

Green Product Innovation and Event Marketing Attributes as Drivers of B2B Brand Positioning: Evidence from Indonesia's Heavy Equipment Industry

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Abstract: This study aims to examine the partial and simultaneous effects of Green Product Innovation and Event Marketing Attributes on the B2B Brand Positioning of PT United Tractors in Indonesia's heavy equipment industry. A descriptive quantitative approach was employed using a purposive sampling technique involving 131 mining industry professionals and exhibition visitors at Mining Expo 2025. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that Green Product Innovation has a positive and significant effect on Brand Positioning ($\beta = 0.451$; $t = 4.379$; $p < 0.001$), while Event Marketing Attributes also positively and significantly influence Brand Positioning ($\beta = 0.397$; $t = 4.221$; $p < 0.001$). Together, both variables explain 63.0% of the variance in Brand Positioning ($R^2 = 0.630$). The novelty of this study lies in extending Signaling Theory by integrating Green Product Innovation and Event Marketing Attributes to explain B2B brand positioning in Indonesia's heavy equipment industry, a context that has received limited empirical attention. Practically, the findings suggest that heavy equipment companies should integrate sustainable product innovation with experiential exhibition strategies to strengthen market credibility and competitive positioning. This study contributes to the B2B and green marketing literature by providing empirical evidence that sustainable technological innovation and experiential event marketing jointly enhance brand positioning in industrial markets.

Keywords: B2B Marketing, Brand Positioning, Event Marketing Attributes, Green Product Innovation, Heavy Equipment Industry

A. Introduction

The heavy equipment and mining sectors in Indonesia are currently facing unprecedented macro pressures driven by stringent Environmental, Social, and Governance (ESG) investment criteria and evolving energy transition regulations. These changes have increased market expectations for environmentally sustainable products and business practices (Mustomi et al., 2025). Concurrently, the domestic market faces intense price competition from emerging global manufacturers (CNBC

Indonesia, 2024). In this highly commoditized Business-to-Business (B2B) landscape, radical sustainability innovation has transformed from an ethical choice into a critical strategic differentiator for incumbent firms to maintain corporate performance and institutional legitimacy.

As one of Indonesia's leading heavy equipment companies, PT United Tractors has accelerated its sustainability transformation by introducing various environmentally friendly technologies (PT United Tractors Tbk, 2024). This transformation is reflected in the commercialization of hybrid and digital construction technologies (PT United Tractors Tbk, 2025). However, deploying green innovations in heavy industries often triggers micro-level market skepticism regarding actual field performance and return on investment. To bridge this cognitive barrier, high-involvement physical platforms like the Mining Expo serve as vital meso-platforms where firms can demonstrate technological functionality, establish operational efficiency, and build market trust (Cunningham & O'Reilly, 2018). Within such industrial trade exhibitions, the formation of green brand positioning depends heavily on how target audiences perceive the firm's tangible technological offerings and the exhibition environment. Industrial buyers judge sustainable products not merely on ecological merits, but on rigorous functional and cost-efficiency parameters (Camilleri et al., 2023). Adopting such innovations occurs more fluidly when visitors witness firsthand that the offered features yield verifiable efficiency and upgraded quality (Lin et al., 2004). Green innovation serves as a foundational pillar for firms to elevate their environmental reputation and secure institutional legitimacy (Arsawan et al., 2024). Therefore, corporate messaging must be reinforced by superior event marketing attributes. Daniel et al. (2012) along with Setiawan et al. (2022) demonstrated that physical interactions with exhibition elements—such as booth design, technological visualizations, and technical consultation quality—act as the primary drivers of visitor satisfaction and corporate identity representation. Synergizing green product innovations with optimized event marketing attributes ultimately allows a firm to secure a distinct and visionary space as a green solution partner in the stakeholders' minds (Saqib, 2021).

Previous studies have demonstrated the positive effects of green innovation on consumer perceptions and brand outcomes, but these findings have predominantly been derived from Business-to-Consumer (B2C) settings (misalnya Borah et al., 2023; Camilleri et al., 2023). Consequently, limited empirical evidence explains how Green Product Innovation and Event Marketing Attributes jointly influence B2B Brand Positioning within industrial exhibition environments. This study directly addresses this gap by analyzing the partial and simultaneous effects of green product innovation and event marketing attributes on the brand positioning of PT United Tractors Tbk at the Mining Expo.

