

Systematic Review of Green Marketing in Higher Education Marketing Strategy: Opportunities and Challenge

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ABSTRACT

In recent years, environmental sustainability has become a major concern across various sectors, including higher education. UI GreenMetric, as one of the leading international university rankings, encourages campuses to adopt sustainable practices, although in Indonesia this is still largely dominated by major universities. Meanwhile, younger generations—particularly prospective students—are showing a growing awareness of environmental issues. Green marketing emerges as a strategic approach for universities to build a positive image as eco-friendly institutions while enhancing their appeal to environmentally conscious youth. This study employs a narrative review method to analyze relevant literature on the implementation of green marketing in higher education. The findings reveal that effectively communicated green marketing strategies, particularly through digital platforms, can strengthen green brand image, build green trust, and increase both student interest and loyalty. Nevertheless, challenges such as resource limitations and the risk of greenwashing must be addressed through collaborative efforts and integrated institutional policies. Therefore, green marketing can serve as a strategic differentiator for universities in the era of sustainability.

INTRODUCTION

In recent years, environmental sustainability has increasingly become a top priority across various sectors, including higher education. One global initiative that reflects this trend is the UI GreenMetric World University Rankings, a ranking system developed by Universitas Indonesia to assess universities' commitment and performance in implementing sustainable principles. Through indicators such as energy management, environmentally friendly transportation, waste management, and the integration of environmental issues into curricula and research, UI GreenMetric has encouraged universities worldwide to focus not only on academic achievements but also on their contributions to sustainability. In this context, there is a growing need for higher education institutions to build an environmentally friendly image through effective communication and marketing strategies.

Based on the results of the UI GreenMetric World University Rankings 2023, Indonesia is becoming increasingly competitive in the international rankings related to campus sustainability. Out of 1,183 institutions from 84 countries that participated, ten Indonesian universities ranked highest nationally: Diponegoro University, Airlangga University, Universitas Indonesia, Sebelas Maret University, Semarang State University, Gadjah Mada University, Padjadjaran University, Binus University, Sepuluh Nopember Institute of Technology, and Yogyakarta State University. This achievement indicates that universities in Indonesia are not only excelling academically but are also prioritizing environmental aspects such as energy, waste, water management, and sustainable transportation. This position also serves as a signal to higher education institutions that adopting green marketing strategies—particularly in building a green campus image—can strengthen their competitiveness and relevance in a global era that emphasizes sustainability.

Although this accomplishment is commendable, it should be noted that the dominance of major public universities at the top of the UI GreenMetric rankings reflects the unequal adoption of sustainability principles among higher education institutions in Indonesia. This can be seen in the relatively low participation rate of Indonesian universities in the 2023 UI GreenMetric, with only 145 institutions taking part—just 3.2% of the total 4,523 higher education institutions in Indonesia as listed in the 2023 Higher Education Database (PDDikti).

Most private universities and regional institutions have yet to systematically implement environmentally oriented policies or strategies, whether in infrastructure, energy management, or the integration of sustainability values into academic activities. This indicates that sustainability has not yet become a strategic priority for many institutions, due either to limited resources or a lack of awareness of its importance as a component of institutional competitiveness. In this context, green marketing can serve as an effective communicative and strategic approach to encourage the transformation of campuses toward sustainability, while also enhancing their appeal to increasingly environmentally conscious prospective students.

Although sustainability issues are gaining increasing attention at the global level, most higher education institutions in Indonesia still do not view them as strategic assets in institutional marketing efforts. Sustainability initiatives are often seen as additional operational burdens or mere administrative obligations, rather than as integral components of communication strategies and institutional image building. In fact, the implementation of sustainability principles, when communicated effectively through green marketing approaches, can serve as a key differentiator in attracting prospective students—especially the younger generation, who are increasingly concerned about environmental issues and social responsibility. The lack of integration of sustainability aspects into campus marketing narratives reveals both a gap in understanding and an untapped opportunity for many higher education institutions in Indonesia.

