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Design of Green Marketing Strategy on XYZ Products with a SWOT Approach

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ABSTRACT

The construction sector, as one of the largest contributors to global greenhouse gas emissions, faces major challenges in achieving sustainability. XYZ, a company known for industrial product innovation, is committed to developing an effective Design of Green Marketing Strategy on XYZ Products with a SWOT Approach to strengthen its environmentally friendly image. This study aims to examine how the marketing mix can be utilized while addressing competition and price wars in the industry. It also explores the role of sales, marketing, and customer service teams in communicating the company's sustainability commitments to B2B consumers. Using a qualitative approach and strategic planning technique, this study seeks to understand how XYZ's Design of Green Marketing Strategy on XYZ Products with a SWOT Approach is created and applied in a competitive B2B context. Data collection includes in-depth interviews with internal teams and analysis of relevant company marketing documents. The SWOT framework is used to evaluate the strategy's strengths, weaknesses, opportunities, and threats. The findings are expected to offer practical insights into developing a green marketing strategy that effectively integrates People and Product. Additionally, this research provides recommendations for enhancing XYZ's eco-friendly image and countering greenwashing practices. By addressing the integration of the marketing mix in industrial product contexts, this study contributes to the evolving body of green marketing literature.

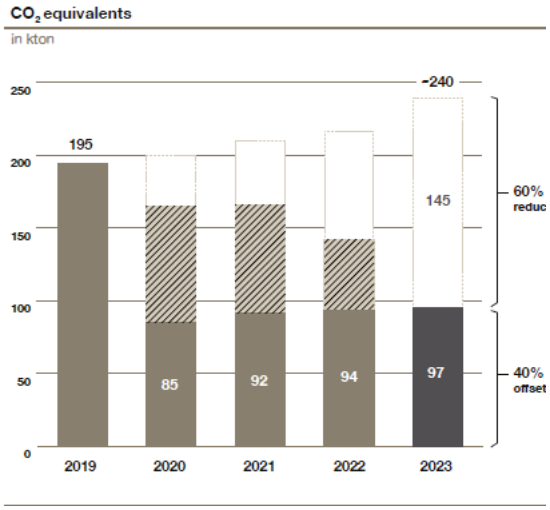
KEYWORDS *B2B, Green marketing, Marketing Mix, SWOT.*

INTRODUCTION

Since the industrial revolution, the world has experienced rapid progress in terms of technology, but this progress has resulted in pollution caused by human activities that are increasing along with the advancement of technology, according to 99% of the world's citizens breathe air with pollution levels above WHO standards, this makes stakeholders pay more attention to sustainability in various industrial sectors in an effort to reduce pollution, including the construction sector. According to (United Nations Environment Programme, 2023), the construction industry accounts for around 37% of total greenhouse gas emissions globally, making it one of the industries with the most negative impact on the environment (Susetyo, 2019). In general, the construction sector is the driving force of the economy in countries, including Indonesia, based on data (Central Statistics Agency, 2024) The construction sector grew the highest in 2023 at 13.96% and accounted for 9.92% of Indonesia's total economy in 2023, with this fact it is feared that this sector also has the potential to contribute a larger

amount of pollutants and waste with rapid growth. In addition to environmental problems, construction projects also have the potential to experience *cost overrun* 37.16% of the initial contract value (Susetyo, 2019) arising from *rework* where this certainly increases the waste of human resources and construction materials.

XYZ is one of the leading providers of specialized equipment, materials and services in the field of construction *Aware* with sustainability, so that at the global level XYZ takes steps to reduce the impact of business activities on the environment by reporting carbon emissions on an annual basis, it can be seen that the emission trend from XYZ activities has decreased from 2019 – 2023 (XYZ, 2023). The initiative is also gradually implemented to all subsidiaries located in more than 120 countries including Indonesia. In Indonesia, XYZ invests through its subsidiary PT XYZ as a direct representative and has 3 representative offices in Jakarta, Surabaya and Batam with more than 60 direct sales personnel on almost all major islands and cities in Indonesia.



