

# Green Marketing Management in the Digital Era: A Study of Website Content and Corporate Social Media in Surabaya

Website and Social  
Media on Green  
Marketing

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## ABSTRACT

The development of environmental issues and digital transformation has encouraged companies to adopt green marketing strategies as part of modern marketing management. This study aims to analyze green marketing management in the digital era through a study of website content and social media of companies operating in Surabaya. The research uses a descriptive qualitative approach with content analysis on digital content from official websites and social media platforms. Data were collected through non-participant observation and digital documentation and analyzed using thematic coding. The results show that company websites are mainly used to communicate sustainability information in a formal and credible way, while social media supports more persuasive, visual, and interactive communication. Dominant green marketing themes include environmental commitment, CSR activities, environmental campaigns, and consumer education. Although most companies show consistent messages across websites and social media, differences remain in the depth of information and signs of greenwashing risks, especially in social media content. This study concludes that the effectiveness of digital green marketing is determined by consistency, transparency, and the suitability of communication strategies with digital media characteristics. These findings are expected to serve as a reference for companies in managing green marketing sustainably.

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## INTRODUCTION

Over the last two decades, the concept of green marketing has developed rapidly in response to increasing public awareness of environmental sustainability issues (Jamal et al., 2023). Global challenges such as climate change, environmental pollution, and the escalation of plastic waste has compelled companies to reconsider conventional marketing approaches that focus solely on economic profit (Aly et al., 2025). Consequently, businesses are increasingly encouraged to adopt marketing strategies that integrate environmental responsibility and social value alongside financial objectives.

In the Indonesian context, the relevance of green marketing has become more pronounced due to accelerated industrial growth and urbanization, particularly in major metropolitan areas (Gaffar & Koeswandi, 2024). Surabaya, as one of the largest economic and industrial centers in East Java, faces substantial environmental pressure resulting from dense population, industrial activities, and consumption patterns. This condition necessitates the adoption of sustainable business practices, including environmentally oriented marketing strategies, to support urban environmental resilience (Wibawa et al., 2025).

Green marketing is a strategic approach that emphasizes environmentally friendly products and practices throughout production, distribution, communication, and consumption processes (Hashimova, 2024), and when effectively implemented, it

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enhances corporate image, consumer loyalty, and long-term competitiveness (Kaur & Gupta, 2024; Sinaga, 2024). Empirical evidence shows that environmentally conscious consumers tend to prefer brands with genuine sustainability commitments, which positively influences purchase decisions, brand image, and loyalty (Rahmadini, 2025). In the digital era, green marketing has evolved with the use of websites and social media to communicate sustainability messages more interactively and in real time, enabling companies to build comprehensive sustainability narratives through educational content, storytelling, testimonials, and environmental campaigns that strengthen engagement and corporate reputation (Das et al., 2024; Nayak et al., 2024).

Moreover, digital-based green marketing plays a crucial role in shaping brand–consumer relationships by fostering transparency and trust. Through online platforms, companies can disclose information related to environmentally friendly practices, CSR initiatives, and sustainability performance, which has been shown to enhance consumer trust and loyalty (Kiyak & Grigoliene, 2023). However, the effectiveness of green marketing communication is highly dependent on consumer trust in the credibility of environmental claims (Alharbi, 2025). In this regard, digital media serve a dual function: they provide opportunities for transparent communication while simultaneously exposing companies to scrutiny and skepticism if claims are perceived as misleading.

In Surabaya, various industrial sectors, including retail, services, and food and beverage industries, have begun to implement green marketing initiatives as part of their strategic communication efforts. Research suggests that such practices contribute positively to corporate image within the local business environment (Indrawati, 2023). Notable examples include corporate collaborations with government and community programs, such as the “Surabaya Green and Clean” initiative implemented by PT Unilever Indonesia Tbk., which aims to promote environmental awareness through social marketing communication (Deshmukh & Tare, 2024). Additionally, local brands such as Cleo have adopted green marketing strategies through plastic waste reduction campaigns and consumer education disseminated via digital media, which have been shown to influence brand image and purchase intention.