On the other hand, awareness of sustainability is particularly strong among younger generations. A 2024 Visa Consumer Insights survey showed that 82% of Gen Z in Indonesia are willing to pay more for environmentally friendly products—indicating their high sensitivity to green values in everyday consumption. Other studies support this finding, such as research by (Hudayah et al., 2023), which found that positive perceptions of green values significantly influence the purchase intentions of green products among Indonesian Gen Z. Additionally, a Faunalytics survey revealed that 92% of Indonesian youth report engaging in small sustainable actions, such as avoiding single-use plastics or properly disposing of waste, and around 59% are considering careers related to the environment. These facts highlight that today's prospective students evaluate universities not only based on academic reputation or program excellence but also on the institution's commitment to sustainability—a strategic opportunity that can be effectively positioned through campus green marketing.

Based on the discussion above, it is clear that green marketing holds a dual strategic position: on one hand, as a tangible contribution by universities to address global environmental challenges, and on the other, as a relevant and adaptive marketing approach that responds to shifting preferences among the younger generation. When sustainability is implemented not merely as an institutional obligation, but is packaged and communicated effectively through green marketing strategies, higher education institutions have the potential to enhance their positive image while attracting prospective students who are increasingly attuned to social and ecological issues. Therefore, this paper aims to explore in greater depth the role of green marketing in increasing campus appeal, strengthening the identity of sustainability-oriented institutions, and serving as a long-term strategy for navigating the challenges and dynamics of contemporary higher education.

Purpose of the Paper

This paper aims to comprehensively examine the role of green marketing in the context of higher education institutions, specifically how this strategy can be utilized to attract prospective students, strengthen the institution's image as an environmentally conscious campus, and support long-term sustainability in both operations and academic reputation. Through a systematic literature review, this paper seeks to highlight current trends, best practices, and the challenges faced

by higher education institutions in implementing green marketing as an integral part of their branding and communication strategies.

LITERATURE REVIEW

The Concept and Principles of Green Marketing

Green marketing is a marketing approach that emphasizes sustainability values, such as environmentally friendly products, green production processes, responsible distribution, and communication that highlights ecological awareness. (Peattie & Crane, 2005) emphasize that green marketing is not merely about green promotion but rather a comprehensive strategy within the 4Ps of marketing (product, price, place, promotion). Based on the concept of the Green Marketing Mix, there are four key elements:

1. Green Product, which refers to products developed with consideration of ecological effects (e.g., recycled materials, eco-friendly certifications);
2. Green Price, which means pricing that not only reflects market value but also environmental factors, even though it tends to be slightly higher;
3. Green Place, which relates to distribution that considers energy efficiency and environmentally friendly logistics; and
4. Green Promotion, which includes honest and transparent communication strategies about the green advantages (e.g., using eco-labels or certifications).

Several empirical studies in the Indonesian context support the application of these principles. Environmental attitude and involvement in green products shape consumer purchasing decisions in Indonesia. Environmental attitude refers to a viewpoint that considers various environmental issues and their impacts. This includes aspects such as the environmental impact of products, energy usage, and other concerns. Therefore, environmental issues are closely linked to consumer attitudes and behaviors in purchasing decisions (Jannah & Hernawati, 2021). Research findings indicate a positive relationship between environmental attitude and purchasing behavior. In other words, the higher the consumer's concern for the environment, the greater their tendency to buy environmentally friendly products.

The implementation of green marketing plays an important role in building a positive corporate image and raising public awareness of environmental issues. This strategy includes concrete actions that support environmental sustainability, such as environmental cleanup activities. Consumers' positive perception of eco-friendly products contributes to their purchase decisions. Through green marketing practices, consumer awareness and interest in environmentally friendly products can be enhanced. Additionally, consumer perceptions of purchasing are influenced by several factors, including the level of knowledge, shopping habits, and personal interest in the product (Mitra Fatia et al., 2024).

