling techniques. The company was established in the year 2020, and its distinctive approach focuses on community engagement and sustainability. The company creates a variety of items by making use of recycled plastic, which contributes to the development of a circular economy.

Green company integrates economic benefits with environmental sustainability, according to (Pratama et al., 2022). The term "green business" refers to satisfying customer requests while minimizing social and environmental repercussions, fostering economic growth, and minimizing environmental

harm and ecological shortage. According to (Friend, 2009), green business requires not only avoiding negative environmental impacts and following environmental laws, but also implementing a sustainable marketing plan (Rahmawati et al., 2021). A green business model defined how an enterprise created, delivered, and captured environmental, economic, and social value or benefit alongside or through its primary business activity, attributing value to any quality that makes a product or service more desirable to customers than alternatives (Antal & Burrows, 2018).

(Wandebori, 2019) defined strategy as a comprehensive set of interconnected commitments, efforts, and decisions used to improve superior competencies and establish a competitive strategy (Volberda et al., 2011) found that firms have to choose a strategy from numerous competing options. The adopted strategy indicated the firm's intended and non-intended actions through strategic management (Yusnita, 2022). The firm began by analyzing its external and internal environments to identify its resources, capabilities, and key competencies. The firm's "strategic inputs." came from these elements.

This study examines the path that Biya Project has taken, focusing on its marketing techniques and the problems that it has faced. Considering that sales have been falling for the third year in a row, the primary focus is on developing efficient marketing tactics for the company's expansion. Within the context of Bandung, Indonesia, the ultimate objective is to strengthen the market position of Biya Project as a green enterprise that is both sustainable and influential.

RESEARCH METHODS

The research utilized a qualitative research approach to gather and interpret information, utilizing qualitative data from various sources such as surveys, interviews, and literature reviews. For amount of survey sample data calculated using Slovin’s Formula. The data analysis process involved stages such as data assembling, reduction, display, and verification. According to (Malhotra et al., 2017), content analysis was a traditional method used in qualitative research to analyze written material, communication formats, and visuals, rather than focusing on behavior or physical things. The strategy formulation stage incorporated knowledge from academic literature, external market forces, and internal organizational

considerations to develop a marketing strategy for the Biya Project using SWOT Analysis and TOWS Matrix, focusing on sustainability and environmental consciousness. This comprehensive approach allowed for a thorough exploration of the business issue.

Conceptual Framework

The author attempted to examine the conceptual framework as a tool for formulating a strategy that was well-suited to the organization's business and overcoming the business issue. The conceptual framework pertained to the manner in which theories were interconnected with respect to the study variables under investigation. Figure presented below depicted the conceptual framework employed in this study.

