

IMPLEMENTATION OF GREEN MARKETING STRATEGIES PT DAYA KHARISMA UTAMA (SUZUKI PONTIANAK)

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Abstract

The decline in conventional car sales, coupled with the growing consumer preference for environmentally friendly vehicles, has encouraged automotive companies to adopt sustainable marketing strategies. This study examines the implementation, challenges, and solutions of green marketing strategies in the sales of the Suzuki New XL7 Alpha Hybrid at PT Daya Kharisma Utama (Suzuki Pontianak). A descriptive qualitative method was employed, using guided interviews and documentation to explore the company's practices and experiences. The findings reveal that green marketing was implemented through canvassing programs, database utilization, digital marketing, exhibitions, electronic media, mediators and referrals, and showroom activities. Key challenges included budget limitations, suboptimal showroom locations, low consumer awareness, limited human resources, and gaps between planning and execution. To address these issues, the company optimized human resources, collaborated with external stakeholders, provided flexible test drives, enhanced internal education, and strengthened marketing communications. Overall, the study highlights the importance of cross-functional collaboration and continuous innovation in improving the effectiveness of green marketing strategies. The research contributes theoretically to the body of knowledge on green marketing in the automotive sector and offers practical implications for companies aiming to strengthen the competitiveness of environmentally friendly products.

Keywords: *Green Marketing, Sales Strategy, Hybrid Automotive, Business Automotive*

INTRODUCTION

Global environmental issues such as climate change, air pollution, and the depletion of natural resources are increasingly pressuring companies across various sectors to transform their business practices. The transportation sector, as one of the largest contributors to carbon emissions, requires sustainability-oriented strategies. In this regard, green marketing is considered an important approach because it not only focuses on promotion but also integrates sustainability values into the entire business process. According to Dahlstrom (Pertiwi & Sulistyowati, 2021) green marketing improves the integration of environmental issues into all aspects of company activities, including strategic planning, production, and distribution, thereby influencing purchasing decisions. The urgency of implementing green marketing strategies has grown as consumer preferences shift toward hybrid and electric vehicles. Modern consumers evaluate not only the functionality of a vehicle but also its sustainability value when making purchasing decisions. This aligns with Kotler (Sari & Tores, 2022) who explains that sales volume is achieved when companies create, offer, and exchange products that deliver value to meet consumer needs and wants through social and managerial processes. Thus, environmentally friendly marketing strategies have become a fundamental necessity for automotive companies to respond effectively to market demands. Moreover, strategy implementation requires clear mechanisms to be realized in practice. Effective implementation can only occur when supported by well-defined programs, structured procedures, and adequate budget allocations. As Wheelen and Hunger (2012) implementation involves organizing, directing, and controlling resources so that strategies can be executed efficiently. Therefore, the success of green marketing strategies depends not only on external factors such as consumer awareness but also on the internal consistency of the company in executing its programs. Many organizations have adopted the concept of green marketing, including PT Daya Kharisma Utama, which manages the sales of various automotive products under the Suzuki brand.

PT Daya Kharisma Utama (Suzuki Pontianak) has applied green marketing principles in several of its product lines, most notably in the promotion of the Suzuki New XL7 Alpha Hybrid. The use of green marketing strategies in promoting this model is intended to align the sales approach with the car's hybrid concept, thereby reinforcing its environmentally friendly positioning to consumers. However, implementing green marketing is not without challenges. PT Daya Kharisma Utama (Suzuki Pontianak) faces several obstacles, such as budget limitations and the limited availability of showroom space for automotive product displays. These challenges demand innovative solutions from stakeholders to ensure the effective execution of green marketing strategies. Therefore, this study aims to analyze the implementation of environmentally friendly marketing strategies, identify the main obstacles encountered, and propose alternative solutions to overcome these challenges. Although the implementation of green marketing is challenging, when executed successfully it can generate a positive and significant impact on consumer purchasing decisions (Gunawan et al., 2020). Nonetheless, many consumers continue to prioritize price over promotional strategies Listiana & Fakhri (2020). In response, this study seeks to analyze the implementation of environmentally friendly marketing strategies, identify the main obstacles faced, and propose solutions to enhance company competitiveness amid the increasingly fierce automotive industry competition. Furthermore, this research aims to address the gap in existing studies, particularly regarding the practical implementation of green marketing strategies in Indonesia.