A study on Tupperware products in Jambi concluded that a green marketing strategy involving green input, green process, green output, and green value elements significantly influenced purchasing decisions, supporting the green marketing mix hypothesis in the context of domestic products (Sinaga, 2015). These findings show that consumers are increasingly considering

sustainability aspects when choosing products. Therefore, the consistent application of green marketing strategies can become a competitive advantage for companies in facing market competition.

The concept of the green marketing mix can be directly adapted by universities to support efforts toward becoming a green campus. Its implementation may include green campus products, such as providing environmentally friendly facilities, academic programs with curricula that incorporate sustainability values, and campus buildings and environments designed according to eco-friendly principles. Moreover, campus image promotion can be strengthened through environmental certifications and consistent sustainability narratives as part of the institution's identity.

Local studies indicate that when elements of green marketing are applied authentically, the impact is significant in strengthening brand image and shaping purchase intention. In the context of higher education institutions, this means increasing interest and influencing prospective students' decisions to choose and enroll at the campus. Universities that demonstrate a genuine commitment to sustainable practices are more likely to be trusted and chosen by younger generations who are increasingly aware of the importance of environmental issues.

Brand Image in the Context of Green Marketing

Brand image refers to the positive perceptions formed in the minds of consumers regarding the identity and character of a brand (Keller, 1993). A favorable view of an organization by its customers can enhance their level of loyalty. Image is a reflection of an organizations or company's identity, which cannot be built instantly like a product. Instead, image develops gradually through public perceptions and experiences based on their knowledge and understanding of the organization (Kustian & Sugiono, 2025). Thus, brand image serves as the foundation of consumer trust and loyalty, making it a vital variable in campus marketing strategies—especially when combined with sustainability values.

Various studies in Indonesia have shown that structured green marketing practices can enhance the green brand image, which in turn supports purchase intentions and consumer loyalty. One study found that green brand image plays a key role in building positive relationships to increase purchase intention among H&M consumers in Gresik Regency. H&M's efforts to build an environmentally friendly image proved successful, as shown by high consumer awareness of the world's second-largest fast fashion brand (Zahra & Rohman, 2024).

A study in Bali on Starbucks Coffee revealed that the application of green marketing had a positive and significant influence on Starbucks' brand image in Bali. This means the more optimal the green marketing strategy is, the stronger the brand image of Starbucks becomes in the eyes of consumers. Additionally, packaging also had a positive and significant effect on brand image. The better the quality and frequency of using eco-friendly packaging, the greater the likelihood that Starbucks in Bali will have a strong brand image (Sari & Setiawan, 2017).

Green marketing strategies have also been proven to positively and significantly impact customer loyalty and brand image for The Body Shop cosmetics. The more effective the green marketing strategy, the stronger the brand image formed, ultimately increasing customer loyalty. A positive brand image also directly contributes to higher customer loyalty. Furthermore, brand image serves as a mediating variable that strengthens the relationship between green marketing strategy and customer loyalty, meaning that effective green marketing can drive loyalty through the creation of a strong brand image (Kewakuma et al., 2021).

Moreover, several studies have found that brand image acts as a mediator between green marketing and marketing outcomes. The green marketing variable positively and significantly influences brand loyalty in the case of Aqua bottled drinking water. In other words, the more optimally green marketing is implemented, the greater the customer loyalty to the Aqua brand. Additionally, brand image also has a positive and significant effect on brand loyalty, demonstrating that a positive brand image plays an important role in enhancing consumer loyalty to Aqua products (Kartono & Warmika, 2018).

Brand image also significantly mediates the effect of green marketing on the corporate reputation of Starbucks. Green marketing has a positive and significant impact on company reputation. Research findings indicate that the more effectively green marketing strategies are implemented—including the development of environmentally friendly products, corporate concern for environmental issues, and the use of eco-friendly packaging—the stronger the positive public image of the company becomes (Putu et al., 2017).

