

Implicit Eco-Orientation: Navigating Green Marketing Trough Indigenous Knowledge And Authentic Practice In The Traditional Batik Industry

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Abstract

This study aims to demonstrate how eco-friendly marketing practices can provide a competitive advantage, given the limited knowledge of modern management theory. It also examines the implications of an eco-friendly orientation for the local batik industry. The methodology employs a qualitative approach, with data validation using Atlas.ti 25 to code interview results from business operators, consumers, and government officials, analyzed through word cloud, network, and co-occurrence techniques. The findings challenge greenwashing practices by applying natural dyeing techniques transparently and honestly. As a rare internal asset, natural dyeing is difficult to imitate and serves as an example of the VRIO framework. Natural dyeing has evolved into an international business born from cultural heritage and environmental responsibility. This research is original in that it introduces the concept of implicit eco-orientation, stemming from tradition, and compares management terminology with the local language while combatting greenwashing.

Keywords: *implicit eco-orientation, green marketing, indigenous knowledge, traditional batik.*

Introduction

Eco-friendly marketing has become an integral part of economic activity, ensuring that businesses adapt in line with their corporate social responsibility (Muralidhar et al., 2024) . This is particularly important for the textile industry, a major producer of hazardous waste (Khan et al., 2023) so that it can adapt to changes and enhance its competitive advantage (Taali & Maduwinarti, 2024). Conversely, traditional industries are capable of adapting to offer options for corporate survival strategies that align with the global community's aspirations.

This manifests as a shift in consumer behaviour that prioritises environmental sustainability. These shifts include prioritising eco-friendly products and valuing environmental sustainability (Iga Gusmiarti, 2024), as well as being willing to pay a premium for such products (Businesswire, 2021). However, consumers are also influenced by social media when it comes to eco-friendly products (Solution Growth, 2024). Global consumers no longer trust 'green' labels, instead seeking authenticity to understand why Ciwaringin hand-drawn batik is a sustainable choice. While these consumer shifts have primarily revolved around large manufacturing companies and occurred in developed nations, literature on management discussing the potential of traditional creative industries in developing countries remains scarce in sustainability discussions regarding companies and the environment.

This study focuses on the creative economy of Ciwaringin batik. Recognised internationally by UNESCO (UNESCO, 2021) for its emphasis on using natural dyes in material selection and production processes, as well as for its waste reduction practices, Ciwaringin batik has the potential to grow into a global business and is a valuable cultural heritage (Kusumawati et al., 2021).

Thus, this batik has an informal 'green' identity. However, the literature on cultural heritage, local wisdom and practical green marketing strategies for business operators remains limited. Firstly, it is important to identify and understand local wisdom and traditional crafts. These should then be integrated into business operations to strengthen the company's position in the global market. Secondly, incorporate eco-friendly initiatives into marketing strategies. Instead, many engage in these practices merely to survive and preserve cultural heritage, referring to them as 'natural dyes' rather than 'green marketing' businesses should avoid greenwashing practices. Thirdly, this study demonstrates that traditional industries can compete in the global market, despite sometimes being considered outdated due to the mindset of those involved. Maintaining their 'local' identity while competing in the global market presents an interesting case study of an industry rooted in local wisdom and cultural heritage.

This study is unique in that it focuses on eco-friendly marketing for traditional industries and artisans, whereas many other studies focus solely on large corporations. This study examines how local and traditional industries adopt ecological values as a strategy to gain a competitive advantage through green marketing, revealing an implicit ecological orientation that transcends modern green marketing theory. Another novel aspect is that green marketing strategies meet the VRIO criteria (valuable, rare, inimitable and organised), positioning natural dyeing techniques as indigenous eco-innovations that are rooted in local cultural heritage.

In terms of theoretical contributions, this research uses management theory, specifically green marketing, to explore the rarely discussed topic of local craft industries in developing countries. This study draws on Resource-Based View (RBV) theory to examine how commitment, local wisdom, cultural values and heritage contribute to environmental conservation. It examines socio-ecological resilience, explaining that business actors have implemented environmentally friendly practices and processes in line with modern management theory, even if they are not familiar with the term 'environmentally friendly marketing'. They achieve economic viability through examining the causes, components and associative relationships of raw materials and pricing, which serve as strategic differentiators in environmentally friendly marketing. They also implement strategies for competitive advantage involving the public, consumers, communities and the business itself. This model could also guide villages worldwide in continuing sales without harming the environment. It is hoped that this model can be applied to other industries that prioritise environmental sustainability, such as traditional ceramics businesses in Spain (Wales, 2023) and traditional silk artisans in Thailand (Charungkiattikul & Joneurairatana, 2021).