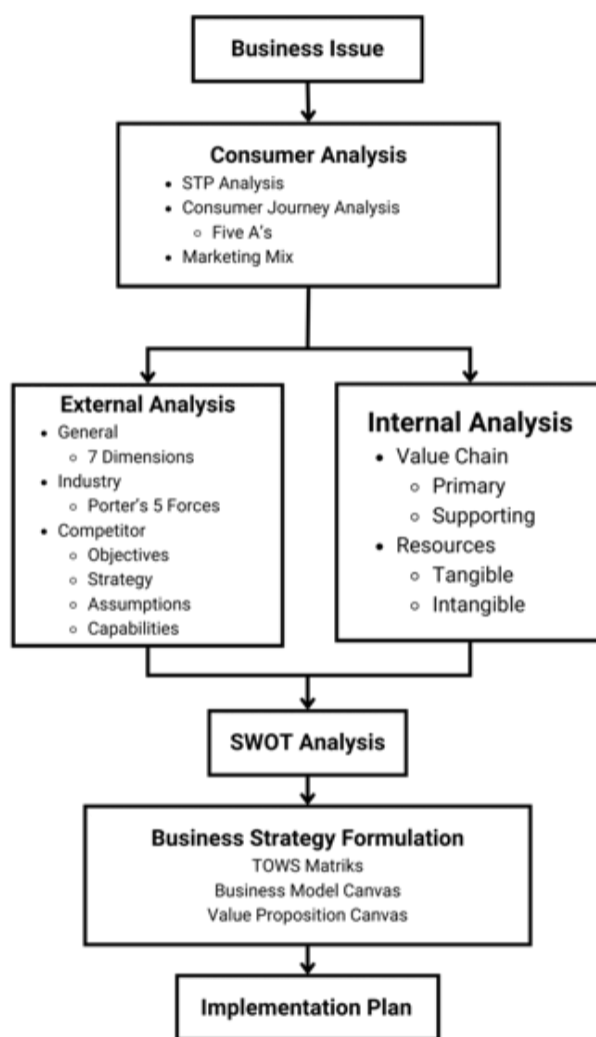


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

Consumer Analysis

1) Segmenting, Targeting, and Positioning (Kotler et al., 2014) say segmenting, targeting, and positioning entail profiling client groups with varied product and service preferences. Examining

consumer demographic, psychographic, and behavioral variations. Marketer chose promising market categories to establish target markets. The company customized its market offering to provide vital benefits to each buyer.

Table 1. Summary Of Segmenting, Targeting, And Positioning

Segmentation		
Demographic Segmentation		
1	Gender	Female (62.4%) Male (37.6%)
2	Age (range according to KOMINFO & Katadata Insight Center (2021))	Gen Z (under 24 years old) (46.5%)
3	Highest Educaion	Undergraduate Degree (46.5%)
4	Monthly Expenses / Month	> Rp6.000.000,-
5	Jobs	Entrepreneur (35.6%) Employee (28.7%) Student (24.8%)
Geographic Segmentation		
6	Domicile	Bandung (46.5%)
Psychographics Segmentation		
During the upcoming stage, you will have the opportunity to make a selection on a numerical scale ranging from 1 to 4. The assessment criteria are listed in sequential order from left to right.		
1 Strongly disagree		
2 Disagree		
3 Agree		
4 Strongly Agree		
7	Environmental issues are important to me	4 – Strongly Agree (74.3%)
8	Using green business products (environmentally friendly products) is important for you	4 – Strongly Agree (80.2%)
Behavioral Segmentation		
9	Are you actively looking for products that complement your eco-conscious lifestyle?	Yes (99%)
10	How often do you buy new bags?	Every 6 Months (48.5%)
11	How many bags do you currently own?	11-15 (54.5%)
12	What is the best bag size according to your choice?	Relative Small—approximately A4 paper size (45.5%)

The segmentation analysis revealed diverse consumer characteristics, and the targeting section identified common criteria for purchasing a bag. The project targeted two distinct audiences, one focused on promotions and visual aesthetics, and the other on promotions and ecological aspects. This approach aligns with the concept of multiple segment specialization with a product-centric focus, allowing the project to cater to different consumer preferences and needs. By embracing the concepts of Point-of-Parity (POP) and Point-of-Difference (POD), the project strategically positioned its brand to effectively reach and resonate with its target audiences.

2) Customer Journey Analysis

Customer journey analysis optimizes customer experiences across all touchpoints by systematically understanding consumer interactions with a firm. This analysis uses the Five A's (Aware, Appeal, Ask, and Advocate) framework to illustrate how people evaluate brands chronologically (Kartajaya et al., 2019). The approach contains marketing productivity indicators (PAR and BAR) to assess how well firms convert brand awareness into sales. The study tracks customers from awareness to action and advocacy. The five A's approach helps businesses succeed in different industries by revealing how they overcome problems. Four pattern designs—"door knob," "goldfish," "trumpet," and "funnel," each representing a different industry typology with its own consumer behavior model and problems.

The customer journey analysis revealed high levels of satisfaction and advocacy, indicating the

effectiveness of the targeting and positioning strategies. Furthermore, the Purchase Action Ratio (PAR) and Brand Advocacy Ratio (BAR) are metrics used to assess a Biya Project's effectiveness in converting brand awareness into actual purchase actions. A PAR score of 99% indicates commendable performance, while a BAR value of 95% indicates a significant proportion of brand-aware individuals are likely to recommend the brand. A higher BAR score indicates customer satisfaction, willingness to recommend, and potential for increased brand loyalty and revenue.