Picture 1. Carbon Emissions of XYZ Activities 2019-2023(XYZ, 2023)

In terms of sustainability, XYZ also develops products and services that support the circular economy in the construction industry such as the use of cardboard in 74% of product packaging in 2023 (XYZ, 2023), and lifetime service that reduces emissions during production and use of work equipment. With the presence of sustainability initiatives and XYZ products, this can be competitive advantage for XYZ, however, this is not reflected in the market share XYZ products in the Indonesian market which are still very low, which is around 2% far below similar competitors such as brand A, brand B which has a market share above 15%, from this data there is potential mismatch between competitive advantage offered by XYZ with the needs or expectations of construction industry players, one of which is in terms of sustainability, this is agreed by product manager tool XYZ is related to different marketing approaches to be able to penetrate the Indonesian market which is generally included in the market that is price sensitive (A. Rabbani, personal communication, March 2024) Because if you look at globally the numbers market share The XYZ in the work equipment segment is quite high, which is around 8.1% (Index Box Inc, 2022) or become a producer power tool the third largest after Brand C (18.6%) and Brand B (12.5%).

By looking at the data above, the global strategy implemented by XYZ Indonesia still needs to be Adjust for the Indonesian market. Therefore, it is important to conduct a SWOT analysis to see the position of XYZ in Indonesia and because according to strategy green marketing contribute to the growth of a product's market share, this can be an addition to the parent company's strategy based on SWOT analysis (Wurthmann, 2020). Design green marketing with a SWOT approach requires a comprehensive evaluation of internal and internal factors (Gürel, 2017) which may affect a company's ability to market its products.

Despite the growing body of literature on green marketing strategies in B2B contexts, there remains a significant research gap regarding the comprehensive integration of SWOT analysis with green marketing specifically for multinational construction equipment companies operating in emerging markets such as Indonesia. Previous studies have largely focused on B2C contexts or examined green marketing in developed economies with established regulatory frameworks and high environmental awareness (Gelderman et al., 2021; Tzanidis et al., 2024). However, there has not been a comprehensive SWOT and green marketing study specifically addressing how multinational construction equipment companies can navigate the unique challenges of price-sensitive markets, regulatory ambiguity, and varying levels of sustainability awareness that characterize the Indonesian construction industry. This research gap is particularly critical given that existing global green marketing strategies have proven insufficient for market penetration in Indonesia, as evidenced by XYZ's mere 2% market share despite strong global performance (8.1% globally). The lack of empirical research examining the optimal strategic configuration for green marketing in this specific context—where premium sustainability-focused products must compete against price-aggressive competitors in a market with limited green building regulations and incentives—creates uncertainty about the most effective approach to increase market share while maintaining brand integrity and sustainability commitments. Therefore, identifying the right strategy to increase market share for sustainability-focused construction equipment in the Indonesian B2B market through a systematic SWOT-based green marketing framework remains an unresolved scholarly and practical challenge.

This research aims to address this literature gap through three primary objectives: First, to conduct a comprehensive SWOT analysis identifying the internal strengths and weaknesses of XYZ's green product portfolio and marketing capabilities, as well as external opportunities and threats in the Indonesian construction market. Second, to formulate strategic green marketing alternatives that integrate the marketing mix elements (product, price, place, promotion, people, process, and physical evidence) based on SWOT findings, specifically adapted to the B2B construction equipment context. Third, to prioritize and recommend the most effective green marketing strategy using Quantitative Strategic Planning Matrix (QSPM) analysis that optimally leverages XYZ's competitive advantages while addressing market barriers to sustainability adoption.