Literature review, hypotheses and framework

Green marketing

Green marketing combines environmental sustainability with strategic communication about product quality and performance (Bengtson, Erik. Mossberg, 2023) and involves promoting environmentally friendly products (Hendra dkk, 2023). The objectives of green marketing are to position the company as environmentally responsible, commercialise the company with the aim of changing consumer behaviour to purchase eco-friendly products, foster a culture of environmental care and cultivate social awareness of the value of sustainable products (Nyoman Dwika Ayu Amrita dkk, 2024). In green marketing theory, the concept of the triple bottom line is important. First

is the 'planet' concept, which refers to companies that prioritise environmental sustainability. Second is the 'people' concept, which focuses on human resources to help companies protect the environment. Third is the 'profit' concept, which focuses on generating profits to ensure the company's survival (Albrecht, 2023).

Green marketing prioritises customers to ensure continued satisfaction and prioritises environmental sustainability while generating financial profits for the company through good governance. Eco-friendly marketing will deliver many benefits, including protecting the Earth for the future of humanity, generating profits while ensuring compliance with environmental regulations, and preserving brand value.

The Resources-Based View (RBV)

The Resources-Based View (RBV) theory emphasises how industries can leverage various resources to create competitive advantages, which stem from internal company resources such as value, scarcity, substitutability, and the difficulty of imitation (Barney, 1991; Widagdo et al., 2019). These values are explained as follows: 'Valuable' means possessing value and being able to capitalise on opportunities while addressing threats; 'rare' refers to resources not possessed by competitors; 'imperfectly imitable' means resources that cannot be easily replicated by competitors due to local cultural value, a good reputation, or a long history as cultural heritage; and 'non-substitutable' refers to resources that cannot be easily replaced by other products.

Natural Resource-Based View (NRBV)

The Natural Resource-Based View (NRBV) is a theory that integrates opportunities and constraints within a company. Pollution prevention, product management, sustainable strategies and the utilisation of primary resources serve as solutions for achieving a competitive advantage (Andersén, 2021; Hart, 1995). Eco-friendly marketing will deliver many benefits, including protecting the Earth for the future of humanity, generating profits while ensuring compliance with environmental regulations, and preserving brand value (Alkaraan et al., 2024).

Operational efficiency, reducing the negative environmental impact, and ensuring the business remains profitable and builds its brand identity (Hamdoun, 2020). In the Ciwaringin hand-drawn batik business, the NRBV theory combines local wisdom and cultural heritage by applying natural dyeing as a sustainable practice and a source of competitive advantage derived from the use of internal resources. Environmental values these are an approach to meeting global consumer needs (Bals & Rosca, 2022).

Framework

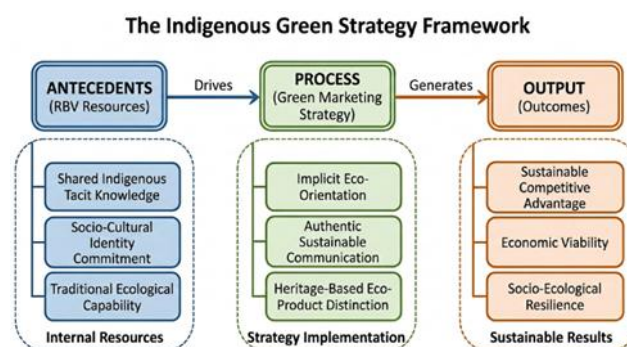


Figure 1. Research Framework

This framework is based on the resource-based view (RBV), identifying natural dyeing techniques and local wisdom as valuable, rare and inimitable internal resources. Specifically, it recognises the VRIO (Valuable, Rare, Inimitable and Organised) values of implicit perceptions of natural dyeing, commitment to UNESCO cultural heritage and traditional waste processing capabilities. Internal resources will be easier to mobilise within a green marketing strategy system. The green marketing strategy manages these internal resources and, subsequently, the process extends local and cultural values to business actors within it. This is implemented through implicit eco-orientation, authentic sustainable communication, and heritage-based eco-product differentiation. The research output prioritises generating economic viability and competitive advantage while strengthening community resilience, preserving UNESCO cultural heritage, and upholding responsibility towards the Earth.