3) Marketing Mix

The marketing mix is a key marketing concept that describes how to strategically manage a mix of marketing materials to reach a target market. (Kotler & Armstrong, 2016) popularized the blend of product, price, place, and promotion. The Biya Project utilized the marketing mix, which consists of four elements: product, price, place, and promotion. The survey revealed that product diversity, quality, and design were key factors in the positive customer response. The pricing was also a significant factor, with 77.2% of respondents expressing satisfaction with the proposed price range. The most suitable price range was identified as IDR 100,000 to IDR 250,000, slightly below the initial price range. Place was a key factor, with 23.8% agreeing and 52.5% strongly agreeing on the ease of obtaining information about the Biya Project. Social media platforms and online retail platforms like Tokopedia were the primary channels for accessing information. Promotional efforts were less appealing, with consumers preferring discounts

and incentives to encourage plastic waste collection. Overall, the Biya Project's marketing strategy was well-received.

External Analysis

External analysis is essential for detecting firm decision-making and organizational structure possibilities and dangers. According to (Hitt et al., 2010) Political/Legal, Economic, Demographic, Sociocultural, Technological, Global, and Physical factors are analyzed. The Biya Project, a green business in Indonesia, has been analyzed for its environmental impact, considering political, legal, economic, demographic, sociocultural, technical, global, and physical factors. The city's economic growth and the growing preference for eco-friendly products, particularly those from Generation Z, have influenced the project's target market. However, the Indonesian plastic recycling industry faces challenges such as hazardous chemicals and microplastic emissions, impacting the project's competitiveness. The Global Recycled Standard (GRS) could help instill consumer confidence and gain market credibility, but financial challenges may arise. The plastic recycling sector in Indonesia has a potential of 2 million tons annually, but only provides 1.1 million tons due to insufficient segregated plastic waste. The Biya Project faces both opportunities and threats, with opportunities such as the availability of plastic garbage and threats like a shortage of segregated plastic waste and inadequate collection rates.

The Industry Environment Analysis (5 Forces Porter) is a comprehensive industry competitive landscape analysis. It considers new entrants, supplier and buyer negotiating power, substitutes,

and current business competition. The research considers predicted retribution, competition rivalry, supplier and buyer negotiating strength, and substitute product threat to determine the industry's appeal and profitability. Biya Project's market position and competition were assessed using Porter's 5 Forces. According to the analysis, Biya Project carefully adjusted its offers, controlled operations, and reacted to market changes.

New entrants threatened Indonesia's economic growth, especially in the green industry. Due to the surge in new businesses and demand for sustainable goods and services, competition was a risk. Due to plastic trash abundance, suppliers have little bargaining power. Since Indonesian consumers are becoming more eco-conscious and demanding sustainable products, buyer negotiation leverage was constrained. Biya Project improved their brand image, produced distinctive, high-quality items, and worked ethically and honestly. Finally, changing customer preferences for recycled plastic garbage bags and other non-green products made alternative products a major challenge. Most Biya Project stakeholders ranked 5 out of 5, increasing substitution risk.

(Wandebori, 2019) stated that objectives, assumptions, strategy, and capabilities comprise the competition environment study. Strategic groups are industry-specific enterprises with similar traits, Freitag and Popsiklus. The objective component addresses future profitability, revenue, asset valuation, and product diversification goals. Assumptions examine industry trends competitors expect, while capabilities guide product or service distinction. Below stated are the result of external analysis.

Table 2. External Analysis

No	Name	Opportunity/Threats
1	Political/Legal	(O1) Support from government about recycling plastic waste
2	Economic	(O2) Economic growth aligned with heighten willingness to pay a higher price for eco-friendly goods.
3	Demographic	(O3) Bandung have a lot of young generation (Generation Z) (align with target market of Biya Project)
4	Sociocultural	(O4) Escalating demand for sustainable products
5	Technological	(T1) Not ready financially to support innovative technology
6	Global	(T2) Not be able to obtained and maintaining GRS standard (Related to financial, audits, regulatory compliance, and meeting stringent criteria)
7	Physical	(O5) high availability of plastic waste in Bandung
8	Threats of New Entrants	(T3) High Threat of New Entrants
9	Rivalry Among Competing Firms	(T4) High Rivalry Among Competing Firms
10	Bargaining Power of Suppliers	(O6) Low bargaining power of suppliers
11	Bargaining Power of Buyers	(O7) Low bargaining power of buyers
12	Threat of Substitutes Products	(T5) High threat of subitutes products