LITERATURE

Concern for global environmental issues is increasing, especially regarding the negative impact of industrial activities on ecosystems. This situation has encouraged companies in various sectors to not only focus on profits, but also to pay serious attention to environmental sustainability in all of their business activities. One approach that is developing is green marketing, which emphasizes the importance of harmony between the products being marketed and responsibility for the environment. Environmental problems such as acid rain, the greenhouse effect, air and water pollution that have reached dangerous levels, forest fires and deforestation that threaten the amount of oxygen in the atmosphere, and flooding in a number of cities further emphasize the urgency of sustainability Haryadi (Jamira & Yandi, 2019). Hawkins & Mothershaugh (Hikmatunnisa et al., 2020) explain that green marketing is the process of marketing products that are considered safe for the environment. Meanwhile, Pasa (Izzani & Yosepha, 2021) states that green marketing is environmentally friendly marketing, covering various activities such as product modification, changes in production processes, packaging, advertising strategies, and increasing consumer awareness to be more concerned about environmental sustainability. Thus, the concept of green marketing requires products to remain competitive while providing benefits without causing environmental damage.

Furthermore, the implementation of green marketing is understood not merely as a technical change, but rather as an integrated long-term business strategy. Dahlstrom (Pertiwi & Sulistyowati, 2021) emphasizes that green marketing is an approach that is believed to be capable of increasing the integration of environmental issues into all aspects of a company's activities, from strategic planning, program development, and production processes to product distribution to consumers. This shows that it is not enough for companies to simply offer environmentally friendly products or carry out green promotions; they must internalize the principles of sustainability in all business activities in order to influence consumer purchasing decisions, which now increasingly take environmental aspects into consideration. In terms of objectives, John Grant (Ferandy, 2021) divides green marketing into three stages, namely: (1) Green, which focuses on setting new standards in products, policies, and processes that are environmentally responsible; (2) Greener, emphasizing the sharing of environmental responsibility between companies and customers; and (3) Greenest, encouraging the creation of new habits, new services, and new business models that are fully oriented towards sustainability. Meanwhile, Putri (2024) formulates the principles of green marketing as follows: (1) environmentally friendly products, (2) consumer empowerment through transparent information, (3) waste reduction through production efficiency and recycling, and (4) sustainable innovation to create environmentally friendly products and processes.

In its development, the application of green marketing is not only understood as a theoretical concept, but also requires comprehensive practical implementation in a company's marketing strategy. Riviera (Utami, 2020) emphasizes that in adopting and implementing a green marketing strategy, companies must integrate ecological aspects into the marketing mix. This means that every element of the product marketing mix, price, distribution, and promotion must be designed and executed with environmental principles in mind so that sustainability values can be consistently embedded in business activities and effectively communicated to consumers. Chen (Kartono & Warmika, 2018) states that companies must implement green marketing strategies to increase the value consumers perceive in products while reducing the environmental risks of products, thereby increasing competitive advantage.

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Global trends also show that in recent years, various international organizations have begun producing green products, and a large number of individuals are ready to welcome these products Soomro (2023). Individual support for environmentally friendly products is an important factor in the development of a sustainable market, while also opening up great opportunities for companies to strengthen their competitiveness through green innovation.

METHOD

This study employs a qualitative descriptive approach aimed at providing an in-depth understanding of the implementation of green marketing strategies at PT Daya Kharisma Utama (Suzuki Pontianak). According to Bogdan & Taylor (Pahleviannur et al., 2022), qualitative research is “a procedure that produces descriptive data in the form of written or spoken words from informants and observable behavior.” The selection of this method aligns with the research objective, namely to explore the experiences, strategies, obstacles, and solutions related to the implementation of green marketing in a contextual manner. The research design focused on analyzing the implementation of green marketing strategies in increasing sales of the Suzuki New XL7 Alpha Hybrid. Conducted in a naturalistic setting, the study collected data through interviews and documentation in accordance with the operational context of the dealership. Qualitative research emphasizes description and places greater focus on process and meaning rather than generalization.