Results and discussion

A transparent and objective analysis was conducted using Atlas.ti 25 software to assist with the technical aspects of data analysis. Atlas.ti generates several maps to help develop an understanding of, and strategies for, green marketing in Ciwaringin's hand-painted batik businesses. To ensure the research was authentic and accurate, analyses and interpretations were conducted. These included coding using Claude, co-occurrence analysis and network analysis. The transcribed interview documents were assigned to specific code groups.

1. Socio-ecological resilience

Hand-drawn batik business operators in Ciwaringin do not fully understand what green marketing entails in the context of sustaining their businesses. The informant data comes from business operators, consumers and local government officials. Qualitative data in the form of in-depth semi-structured interviews revealed that business operators' understanding of green marketing is traditionally based on their own experiences, which the researcher classifies as implicit eco-orientation.

This term is not commonly used in daily marketing activities, yet green marketing practices tend to be carried out through environmentally friendly actions, such as those already implemented by Ciwaringin hand-drawn batik entrepreneurs in their daily production processes. Thus, in this context, they do not explicitly mention modern marketing theories regarding 'green marketing', yet their activities align with them. As one business informant stated, 'I'm not very familiar with the concept of green marketing.' The researcher identified several characteristics of implicit eco-orientation:

a. Rooted in tradition

In contrast to developed countries, where companies meet 'green' criteria solely due to regulations, tradition forms the foundation of green marketing activities in Ciwaringin. Businesses must not only aim to make a profit, but also ensure environmental sustainability as part of their moral responsibility. In Ciwaringin, batik artisans have adopted natural dyeing processes as part of their commitment to environmental conservation. This is a practice that has been passed down through generations as part of their tradition and heritage.

b. Comparison of management terminology and local language

When questions are asked using management terminology, respondents may become

confused because they are unfamiliar with such terms. However, if questions are asked in a language they understand, better responses will be received. The researcher used the following example: “What do you think about the use of green marketing?” They would be confused by this question, but if we ask in the local language, 'Do you use natural dyes?', they would answer, 'Yes, we use dyes from the stems, leaves and roots of plants so that nature remains preserved and unpolluted.' These are the implicit values inherent in the entire process of natural batik dyeing, carried out with genuine intent.

c. Anti-greenwashing

Many business owners claim their operations are 'environmentally friendly', yet many of them merely want to be perceived as 'green' or engage in greenwashing to project an eco-friendly image. Being eco friendly is not just a matter of commitment; it is also a marketing strategy involving complex, time-consuming steps to produce exclusive products. The lengthy dyeing process involves boiling wood, dyeing the fabric and then drying it, all of which takes a long time.

If a different colour is desired, the fabric is dyed again, the time-consuming drying process must be repeated more than eight times to ensure the desired result is achieved.

Implicit eco-orientation is a new concept in management theory, arising from business operators' lack of understanding of green marketing, yet resulting in genuine environmental conservation practices. Concrete actions to protect the environment are not just for show; therefore, marketing strategies should be based on cultural heritage, ecological sustainability and local wisdom, rather than theoretical concepts.

Analysis using Atlas.ti 25 software serves as a tool to analyse data from informant interviews. The Claude analysis identifies the words that informants mention most frequently.



Figure 1: Word cloud

The word cloud in Figure 1 consists of words frequently mentioned by hand-painted batik business owners in Ciwaringin regarding their understanding of green marketing. The most prominent words in the cloud are 'batik', 'colour', 'nature' and 'Ciwaringin', indicating that these business owners view green marketing as concrete actions and production activities involving natural dyeing for batik in Ciwaringin. The words 'green' and 'marketing' appear smaller in comparison, suggesting that the

The analysis was conducted to gain insight into and a better understanding of raw materials and pricing, as well as to identify the factors influencing them, with the aim of strengthening the competitive position of Ciwaringin hand-drawn batik in the global market. To this end, a network analysis was performed using Atlas.ti. The analysis results are presented in the form of an Atlas.ti network below:



1. The codes used are raw materials for batik dyeing; eco-label; sustainable fashion; batik price; batik dyeing process; and green marketing for business. The results of the interviews with informants were developed into specific codes. Several other

- codes are directly and indirectly related to these codes, including exhibitions, reasons for consumer dissatisfaction, the advantages of Ciwaringin batik in determining price, the role of the community and the target market. Some codes are related to the selection of raw materials and prices, particularly with regard to the concept of green marketing, which differs from conventional marketing, and the relationship between local and green marketing.
2. The network results show that the codes for batik dyeing raw materials and the batik dyeing process are indirectly linked to the price of Ciwaringin hand-drawn batik. Based on interviews with business owners, “even for a single piece of fabric, the process is time consuming and must be carried out in a specific sequence; otherwise, the results won’t be optimal” . “The dye formula is prepared from scratch using fresh tree bark, which is soaked, boiled and sun-dried, and it takes a long time to extract specific colours”. This indicates that pricing must be based on the use of dyeing materials, as the process is time-consuming and complex it’s not just about marketing strategy.
 3. The relationship is causal;