Internal Analysis

Internal examination of resources and value chain operations is essential for developing abilities and competencies that give a competitive edge (Hitt et al., 2010). Internal analysis includes resource and value chain analysis. The Biya Project in Indonesia evaluated its resources, focusing on tangible and intangible assets. Tangible assets included manufacturing facilities, financial resources, and

technology. Organizational resources were informal, with four PICs overseeing projects. Intangible resources included brand recognition, intellectual property, customer loyalty, and innovation skills. The project's reputation was high due to eco-friendly products and customer satisfaction. However, a dedicated human resources department was needed for employee development and a more

favorable work atmosphere. Innovation resources included the “ibu ibu biya” campaign.

Biya Project's value chain analysis focuses on Inbound and Outbound logistics, highlighting the company's internal processes. Inbound logistics involves sourcing raw materials, while Outbound logistics involves transportation and distribution. Marketing and sales aim to attract consumers with

sustainable products. Services align with the company's goal of cultivating positive relationships. Despite challenges in technology development due to limited resources, Biya Project leverages existing technologies and aims to prioritize accessing funding and technology development prospects to expand its position in the industry. Below stated are the result of internal analysis.

Table 3. internal analysis

No	Name	Opportunity/Threats
1	Resources Tangible - Financial	(W1) Financing Constraints
2	Resources Tangible - Organizational	(W2) Organization Have Heavy Scope of Work
3	Resources Tangible - Facility	(S1) Effective and Efficient Facility
4	Resources Tangible - Technology	(W3) Need Technological Development
5	Resources Intangible – Reputation	(S2) Good reputation and credibility
6	Resources Intangible – Human Resources	(W4) Lack of HR programs for stakeholders)
7	Resources Intangible - Innovation	(S3) High quality and unique innovation)
8	Value Chain Primary – Inbound Logistics	(W5) Inadequate and fluctuative raw materials
9	Value Chain Primary – Operations	(W6) Limited workforce size
10	Value Chain Primary – Outbond Logistics	(S4) Neatly scheduled outbound process
11	Value Chain Primary – Marketing & Sales	(S5) Engaging and attractive branding
12	Value Chain Primary – Services	(S6) Excellent after-sales service
13	Value Chain Supporting – Procurement	(S7) Maintaining eco-friendly procurement practices
14	Value Chain Supporting – Human Resources Management	(S8) High level of abilities and environment friendly
15	Value Chain Supporting – Technology Development	(W7) Limited funding for development

SWOT Analysis

(Kotler et al., 2018) defined SWOT analysis as a complete evaluation of a company's strengths, weaknesses, opportunities, and threats. This analysis monitors the external and internal marketing environment to assess the many factors that affect marketing. SWOT analysis aids businesses. An easy diagram with four boxes simplifies explanations. SWOT analysis is also

known to simplify corporate implementation. From superficial and quick to detailed and thorough, businesses can use SWOT analysis. An applied SWOT analysis aligns the company's goals and strategy. (Pearce & Robinson, 2014) divide the SWOT analysis framework, which assesses an organization's Strengths, Weaknesses, Opportunities, and Threats, into many parts.

