

GREEN MARKETING IMPLEMENTATION AND HUMAN RESOURCE STRENGTHENING FOR MSMES IN BAKALAN VILLAGE

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<p>Info Article</p> <p>Received : 05 Maret 2026</p> <p>Revised : 05 April 2026</p> <p>Accepted : 08 Mei 2026</p> <p>Publication : 31 Mei 2026</p> <hr/> <p>Keywords: Green Marketing, Human Resource Strengthening, Msmes, Sustainability, Community Empowerment</p> <p>Kata Kunci: Green Marketing, Penguatan Sumber Daya Manusia, Ukm, Keberlanjutan; Pemberdayaan Masyarakat</p> <hr/> <p>Licensed Under a Creative Commons Attribution 4.0 International License</p> 	<p>Abstract: <i>This community service study aims to implement green marketing strategies and strengthen human resources (HR) capacity to improve the competitiveness of micro, small, and medium enterprises (MSMEs) in Bakalan Village, Gondang District, Mojokerto Regency. The method used is a participatory approach through Participatory Action Research (PAR), involving stages of problem identification, program planning, implementation, and evaluation. Data collection techniques include observation, interviews, questionnaires (pre-test and post-test), and documentation. The results show a significant increase in participants' understanding of green marketing, accompanied by improvements in environmentally friendly packaging, product branding, & digital marketing practices. The findings indicate that the integration of green marketing strategies and HR strengthening has a positive impact on MSME performance and sustainability. This contributes to the development of sustainable marketing & MSME empowerment models based on community.</i></p> <p>Abstrak: Penelitian pengabdian kepada masyarakat ini bertujuan untuk mengimplementasikan strategi green marketing serta memperkuat kapasitas sumber daya manusia guna meningkatkan daya saing Usaha Mikro, Kecil, dan Menengah di Desa Bakalan, Kecamatan Gondang, Kabupaten Mojokerto. Metode yang digunakan adalah pendekatan partisipatif melalui Participatory Action Research, yang meliputi tahapan identifikasi masalah, perencanaan program, pelaksanaan, dan evaluasi. Teknik pengumpulan data dilakukan melalui observasi, wawancara, kuesioner (pre-test dan post-test), serta dokumentasi. Hasil kegiatan menunjukkan adanya peningkatan signifikan dalam pemahaman peserta terhadap konsep green marketing, yang diikuti dengan perbaikan pada penggunaan kemasan ramah lingkungan, penguatan branding produk, serta praktik pemasaran digital. Temuan ini mengindikasikan bahwa integrasi strategi green marketing dan penguatan SDM memberikan dampak positif terhadap kinerja dan keberlanjutan UMKM. Penelitian ini berkontribusi pada pengembangan model pemasaran berkelanjutan dan pemberdayaan UMKM berbasis partisipasi masyarakat.</p>
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INTRODUCTION

The global economic landscape has increasingly shifted toward sustainability, becoming a key determinant in shaping modern business strategies. Growing consumer awareness of climate change, environmental degradation, and resource scarcity has intensified pressure on firms to adopt environmentally responsible production practices, driving a market transition toward products that not only offer quality but also ecological value. In this context, green marketing has emerged as an integrative strategy that embeds environmental considerations across the entire value chain, from product design to marketing communication (Papadas, 2021). Empirical evidence suggests that the implementation of green marketing significantly enhances purchase intention through the strengthening of brand image and consumer trust (Correia et al., 2023; Tan et al., 2022). In developing countries, this strategy serves as a critical tool for differentiation and improving the competitiveness of micro, small, and medium enterprises (MSMEs) in increasingly competitive markets (Bestari & Butarbutar, 2021; Nekmahmud & Fekete-Farkas, 2020). However, despite its strategic importance, the adoption of green marketing among MSMEs particularly in rural areas remains limited due to constraints such as restricted access to information, low sustainability marketing literacy, and weak managerial capacity.