The research benefits are substantial across multiple stakeholder dimensions. For academic researchers, this study contributes theoretically by extending Resource-Based View (RBV) and Porter's generic strategy frameworks into the green marketing domain within emerging market B2B contexts, providing empirical evidence on how sustainability-related resources can be translated into competitive advantage under challenging market conditions. Methodologically, it demonstrates the effective integration of SWOT-QSPM analytical

frameworks with qualitative data collection through NVivo-assisted thematic analysis, offering a replicable approach for strategic marketing research in similar contexts. For practitioners and industry professionals, the research provides actionable strategic recommendations specifically tailored to construction equipment companies seeking to penetrate price-sensitive markets with premium green products. The findings offer practical insights into which marketing mix elements require prioritization, how to position sustainability value propositions effectively in B2B relationships, and strategies to overcome market skepticism toward green products. For XYZ Indonesia specifically, the study delivers a data-driven strategic roadmap to increase market share from 2% toward more competitive levels by leveraging sustainability as a genuine differentiator rather than merely a brand communication element. For policymakers and industry associations, the research highlights regulatory and incentive gaps that currently constrain green product adoption in Indonesia's construction sector, potentially informing policy interventions to accelerate sustainable construction practices. Finally, for the broader construction industry in Southeast Asia, this research offers transferable lessons on navigating the tension between sustainability imperatives and cost competitiveness in emerging markets, contributing to the regional transition toward more environmentally responsible construction practices.

METHOD

This research used a qualitative approach with a strategic design to understand how XYZ developed an effective marketing strategy through a SWOT analysis with weighted scales, focusing on internal excellence factors based on the problem formulation. Samples were selected using purposive sampling, with criteria based on participants' expertise and relevance to the research objectives (Ditahardiyani et al., 2023).

The study involved six participants from diverse backgrounds, including XYZ Indonesia employees, sales and marketing personnel, customers in the construction sector with sustainability awareness, and representatives from competitor companies within the same market segment. Primary data were collected through in-depth interviews recorded in both audio and transcript form, while secondary data were obtained from SWOT-related documents and analyses.

Interviews focused on identifying the strengths of XYZ's sustainable products and services, as well as weaknesses in its current green marketing strategy. External discussions covered opportunities such as rising demand for circular products and government incentives promoting environmentally friendly goods. Participants also discussed challenges, including competition from market leaders and frequent regulatory changes.

Data analysis was conducted by transcribing and organizing interview results into relevant internal and external factors (IFE & EFE). The five most influential factors were then identified, followed by a rating and prioritization process using SWOT and QSPM analysis weighted with Microsoft® Excel (Ma'ruf, 2022). The outcomes formed the basis for proposed strategic recommendations, which could be refined through future respondent input.

Picture 2. Source Research Method Diagram ***(Penulis, 2025)***

RESULTS AND DISCUSSION

XYZ globally implements a differentiation strategy with a focus on innovative construction solutions and value-added services rather than low prices. This approach is reflected in large investments in R&D (about 6% of annual sales), new product development, and direct sales models that differentiate themselves from similar competitors. XYZ also offers programs such as Fleet Management, where customers rent tools with a guarantee of service and replacement, making them productivity partners rather than just tool sellers). This strategy paid off: global sales reached CHF 6.35 billion in 2022, with double-digit growth in key markets, reflecting the strength of the brand and customer loyalty in the premium segment

In Indonesia, this strategy is manifested in the form of focused differentiation: XYZ targets large project segments such as infrastructure, energy, and premium high-rise buildings, rather than the DIY market or mass retail. The company provides technical services, consulting, training, and opens a service & experience center in Jakarta to strengthen local customer relationships. However, this has not succeeded in placing XYZ as a market leader in terms of volume and professional niche controlled by competing brands from Japan and Germany.

From the literature study, reports and theories will be continued with the collection of primary data, one of which is analyzing marketing strategies through interviews with selected informants by purposive sampling following the designed methodology. The researcher created a semi-structured interview guideline based on a SWOT framework that included internal and external factors. The informants are six respondents from the company's internal roles, sustainability-focused customers, and industry competitors. Interviews are conducted online using Microsoft® Teams software, taking an average of 45-60 minutes, with word-for-word recordings for data accuracy.