Table 4. SWOT Analysis

Strengths	Weaknesses
(S1) Effective and Efficient Facility	(W1) Financing Constraints
(S2) Good reputation and credibility	(W2) Organization Have Heavy Scope of Work
(S3) High quality and unique innovation)	(W3) Need Technological Development
(S4) Neatly scheduled outbound process	(W4) Lack of HR programs for stakeholders)
(S5) Engaging and attractive branding	(W5) Inadequate and fluctuative raw materials
(S6) Excellent after-sales service	(W6) Limited workforce size
(S7) Maintaining eco-friendly procurement practices	(W7) Limited funding for development
(S8) High level of abilities and environment friendly	
Opportunities	Threats
(O1) Support from government about recycling plastic waste	(T1) Not ready financially to support innovative technology
(O2) Economic growth aligned with heighten willingness to pay a higher price for eco-friendly goods.	(T2) Not be able to obtained and maintaining GRS standard (Related to financial, audits, regulatory compliance, and meeting stringent criteria)
(O3) Bandung have a lot of young generation (Generation Z) (align with target mark	(T3) High Threat of New Entrants
(O4) Escalating demand for sustainable products	(T4) High Rivalry Among Competing Firms
(O5) high availability of plastic waste in Bandung	(T5) High threat of subitutes products
(O6) Low bargaining power of suppliers	
(O7) Low bargaining power of buyers	

TOWS Matrix

The TOWS matrix is a strategic planning tool that helps businesses identify and analyze their internal strengths, weaknesses, opportunities, and threats. It is a variation of the SWOT analysis and helps

develop specific strategies and action plans. (Dewanto, 2022) stated the TOWS matrix serves as a visual representation of how an organization can align its internal strengths with external opportunities and threats. It identifies four sets of

alternative strategies: SO (leveraging opportunities), ST (navigating away from threats), WO (proactively introducing new opportunities), and WT (avoiding

threats). According to SWOT Analysis aforementioned above, here are the TOWS Matrix of Biya Project.

Table 5. TOWS Matrix

	Strengths (S1) Effective and Efficient Facility (S2) Good reputation and credibility (S3) High quality and unique innovation) (S4) Neatly scheduled outbound process (S5) Engaging and attractive branding (S6) Excellent after-sales service (S7) Maintaining eco-friendly procurement practices (S8) High level of abilities and environment friendly	Weaknesses (W1) Financing Constraints (W2) Organization Have Heavy Scope of Work (W3) Need Technological Development (W4) Lack of HR programs for stakeholders) (W5) Inadequate and fluctuative raw materials (W6) Limited workforce size (W7) Limited funding for development
Opportunities (O1) Support from government about recycling plastic waste (O2) Economic growth aligned with heighten willingness to pay a higher price for eco-friendly goods. (O3) Bandung have a lot of young generation (Generation Z) (align with target market of Biya Project) (O4) Escalating demand for sustainable products (O5) high availability of plastic waste in Bandung (O6) Low bargaining power of suppliers (O7) Low bargaining power of buyers	(S5 + O4) Leveraged Strong Branding for Sustainable Products: Used engaging and attractive branding to capitalize on the escalating demand for sustainable products. (S5 + O3) Executed Marketing Campaign Targeting Generation Z: Utilized engaging branding to create targeted marketing campaigns specifically for the young generation in Bandung, aligning with the Generation Z demographic for the Biya Project. (S7 + O1) Implemented Government-Backed Marketing Initiatives: Used eco-friendly procurement practices as a marketing advantage, highlighting support from the government for recycling plastic waste.	(W3 + O4) Marketed Collaboration and Partnerships: Addressed technological development weaknesses by marketing the brand as open to collaboration and partnerships for sustainable product innovation. (W6 + O6) Promoted Workforce Development: Marketed the commitment to workforce development to attract talent and overcome the challenge of a limited workforce size. (W7 + O2) Appealed for Funding in Marketing: Highlighted limited funding for development in marketing to appeal to the growing willingness to pay a higher price for eco-friendly goods.
Threats (T1) Not ready financially to support innovative technology (T2) Not be able to obtained and maintaining GRS standard (Related to financial, audits, regulatory compliance, and meeting stringent criteria) (T3) High Threat of New Entrants (T4) High Rivalry Among Competing Firms (T5) High threat of substitutes products	(S2 + T2) Executed Crisis Communication Strategy: Leveraged the good reputation and credibility to implement a crisis communication strategy in case of challenges related to meeting stringent criteria or regulatory compliance. (S6 + T5) Deployed Differentiated Marketing Approach: Used excellent after-sales service as a differentiator in marketing to counter the high threat of substitute products. (S1 + T1) Promoted Innovative Financing: Marketed innovative financing options or partnerships to overcome potential financial challenges related to adopting innovative technology.	(W1 + T1) Implemented Cost-Efficient Marketing: Executed cost-efficient marketing strategies to address financing constraints and potential financial challenges related to innovative technology. (W2 + T3) Strategically Positioned Against New Entrants: Despite heavy scope of work, focused on marketing strategies that positioned the brand strategically to counter the high threat of new entrants. (W5 + T4) Promoted Supply Chain Transparency in Marketing: Addressed challenges of fluctuating raw materials and high rivalry among competing firms by promoting supply chain transparency in marketing efforts.