Higher education institutions can take important lessons from the green marketing practices adopted by major companies in Indonesia such as Starbucks, H&M, The Body Shop, and Aqua. Studies have shown that implementing environmentally friendly marketing strategies—from eco-friendly packaging, concern for environmental issues, to the development of non-damaging products—can significantly enhance brand image and customer loyalty. Similar principles can be adopted by universities through the provision of green facilities, integrated waste management systems, and programs that promote sustainability values. These steps not only demonstrate the institution's commitment to the environment but also contribute to strengthening the university's reputation as a "green campus."

A university with a strong green brand image will have a broad impact on the satisfaction and loyalty of various stakeholders. In the corporate context, green brand image has been shown to be a key mediating variable linking green marketing strategies to consumer loyalty. This means that the stronger the green brand image an institution has, the higher the level of trust and engagement it fosters among its consumers. In higher education, this image significantly influences prospective students' and parents' decisions in choosing a university, reinforces a sense of belonging among alumni, and builds long-term relationships with institutional partners and the industry. Therefore, building and maintaining a sustainability-oriented university image not only supports the

achievement of academic and social goals but also becomes an effective strategy in winning long-term public trust.

Consumer Behavior Theory – Specifically for Prospective Students (Student Choice Behaviour)

The younger generation demonstrates a high level of environmental awareness and a strong preference for environmentally friendly products. Based on an analysis of the influence of environmental knowledge, word of mouth (WOM), green marketing, and environmental concern on the intention to purchase eco-friendly products among Generation Z in Yogyakarta, the following findings were obtained:

- (1) Environmental knowledge was proven to have a positive effect on the intention to purchase environmentally friendly products. The more knowledgeable individuals are about the environment, the more likely they are to buy green products.
- (2) Word of mouth (WOM) also showed a positive influence, as information and recommendations from others encouraged interest in green products.
- (3) Green marketing strategies implemented by companies significantly increased the intention to buy environmentally friendly products.
- (4) Environmental concern also positively affected purchase intentions, meaning that the stronger a person's concern for environmental issues, the greater their tendency to choose products that support sustainability (Kurniawan & Fadhilla, 2024).

According to the theory of educational institution choice (e.g., Kotler & Fox, 1995), the decision-making process of prospective students includes several stages: need recognition, information search, evaluation of alternatives, and decision-making. Green marketing can be positioned in the information and evaluation stages, particularly if a university: (1) showcases environmentally friendly facilities on its website or brochures; (2) includes GreenMetric certification or similar environmental credentials; (3) highlights sustainability initiatives as added value in the evaluation of the institution.

In relation to green marketing, green advertising and communication also play a role in shaping positive perceptions. Green advertising directly and indirectly has a positive effect on green trust, with brand image serving as a significant mediator. This means that green advertising can shape a positive brand image, which in turn increases consumer trust in environmentally friendly brands—especially among Generations Y and Z. Although there are slight differences between the two generations, both show a positive response to green advertising in forming brand image and green trust. Among the four dimensions of green advertising, product orientation is found to be the most influential in shaping consumer perceptions (Vanessa & Ariestya, 2024). These findings emphasize the importance of green advertising strategies that focus on product aspects to build a positive brand image and foster trust, particularly among Generation Y and Z, who are key target markets for green products today.

Meanwhile, Generation Z in Semarang emphasized that green advertising influences environmental attitudes, which in turn affect green purchasing

behavior. Green advertising was found to positively influence consumers' environmental attitudes. Furthermore, young people with a high level of awareness regarding environmental quality demonstrated a strong association with pro-environmental attitudes (Rizkynugraheny et al., 2025). These positive environmental attitudes were subsequently proven to affect consumer behavior in purchasing eco-friendly products. In other words, the influence of green advertising on purchasing behavior is indirect, mediated by environmental attitudes. This finding also indicates that Generation Z exhibits strong concern for environmental issues and a willingness to actively participate in environmental conservation.