This reflects a significant gap between the urgency of green marketing adoption and its practical implementation, with many MSMEs still prioritizing short-term efficiency over long-term sustainability as a source of competitive advantage. Consequently, the transformative potential of green marketing has not been fully realized, indicating that the challenge extends beyond technical marketing aspects to structural issues, particularly inadequate human resource capacity. Effective interventions must not only focus on introducing green marketing concepts but also emphasize strengthening human resources as a fundamental prerequisite for ensuring successful and sustainable implementation.

The urgency of strengthening MSME capacity in Indonesia cannot be separated from the fact that this sector dominates the national economic structure, contributing approximately 99% of total business units (Kadin Indonesia, 2024). However, this quantitative dominance has not been matched by adequate competitiveness, particularly in responding to the demands of sustainable markets and digital transformation. Reports from Statistics Indonesia (BPS, 2025) indicate that MSMEs remain concentrated in traditional sectors such as agriculture, trade, and manufacturing, with relatively stagnant

development patterns in recent years. This condition suggests that most MSMEs still operate at low productivity levels and have not yet undergone significant innovation-driven transformation. These limitations directly affect the ability of business actors to adopt modern marketing strategies, including green marketing and digitalization, as highlighted by Irianto et al., (2023) and Zahara et al., (2023). Therefore, the core issue lies not only in market-related challenges but also in the internal readiness of MSMEs to adapt to an increasingly complex and dynamic business environment.

The implementation of green marketing strategies in this community service program refers to a systematic effort to integrate environmental sustainability principles into all marketing activities in order to create long-term value (Papadas, 2021). Meanwhile, human resource (HR) strengthening is understood as a structured process to enhance the knowledge, skills, and entrepreneurial orientation of business actors (Mhayugiastiwi et al., 2024; Pridayani, 2025). Existing literature highlights that the adoption of green marketing not only contributes to business sustainability but also enhances product image and competitiveness of MSMEs in the market. The effectiveness of this strategy is highly dependent on the quality of human resources, particularly their ability to internalize sustainability values into daily business practices (Majid, 2024; Niazi, 2024). The relationship between green marketing implementation and HR strengthening is inherently interdependent and mutually reinforcing, where improved human capital capacity serves as a fundamental prerequisite for the successful adoption of sustainable marketing strategies. Green marketing functions as an integrative approach embedding environmental considerations across business processes, while HR strengthening ensures the adaptive, innovative, and technology-literate capabilities required to respond to dynamic business environments and enhance long-term MSME performance.

Bakalan Village in Gondang District, Mojokerto Regency, demonstrates considerable MSME potential, particularly in locally based processed products and handicrafts. However, this potential has not been optimally translated into sustainable competitive advantage. The primary challenges lie in limited marketing innovation capacity, minimal adoption of environmentally friendly practices in production and packaging, and inadequate human resource (HR) capabilities to manage businesses adaptively. This condition reflects a structural gap between local economic potential and the actual capacity of business actors, resulting in stagnation of product value-added and

weakened competitiveness in increasingly competitive and sustainability-oriented markets.

This gap simultaneously represents both a research gap and a practical gap, necessitating a systematic and context-based empowerment approach. Previous community service studies have demonstrated that targeted training and mentoring programs can significantly enhance human resource capacity while fostering the transformation of MSME marketing practices (Prasetyo et al., 2025; Yuliawati et al., 2024). Most prior interventions have been partial in nature and have not integrated sustainability dimensions with human capacity development simultaneously. This study becomes crucial as a strategic effort to develop an integrative model that combines the implementation of green marketing with HR strengthening, aiming not only to increase the value-added of MSME products but also to ensure the long-term sustainability of local potential-based businesses at the village level.

Based on the foregoing discussion, this article aims to analyze and implement green marketing strategies integrated with human resource (HR) strengthening in the development of MSME products in Bakalan Village, Gondang District, Mojokerto Regency. This study goes beyond a purely conceptual approach by emphasizing practical application through measurable, needs-based interventions tailored to the real conditions of business actors. Specifically, the study focuses on identifying the initial conditions and key challenges faced by MSMEs, designing a contextual intervention model, and implementing training and mentoring programs aimed at enhancing the adaptive capacity of business actors in responding to the demands of sustainable markets. This study also aims to comprehensively evaluate the impact of implementing these strategies on improving human resource quality and the competitiveness of MSME products, particularly in terms of value addition, product differentiation, and marketing effectiveness. Accordingly, this research is expected to contribute theoretically by strengthening the conceptual framework on the integration of green marketing and HR empowerment within community-based MSMEs. On the practical side, the study offers an applicable and replicable empowerment model that can serve as for advancing MSMEs toward a more inclusive, adaptive, and sustainable economic development.