After the interview, the researcher performed manual reduction and open coding, using NVivo software to identify qualitatively relevant quotes related to external internal factors (External Factor Evaluation) by referring to the data and the results are shown in Tables 1 and 2.

Table 1. EFE (External Factor Evaluation) Table

Factor	Weight	Rating	Shoes
O1. The trend of green building and data centers is increasing	0,13	3	0,392
O2. Global green regulations affect Indonesia	0,05	1	0,054
O3. EcoVadis, LEED & ISO 14001 certification is a project requirement	0,06	2	0,123
O4. Net zero target trend in Indonesia	0,05	1	0,046
O5. Sustainability awareness increases in SOEs and MNCs	0,10	4	0,400
T1. The price of green products is difficult to compete (more expensive)	0,12	3	0,346
T2. Greenwashing risks for the market	0,05	1	0,054
T3. Sustainability & green building regulations in Indonesia are not clear	0,17	4	0,677
T4. The local market tends to be cynical about sustainability	0,23	4	0,923
T5. No tax incentives for green products	0,04	1	0,038
	1		3,054

Source: Data processed, 2025.

Table 2. IFE (Internal Factor Evaluation)

Factor	Weight	Rating	Shoes
S1. Complete product sustainability data	0,12	3	0,363
S2. Trade-in Tool Fleet Service Program	0,06	2	0,115
S3. Technical and after-sales services related to green products	0,17	4	0,662
S4. Strong brand image in high profile and green building projects	0,08	2	0,166
S5. Early adopter in the topic of sustainability	0,13	4	0,382
W1. The price of green products is relatively more expensive	0,13	2	0,510
W2. Digital campaigns for green products are not yet focused	0,05	1	0,054
W3. Internal awareness (sales) about sustainability is still lacking	0,17	4	0,677
W4. Import dependence increases carbon footprint	0,23	4	0,923
W5. Lack of flexibility in distribution & stock of green products	0,04	1	0,038
	1		3,054

Source: Data processed, 2025.

The scores in tables 1 and 2 are formed from the number of citations that show strengths, weaknesses, opportunities, or challenges are systematically categorized based on their frequency among respondents. The analysis yielded five key factors for each SWOT category, determined by the frequency and weight of informant perceptions. Furthermore, the citations are converted into a SWOT rating scale (1-4) to measure qualitative data for strategic analysis. This process, based on (Ma'ruf, 2022) involves transforming qualitative insights into numerical SWOT matrices and generating a weight distribution.

Based on data from IFE and EFE analysis, a SWOT table matrix and alternative strategies can be formed as presented in table 3.

Table 1 . SWOT matrix table and alternative strategies

Internal	**Strength (S)**	**Weakness (W)**
External	S1. Complete product sustainability data S2. Trade-in Tool Fleet Service Program S3. Technical and after-sales services related to green products S4. Strong brand image in high profile and green building projects S5. Early adopter in the topic of sustainability	W1. The price of green products is relatively more expensive W2. Digital campaigns for green products are not yet focused W3. Internal awareness (sales) about sustainability is still lacking W4. Import dependence increases carbon footprint W5. Lack of flexibility in distribution & stock of green products
Opportunities (O)	**SO Strategy**	**WO Strategy**
O1. The trend of green building and data centers is increasing O2. Global green regulations affect Indonesia O3. EcoVadis, LEED & ISO 14001 certification is a project requirement	SO1 Optimize Hilti's technical services to support green building and data center projects from the initial design stage to implementation SO2 Develop a structured technical education program for SOEs/MNCs to encourage the adoption of Hilti's green products based on sustainability data	WO1 Offer fleet financing with a subscription model for green SOE projects to lower the initial price barrier WO2 Increase distribution flexibility through local stock to support time-sensitive green building project trends