This presents an opportunity for universities to develop green promotional content—ranging from campus profile videos and online campaigns to collaborations with environmental influencers.

Many studies have shown that environmental knowledge, attitude, and green marketing collectively influence purchase intentions. Although there is limited direct research in the context of universities, this pattern can be adapted: the higher the prospective students' knowledge about campus sustainability, the more likely they are to choose a “green” campus (Kurniawan & Fadhillah, 2024). This reinforces the positive effect of green marketing on the intention to purchase environmentally friendly products and services.

Green Promotion Strategies in Campus Marketing

Digital promotion is a primary channel for disseminating green campus messages. Green promotion through websites, social media, and multimedia content (such as videos, infographics, and virtual campus tours) plays a significant role in building green brand awareness. The purchasing behavior of Generation Z is heavily influenced by digital factors—especially brand awareness, digital promotion, and pricing. Technological advancements and the rapid rise of social media have transformed marketing approaches from conventional to digital-based strategies. As a generation raised in the digital era, Gen Z students are highly responsive to marketing efforts conducted via the internet. Analytical findings reveal that digital promotion is the most dominant and significant factor influencing purchasing decisions among Gen Z university students (Mei & Sahabuddin, 2025).

Another key strategy is the Eco-Friendly Open House. University open houses can be designed as environmentally friendly experiences—for example, replacing printed brochures with QR codes, offering local plastic-free refreshments, conducting tours of green facilities, and demonstrating sustainable practices in energy, waste, and water management. Although direct research on green open houses is still limited, a deep ecology study at Universitas Negeri Padang identified similar initiatives, such as the use of green spaces, energy and waste management, water systems, and sustainable transportation (Artisna et al., 2018).

The role of students or alumni as green ambassadors is crucial in communicating sustainability values in a more human and relatable way. For example, the “Ajaraksa” program initiated by the Bandung Institute of Technology (ITB), in collaboration with the local Environmental and Education

Departments, involved student environmental ambassadors to lead green movements. Another study published in the Jurnal Public Relations Indonesia emphasized that authentic figures, such as green ambassadors, are effective in increasing trust and relevance in environmental messaging.

Brand image refers to the consumer's perception of a brand, and the Campus Ambassador strategy is an effective tool to reinforce that image among students. Referring to Rossiter's VisCap model (Visibility, Credibility, Attraction, and Power), selecting ambassadors who are well-known, trustworthy, attractive, and influential can help form a positive perception among students. Therefore, the right campus ambassador can significantly contribute to enhancing the institution's brand image.

The Impact of Green Marketing on Student Interest and Loyalty

Studies in Indonesia show that green marketing campaigns can increase the loyalty of younger generations. Millennial consumer loyalty to a brand is significantly influenced by environmental awareness and the brand's commitment to sustainability. Brands that successfully leverage social media, understand the psychological factors of consumers, and provide positive experiences are more likely to build strong loyalty. To reinforce this loyalty, companies must educate consumers about the benefits of environmentally friendly products and communicate sustainability values clearly. With a sustainability-based strategy and a holistic approach, a long-term relationship between the brand and millennial consumers can be more effectively established (Online et al., 2024).

Another study examined consumers of The Body Shop in Malang and found that green marketing had a positive effect on brand image, and that brand image mediated the influence of green marketing on customer loyalty. Brand image plays a mediating role in strengthening the relationship between green marketing and customer loyalty. The more effective the green marketing strategy and the stronger the brand image, the higher the resulting customer loyalty. However, the study had limitations due to its focus on a single product. Therefore, it is recommended that future research compare multiple products and include additional variables such as product quality, price, promotion, and distribution to enrich the analysis of customer loyalty (Kewakuma et al., 2021).

Based on findings from studies in Indonesia on the effectiveness of green marketing in increasing youth loyalty, there is strong relevance for applying this concept in the context of higher education. A university that implements green marketing strategies emphasizing sustainability commitment and environmental care can create a positive institutional image (green brand image) and build trust (green trust) among prospective students. This has the potential to increase their interest in choosing that university, as sustainability values have become an attractive factor for environmentally conscious young generations.