Signaling Theory explains how companies reduce information asymmetry when complex products make green claims difficult to verify. Based on Choudhury (2024), this operates through three mechanisms. First, under Signal Honesty, firms incur significant exhibition costs to deliver credible signals and avoid greenwashing accusations. Second, Signal Observability uses event marketing attributes as a tangible medium to make technical green innovations visible to visitors. Third, Receiver Feedback represents the final stage where buyers process these direct experiences to form a distinct brand positioning.

Marketing is a systemic and social process focused on creating, communicating, and exchanging mutually beneficial value to build long-term customer relationships. Generic marketing theory applies this value-exchange process to both commercial and non-commercial entities (Kotler, 1972). Marketing is a systemic and social process focused on creating, communicating, and exchanging mutually beneficial value to build long-term customer relationships. Generic marketing theory applies this value-exchange process to both commercial and non-commercial entities (Armstrong et al., 2016), a strategic skill set requiring continuous refinement (Tracy, 2022), and an exchange mechanism addressing transaction dynamics (Pasquier & Villeneuve, 2018). In heavy industries, this mechanism now incorporates eco-conscious responsibilities.

Green Product Innovation integrates sustainability into a product's lifecycle to generate economic and ecological value (Nugraheni, 2023; Serrano-García et al., 2025). It serves as a strategic framework to mitigate environmental degradation and drive resource efficiency (Ghisetti & Rennings, 2013). Green Product Innovation is manifested through energy saving, toxicity elimination, pollution prevention, waste recycling, and green design (Borah et al., 2023), and eco-capability (Serrano-García et al., 2025). Green Product Innovation functions in B2B markets to secure sustainable competitive advantage (Tzanidis et al., 2024).

Event Marketing Attributes comprise the physical and functional elements of an event designed to communicate brand value and forge immersive audience experiences (Hede & Kellett, 2011). These attributes blend active engagement, emotional triggers, and target alignment to shape positive customer perceptions (Azizah & Lovett, 2021). Within industrial marketing, Event Marketing Attributes mitigates information asymmetry. Unlike one-way mass media, physical exhibitions offer an interactive space for direct observation and deep engagement, validating the credibility of green innovations.

Rooted in Positioning Theory, brand positioning is an active process where a brand establishes a specific, superior space in the consumer's mind relative to competitors (Thompson, 2004). This study applies Experiential Positioning, a framework where a firm's identity as a green pioneer is validated through firsthand field experiences. Integrating a proactive green strategy with product innovation is critical to gaining a sustainable competitive advantage (Vaccaro, 2009). Empirically, green innovation and

competitiveness significantly drive marketing performance in Indonesia, creating a unique competitive position (Putri & Riyanto, 2023).

B. Methods

This study deployed a descriptive quantitative approach with a purposive sampling survey method (Sugiyono, 2013). The research was physically conducted at the PT United Tractors Tbk booth during the Mining Expo exhibition at Jakarta International Expo (JIExpo), Indonesia. The target population comprised all trade show visitors who interacted directly with the booth's experiential operations and green machinery demonstrations (Taherdoost, 2020). Given the constraints of tracking exact exhibition traffic, sampling served as a representative data collection approach (Ajay & Micah, 2014). Based on the 18 measurement items used, a 7:1 respondent-to-indicator ratio was enforced to determine a sample size of 126 respondents, which satisfies both the indicator thresholds and the PLS-SEM ten-times rule (Hair et al., 2019). Primary data were gathered digitally via Google Forms using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to capture numerical perceptions (Hair et al., 2019). The survey was structured based on three latent constructs: Green Product Innovation (X_1 ; measured via relative advantage, compatibility, and eco-capability), Event Marketing Attributes (X_2 ; measured via booth environment, interaction quality, and information accessibility), and Brand Positioning (Y ; measured via uniqueness, credibility, and favorability). Statistical analysis was executed through PLS-SEM using SmartPLS software due to its flexibility with data distribution assumptions (Hair et al., 2019). The data assessment followed a rigorous systematic protocol: descriptive statistical analysis, Full Collinearity Assessment for Common Method Bias ($VIF < 3.3$), measurement model evaluation (outer loading > 0.70 , AVE > 0.50 , HTMT < 0.90 , and CR > 0.70), and structural model evaluation (R^2 and f^2). Hypothesis testing was finalized through a bootstrapping procedure with 5,000 resamples, where a T – statistic > 1.96 and a P – value > 1.96 determined statistical significance (Hair et al., 2019).