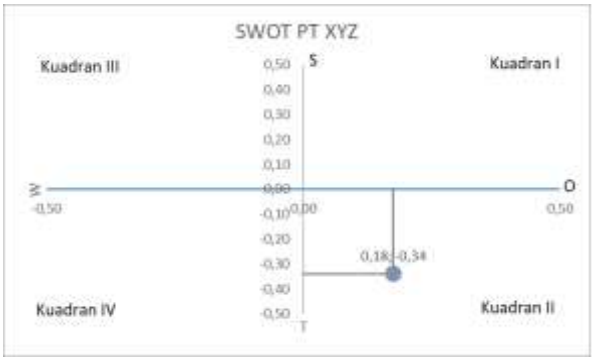
O4. Net zero target trend in Indonesia O5. Sustainability awareness increases in SOEs and MNCs		
Threat (T)	**ST Strategy**	**WT Strategy**
T1. The price of green products is difficult to compete (more expensive) T2. Greenwashing risks for the market T3. Sustainability & green building regulations in Indonesia are not clear T4. The local market tends to be cynical about sustainability T5. No tax incentives for green products	ST1 Use technical services to counter market cynicism towards sustainability products with live demonstrations at high-impact projects ST2 Build a green project showcase with early adopters to reduce market resistance to sustainable products	WT1 Offer flexible financing schemes (fleet/subscription/trade-in) to overcome price resistance in local markets that are cynical about sustainability WT2 Build a local stock buffer for strategic projects to address delivery delays and strengthen Hilti's perception of commitment to green projects amid regulatory uncertainty

Source: Data processed, 2025.

From figure 3, it is found that based on the results of the quantitative SWOT analysis obtained through weighting and assessment of six key respondents (internal and external), the total value of the strength factor was 1.12, which is higher than the weakness factor of 0.94. This resulted in a positive difference of +0.18, which shows that PT XYZ has relatively strong internal capabilities to face market challenges. On the other hand, a comparison of external factors shows that the total opportunity value of 0.74 is still lagging behind the total threat value of 1.08, with a negative difference of −0.34. This indicates that the company's external environment is more threatening than providing opportunities, especially related to local market price sensitivity, unestablished green regulations, and cynicism towards sustainable products

Figure 3. Priority Weighting of SWOT Factors (Source: Data Processed, 2025.)

Based on the data in Figure 6, it shows that PT XYZ's green marketing strategy is located in the ST quadrant, this indicates to focus on alternative strategies that have been listed in table 4, especially for the ST quadrant strategy to be able to help increase market share in Indonesia.



Picture 4. PT XYZ SWOT Cartesian Mapping (Source: Data processed, 2025.)

Furthermore, after determining all the strategies and groupings according to Porter's theory (Ali & Anwar, 2021) as in table 4, after that the calculation of the QSPM matrix was carried out, and the selection of strategies as explained earlier. A systematic methodology is used to determine the weights and attractiveness score Based on the results of the analysis of interview excerpts in software Nvivo and presented in table 5 and figure 5.

Table 2. SWOT matrix table and alternative strategies

Types of Strategies	Alternative Strategies
Differentiation Strategy	SO1, ST1
Segmentation Focus Strategy	SO2, ST2, WT2
Cost Advantage Strategy	WO1, WO2, WT1

Table 5. QSPM matrix table for PT XYZ's green marketing strategy in the construction world