Advances in digital technology, particularly social media and corporate websites, have expanded green marketing communication by enabling two-way interaction and providing credible platforms for sustainability information, thereby supporting the development of a consistent green brand identity. Consumers become more critical and actively seek sustainability information before purchasing (Widiastuti et al., 2024). Effective digital communication and CSR-based messaging play a crucial role in shaping purchase behavior, brand image, and loyalty. For companies in Surabaya, digital green marketing offers opportunities to enhance competitiveness, yet challenges such as technological constraints, implementation costs, and gaps between environmental awareness and actual behavior underline the need for empirical studies on how green messages are communicated and perceived in digital media.

Digital content analysis offers a robust approach to identifying communication patterns, dominant sustainability themes, and branding strategies employed by companies in real-world settings. By focusing on Surabaya, a city characterized by rapid economic growth, high levels of digitalization, and a large consumer population, this study aims to provide a comprehensive understanding of digital-based green marketing practices and contribute both theoretically and practically to the development of sustainable marketing strategies in Indonesia. This study seeks to analyze green marketing management in the digital era through a systematic examination of website content and corporate social media used by companies operating in the city of Surabaya.

## **LITERATURE REVIEW**

### **Concept and Development of Green Marketing**

Green marketing is a marketing strategy that emphasizes efforts to meet consumer needs through environmentally friendly products, services, and business processes. The term was first widely introduced in the late 1980s as global awareness of environmental

issues and sustainable development grew (Hashimova, 2024). Green marketing is not only concerned with green products, but also includes production, distribution, communication, and consumption processes that pay attention to environmental impact (Vancurova & Chocholac, 2023).

According to Ofori (2021), green marketing is an entire activity designed to generate and facilitate exchanges aimed at meeting human needs with minimal impact on the environment. This definition emphasizes that green marketing is not just a promotional tool, but part of a long-term business strategy. In the modern era, green marketing has evolved into a strategic approach that focuses on creating shared value between companies, consumers, and the environment. Companies that consistently implement green marketing tend to gain a competitive advantage through a positive brand image and consumer loyalty (Gaffar & Koeswandi, 2024).

Green marketing in the digital era emphasizes the use of online platforms to convey environmental messages consistently and transparently. According to Nozari et al. (2025), digital communications allow companies to demonstrate environmental commitments in more detail through visual content, sustainability reports, and interactive campaigns. Digital media also increases the effectiveness of green marketing because consumers can access product information, environmental certification, and the company's sustainability practices directly. Study by George (2025) shows that consumers who are exposed to green marketing information digitally have a higher tendency to buy environmentally friendly products. However, digital green marketing practices also face challenges, especially related to risks of greenwashing. Therefore, honesty and consistency of messages are key factors in building consumer trust (Wall et al., 2021).

### **Green Marketing in a Marketing Management Perspective**

In marketing management, green marketing is seen as an integration between marketing goals and sustainability principles (Alamsyah et al., 2021; Mansour et al., 2024). states that sustainable marketing requires companies to balance economic, social, and environmental interests in every strategic decision. The managerial approach in green marketing includes eco-friendly product planning, pricing that reflects sustainability values, efficient distribution, and transparent marketing communication. This requires the commitment of the organization as a whole, not just at the promotion level. Research by Deshmukh and Tare (2024) shows that good green marketing management is able to improve green brand equity and green trust, which ultimately has an impact on improving the company's marketing performance. Thus, green marketing has become an important part of modern management strategies.

The development of digital technology has fundamentally changed the way companies communicate with consumers. Digital marketing allows for faster, interactive, and measurable message delivery than conventional media (Bastidas & Sánchez, 2025). Digital media such as websites and social media serve as the main channels in building long-term relationships with consumers. According to Srivastav and Gupta (2021), social media enables two-way communication that strengthens consumer engagement and participation in brands. In the context of modern marketing, digital marketing is not only used as a promotional tool but also as a means of education and brand perception formation. This makes digital media very relevant in communicating the values of sustainability and green marketing.