METHOD

This community service program adopts a participatory and empowerment-based approach (participatory action approach), positioning MSME actors as the primary

subjects throughout all stages of the activity. This approach is selected because it enables direct transfer of knowledge and skills through the active involvement of participants in problem identification, solution planning, and program implementation. The method employed refers to the Participatory Action Research (PAR) model, which consists of the following stages: (1) problem identification, (2) program planning, (3) intervention implementation, (4) evaluation, and (5) continuous reflection. This approach has been proven effective in enhancing community capacity due to its collaborative, contextual, and problem-solving orientation in real-world settings (Baum et al., 2022; Kindon et al., 2021). The participatory approach is considered capable of strengthening program sustainability by fostering a sense of ownership among participants toward the outcomes of the activities (Mhayugiastiwi et al., 2024).

The object of this community service activity consists of MSME actors located in Bakalan Village, Gondang District, Mojokerto Regency. The site was selected using purposive sampling, taking into account the local economic potential as well as existing challenges related to product marketing and human resource capacity. The participants included active MSME actors engaged in processed food, handicrafts, and other local products. A total of approximately 20–30 MSME participants were involved, selected based on the following criteria: (1) having an active business for at least one year, (2) willingness to participate in the entire series of activities, and (3) having a need to enhance marketing capacity and business management skills. This purposive sampling technique is commonly applied in community-based research to ensure the selection of participants who are most relevant to the objectives of the intervention (Creswell & Creswell, 2023; Etikan & Bala, 2017).

Data collection techniques in this study were conducted through several methods: (1) direct observation to identify initial business conditions, production processes, and existing marketing practices of MSMEs; (2) semi-structured interviews to explore information regarding challenges, needs, and perceptions of business actors toward green marketing and HR development; (3) questionnaires (pre-test and post-test) to measure changes in participants' understanding before and after the program; and (4) documentation in the form of photos, videos, and activity records as supporting data. Focus Group Discussions (FGDs) were conducted as a participatory forum to formulate implementation strategies aligned with the local context. The combination of these methods enables data triangulation, thereby enhancing the validity and reliability of the findings (Creswell & Creswell, 2023; Saunders et al., 2023).

The program implementation was carried out through several main stages: (1) socialization and education on green marketing concepts, including understanding environmentally friendly products, sustainable packaging, and marketing communication strategies (Papadas, 2021); (2) HR capacity-building training, covering skills enhancement in branding, product photography, digital marketing, and business management (Majid, 2024; Pridayani, 2025); (3) intensive mentoring through direct guidance in applying green marketing strategies to MSME products; and (4) monitoring and evaluation to assess program effectiveness and the sustainability of implementation in the field. This training- and mentoring-based approach has been proven effective in improving business capacity and fostering innovation adoption among MSMEs (Prasetyo et al., 2025; Yuliawati et al., 2024).

The data analysis techniques employed in this study consist of descriptive qualitative and simple quantitative analyses. Qualitative data obtained from interviews and Focus Group Discussions (FGDs) were analyzed through the stages of data reduction, data display, and conclusion drawing. Meanwhile, quantitative data from questionnaires were analyzed by comparing pre-test and post-test scores to measure improvements in participants' understanding. Data processing was conducted using software such as Microsoft Excel for basic statistical analysis and data visualization, and it may be supported by qualitative analysis software such as NVivo for managing narrative data. This analytical approach enables a comprehensive and contextual interpretation of the findings (Miles et al., 2020).