As seen in the framework of green marketing for business and sustainable fashion, this demonstrates a relationship driven by business operators' awareness of consumer needs, particularly in the fashion industry, which is applied to eco-friendly batik fabrics. Regarding the same relationship between green marketing in business and the role of green marketing communities, it provides a backdrop for business actors to strengthen the role of cooperatives, consumers and local governments in supporting green marketing for Ciwaringin hand-drawn batik products. The ecolabel certification serves as both the cause and the effect, with the target market being the outcome. This is reinforced by business operators' statements that 'pricing is determined not only by the materials and the complexity of the motifs, but also by the lengthy and intricate process; that is why hand-drawn batik is expensive'.

4. Relationship as part of
 - a. The relationship between the raw materials used for batik dyeing and the dyeing process indicates that selecting natural dyeing materials is part of the lengthy natural dyeing process and is interrelated with the production process.
 - b. Between the price of batik and the dyeing process, indicating that the latter will always be a component of the former, thus affirming that the price is significantly influenced by the complex, intricate and time-consuming nature of the dyeing process.
5. The relationship is associated with

This relationship represents an interconnection between concepts without focusing on cause-and-effect; the network illustrates this :

- a. That green marketing relates to business and local culture. The eco-friendly marketing of Ciwaringin hand-drawn batik in the business world is inherently linked to local culture and ancestral heritage, which helps strengthen its marketing narrative—for example, by explaining its motifs, philosophy, and colors.
- b. Changes in consumer preferences are key to understanding global market dynamics and international fashion trends; this is particularly important for the eco-friendly marketing of batik, which involves incorporating fashion

trends and the role of the community. Nowadays, global consumers are familiar with, prefer and are interested in purchasing eco-friendly products.

Network analysis shows that raw materials and pricing strategies exhibit "is a cause of", "is a part of" and associative relationships The procurement of raw materials plays a key role in pricing due to the time-consuming and complex dyeing process. Additionally, there are relationships that are not driven by cause and effect, but which still mutually influence one another, namely 'is associated' relationships, such as green marketing for business, local business, sustainable fashion and the role of the community. This sets it apart from other strategies. Furthermore, the roles of the community and ecolabels are significant: while ecolabel certification reinforces pricing decisions, the community also plays a role in determining exclusive prices for the target market.

3. Sustainable competitive advantage

As the research findings above show, business owners may not recognise the term 'green marketing' or know what it means, but they are already practising it. Environmental preservation and the promotion of eco-friendly products as an integration to carry out green marketing, for example by making videos about the selection of raw materials and the dyeing process, drying process. This method serves as authentic evidence of the natural dyeing process that is not done by mass batik production, so this process can be made into a uniqueness with exclusive value. It is hoped that this will influence global consumers' decisions to buy Ciwaringin hand-drawn batik and can open up wider market access. The shift of consumers towards environmentally friendly products will be a reason to create value with unique value in the batik dyeing process that focuses on environmental preservation, which can also create a deeper emotional connection with consumers. Global consumers are already aware of greenwashing and are critical of businesses engaging in it. The uniqueness of Ciwaringin hand-drawn batik lies in its coloring process, which can create value and foster a better emotional connection with consumers.

The analysis technique used is co-occurrence analysis with Atlas.ti, which produces certain codes to strengthen this research. The codes identified were: consumers not understanding the value of eco-friendliness; dissatisfaction with Ciwaringin's written products; exhibitions, training or green marketing outreach; consumer understanding of eco-friendly values; the role of the community; target markets; UNESCO; and green marketing for competitive advantage. The following is the co-occurrence analysis presented in tabular form:

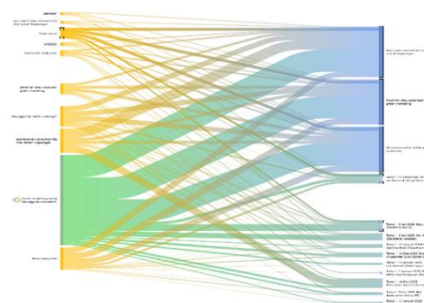


Figure 3: Co-occurrence analysis

Figure 3 shows a colour gradient ranging from yellow to green to blue. The darker the colour, the higher the frequency with which the two codes occur together, which makes it easier for researchers to analyse these patterns. Based on the results of the co-occurrence analysis presented in Stankey's diagram, the following analysis can be made:

1. The codes used are:
exhibitions; consumers' lack of understanding of environmental values; the target market; UNESCO; consumer dissatisfaction with Ciwaringin hand-drawn batik products; consumer dissatisfaction with Ciwaringin hand-drawn batik; green marketing training or outreach; the advantages of Ciwaringin batik; consumers' understanding of environmental values; and the role of the community. These codes serve as factors that explain the issues, context and opportunities (codes on the left).
2. The problems and challenges faced are
 - (a) The code indicating consumers' lack of understanding of eco-friendly values, the gap between theory and practice is evidenced by the fact that business actors do not understand green marketing theory even though in their production process they have already implemented and conducted green marketing in their marketing system.
 - (b) Consumer dissatisfaction code: this product has not met consumer expectations due to the price or batik motif, caused by a lack of information to consumers and insufficient communication in marketing carried out by business actors, as indicated by the 'consumer dissatisfaction' code.
 - (c) UNESCO code explains that batik has been recognized worldwide as an intangible cultural heritage and positioned as an environmentally friendly product with uniqueness in the dyeing process, a local product and heritage product, a cultural identity to create competitive advantage.
 - (d) Training code: stakeholders, namely consumers, cooperatives, local government, community, and batik community, have a strategic role in creating market opportunities by participating in training or counseling on green marketing strategies. Training or outreach in green marketing serves as a social factor that supports business operators in developing environmentally friendly marketing processes. The codes on the left will be linked to achieve green marketing for competitive advantage (centre section), meaning this flow serves as a strategy to connect consumer issues with product advantages to achieve competitive advantage.
3. The codes on the right indicate solutions to the above issues (left-hand codes) as outcomes of green marketing implementation. (a) consumers who understand the value of environmental friendliness, resulting from the interplay of green marketing training/outreach, the target market and the community's role; (b) Green marketing training or outreach as a solution for businesses to maintain effective communication regarding green marketing; and (c) The community's role in green marketing, influenced by the target market for eco-friendly, hand-drawn batik products, with the aim of strengthening social support and enhancing legitimacy.

In improving the marketing and production processes, it is carried out through counseling, training, and collaboration while maintaining environmentally friendly values as an implementation of green marketing aimed not only at gaining profit but also at preserving a better environment. To realize this in a sustainable and interconnected process, awareness among business actors about green marketing is increased, supported by various stakeholders in the development of green marketing strategies. Simply put, co-

occurrence analysis explains green marketing as a marketing strategy for Ciwaringin batik artisans to enhance competitive advantage by involving various stakeholders, namely the community, society, consumers, and others.

Discussion

The results of this research consist of various aspects namely firstly, with regard to socio-ecological resilience, it was found that, although business owners engage in green marketing practices, they are unfamiliar with the term 'green marketing' as defined in management theory. moral responsibility in green marketing has been carried out and as a cultural heritage. They have been implementing green marketing by creating content and providing captions about environmental conservation and videos of the natural batik dyeing process. The concept of implicit eco orientation as evidence to connect Rooted in tradition, comparison of management terminology and local language, anti-greenwashing this proves that business actors have carried out transparency in a real and honest way in conducting green marketing strategy activities. This is evidenced by an Atlas.ti word cloud analysis. Secondly, economic viability is achieved through the use of raw materials and pricing. Roots, stems and leaves are used as raw materials, which are valued for their asset value, rarity, imitability and organisational control (VRIO). These materials are unavailable to mass textile industries and provide a pathway to enter global markets. The analysis employed Atlas.ti 25 to explain the relationships of 'is cause of', 'is part of', and 'is associated with' between raw materials and pricing. Thirdly, creating uniqueness through exclusivity can foster consumer loyalty and generate value, providing a sustainable competitive advantage. This can be achieved by featuring specific captions focused on environmental conservation in the production process, with the data validated using Atlas.ti and analysed via co-occurrence analysis in Stankey format. This demonstrates that green marketing can serve as a business strategy applicable to the global market, as well as being a movement involving businesses, consumers and communities, and can be used to build competitive advantage.