The research subjects were selected using purposive sampling, a technique that involves choosing informants based on specific criteria to ensure that participants possess the best understanding of the research problem. The informants consisted of management, marketing staff, and showroom employees of PT Daya Kharisma Utama. The primary instrument in this study was the researcher (human instrument), who determined the focus of the study, selected informants, and collected as well as interpreted the data. Supporting instruments included structured interview guides, field notes, and company documents such as sales reports, promotional materials, green marketing SOPs, and SDQA 2025 guidelines. The researcher’s role as the main instrument enabled flexible adjustments to the dynamics encountered in the field. Data were collected through two main techniques: (1) focused interviews with key informants to explore green marketing strategies, obstacles, and solutions; and (2) documentation in the form of sales reports, promotional brochures, marketing procedure manuals, and internal policy documents. The use of multiple techniques strengthened the validity of the research findings.

Data analysis was conducted using the interactive model developed by Miles & Huberman (Abdussamad, 2021), which consists of three stages: (1) data reduction, involving the selection, focusing, and simplification of relevant data; (2) data presentation, using narratives, tables, and matrices to facilitate understanding; and (3) conclusion drawing and verification, based on the identification of patterns, relationships, and meanings. This model was selected because it is consistent with the characteristics of qualitative research, which emphasizes deep comprehension of phenomena. Through this methodological approach, the study is expected to provide a comprehensive account of the implementation of green marketing strategies at PT Daya Kharisma Utama and generate practical recommendations to enhance the competitiveness of the Suzuki New XL7 Alpha Hybrid.

RESULTS

Green marketing strategies at PT Daya Kharisma Utama are implemented through various programs, including canvassing, customer database utilization, digital marketing (both hyperlocal and non-hyperlocal), exhibitions, electronic media, mediators and referrals, and showroom activities. These programs align with best practices in green marketing, such as promoting environmentally friendly products, providing consumer education, and fostering cross-divisional collaboration to strengthen the company’s environmentally responsible image. The use of digital technology and electronic media has expanded the reach of promotions and improved communication effectiveness. These efforts have contributed to increasing market acceptance of the Suzuki New XL7 Alpha Hybrid, as shown in Figure 1, where this model achieved a 25% market share, surpassing the Wuling Almaz. This evidence indicates that the green marketing strategy has begun to yield positive results, although competition with the Toyota Yaris Cross remains intense.

The comparison of medium hybrid SUV sales in West Kalimantan during the 2022–2024 period reveals that the Toyota Yaris Cross dominated the market with a 65% share (69 units), reflecting strong consumer preference for this model. The Suzuki New XL7 Alpha Hybrid secured second place with a 25% market share (27 units), demonstrating increasing consumer acceptance of Suzuki’s hybrid vehicles, although the brand still trails behind its primary competitor. Meanwhile, the Wuling Almaz Hybrid accounted for only 10% of the market (11 units), indicating relatively low consumer interest in this product. Although Suzuki has not yet achieved market leadership, the steady upward trend in XL7 Hybrid sales provides an opportunity for PT Daya Kharisma Utama to strengthen its

market position through the continued optimization of green marketing strategies. This trend becomes even more evident when compared to the sales performance of the Suzuki New XL7 Alpha over the same period (see Figure 2), where the non-hybrid variant experienced a sharp decline, while the hybrid variant showed consistent growth.

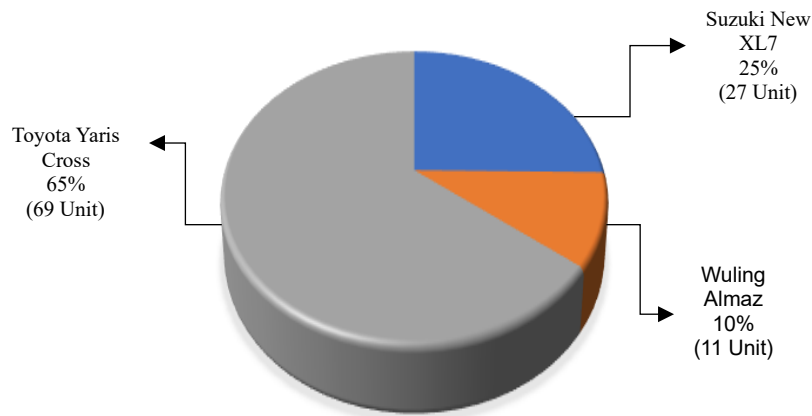


Figure 1. Sales of Medium Hybrid SUVs in Market Share for 2022–2024 in West Kalimantan