C. Results and Discussion

1. Result

Demographic Profile of Respondents by Gender

Table 1. Demographic Profile of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	107	81.7%
Female	24	18.3%
Total	131	100.0%

Of the total 131 respondents who met the research criteria, 107 respondents (81.7%) were male and 24 respondents (18.3%) were female.

Demographic Profile of Respondents by Age

Table 2. Demographic Profile of Respondents by Age

Age Group	Frequency	Percentage (%)
21–29 years old	21	16.0%
30–39 years old	50	38.2%
40–49 years old	32	24.4%
≥ 50 years old	28	21.4%
Total	131	100.0%

In terms of age distribution, 21 respondents (16.0%) fell into the 21–29 age group, 50 respondents (38.2%) were aged 30–39, 32 respondents (24.4%) belonged to the 40–49 age range, and 28 respondents (21.4%) were 50 years old and above.

Demographic Profile of Respondents by Occupational Background

Table 3. Demographic Profile of Respondents by Occupational Background

Occupational Background	Frequency	Percentage (%)
Director	5	3.8%
Managerial Level	24	18.3%
Technical Staff / Engineering	30	22.9%
Unit Operator	23	17.6%
Related Industry Personnel	49	37.4%
Total	131	100.0%

In terms of occupational profiles, the respondents comprised 5 directors (3.8%), 24 individuals at the managerial level (18.3%), 30 technical or engineering staff members (22.9%), 23-unit operators (17.6%), and 49 personnel from related industries (37.4%).

Demographic Profile of Respondents by Industry Experience

Table 4. Demographic Profile of Respondents by Industry Experience

Industry Experience	Frequency	Percentage (%)
1–5 years	22	16.8%
5–10 years	43	32.8%
> 10 years	66	50.4%
Total	131	100.0%

Regarding industry experience, 22 respondents (16.8%) possessed a professional tenure of 1 to 5 years, 43 respondents (32.8%) had between 5 and 10 years of experience, while the remaining 66 respondents (50.4%) had accumulated over 10 years of experience in the sector.”

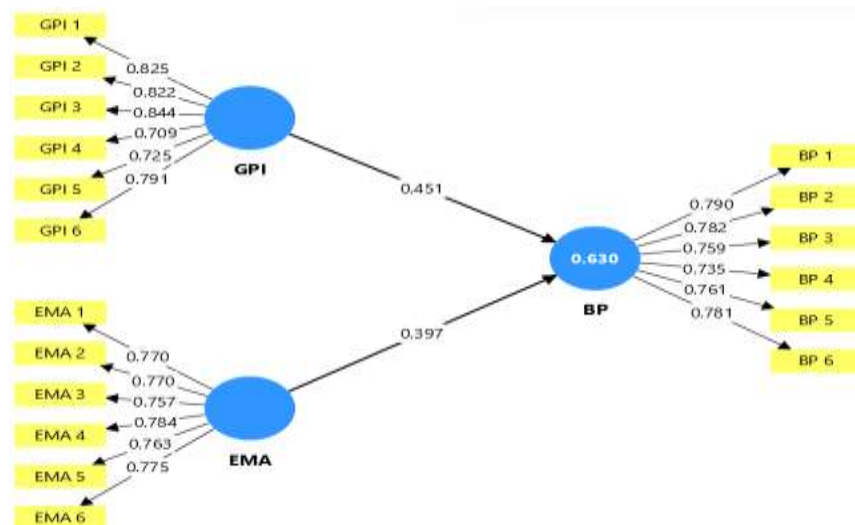
Descriptive Statistics of Variables and Indicators