Business Model Canvas

(Osterwalder & Pigneur, 2013) business model describes how a company creates, distributes, and acquires value. The model has nine main components: customer segmentation, value

propositions, channels, customer relationships, income streams, key resources, activities, partnerships, and cost structure. Here below are the business model canvas of Biya Project with the implementation of new strategy.



Figure 2. Business Model Canvas

Value Proposition Canvas

(Osterwalder et al., 2015) define a value proposition as a set of products and services that benefit a certain consumer segment. The canvas includes a Customer Profile and Value Map to understand the

customer and define the value strategy. The Value Map shows how products and services benefit customers, pain relievers, and the product and services sector, while the Customer Profile lists customer gains, pains, and goals. Here are the value

proposition canvas according to the business model

mentioned above.

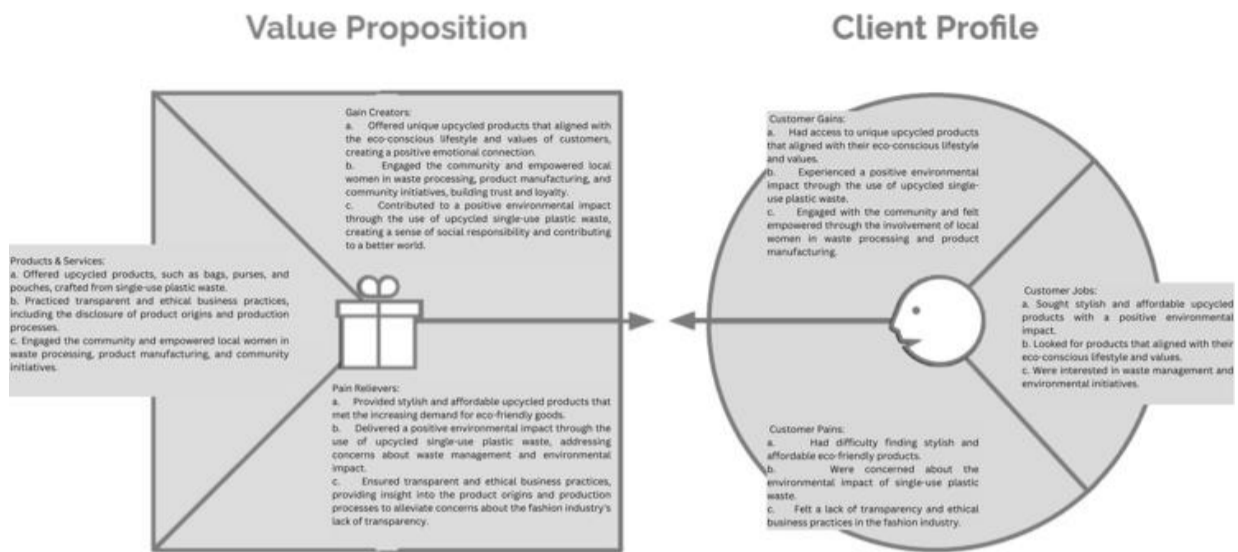


Figure 3. Value Proposition Canvas

Implementation Plan

The TOWS Matrix, Business Model Canvas, and Value Proposition Canvas are used to leverage internal strengths to capitalize on external opportunities, address or mitigate external threats, and turn internal weaknesses into strategies to mitigate external threats. Based on the information provided, the author divided the implementation strategy into three timeframes. Three timeframes

were chosen based on Biya Project's financial and operational capacity. Below is more information about the three time ranges.