### **Website and Social Media as a Green Marketing Communication Media**

The company's website serves as an official information center that reflects the organization's identity and values. In the context of green marketing, websites are used to convey sustainability vision, environmental policies, and green product innovations (Deng et al., 2025). Research by Dubey (2025) shows that a company's website that displays CSR and environmental information comprehensively tends to increase the public's positive perception of the company. Websites also allow companies to present data that is more detailed and structured than social media. Thus, the website becomes a

strategic element in digital green marketing management because it serves as the main reference for consumers and stakeholders.

Social media allows companies to build a dynamic and participatory green marketing narrative. According to Shwawreh et al. (2025), social media combines corporate communication and communication between consumers on one platform that influences both. Green marketing content on social media can be in the form of environmental campaigns, consumer education, calls for behavior change, and collaboration with the community. Study by Uludag et al. (2024) shows that CSR and environmental communication through social media can increase consumer engagement and loyalty. However, the effectiveness of green marketing on social media is highly dependent on the consistency of the company's message and credibility. Digital consumers tend to be critical and easily compare environmental claims between brands.

Green consumer behavior is therefore closely linked to the way companies communicate their environmental commitment on social media. As interactive platforms shape attitudes and evaluations, consumers' environmental awareness, personal values, and especially their perceptions of corporate credibility become key determinants of behavioral responses. Uludag et al. (2024) explain that attitudes, subjective norms, and perceived behavioral control influence intentions to purchase eco-friendly products, while Samad et al. (2023) show that trust in green marketing claims significantly strengthens purchase intentions. Consequently, effective green marketing on social media requires not only engaging content but also credible and coherent messages that can build trust and reinforce positive consumer attitudes toward environmentally responsible brands.

## **RESEARCH METHODS**

This study uses a descriptive qualitative approach with a content analysis method (England, 2022). This approach was chosen because the research aims to deeply understand how companies manage and communicate green marketing through digital content on websites and social media. Content analysis allows researchers to identify patterns, themes, and meanings of sustainability messages conveyed systematically and objectively (Mansour et al., 2024). The qualitative approach is also relevant because green marketing is a social and communication phenomenon that can not only be measured quantitatively but also needs to be interpreted based on the context, narrative, and symbols used by companies in digital media.

The object of this research is green marketing content contained on the official website and social media of companies operating in the city of Surabaya. The content analyzed includes text, images, videos, infographics, and digital campaigns that contain environmental and sustainability messages. The subject of the study is a company domiciled or operating in the city of Surabaya and actively uses websites and social media as a means of marketing communication. Companies were selected from various sectors, such as retail, manufacturing, services, and food-beverage, to obtain a variety of digital green marketing practices. The companies were selected using purposive sampling based on several criteria: they operate in the city of Surabaya, have an active official website, maintain at least one official social media account (Instagram, Facebook, or X/Twitter), and publish content related to environmental, sustainability, or corporate social responsibility issues. The unit of analysis in this study is the digital content produced during the research period, specifically website pages and social media posts containing green marketing messages.

This study used primary data from company websites and social media content, including posts, articles, CSR pages, and digital sustainability reports, and secondary data from scientific literature, journals, textbooks, official reports, and policy documents on green marketing and sustainability. Data were collected through non-participant observation, digital documentation (screenshots and archives), and a literature review conducted systematically over a defined period to ensure comprehensive and representative coverage. Data were analyzed using qualitative content analysis through data reduction, thematic categorization, coding, and interpretation of green marketing

messages in relation to relevant theories, followed by systematic conclusion drawing. Data validity was ensured through source triangulation across websites and social media, theory triangulation with prior studies, and repeated observations to enhance consistency and credibility.

## RESULTS

Based on purposive sampling techniques, this study analyzed digital content from 10 companies operating in the city of Surabaya and actively using websites and social media as a means of marketing communication. The companies come from the retail, manufacturing, food-beverage, and service sectors. All companies have an official website and at least one active social media account, especially Instagram and Facebook. The most dominant digital platforms used to convey green marketing messages are Instagram and the company’s website, as both media allow for a more comprehensive presentation of visual content and sustainability narratives.