Sales of the Suzuki New XL7 Alpha Non-Hybrid at PT Daya Kharisma Utama showed a significant decline between 2022 and 2024. In 2022, 85 units were sold, dropping to 43 units in 2023, and falling sharply to just 8 units in 2024. In contrast, the Hybrid variant demonstrated a positive growth trend. Although there were no sales recorded in 2022, sales rose to 10 units in 2023 and increased further to 17 units in 2024. This data indicates a clear shift in consumer preferences from conventional vehicles toward environmentally friendly alternatives, reflecting growing awareness of sustainability issues. It also underscores the importance of implementing green marketing strategies to strengthen the market position of the XL7 Hybrid and effectively respond to evolving consumer behavior.

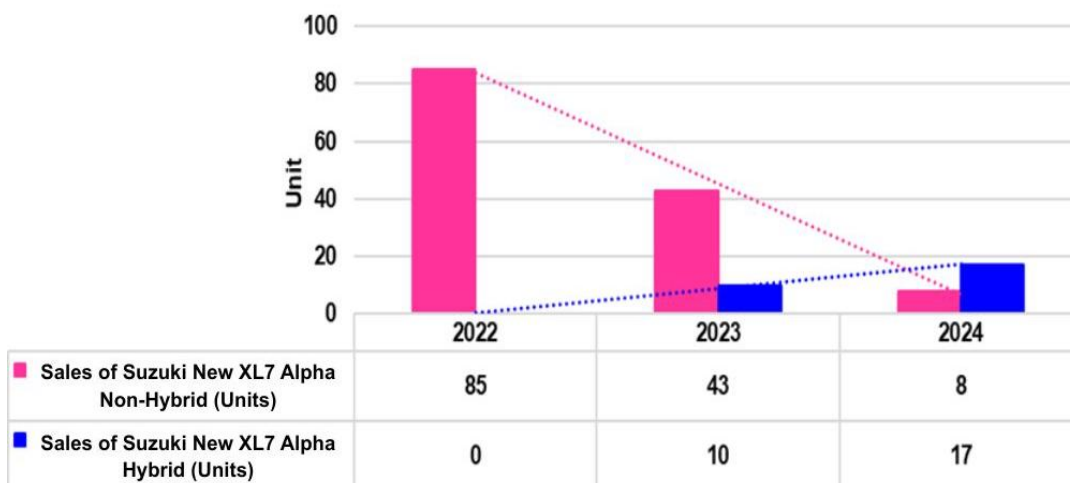


Figure 2. Sales of the Suzuki New XL7 Alpha from 2022 to 2024

Sales data in Figure 1 shows that the Toyota Yaris Cross dominated the medium hybrid SUV market in West Kalimantan during the 2022–2024 period, with a 65% market share (69 units). However, the Suzuki New XL7 Alpha Hybrid has begun to gain traction, securing a 25% share (27 units), surpassing the Wuling Almaz Hybrid, which only

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achieved a 10% share (11 units). This trend reflects a gradual consumer shift toward hybrid vehicles, where the XL7 holds significant potential to expand its market through a more aggressive green marketing strategy. Supporting this finding, Figure 2 confirms a sharp decline in the non-hybrid variant (from 85 units in 2022 to only 8 units in 2024), while sales of the hybrid variant rose from zero units in 2022 to 17 units in 2024. This pattern underscores a clear shift in consumer preferences toward more efficient and environmentally friendly products. Budget allocation for green marketing initiatives at PT Daya Kharisma Utama focuses on promotional activities, human resource training, and the development of digital infrastructure. The effectiveness of this allocation is influenced by limited funding, program prioritization, and the need for investment in new technologies. Barriers to implementation can be grouped into internal and external factors. Internal factors include restricted promotional budgets, showroom locations that are less strategic, and limited human resource capacity in digital marketing. Externally, low consumer awareness regarding the benefits of hybrid vehicles remains a critical challenge.