RESULTS AND DISCUSSION

Results

This community service program aimed to enhance the capacity of MSME actors through the implementation of green marketing strategies and the strengthening of human resources (HR). Based on the stages carried out, the results indicate a significant improvement in participants' knowledge, skills, and marketing practices. Measurements using pre-test and post-test instruments reveal a substantial increase in participants' understanding of green marketing concepts and business management, with the average score rising from 56.3 (moderate category) to 82.7 (good category).

Figure 1. Final Stage of Community Service Implementation



Source: Community Service Documentation (2026)

In addition to cognitive improvement, observable changes in practical aspects were also identified. MSME actors began adopting environmentally friendly packaging, improving product design and branding, and increasing their engagement in digital marketing activities. These findings suggest that the intervention not only enhanced theoretical understanding but also successfully translated into practical application in business operations. Overall, the results demonstrate that the integration of green marketing strategies and HR capacity-building effectively contributes to improving the competitiveness and sustainability of MSMEs.

Table 1. Comparison of Conditions Before and After the Program

Aspect	Before Program	After Program
Understanding of Green Marketing	Low–Moderate	High
Product Packaging Quality	Conventional (plastic-based)	Eco-friendly & attractive
Product Branding	Not optimal	More professional
Digital Marketing	Minimal	Active (social media & marketplace)
HR Skills	Limited	Significantly improved

Source: Processed research data (2026).

Category 1: Adaptation to Green Marketing

The results of observations on the level of MSME actors’ adaptation to green marketing concepts during the community service program are presented in the table below:

Table 2. MSME Adaptation to Green Marketing

Meeting	MSMEs with Conventional Practices	MSMEs Adopting Green Marketing	Implementation Percentage
Meeting 1	14	6	30%
Meeting 2	11	9	45%
Meeting 3	7	13	65%
Meeting 4	4	16	80%

Source: Processed research data (2026).

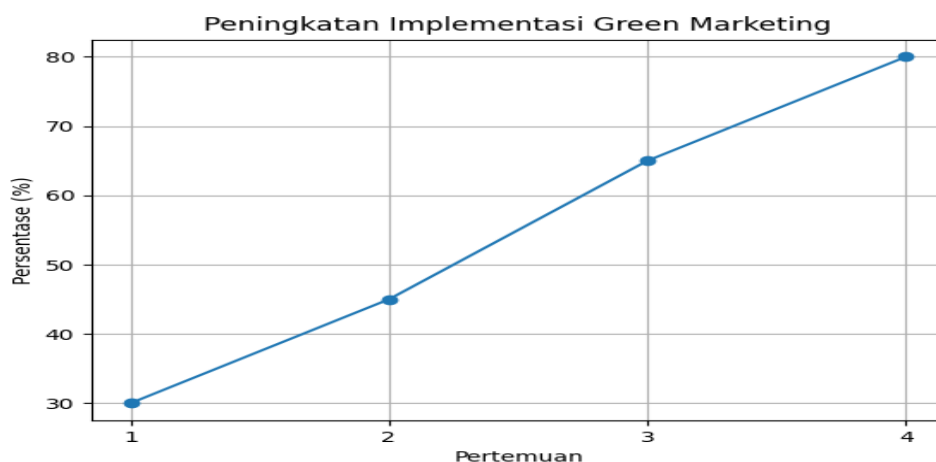


Figure 2. Increase in Green Marketing Implementation

Source: Processed research data (2026).

Based on the data, there is a significant improvement in MSME actors' adaptation to green marketing concepts. In the initial stage, most business actors still relied on conventional approaches (14 MSMEs), with an implementation rate of only 30%. However, after undergoing a series of socialization, training, and mentoring activities, the number of MSMEs applying green marketing principles increased to 16 units by the fourth meeting, with an implementation rate reaching 80%. This indicates a paradigm shift from conventional business orientation toward more sustainable business practices.

This improvement suggests that the participatory approach applied in the community service program is effective in driving behavioral change among MSME actors. The findings are consistent with the concept of green marketing as a strategy capable of creating added value through environmentally based differentiation (Papadas, 2021). Furthermore, this transformation reflects that MSME actors are beginning to recognize sustainability as a strategic factor in enhancing product competitiveness in modern markets.