**Table 1.** Characteristics of Companies and Digital Media

No.	Business Sector	Official Website	Posted on Instagram	Posted on Facebook	Dominant Digital Media
1	Manufacturing	Yes	Yes	Yes	Facebook
2	Retail	Yes	Yes	No	Posted on Instagram
3	Food-Beverage	Yes	Yes	Yes	Posted on Instagram
4	Services	Yes	Yes	Yes	Website

The results in Table 1 indicate that companies in Surabaya across manufacturing, retail, food and beverage, and service sectors have actively utilized digital media as part of their marketing communication. All companies operate official websites, and most are also active on Instagram, while Facebook is less consistently used. The dominance of Instagram in the retail and food–beverage sectors reflects a strong reliance on visual and interactive platforms to communicate green marketing messages, whereas manufacturing and service companies tend to emphasize more formal and informational channels such as corporate websites. These findings suggest that firms strategically select digital media based on sector characteristics and audience engagement patterns, with visual social media and official websites serving as the primary channels for delivering communication (Saksono et al., 2025).

Analysis of website content shows that most companies display green marketing through a dedicated sustainability or CSR page, which contains information about environmental commitments, energy efficiency, and waste management. Sustainability themes most often appear in the form of corporate vision narratives and environmental programs. Website content tends to be informative and formal, and emphasizes the company’s credibility through reports, certifications, and cooperation with external parties.

**Table 2.** Green Marketing Theme on Website

Green Marketing Theme	Number of Companies	Dominant Content Form
Environmental commitment	8	Company profile & vision
Waste management	6	CSR Articles
Energy & resource efficiency	5	Sustainability reports
Environmental education	4	Articles & infographics

The result in Table 2 shows that the website is used as the main medium to build legitimacy and public trust in the company’s green marketing practices through the delivery of systematic and structured information. Environmental commitment is the most dominant green marketing theme on company websites, appearing in the content of eight companies and mainly presented through company profiles and vision statements. This indicates that sustainability is positioned as a core organizational value and strategic orientation (Fazora et al., 2024). Waste management is the second most frequent theme, found in six companies, and is commonly communicated through CSR articles that

describe environmental programs and community involvement. Themes related to energy and resource efficiency are identified in five companies, primarily reported in formal sustainability reports, reflecting efforts to demonstrate operational responsibility and compliance. Environmental education appears in four companies and is generally delivered through informative articles and infographics aimed at raising public awareness. The findings suggest that company websites function as formal platforms for conveying long-term environmental commitment and structured sustainability initiatives. Unlike websites, green marketing content on social media is more communicative, visual, and persuasive. The analysis shows that companies more often display environmental campaigns, CSR activities, and calls for consumers to behave in an environmentally friendly manner. Visual content, such as activity photos, short videos, and infographics, dominate green marketing messages on social media.

**Table 3.** Green Marketing Theme on Social Media

Social Media Content Themes	Frequency of Occurrence	Dominant Content Formats
Environmental campaigns	High	Photos & videos
Green consumer education	Medium	Infographic
Corporate CSR activities	High	Visual documentation
Eco-friendly products	Medium	Product photos

Based on Table 3, social media serves as a means of interaction and persuasion, where companies seek to build emotional closeness to their audience through a lighter and easier-to-understand sustainability narrative. Environmental campaigns and corporate CSR activities are the most frequently communicated green marketing themes on social media, predominantly presented through photos and videos as well as visual documentation of activities. This shows that companies tend to emphasize visually engaging content to highlight their environmental actions and social responsibility initiatives. Green consumer education and eco-friendly products appear with medium frequency and are mainly delivered through infographics and product images, suggesting that social media is also used to inform and persuade audiences about sustainable consumption and green product attributes. The findings demonstrate that social media platforms are utilized as interactive and visual channels to promote environmental awareness, showcase CSR involvement, and support green marketing communication in a more persuasive and audience-oriented manner (Kaur & Chahal, 2018). The results of the analysis show that the company's green marketing communication strategy in Surabaya is divided into three main approaches, namely informative, persuasive, and educational. The persuasive approach is the most dominant on social media, while the informative approach is more commonly found on websites.