Moreover, consistent sustainability strategies that are well-communicated through social media and reflected in an eco-friendly campus experience will strengthen students' emotional attachment to the institution. In the long term, this will not only increase student retention during their studies but also foster

alumni loyalty toward the institution. Similar to the case of The Body Shop, where brand image mediates the relationship between green marketing and loyalty, a university's positive image in sustainability can act as a crucial link in building long-term relationships with all stakeholders.

Thus, this literature review indicates that the implementation of green marketing has the potential to increase prospective students' interest while simultaneously building long-term loyalty through enhanced brand image and satisfaction with the university's sustainability values. This forms a strong foundation for developing further research models or strategic recommendations.

Challenges and Barriers to Implementing Green Marketing in Higher Education

The first major challenge is the lack of internal understanding and awareness. Studies in Indonesia have identified limited knowledge of green marketing as a primary barrier. Many institutions still perceive green marketing merely as a branding effort, without deep integration into institutional strategies. In the campus context, this challenge is reflected in the limited socialization of programs such as green transportation, which often leads to resistance from external campus groups, such as campus motorcycle taxi drivers.

The second challenge involves limited resources and funding. The implementation of green initiatives—such as waste management, renewable energy systems, or eco-friendly open houses—requires dedicated budgets, infrastructure, and specialized human resources. Financial constraints and a lack of technical expertise are often cited as reasons for delays or incomplete implementation of green marketing efforts.

The third challenge is public skepticism and the risk of greenwashing. The public, particularly younger generations, is increasingly critical of environmental claims that are seen as mere marketing rhetoric without tangible action. Geotimes highlights that greenwashing trends can lead to distrust and damage the credibility of institutions that make sustainability claims without real commitments or evidence.

The fourth challenge lies in the complexity of communication messages. It remains difficult to simplify complex sustainability narratives into clear and engaging marketing messages. There is also the risk of "advertising myopia", where content focuses solely on environmental aspects without clearly communicating the direct benefits to consumers, potentially reducing the effectiveness of the message.

The fifth challenge is the lack of regulation and policy support. Based on a systematic literature review (SLR) conducted in Indonesia, the importance of supportive regulations, fiscal incentives, and national policies was identified as a key recommendation to promote the adoption of green marketing (Lestari et al., 2020). Without a strong policy framework and institutional support, green campus initiatives may progress slowly and inconsistently.

METHODOLOGY

This literature review employs a narrative review approach, aiming to summarize and analyze various findings from previous studies related to the

application of green marketing in the context of higher education. This approach was chosen because it allows for a broad conceptual mapping of a topic that has not been extensively researched in certain regions, such as Indonesia.

The literature search was conducted using several leading academic databases, primarily Google Scholar, and was supplemented with national journals indexed in Sinta. Keywords used in the search included: “*green marketing in higher education*”, “*eco-friendly university branding*”, “*kampus ramah lingkungan*”, “*pemasaran hijau perguruan tinggi*”, and “*sustainability in university marketing*”. Articles considered were those published within the last ten years (2014–2024), written in either Indonesian or English, and relevant to the context of higher education marketing.

Inclusion criteria for this review consisted of: (1) Peer-reviewed articles; (2) Studies discussing the application of green marketing concepts in higher education or similar service sectors; and (3) Articles providing empirical data or theoretical insights that are comparable. Conversely, exclusion criteria involved articles that focused on non-educational industries, lacked substantive analysis, or were editorials/opinions without a scientific basis.

Following the search and selection process, the chosen articles were analyzed qualitatively to identify key themes, green marketing strategies adopted by universities, and their impact on student perceptions and institutional image. These findings were then synthesized in the discussion section to explore the direction and potential development of green marketing within the communication strategies of higher education institutions.