Next, explain the relationship between the research results and the theory used to provide a comprehensive understanding

1. there are several things proven in Claude's analysis dominated by the words "batik" "color" "nature" but the words "green", "marketing" do not dominate. this shows that the concept of implicit eco orientation as an illustration of green marketing practices without understanding green marketing and is practical, natural, honest, and authentic. This concept extends the literature on green marketing that complies with regulations. However, for the Ciwaringin hand-painted batik entrepreneurs, it is driven not by fear of regulations, but by a sense of moral responsibility, cultural heritage, local wisdom and the ability to refute greenwashing. This is because they practise natural dyeing in an organic, honest and natural manner.
2. RBV and VRIO perspectives

This study employs the RBV and VRIO approaches to competitive advantage, maximising internal resources and strategic assets, namely: (a) value and rarity: the use of raw materials that provide health benefits and exclusivity not found in competitors' products; (b) inimitability: the complex dyeing process cannot be replicated by competitors due to its lengthy procedure and manual colour blending; and (c) organisation: communities (cooperatives and local governments) strengthen the hand-drawn batik industry for green marketing development, and eco-labels

draw in the global market. This confirms that the traditional Ciwaringin hand-drawn batik business bases its pricing on value to show global consumers that high prices are reasonable due to the process's complexity, lengthy production time and scarcity of raw materials, all of which are attractive features within the sustainable fashion industry.

3. Implementation of NRBV

Based on Natural Resource-Based View (NRBV) theory and Atlas.ti network analysis, a 'cause-and-effect' relationship was found in the data regarding sustainable fashion and green marketing. Ciwaringin hand-drawn batik has the ability to seek profit by responding to shifts in global consumer preferences for purchasing environmentally friendly products. Batik is recognised as intangible cultural heritage by UNESCO, and possessing an ecolabel strengthens global marketing efforts, as evidenced by co-occurrence analysis. The application of NRBV theory in pollution prevention strategies and product management is demonstrated through community collaboration in conducting training and literacy for consumers to understand the production of environmentally friendly products.

4. Building Loyalty Through Digital Storytelling

Loyalty is built through businesses' ability to establish emotional bonds with consumers by producing videos about production processes and educational captions about eco-friendly products and environmental conservation, which counteracts the stigma of greenwashing. In the global market, consumer loyalty must be demonstrated through authentic evidence of eco-friendly products, such as ecolabel certifications. This certification serves as a primary tool for marketing, encouraging loyalty, and enhancing long-term consumer trust.

Conclusions and policy implications

This study concludes that traditional industries do not always align with modern management science to achieve competitive advantage. This can also be achieved through honesty in operations and cultural values, which result in the concept of implicit ecological orientation. This proves that green marketing practices will emerge organically as the legacy, local culture and moral responsibility of businesses.

According to RBV theory, meeting the VRIO criteria by using natural raw materials as strategic assets and employing complex, time-consuming production techniques constitutes tacit knowledge and simultaneously undermines the principle of greenwashing. Conducting transparent validation using atlas.ti, communicated digitally with the aim of increasing trust and loyalty, can be done to integrate traditional values and the global market in creating local innovations.

Policy implications

Based on these research findings, it is hoped that policies will be developed to promote green marketing for Ciwaringin hand-drawn batik in Indonesia. The following are several types of recommended policy implication:

1. Group certification: business operators should collaborate to obtain eco-labels, as individual applications are costly, time-consuming and tedious. As part of the community holding a single eco-label, cooperatives are expected to lead the effort towards group certification, sharing costs or securing subsidies for the group to make the process more affordable for business operators.

2. Digitisation of tacit knowledge: This policy utilises digital platforms for digital traceability by uploading videos or photos of natural dye screening and the hand-drawn batik dyeing process. This evidence is accessible in real time. Functions to verify digital data without "green" validation and reduce operational costs
3. Green Channel Policy: Expected to be issued by local or central governments, this policy aims to expand access to global markets by creating an export green channel for products already holding an eco-label from the Ministry of Environment. It is hoped that this will make it easier for Ciwaringin hand-drawn batik products to be exported and to access overseas exhibitions. This is more valuable than cash grants because it provides traditional businesses with global marketing access.
4. The focus is on ensuring the availability of raw materials such as teak wood waste, mahogany wood, mangosteen peel, and indigofera plants as part of the circular economy development. The NRBV approach will ensure the availability of these materials and the sustainability of the implicit eco-friendly concept. This can be achieved by providing land on which to grow raw materials or by supplying seedlings. The government must ensure environmental quality thru proper environmental management and ensure that businesses run smoothly by maintaining a steady supply of raw materials.

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