To address these issues, PT Daya Kharisma Utama has implemented several solutions. Internally, the company optimizes human resources through continuous training and strengthens inter-divisional coordination. Externally, the company collaborates with automotive communities and local media, while also utilizing alternative promotional venues such as minimarkets and high-traffic public areas. Flexible test drive programs are introduced to improve consumer accessibility and experience. These measures align with the principles of green promotion, which emphasize consumer education and broadening access to information about environmentally friendly products. Standard operating procedures (SOPs) are applied to each program, supported by internal socialization and inter-division coordination. Regular monitoring is carried out to ensure implementation remains consistent with plans and targets. Cross-functional collaboration and internal communication play a central role in overcoming obstacles. Nonetheless, challenges such as budget limitations, inadequate infrastructure, low consumer awareness, and limited human resource capacity continue to hinder optimal implementation.

The gap between planning and field implementation often arises due to weak monitoring, insufficient evaluation, and a lack of continuous adaptation. Addressing these barriers requires structured and adaptive strategies with an emphasis on strengthening human resources, fostering external collaboration, utilizing alternative locations, and enhancing internal education and communication. Optimizing workforce capacity through training, continuous learning, and team empowerment is essential to build readiness and adaptability. Moreover, cultivating an organizational culture that supports innovation and sustainability is critical to long-term success. Collaboration with external stakeholders including communities, government agencies, media, and educational institutions has been shown to expand promotional reach, build public trust, and enhance consumer education. Such collaboration also helps mitigate resource constraints while accelerating innovation adoption. Service innovations, such as utilizing alternative locations and offering flexible test drives, improve accessibility and consumer experience, helping overcome the limitations of non-strategic showroom locations. Finally, strengthening internal education and communication ensures alignment with the company's vision and fosters consistency in strategy implementation. Routine socialization, monitoring, and evaluation minimize the gap between plans and execution, ensuring that green marketing strategies contribute effectively to both sales performance and brand positioning.

CONCLUSION

This study analyzed the application of green marketing strategies in the sales of the Suzuki New XL7 Alpha Hybrid at PT Daya Kharisma Utama, identified the obstacles encountered, and formulated solutions to improve strategy effectiveness. The findings show that green marketing was implemented through canvassing programs, database marketing, digital marketing (both hyperlocal and non-hyperlocal), exhibitions, electronic media, mediators and referrals, and showroom activities. These programs contributed positively to increasing market acceptance of environmentally friendly vehicles, as reflected in the Suzuki XL7 Hybrid's 25% market share in West Kalimantan and the significant decline of non-hybrid variants. Nevertheless, several obstacles were identified, including limited promotional budgets, non-strategic showroom locations, low consumer awareness, limited human resources, and gaps between strategic planning and implementation. To address these challenges, the company adopted solutions such as optimizing human resources through training, strengthening collaboration with communities and external stakeholders, utilizing alternative locations such as public centers, offering more flexible test drives, and providing continuous consumer education. These solutions align with strategy implementation theory Wheelen & Hunger (2012) and the concept of green marketing Dahlstrom (Pertiwi & Sulistyowati, 2021), both of which emphasize the importance of integrating environmental aspects into all marketing activities.

Looking ahead, the development of green marketing strategies should focus on strengthening consumer literacy regarding environmentally friendly vehicles, accelerating the digitalization of promotions through hyperlocal technology, and enhancing collaboration with local governments, educational institutions, and automotive communities. Through these steps, PT Daya Kharisma Utama is expected to expand the market share of the Suzuki New XL7 Hybrid while reinforcing Suzuki's image as an automotive manufacturer committed to sustainability. Theoretically, this research contributes to the literature on green marketing at the automotive dealer level, while practically, it offers valuable insights for companies in developing adaptive and future-oriented marketing strategies.

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