Table 5. Descriptive Statistics of Variables and Indicators

Code	Indicator/Item Description	Min	Max	Mean	Standard Deviation
GPI 1	Fuel efficiency of hybrid technology	1	5	4.244	0.820
GPI 2	Operational alignment vs non-hybrid	1	5	4.092	0.776
GPI 3	Industrial energy efficiency support	1	5	4.573	0.666
GPI 4	Durability in extreme environments	1	5	4.244	0.700
GPI 5	Eco-friendly technology solution	1	5	4.290	0.704
GPI 6	Low exhaust emissions	2	5	4.450	0.679
GPI				4.316	
EMA 1	Eco-friendly booth visuals & decor	1	5	4.122	0.721
EMA 2	Interactive booth facilities	1	5	4.229	0.705
EMA 3	Informative booth staff explanation	2	5	4.443	0.632
EMA 4	Low-emission unit demonstration	1	5	4.206	0.808
EMA 5	Comprehensible digital after-sales service	2	5	4.458	0.668
EMA 6	Accessible hybrid technical support info	1	5	4.153	0.704
EMA				4.269	
BP 1	Low-emission product differentiation	2	5	4.466	0.646
BP 2	Focus on heavy equipment sustainability	2	5	4.473	0.622
BP 3	Reflection of corporate sustainability	1	5	4.092	0.725
BP 4	Accuracy of energy efficiency data	1	5	4.183	0.697
BP 5	Clarity of product innovation commitment	1	5	4.260	0.747
BP 6	Provision of digital after-sales services	1	5	4.489	0.703
BP				4.327	

The descriptive analysis indicates that all constructs achieved high mean scores, reflecting respondents' positive evaluations. Green Product Innovation (M = 4.316) recorded its highest score on hybrid technology energy efficiency (GPI 3; M = 4.573) and its lowest on non-hybrid operational alignment (GPI 2; M = 4.092). Event Marketing Attributes (M = 4.269) achieved the highest mean for digital after-sales support communication (EMA 5; M = 4.458) and the lowest for eco-friendly booth visuals (EMA 1; M = 4.122), while Brand Positioning (M = 4.327) was highest for digital post-purchase capabilities (BP 6; M = 4.489) and lowest for the sustainability expression of exhibition products (BP 3; M = 4.092). Overall, all minimum mean values remained above the agreement threshold, indicating consistently positive perceptions across all measured constructs.

Measurement Model Evaluation



According to Hair et al. (2019), outer loading values evaluate how well an indicator represents its construct, with a minimum threshold of 0.700 required for validity. The PLS-SEM estimation results show that all indicators exceed this threshold: GPI ranges from 0.709 to 0.844, EMA ranges from 0.757 to 0.784, and BP ranges from 0.735 to 0.790. Because every item scores well above 0.700, all indicators are confirmed valid and demonstrate robust convergent validity.

Convergent Validity: Average Variance Extracted (AVE)

Table 6. Convergent Validity: Average Variance Extracted (AVE)

Variable	AVE	Validity Status
Green Product Innovation	0.590	VALID
Event Marketing Attributes	0.593	VALID
Brand Positioning	0.621	VALID

According to Hair et al. (2019), a construct establishes convergent validity if its Average Variance Extracted (AVE) value is at least 0.50. An AVE value below this 0.50 threshold indicates that the construct fails to meet the required validity criteria.

Fornell-Larcker Discriminant Validity Test

Table 7. Fornell-Larcker Discriminant Validity Test

	BP	EMA	GPI
Brand Positioning	0.768		
Event Marketing Attributes	0.737	0.770	
Green Product Innovation	0.750	0.754	0.788

The Fornell-Larcker assessment confirms discriminant validity, as the square root of the AVE for Brand Positioning (0.768), Event Marketing Attributes (0.770), and Green

Product Innovation (0.788) each exceed all diagonal inter-construct correlations (Hair et al., 2019).

Heterotrait-Monotrait Ratio (HTMT) Validity Test

Table 8. Heterotrait-Monotrait Ratio (HTMT) Validity Test

	BP	EMA	GPI
Brand Positioning			
Event Marketing Attributes	0.848		
Green Product Innovation	0.860	0.868	

According to Hair et al. (2019), HTMT values below 0.90 indicate successful discriminant validity without construct overlap. The analysis yielded HTMT values of 0.848 for EMA and BP, 0.860 for GPI and BP, and 0.868 for GPI and EMA. Since all values fall strictly below the 0.90 threshold, all constructs demonstrate robust discriminant validity and distinct measurement characteristics.