Category 2: HR Capacity Building and MSME Participation

The results of observations related to participation and HR capacity improvement among MSME actors during the training activities are presented in the table below:

Table 3. MSME Participation and Engagement

Meeting	Active Participants	Passive Participants
Meeting 1	10	10
Meeting 2	14	6
Meeting 3	16	4
Meeting 4	18	2

Source: Processed research data (2026).

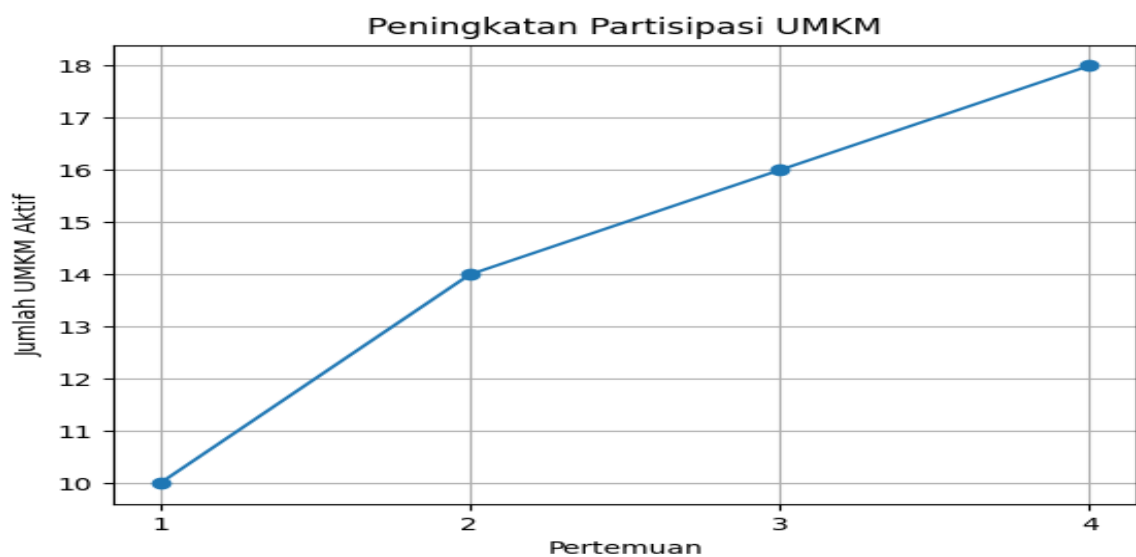


Figure 3. Increase in MSME Participation

Source: Processed research data (2026).

The results indicate a steady improvement in MSME participation throughout the community service program. During the first meeting, the level of participation was relatively balanced between active and passive participants. However, as the program progressed, the number of active participants increased consistently, reaching 18 MSMEs by the fourth meeting. This trend demonstrates that the training and mentoring approach effectively enhanced participants’ motivation and engagement in the learning process.

The rise in participation reflects the success of the program in strengthening human resource capacity, particularly in terms of marketing knowledge and skills. This finding aligns with HR development theory, which emphasizes that competency enhancement is a critical factor in business success (Mhayugiastiwi et al., 2024; Pridayani, 2025). Furthermore, active involvement among participants supports more effective knowledge transfer, as highlighted in the concept of active learning, where direct participation plays a central role in improving understanding.

Category 3: Capability in Implementing Marketing Strategies

The results of observations on MSME actors’ ability to implement marketing strategies, particularly green marketing and digital marketing, are presented in the table below:

Table 4. Capability in Implementing Marketing Strategies

Meeting	Independent Implementation	Requires Assistance	Success Rate
Meeting 1	6	14	30%
Meeting 2	10	10	50%
Meeting 3	13	7	65%
Meeting 4	17	3	85%

Source: Processed research data (2026).