**Table 4.** Green Marketing Communication Strategy

Communication Strategy	Website	Social Media	Key Characteristics
Informative	High	Low	Data, reports, and environmental policies
Persuasive	Medium	High	Calls to action & campaigns
Educational	Medium	Medium	Environmental tips & information

Table 4 shows that the company adjusts the green marketing communication strategy to the characteristics of the digital platform, indicating the existence of planned communication management. There are differences in green marketing communication strategies between websites and social media. Websites predominantly apply an informative strategy, as indicated by the high presence of data, sustainability reports, and environmental policies, reflecting their role as formal and credible information sources. In contrast, social media primarily employs a persuasive strategy, characterized by a high use of calls to action and environmental campaigns to engage audiences and encourage pro-environmental behavior. Both platforms show a moderate use of educational strategies by providing environmental tips and general sustainability information. These findings suggest that companies strategically adapt their communication approaches to

the characteristics of each digital medium, using websites for detailed and authoritative information and social media for interactive and motivational messaging (Cosa et al., 2024). The analysis also shows that most companies have consistently conveyed green marketing messages across their websites and social media. However, the level of depth of information is different, where websites present more detailed messages than social media.

**Table 5.** Consistency of Green Marketing Message

Consistency Level	Number of Companies	Remarks
Height	6	Theme & narrative aligned
Medium	3	Same theme, different depth
Low	1	Messages are not continuous

Based on Table 5, the consistency of messages indicates that most companies have managed green marketing strategically, although there are still differences in the intensity of communication between platforms. Most companies demonstrate a high level of consistency in their green marketing messages, with six companies presenting aligned themes and narratives across their digital platforms. This indicates that the environmental messages communicated through websites and social media are coherent and mutually reinforcing (Mukonza & Swarts, 2020). Three companies fall into the medium consistency category, where the same green marketing themes are conveyed but with varying levels of detail and depth, suggesting partial alignment between platforms. Only one company exhibits low consistency, characterized by discontinuous and fragmented messages, which may weaken the credibility and clarity of its green marketing communication. The findings suggest that while the majority of companies have achieved consistent digital green marketing, some still need to improve message integration across media channels. The results of the study also found indications of greenwashing risks in some companies, especially when eco-friendly claims are not accompanied by adequate evidence or explanation. This risk is more often found in social media content that is promotional in nature.

**Table 6.** Indications of Greenwashing

Greenwashing Indicator	Number of Cases	Dominant Platform
Common claims without evidence	4	Social Media
Limited environmental information	3	Social Media
Clear evidence and data	6	Website

The findings in Table 6 show the importance of transparency and clarity of information in managing digital green marketing so that consumer trust is maintained. The potential greenwashing practices are more likely to appear on social media than on company websites. Four cases show the use of general environmental claims without supporting evidence, and three cases reveal limited environmental information, both of which predominantly occur on social media platforms. In contrast, websites more frequently provide clear evidence and data, with six cases presenting detailed and verifiable environmental information. These findings suggest that while social media tends to emphasize persuasive and simplified green messages that may risk being superficial, corporate websites function as more credible channels by offering comprehensive and documented sustainability information.

## **DISCUSSION**

The results of the study show that companies in the city of Surabaya have adopted green marketing as part of their digital marketing strategy through the use of websites and social media. These findings are in line with the view of Ozola (2025), which states that green marketing is a strategic process that includes all marketing activities, including communication with consumers. In the context of the digital era, communication has undergone a significant transformation through online media.

The dominance of the use of websites and Instagram as the main media of green marketing shows that companies realize the importance of digital platforms in building a sustainability image (Rana, 2024). Emphasizing that digital media allows for the delivery of more measurable and segmented marketing messages. The website, in this case, serves as an official information center that reinforces the company's legitimacy against the environmental claims submitted. Research findings that show that the theme of green marketing on websites is more informative and formal support the theory by Szabo and Webster (2021), which states that the company's website is often used to convey the company's sustainability policies, CSR reports, and long-term commitments. This is also in line with the findings of Mukonza and Swarts (2020), which state that the systematic presentation of environmental information on the website can increase positive public perception. Meanwhile, social media tends to be used to convey green marketing messages that are persuasive and visual. This result corroborates the opinion that social media serves as a two-way interaction space between companies and consumers (Rana, 2024). Through visual content and short narratives, the company seeks to build emotional closeness and increase audience engagement with environmental issues.