Category	Key Factors	Weight	Differentiation Strategy		Segmentation Focus Strategy		Cost Advantage Strategy	
			AS	BAG	AS	BAG	AS	BAG
Opportunities	O1. The trend of green building and data centers is increasing	0,131	1,00	0,13	2,00	0,26	1,00	0,13
	O2. Global green regulations affect Indonesia	0,054	1,00	0,05	2,00	0,11	1,00	0,05
	O3. EcoVadis, LEED & ISO 14001 certification is a project requirement	0,063	3,00	0,19	1,00	0,06	0,00	0,00
	O4. Net zero target trend in Indonesia	0,045	0,00	0,00	1,00	0,05	0,00	0,00
	O5. Sustainability awareness increases in SOEs and MNCs	0,099	0,00	0,00	3,00	0,30	2,00	0,20
Threat	T1. The price of green products is difficult to compete (more expensive)	0,113	1,00	0,11	0,00	0,00	4,00	0,45
	T2. Greenwashing risks for the market	0,063	3,00	0,19	0,00	0,00	0,00	0,00

	T3. Sustainability & green building regulations in Indonesia are not clear	0,167	2,00	0,33	3,00	0,50	1,00	0,17
	T4. The local market tends to be cynical about sustainability	0,225	2,00	0,45	3,00	0,68	2,00	0,45
	T5. No tax incentives for green products	0,041	0,00	0,00	0,00	0,00	1,00	0,04

Category	**Key Factors**	**Weight**	**Differentiation Strategy**		**Segmentation Focus Strategy**		**Cost Advantage Strategy**	
			AS	BAG	AS	BAG	AS	BAG
Strengths	S1. Complete product sustainability data	0,121	3,00	0,32	1,00	0,12	0,00	0,00
	S2. Trade-in Tool Fleet Service Program	0,059	4,00	0,23	2,00	0,12	0,00	0,00
	S3. Technical and after-sales services related to green products	0,163	3,00	0,54	3,00	0,49	1,00	0,16
	S4. Strong brand image in high profile and green building projects	0,081	3,00	0,22	1,00	0,08	1,00	0,08
	S5. Early adopter in the topic of sustainability	0,127	2,00	0,30	3,00	0,38	1,00	0,13
Weakness	W1. The price of green products is relatively more expensive	0,127	1,00	0,36	1,00	0,13	4,00	0,51
	W2. Digital campaigns for green products are not yet focused	0,039	0,00	0,23	1,00	0,04	0,00	0,00
	W3. Internal awareness (sales) about sustainability is still lacking	0,059	3,00	0,49	3,00	0,18	1,00	0,06
	W4. Import dependence increases carbon footprint	0,065	0,00	0,24	2,00	0,13	1,00	0,07
	W5. Lack of flexibility in distribution & stock of green products	0,160	0,00	0,25	2,00	0,32	3,00	0,48
	Total Value	2		3,35		3,93		2,97

Figure 5. Graph of QSPM Value of PT XYZ's Green Marketing Strategy
(Source: Data processed, 2025.)

Picture 6. *Word Cloud* QSPM Strategy *Green Marketing* PT XYZ (Source: Data processed, 2025.)

From Table 5 and Figure 5 it can be seen that competitive strategy for PT XYZ is the focus of market segmentation to obtain the highest total value of 3.93 and refers to the results of the SWOT analysis in quadrant II, namely ST by doing showcase/reference green project prestige with partners/MNCs to reduce market resistance to products sustainable. How to do partnership XYZ still has to prepare related studies concern from a business partner where in Figure 6, shows the frequency of the main words that are often called informants. Words like "market", "green", "product", "customer", "price", and "sustainable" appeared dominant, reflecting the concerns in PT XYZ's marketing strategy, both internal the company, competitors and customer. Despite having a premium positioning, the appearance of the words "price" and "customer" with a large size makes it clear that the market's perception of the value and affordability green products are the main challenges that PT XYZ must overcome because there is still a lack of regulatory encouragement and incentives related to adoption green circularity in the construction industry. (Sajid et al., 2024)

The SWOT analysis revealed that PT XYZ (Hilti Indonesia) has significant internal strength in supporting the green marketing strategy, including through the completeness of product sustainability data, superior technical services, and circular programs such as trade-in and tool fleet. These capabilities reflect a unique resource-based approach as emphasized in the Resource-Based View theory (Münch et al., 2022). This strategy is also in line with the

direction of XYZ's global strategy which is consistent with the implementation of differentiation strategy By emphasizing innovative construction solutions and value-added services, not just price competition. This is reflected in the allocation of approximately 6% of annual revenue to research and development (R&D), the development of direct sales models (direct sales).