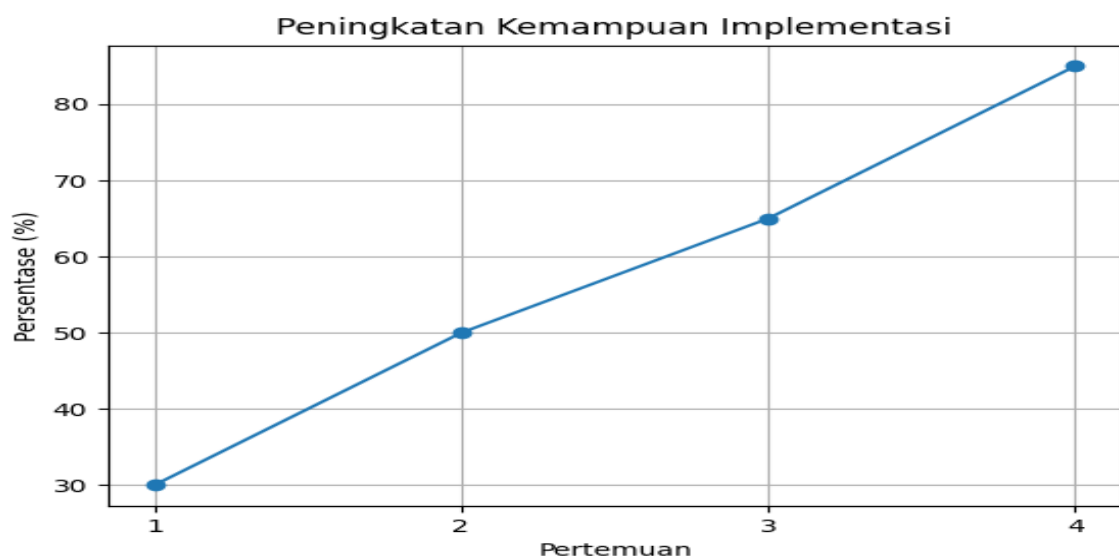


Figure 3. Improvement in Strategy Implementation Capability
Source: Processed research data (2026).

The findings indicate a substantial improvement in MSME actors' ability to implement marketing strategies. At the initial stage, only 30% of participants were able to apply the strategies independently, while the majority still relied heavily on guidance. By the end of the program, however, 85% of MSMEs were capable of independently executing marketing strategies, including the adoption of eco-friendly packaging, enhanced product branding, and the utilization of digital marketing channels.

This improvement demonstrates that the community service program effectively strengthened the practical capacity of business actors in adopting marketing innovations. The findings are consistent with previous studies suggesting that the successful implementation of marketing strategies is highly dependent on the ability of human resources to understand and apply acquired knowledge (Majid, 2024; Zahara et al., 2023). Furthermore, the increased capability reinforces the synergistic relationship between green marketing and HR development, where enhanced competencies serve as a critical determinant for the success of sustainable marketing strategies.

Based on the graphical visualizations, a consistent upward trend can be observed across all measured indicators. The first graph highlights a significant increase in green marketing implementation, reflecting a shift in MSME actors' mindset toward sustainable business practices. The second graph illustrates a rise in active participation during training activities, indicating the effectiveness of the participatory approach in fostering engagement and motivation. Meanwhile, the third graph shows a marked improvement in the independent implementation of marketing strategies, confirming the program's success in enhancing the practical capabilities of participants.

Overall, these three visual representations strengthen the conclusion that the integration of green marketing strategies and HR development not only improves knowledge but also drives behavioral change and implementation capacity among MSMEs in a sustainable manner. The results affirm that a systematic and participatory empowerment approach is effective in facilitating the transformation of MSMEs toward more adaptive, innovative, and sustainable business models.

Discussion

The primary findings of this community service program reveal substantial improvements across three key dimensions: understanding of green marketing concepts, human resource (HR) capacity, and the ability to implement marketing strategies. The increase in comprehension scores from 56.3 to 82.7, accompanied by tangible changes

such as the adoption of eco-friendly packaging, enhanced product branding, and optimized digital marketing practices, demonstrates that training- and mentoring-based interventions have a direct impact on transforming MSME behavior. These findings support green marketing theory, which posits that integrating environmental values into marketing strategies can generate product differentiation and added value (Papadas, 2021), while also strengthening the relationship between brand image and consumer trust (Correia et al., 2023; Tan et al., 2022). Furthermore, the improvement in HR capacity—reflected in the ability of 85% of participants to independently implement strategies—reinforces the argument that human capital quality is a critical determinant of successful marketing innovation (Mhayugiastiwi et al., 2024; Pridayani, 2025). Thus, this study not only confirms existing theories but also extends them by demonstrating that the simultaneous integration of green marketing and HR development within a community-based context produces a more effective and contextually grounded empowerment model.