RESULTS AND DISCUSSION

This literature review reveals that green marketing is not only relevant in the business context but also holds strategic value in the development of higher education institution marketing—particularly in building a positive image, attracting student interest, and fostering long-term loyalty.

Green Marketing as Strategic Campus Differentiation

From the various sources analyzed, green marketing emerges as a differentiation strategy that can enhance the competitiveness of universities. The green marketing mix (product, price, place, promotion) can be contextually applied to the campus environment, such as: providing sustainable facilities (green product), setting tuition fees that reflect resource efficiency (green price), developing green campus infrastructure (green place), and promoting the institution’s environmental commitment through narrative-based campaigns (green promotion). This approach has been shown to not only enhance brand image but also strengthen prospective students’ perception of the institution’s integrity and uniqueness.

Generation Z as the Main Target of Green Campaigns

The literature indicates that the younger generation, especially Gen Z, shows high sensitivity to sustainability issues. They not only prefer eco-friendly products but also consider green values as part of their personal and social identity. Therefore, universities that consistently and genuinely demonstrate

environmental commitment are more likely to emotionally connect with Gen Z students. In this sense, green marketing serves not just as a promotional strategy but as a value-based relationship-building strategy.

Green Promotion as a Catalyst for Image and Loyalty

Green promotion strategies serve as a key element bridging the gap between a university's green practices and public perception. Eco-friendly digital content, green-themed open house events, and student green ambassadors have been shown to increase public trust and strengthen the green brand image. This image not only boosts the intention to enroll but also creates an emotional bond that contributes to student and alumni loyalty.

Brand Image as a Critical Mediator

One of the key findings of this review is the role of brand image as a mediating variable between green marketing strategies and student loyalty. Universities that consistently build a green image—through visual, symbolic, and concrete actions—are more likely to establish green trust. This trust forms the foundation for long-term loyalty, seen through student advocacy and alumni participation in campus activities.

Implementation Challenges: Opportunities for Strategic Improvement

Despite its great potential, the implementation of green marketing in Indonesian universities still faces several challenges, including limited resources, lack of internal understanding, and the risk of greenwashing. However, these challenges also present an opportunity to improve institutional governance, strengthen collaboration with strategic partners, and develop more integrated sustainability policies.

CONCLUSIONS

This literature review confirms that green marketing plays a strategic role in enhancing the competitiveness of higher education institutions, particularly in response to the evolving preferences of younger generations who are increasingly concerned with sustainability. The implementation of green marketing mix strategies on campus—through sustainable facilities, eco-themed digital promotion, environmentally friendly open house events, and student involvement as green ambassadors—contributes to the formation of a positive green brand image.

This green brand image serves as a significant mediator between green marketing strategies and student loyalty. When sustainability values are communicated authentically and consistently, universities are not only more likely to attract prospective students but also build long-term relationships with current students and alumni.

However, the execution of green marketing in campus environments still faces several obstacles, such as resource limitations, internal misunderstanding, and the risk of greenwashing. These challenges can be overcome through strategic and collaborative approaches involving all elements of the institution.

RECOMMENDATIONS

To build an authentic and impactful sustainable campus image, sustainability must be fully integrated into the university's marketing strategy – not only as a visual element of campaigns but also through consistent actions and internal policies. Students should be actively involved as key actors in green promotion, whether by serving as sustainability ambassadors or managing digital content that authentically and attractively presents the university's green values.

The campus's commitment to environmental issues should be reinforced through measurable achievements such as certifications and participation in prestigious rankings like the UI GreenMetric. These results should be transparently presented in various promotional materials.

Additionally, it is important to develop internal training programs and interdepartmental forums to ensure that the entire academic community – both teaching and administrative staff – share a common understanding of the importance of green marketing and can be actively involved in its implementation.

To expand impact and support, universities should also establish strategic collaborations with donor organizations, government institutions, and the private sector to support green initiatives – whether in terms of funding, technical assistance, or publicity.

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