The green marketing communication strategies found in this study, for example, informative, persuasive, and educational, show that companies have applied a managerial approach that is adaptive to the characteristics of digital media. Nayak et al. (2024) stating that effective green marketing must be able to educate consumers while encouraging behavior change. The findings of this study show that educational approaches are still not dominant, especially on social media, thus opening up space for the development of communication strategies that are more oriented towards environmental literacy. The consistency of green marketing messages between websites and social media is relatively high in most companies, indicating that there are efforts to integrate marketing communication. These findings support the CSR communication theory put forward by Tyagi and Tyagi (2025), which emphasizes the importance of message consistency in building consumer trust and loyalty. The inconsistencies that are still found in some companies have the potential to undermine the credibility of sustainability messages.

In the context of consumer behavior, the consistency and credibility of green marketing messages are important factors in forming trust. Moise et al. (2021) emphasized that green trust has a significant effect on consumer purchase intentions. Therefore, the difference in depth of information between websites and social media needs to be managed strategically so as not to create ambiguous perceptions among consumers. Findings on the indication of greenwashing risks in social media content corroborate the warnings conveyed by Hashimova (2024), environmental claims without adequate evidence can undermine public trust. Social media, with its short and fast communication characteristics, has the potential to become a means of greenwashing if it is not balanced with information transparency. However, these findings do not necessarily indicate that companies are deliberately greenwashing, but rather reflect the limitations of digital communication spaces and strategies. This shows the importance of the role of websites as supporting media that provide more detailed information to strengthen the green marketing message conveyed on social media.

From the perspective of marketing management, the results of this study show that companies in Surabaya have used green marketing as a tool to form image and brand differentiation. Lacom and Sagot (2022) state that modern marketing requires companies to integrate social and environmental values in brand strategies. The findings of this study show that the integration is already underway, although the level of maturity varies between companies. This discussion shows that green marketing management in the digital era is not only a matter of the existence of environmental content, but also concerns the consistency, credibility, and suitability of communication strategies with media characteristics. Websites and social media have complementary roles in building a company's sustainability narrative. Therefore, companies need to manage digital green marketing strategically and sustainably in order to be able to create trust and long-term value for consumers and the environment.

## CONCLUSION

This study concludes that green marketing management in the digital era has been implemented by companies in the city of Surabaya through the use of websites and social media as the main means of marketing communication. The website is used as a strategic medium to convey formal, structured, and credible sustainability information, such as environmental commitments, CSR programs, and reports on environmentally friendly activities. Meanwhile, social media serves as a more persuasive and interactive communication tool, which is used to build emotional closeness with consumers through environmental campaigns, brief education, and documentation of company activities. The results of the study also show that most companies have tried to maintain the consistency of green marketing messages between websites and social media, although there are still differences in the depth of information between platforms. This consistency is important in building consumer trust in the environmental claims submitted by the company. However, this study found indications of greenwashing risks, especially in social media content that conveys environmentally friendly claims without adequate explanation or evidence.

These findings imply that companies in Surabaya should strategically integrate websites and social media in green marketing management, using websites to ensure transparency, credibility, and detailed sustainability disclosure, while employing social media for persuasive, interactive, and educational communication, with particular attention to message consistency and the provision of verifiable evidence to reduce greenwashing risks. However, this study is limited by its qualitative design, relatively small sample of ten companies, sectoral scope, and focus on content analysis without directly examining consumer perceptions or behavioral outcomes, so the results cannot be generalized broadly. Future research is therefore suggested to employ mixed or quantitative methods, involve larger and more diverse samples, and incorporate consumer-based surveys or experiments to examine how digital green marketing consistency, credibility, and greenwashing perceptions influence trust, engagement, and purchase intentions across different platforms and industries.

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