1) Immediately

In “immediately” phase, implementation was preferable if done swiftly and easily according to Biya Project's green business capabilities. The following strategies were needed at that point

Table 6. Immediately Plan

Strategy	KPI	Who In Charge	When	Where	How
Short-Term Category					
SO Strategy					
(S7 + O1) Implemented Government-Backed Marketing Initiatives	<ul style="list-style-type: none"> - Increased brand credibility through government support - Growth in customer trust and loyalty - Positive impact on sales from government-backed initiatives 	Marketing/Public Relation Team	Executed during government campaigns or initiatives supporting eco-friendly practices (seasonal)	Utilized government-approved platforms, official announcements, and collaborations with government agencies.	Actively engaged with government-backed initiatives, highlighting eco-friendly practices and the brand's alignment with government goals.
ST Strategy					
(S1 + T1) Promoted Innovative Financing	<ul style="list-style-type: none"> - Increased sales facilitated by innovative financing options - Customer satisfaction with financing solutions - Positive impact on the adoption of innovative technology 	Finance and Marketing Team	Ongoing as part of the overall marketing strategy	Utilized the company website, promotional materials, and targeted campaigns to showcase innovative financing options.	Actively promoted financing options, highlighting the efficiency of the facility and benefits of adopting innovative technology.
WT Strategy					
(W1 + T1) Implemented Cost-Efficient Marketing	<ul style="list-style-type: none"> - Reduction in marketing costs without compromising effectiveness - Continued or increased market reach and impact - Positive feedback on cost-efficient initiative 	Finance and Marketing Team	Ongoing with regular cost-effectiveness assessments	Focused on cost-efficient online platforms, targeted advertising, and collaborations that maximized reach with minimal expenses.	Optimized marketing efforts to ensure effective reach and impact within the limitations of available financial resources.
WO Strategy					
(W3 + O4) Marketed Collaboration and Partnerships	<ul style="list-style-type: none"> - Increased brand visibility through collaborations - Growth in market share facilitated by partnerships - Positive customer perception of the brand's openness to collaboration 	Marketing Team	Integrated into ongoing marketing campaigns and collaborations	Utilized social media, joint events, and co-branded campaigns to market collaborations and partnerships.	Actively sought and promoted collaborations, highlighting the brand's open approach to partnerships.
(W6 + O6) Promoted Workforce Development	<ul style="list-style-type: none"> - Increased talent acquisition and retention rates - Positive feedback on workforce development initiatives - Improved employee satisfaction and engagement 	Human Resources, Owner, Marketing Team	Integrated into ongoing employer branding and marketing efforts	Utilized the company website, social media, and recruitment platforms to showcase workforce development initiatives.	Actively promoted a culture of continuous learning and skill enhancement to attract and retain talented individuals.
(W7 + O2) Appealed for Funding in Marketing	<ul style="list-style-type: none"> - Successful fundraising for marketing initiatives - Positive response and support from stakeholders and investors - Increased brand visibility through funding appeals 	Finance and Marketing Team	Integrated into strategic marketing campaigns and initiatives	Utilized crowdfunding platforms, investor outreach, and targeted funding appeals through social media and other channels.	Actively appealed for funding, aligning with market trends and socially responsible initiatives.

2) Short-Term

This phase allows for slower implementation than the prior group. As a green enterprise, the Biya

Project could easily execute those strategies. The following strategies were needed at that point.