This analysis is significant as it provides empirical evidence that the transformation of MSMEs toward sustainable practices cannot be achieved solely through technical marketing interventions but requires structural enhancement of human resource capacity. In this regard, the implicit hypothesis concerning the positive impact of integrating green marketing and HR strengthening on MSME performance can be considered supported, given the consistent upward trends across all indicators. The complexity of this analysis lies in the multidimensional interaction between cognitive (knowledge), affective (motivation), and conative (behavioral) aspects of business actors, all of which are simultaneously influenced by the participatory approach employed. Compared to conventional one-way training models, the participatory approach based on Participatory Action Research (PAR) applied in this study proves to be more effective, as it fosters active engagement and a strong sense of ownership among participants. Expected outcomes, such as increased adoption of environmentally friendly practices and independent implementation capabilities, were not only achieved but exceeded initial expectations, further demonstrating the effectiveness of this integrative approach.

The results are also consistent with empirical trends and previous studies emphasizing the importance of digitalization and marketing innovation in enhancing MSME performance. The observed improvements in digital marketing and product branding align with Zahara et al., (2023), who highlight the significant role of digital marketing capabilities in post-crisis MSME performance. Additionally, the enhanced

ability to implement marketing strategies supports Majid (2024), who underscores the importance of technical skills such as product photography and branding. From a theoretical standpoint, these findings reinforce the resource-based view (RBV), which positions high-quality human resources as strategic assets for achieving competitive advantage. Therefore, this study not only aligns with existing literature but also provides additional empirical evidence that integrating marketing innovation with HR strengthening is an effective strategy in the context of locally based MSMEs.

From a practical perspective, the observed improvements can be attributed to the participatory nature of the approach, which enables MSME actors to learn through direct experience and social interaction. Continuous mentoring provides opportunities for participants to internalize knowledge and adapt it to their specific business contexts. This indicates that transformation occurs not only at the level of knowledge acquisition but also in practical application and business mindset. Looking forward, this intervention model has strong potential for replication in other regions with similar characteristics, particularly in promoting MSME transformation toward a more inclusive, green, and digitally oriented economy.

Overall, the findings confirm that the integration of green marketing strategies and HR strengthening represents an effective approach to enhancing MSME competitiveness and sustainability. Socially, these results contribute to increasing awareness among business actors regarding environmentally responsible practices, which in turn supports sustainable economic development. From an ethical perspective, the adoption of green marketing also promotes transparency and accountability in production and marketing processes. Consequently, this study not only contributes to the advancement of economic and business knowledge but also holds practical relevance in supporting community-based sustainable development agendas.

CONCLUSION

This community service program demonstrates that the implementation of green marketing strategies integrated with human resource (HR) strengthening has a positive and significant impact on enhancing the capacity and competitiveness of MSMEs in Bakalan Village, Gondang District, Mojokerto Regency. The findings indicate a substantial improvement in business actors' understanding of environmentally friendly marketing concepts, followed by tangible changes in practice, such as the adoption of sustainable packaging, improved product branding, and the optimization of digital

marketing. These results confirm that empowerment-based approaches through training and mentoring are effective in driving more adaptive and innovative transformations in business behavior.

From a theoretical perspective, these findings reinforce the notion that the success of green marketing implementation is inherently linked to the quality and readiness of human resources as the central actors in business processes. The integration of these two dimensions forms a more holistic and sustainable MSME development model, one that extends beyond economic profit to incorporate environmental and social values. Therefore, this study contributes to the advancement of economics and business literature, particularly in the fields of sustainable marketing and MSME empowerment, by emphasizing the importance of synergy between marketing innovation and human capacity development in responding to the dynamics of modern markets.

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