Cross-Loading Validity Test

Table 9. Cross-Loading Validity Test

	BP	EMA	GPI
BP 1	0.790	0.504	0.537
BP 2	0.782	0.533	0.610
BP 3	0.759	0.559	0.598
BP 4	0.735	0.518	0.529
BP 5	0.761	0.598	0.603
BP 6	0.781	0.664	0.571
EMA 1	0.523	0.770	0.543
EMA 2	0.581	0.770	0.634
EMA 3	0.589	0.757	0.533
EMA 4	0.556	0.784	0.594
EMA 5	0.565	0.763	0.579
EMA 6	0.583	0.775	0.596
GPI 1	0.630	0.594	0.825
GPI 2	0.599	0.583	0.822
GPI 3	0.638	0.632	0.844
GPI 4	0.533	0.573	0.709
GPI 5	0.546	0.578	0.725
GPI 6	0.591	0.604	0.791

For discriminant validity, Hair et al. (2019) state that each indicator must exhibit its highest loading on its respective construct. As shown in the cross-loading matrix, every indicator yields a higher loading on its target variable than on any other construct. Consequently, all items satisfy the cross-loading criteria, confirming the validity of the measurement model.

Reliability Testing

Table 10. Reliability Testing

	Cronbach's Alpha	Composite Reliability
BP	0.861	0.896
EMA	0.863	0.897
GPI	0.877	0.907

Construct reliability requires both Cronbach's Alpha and Composite Reliability (CR) values to exceed 0.70 (Hair et al., 2019). The results confirm high internal consistency for all constructs: BP (Alpha = 0.861, CR = 0.896), EMA (Alpha = 0.863, CR = 0.897), and GPI (Alpha = 0.877, CR = 0.907). Since all metrics are well above the threshold, all variables are declared reliable.

Structural Model Evaluation

Table 11. Variance Inflation Factor (VIF)

	Brand Positioning
Event Marketing Attributes	2.316
Green Product Innovation	2.316

The Variance Inflation Factor (VIF) is used to test for collinearity among independent variables, where a value below 5 indicates no collinearity issues (Hair et al., 2019). The analysis shows that all variables yield VIF values below 5. Consequently, the structural model is confirmed free from collinearity problems.

Coefficient of Determination (R^2)

Table 12. Coefficient of Determination (R^2)

Variable	R^2	Category
Brand Positioning	0.630	Moderate

Hair et al. (2019) classify R-Square values as substantial (0.75), moderate (0.50), or weak (0.25). This model achieves an R-Square of 0.630, indicating a Moderate effect where Green Product Innovation and Event Marketing Attributes explain 63.0% of the variance in Brand Positioning, leaving 37.0% to external factors.

Coefficient of Determination (R^2)

Table 13. Effect Size (f^2)

	Brand Positioning
Event Marketing Attributes	0.184
Green Product Innovation	0.237

Predictor impacts are categorized by f-Square values as small (0.02), medium (0.15), or large (0.35) (Hair et al., 2019). Event Marketing Attributes (0.184) and Green Product

Innovation (0.237) both exhibit a Medium effect, confirming their significant role in driving Brand Positioning.

Path Coefficients

Table 14. Path Coefficients

	Brand Positioning
Event Marketing Attributes	0.397
Green Product Innovation	0.451

Path coefficients near +1 indicate strong positive relationships, while values near -1 indicate strong negative relationships (Hair et al., 2019). Both variables positively influence Brand Positioning. Green Product Innovation has a path coefficient of 0.451, while Event Marketing Attributes has a coefficient of 0.397. This indicates that both variables drive improvements in Brand Positioning, with Green Product Innovation exerting the stronger influence.

Hypothesis Testing

Table 15. Hypothesis Testing

Hypothesis	Standard Deviation	T-statistics	P-values	Result
H1 = GPI > BP	0.107	4.379	0.000	Accepted
H2 = EMA > BP	0.107	4.221	0.000	Accepted

2. Discussion

The Effect of Green Product Innovation on Brand Positioning

Hypothesis testing (H1) confirms that Green Product Innovation (GPI) has a positive and significant effect on the Brand Positioning (BP) of PT United Tractors at the 2025 Mining Expo (Path Coefficient = 0.451, T-statistics = 4.379 > 1.65, P-Value = 0.000). This proves that eco-friendly product innovations successfully shape positive visitor perceptions. The hybrid and low-emission technologies exhibited do not only support sustainability but also offer operational energy efficiency (Mean = 4.573), serving as a key driver in strengthening brand positioning. This finding is supported by Zhou et al. (2021) and Tzanidis et al. (2024), who state that green innovation in the B2B sector creates a sustainable competitive advantage and hard-to-replicate brand differentiation. Theoretically, this aligns with Signaling Theory by Choudhury (2024), where UT's commitment to green technology serves as a quality signal that enhances market understanding and trust, ultimately reinforcing the company's overall brand positioning.