In Indonesia, this differentiation strategy is implemented in a more focused manner, targeting large and premium project segments such as infrastructure, energy, industry, rather than the mass retail market. This effort is supported by the provision of technical services, user training, project consulting, and the opening of a service & experience center in Jakarta. However, this strategy has not succeeded in leading XYZ to become a market leader in terms of volume, because it is still dominated by Japanese and German brands in the Indonesian professional niche that is still price-sensitive. Internal analysis also shows weaknesses in the form of high prices (W1) and low awareness among both customers and salespeople (W2, W3), which effectively inhibit the diffusion of sustainability values. These findings are in line with the findings (Bonney et al., 2022) which emphasizes the importance of salespeople's ability as knowledge broker in supporting the adoption of innovation by B2B customers including sustainbility.

Externally, strategic opportunities are wide open in line with the increasing trend of green building and sustainable data center (O1) projects, as well as an increase in ESG awareness from state-owned and multinational companies (O5). These institutional customers have also begun to demand green certifications such as LEED and EcoVadis (O3) and respond to the national net zero emission (O4) target. However, companies also face significant external threats, including price competition from cheaper conventional products (T1), market skepticism of green products (T4), and government regulations and incentives that do not yet support environmentally friendly products (T2, T3, T5).

The advanced stage in the formulation of PT XYZ's green marketing strategy is carried out using the Quantitative Strategic Planning Matrix (QSPM) approach, which systematically evaluates the attractiveness of alternative strategies based on the Total Attractiveness Score (TAS) value. The results of the QSPM analysis showed that the segmentation focus strategy obtained the highest TAS of 3.93, surpassing the broad differentiation strategy (3.35) and the cost advantage strategy (2.97). The high value of TAS indicates that the approach to focus on specific segments, especially sustainable construction projects and multinational companies, is considered to be most suitable for PT XYZ's internal and external conditions.

Segmentation focus strategies are considered the most effective in converting strengths and opportunities into competitive advantages, and are better able to address weaknesses and threats in a targeted manner. The advantages of this strategy are in line with the characteristics of Hilti's B2B market which prioritizes quality, added value, and compliance with sustainability standards (Porter, 1985). The targeted segments – such as green buildings and state-owned projects – are considered to have a high urgency for environmentally friendly solutions, as well as a tendency to demand green certifications such as LEED and ISO 14001. In practice, this strategy is realized through technical assistance on selected projects (SO1) and sustainability education programs for corporate clients (SO2), which respondents explicitly mentioned as an important step to build the adoption of green products.

A high TAS value not only serves as a quantitative metric, but also as an indicator of the direction of strategic resource allocation. In other words, the segmentation focus strategy is seen as the most promising strategy to increase market share while strengthening PT XYZ's competitive position in the niche green market growing (Sajid et al., 2024). As the literature shows, a focused strategy geared towards the needs of specific segments allows companies to create value propositions that are more relevant and difficult to replicate (Ali & Anwar, 2021).

PT XYZ's green marketing strategy formulated through the SWOT-QSPM method shows relevance and alignment with the findings of several previous studies in the realm of sustainability-oriented B2B marketing. Research (Jovičić et al., 2022) emphasizing that the success of green marketing in the B2B market is largely determined by a holistic approach that includes production, distribution, and marketing communication that is aligned with environmental principles. This finding is in line with PT XYZ's strategy to specifically serve the 'environmentally demanding' segment such as SOEs with a comprehensive solution-based and education-based approach.

Study (Zameer et al., 2024) Supporting the importance of organizational learning and internal-external knowledge capabilities in increasing green innovation and green brand positioning. PT XYZ implements a similar strategy through educational partnerships with key clients and integration between R&D, sales, and marketing functions in designing solutions according to green building standards.