Table 7. Short-Term Plan

Strategy	KPI	Who In Charge	When	Where	How
Immediately Category					
SO Strategy					
(S5 + O4) Leveraged Strong Branding for Sustainable Products	<ul style="list-style-type: none"> - Increased brand awareness - Growth in sales of sustainable products - Positive customer sentiment towards the brand's sustainability efforts 	Marketing Team	Quarterly reviews assessed brand perception and sales performance	Utilized social media platforms, eco-friendly marketplaces, and collaborated with influencers aligned with sustainability.	Consistently messaged and visualized strong branding and the sustainable aspects of products.
(S5 + O3) Executed Marketing Campaign Targeting Generation Z	<ul style="list-style-type: none"> - Increased engagement and interaction with Generation Z - Growth in market share among Generation Z - Positive feedback from the targeted audience 	Marketing Team	Conducted as part of targeted seasonal campaigns or events	Utilized social media platforms (Instagram, TikTok), targeted events in areas frequented by Generation Z, and collaborated with youth-centric influencers.	Tailored content and messaging specifically designed to resonate with Generation Z preferences and values.
ST Strategy					
(S6 + T5) Deployed Differentiated Marketing Approach	<ul style="list-style-type: none"> - Measured market share against substitute products - Customer satisfaction with after-sales service - Perception of the brand's unique value proposition 	Marketing and Operation Team	Continuous monitoring with periodic reviews (monthly or quarterly)	Utilized online platforms, offline stores if needed, customer testimonials, and comparison marketing to highlight after-sales service.	Emphasized and communicated exceptional after-sales service to differentiate from substitute products.
WT Strategy					
(W2 + T3) Strategically Positioned Against New Entrants	<ul style="list-style-type: none"> - Maintained or increased market share despite new entrants - Brand recognition and perception as an established player - Customer loyalty and retention rates 	Marketing Team	Ongoing monitoring with regular assessments (monthly)	Utilized industry publications, collaborations with existing customers for testimonials, and highlighted years of experience in the market.	Established the brand's credibility and experience through strategic messaging.
(W5 + T4) Promoted Supply Chain Transparency in Marketing	<ul style="list-style-type: none"> - Positive feedback on transparency initiatives - Increased trust among consumers - Improved customer satisfaction related to supply chain practices 	Marketing and Operational Team	Ongoing as part of the company's commitment to transparency (weekly)	Utilized the company website, social media, and partnerships with eco-certification organizations.	Regularly updated and communicated about supply chain practices, certifications, and sustainable sourcing.

3) Long-Term

Unlike the prior category, implementation might have been long-term. Strategies at that level were easy to apply for the Biya Project, but the

organization may not have encountered dangers every time. Additionally, the ST Strategy "(S2 + T2) Executed Crisis Communication Strategy" could only be used in specified scenarios.

Table 8. Long-Term Plan

Long Term					
ST Strategy					
(S2 + T2) Executed Crisis Communication Strategy	<ul style="list-style-type: none"> - Time taken to address and resolve crises - Maintained or restored stakeholder trust and confidence - Effectiveness of communication in mitigating reputational risks 	Marketing Team and Owner	Activated in response to specific crises or challenges, and immediate response during the occurrence of a crisis and ongoing communication as needed	Utilized multiple channels based on the nature of the crisis, including: <ul style="list-style-type: none"> - Social media platforms (Instagram, TikTok, et cetera) for real-time updates - Direct communication with stakeholders via email or online broadcast 	<ul style="list-style-type: none"> - Proactive preparation and planning for potential crises - Immediate response with transparent and authentic communication - Ongoing monitoring and adjustment of communication based on the evolving situation

CONCLUSION

The research conclusion were categorized into three sections, each providing a nuanced perspective on the interplay of variables and factors within the research ambit. The first section focused on the customer characteristics of Biya Project as a green business, revealing a distinctive profile of environmentally conscious consumers. The company effectively tailored its communication strategy to resonate with these consumers, fostering a shared ethos and values through service-centric activities and a commitment to after-sales support. The second conclusion examined the environmental scanning and economic strategic position of Biya Project, revealing opportunities and challenges. The company recognized favorable conditions like government backing for plastic waste recycling, economic growth matching increased consumer interest in eco-friendly products, and a rising demand for sustainability. However, financial constraints, compliance with the GRS standard, and threats of new entrants and intense industry rivalry posed challenges. The third conclusion discussed effective marketing strategies that could result in advantages for Biya Project as a green business. The research concluded that the company derived significant advantages through effective marketing strategies strategically correlated with the TOWS matrix. These strategies capitalized on the company's internal strengths, exploited identified market opportunities, and

fostered a positive customer sentiment towards the brand's sustainability endeavors. These strategies not only enhanced brand awareness and increased sales of sustainable products but also fostered a compelling appeal that attracted and retained environmentally conscious consumers.

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