The Effect of Event Marketing Attributes on Brand Positioning

Hypothesis testing (H2) confirms that Event Marketing Attributes (EMA) has a positive and significant effect on the Brand Positioning (BP) of PT United Tractors at the 2025 Mining Expo (Path Coefficient = 0.397, T-statistics = 4.221 > 1.65, P-Value = 0.000). This demonstrates that exhibition attributes such as booth design, product demonstrations, staff interaction, and clear information delivery directly shape visitor perceptions and help them recognize the company's core value proposition. This finding aligns with Setiawan et al. (2022), who highlight event marketing as an effective experiential communication medium. Direct interaction allows visitors to evaluate the brand more deeply than through one-way promotion. In the context of Signaling Theory by Choudhury (2024), these event attributes act as tangible cues for visitors to witness and verify product quality and corporate commitment firsthand, turning technical data into clear, credible information that strongly reinforces the company's overall brand positioning.

The Simultaneous Effect of Green Product Innovation and Event Marketing Attributes on Brand Positioning

Structural model evaluation reveals an R-Square value of 0.630, demonstrating that Green Product Innovation (GPI) and Event Marketing Attributes (EMA) simultaneously explain 63.0% of the variance in the Brand Positioning (BP) of PT United Tractors at the 2025 Mining Expo. This indicates a Moderate explanatory power (Hair et al., 2019), with the remaining 37.0% driven by external factors, thereby accepting the third hypothesis (H3). The findings indicate that brand positioning depends heavily on both the quality of the innovation and how it is communicated. Hybrid technology becomes significantly more effective in building positive market perceptions when delivered through an engaging event experience. This synergy is supported by medium effect sizes (f^2) for both GPI (0.237) and EMA (0.184), showing that while GPI provides the core product value, EMA serves as the crucial vehicle to convey that value to visitors. The strategic combination of these two elements establishes strong brand differentiation and solidifies PT United Tractors' position as an innovative, sustainability-driven industry leader. This outcome supports Borah et al. (2023), who note that green innovation success relies on a firm's capacity to market its environmental value effectively. Through the lens of Signaling Theory, this occurs because GPI provides the primary quality and sustainability signal, while EMA functions as the transmission mechanism that clarifies and amplifies that message.

D. Conclusion

This study demonstrates that both Green Product Innovation and Event Marketing Attributes positively contribute to strengthening Brand Positioning in the context of the Mining Expo exhibition. Green Product Innovation exerts the stronger influence, indicating that environmentally sustainable technological innovations serve as the

primary driver in shaping a distinctive and credible brand image. At the same time, well-designed Event Marketing Attributes enhance the effectiveness of these innovations by providing direct product demonstrations, technical interactions, and accessible information that reduce buyer uncertainty and reinforce positive brand perceptions. Theoretically, this study extends Signaling Theory by demonstrating that industrial exhibitions function as an effective signaling mechanism for reducing information asymmetry surrounding complex green technologies. The findings also enrich the Business-to-Business (B2B) marketing literature by integrating Green Product Innovation and Event Marketing Attributes into a unified framework for explaining Brand Positioning within sustainability-oriented industrial exhibitions. From a practical perspective, the findings suggest that industrial firms should complement green product innovation with interactive exhibition strategies that enable prospective buyers to directly evaluate product performance, technological capabilities, and environmental benefits. Rather than relying solely on sustainability claims, companies should strengthen technical consultations, live product demonstrations, and informative exhibition environments to enhance the credibility of their green positioning. Beyond the company level, the findings also imply that policymakers, industry associations, and exhibition organizers should encourage standardized communication and verification of green technologies through industrial exhibitions to support transparency, strengthen stakeholder confidence, and accelerate the adoption of sustainable industrial innovation. This study is subject to several limitations. The research was conducted at a single industrial exhibition and focused exclusively on visitors to one company's exhibition booth, which may limit the generalizability of the findings. In addition, the cross-sectional research design captures respondents' perceptions at a single point in time and includes only two predictor variables. Future studies are therefore encouraged to examine multiple industrial exhibitions across different sectors, employ longitudinal research designs, and incorporate additional variables such as corporate reputation, customer trust, sustainability communication, or environmental concern to provide a more comprehensive understanding of B2B Brand Positioning in sustainable industrial markets.

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