Furthermore, this study shows that the context of the Indonesian market, such as low government incentives and cynical attitudes towards green marketing , make an important contribution to enriching the literature that is still predominantly based in developed countries. In this case, the XYZ strategy also represents the complexity of implementing green marketing in emerging markets.

The novelty of this research also lies in the combination of the SWOT-QSPM methodology with RBV, Porter theories, as well as qualitative primary data approaches analyzed through NVivo. This integration provides a more systematic and context-based approach to the formulation of green marketing strategies.

Previous research using QSPM has generally not explicitly linked it to green marketing (Alwan et al., 2023; Ditahardiyani et al., 2023) By placing the sustainability dimension at the heart of the analysis, the study shows that the QSPM method can be modified for functional strategies in the field of marketing.

The technical education program also strengthens long-term relational relationships with corporate clients and drives the transformation from a transactional approach to a knowledge-based sustainable solution. Thus, this study enriches the academic literature on B2B green marketing and makes a concrete contribution to the design of strategies that are contextual, innovative, and can be implemented in the Indonesian construction industry sector.

This research also makes an important contribution to the development of strategic management theory, especially in the context of B2B green marketing. Theoretically, the results of this study expand the framework Resource-Based View (RBV) emphasizing that knowledge-based resources such as the employee's knowledge of sustainibility and long-term relationships with companies multinational is a valuable strategic asset and difficult to replicate. Both elements can be categorized as VRIO resources that strengthen the company's competitive position in green marketing practices (Münch et al., 2022)

The results of QSPM, which show the advantages of differentiation focus strategies, also reinforce the relevance of Porter's theory in contemporary contexts. This strategy allows PT XYZ to maximize its resources to reach customer segments with high sustainability needs, such as projects green building prestige. Methodologically, the use of SWOT-QSPM is also validated as an effective strategic approach to link external and internal environmental analysis with data-driven green strategy formulation (David & David, 2017). Practically, this finding provides clear direction for PT XYZ's management. Companies are advised to focus resources on market segments that are most responsive to sustainability values, such as some multinational companies and hi profile projects with green building specifications.

The findings also provide a lesson for other B2B companies that green marketing is not enough to be run as a communication campaign, but must be built on the foundation of strong internal resources and a focused approach. Companies that integrate the advantages of green products with a relational and collaborative approach – including partnerships with industry associations and certification bodies – will be better able to build trust and deal with cynicism towards the green product itself.

CONCLUSION

This study formulates an effective green marketing strategy for PT XYZ (Hilti Indonesia) to increase its market share in the Indonesian construction sector. Through SWOT and QSPM analysis, it was found that the differentiation focus strategy—namely targeting green project segments such as SOEs and green buildings—is the most appropriate choice. This strategy allows companies to leverage internal strengths such as product sustainability data, technical services, and brand image, while responding to the needs of a segment of customers who value sustainability. The sustainability factors most appreciated by construction industry players are clarity of environmental data, product quality, technical support, and cost justification. The strategy seeks to address this combination of expectations with an educational, technical, and flexible financing approach—not just selling products, but building long-term partnerships based on trust. Theoretically, this study expands the Resource-Based View framework by highlighting customer knowledge and networks as strategic assets. The findings also reinforce the relevance of Porter's generic strategy theory and show that the SWOT-QSPM method can be used to formulate marketing functional strategies that are adaptive to contemporary issues such as sustainability. From a practical point of view, the results of this study provide a clear direction for B2B companies in developing a green strategy based on service excellence, not just price. However, the study has limitations in terms of sample size and sector coverage. Follow-up research is recommended to expand the number of respondents, involve other industry sectors, and conduct longitudinal studies to observe the long-term implementation of the strategy. Further exploration of the role of digital marketing and government policies is also important to strengthen the effectiveness of green marketing strategies in the future.

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