

УДК: 339.138

DOI: 10.31732/2663-2209-2025-80-150-156

Дата надходження: 29.06.2025

Дата прийняття до друку: 04.12.2025

Дата публікації: 30.12.2025



Ця робота ліцензується відповідно до [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/)

СТАЛІЙ МАРКЕТИНГ У КОНТЕКСТІ ГЛОБАЛЬНИХ ЗМІН

Анжеліка Балабаниць¹, Олена Рібєро Рамос², Тетяна Верительник³

¹Д-р екон. наук, професор, завідувач кафедри маркетингу та туризму Маріупольського державного університету, м. Київ, Україна, e-mail: balabanits@ukr.net, ORCID: <https://orcid.org/0000-0001-8009-119X>

²Канд. екон. наук, доцент, доцент кафедри маркетингу та туризму Маріупольського державного університету, м. Київ, Україна, e-mail: kovalenko.elena.new@gmail.com, ORCID: <https://orcid.org/0000-0002-6061-6873>

³Студентка ОС «Бакалавр» спеціальності 075 «Маркетинг» Маріупольського державного університету, м. Київ, Україна, e-mail: tetiana.verytelnyk@gmail.com

SUSTAINABLE MARKETING IN THE CONTEXT OF GLOBAL TRANSFORMATIONS

Anzhelika Balabanyts¹, Olena Ribeiro Ramos², Tetiana Verytelnyk³

¹Doctor of Economic Sciences, Professor, Head of the Department of Marketing and Tourism, Mariupol State University, Ukraine, e-mail: balabanits@ukr.net, ORCID: <https://orcid.org/0000-0001-8009-119X>

²PhD in Economics, Associate Professor, Associate Professor of the Department of Marketing and Tourism, Mariupol State University, Kyiv, Ukraine, e-mail: kovalenko.elena.new@gmail.com, ORCID: <https://orcid.org/0000-0002-6061-6873>

³Student of the Bachelor's degree program in the specialty 075 Marketing, Mariupol State University, Kyiv, Ukraine, e-mail: tetiana.verytelnyk@gmail.com

Анотація. У статті розглянуто трансформацію маркетингових підходів в умовах глобальних змін і зростаючих зовнішніх викликів, таких як: кліматичні зміни, соціальна поляризація, економічна нестабільність і масштабна цифровізація. Окреслено змістовне наповнення категорії «маркетинг сталого розвитку» та систематизовано ключові фактори, що визначають рівень сталості маркетингу в сучасних умовах. Проаналізовано сутність сталого маркетингу як концепції, що поєднує економічні цілі бізнесу з соціальною відповідальністю та екологічною свідомістю, а також розглянуто практики сталого розвитку вітчизняних компаній. Визначено фактори, які зумовлюють зміну поведінки споживачів та впливають на формування стратегій брендів, зокрема цифровізацію, кліматичні виклики, етичне споживання. Обґрунтовано ключові імперативи в діяльності сучасних підприємств та вектори їх маркетингового розвитку на основі аналізу підходів до створення цінності. Розглянуто ключові драйвери, які стимулюють підприємства до розробки екологічно-відповідальних стратегій у контексті сучасних глобальних викликів. Приділено увагу ролі екологічної відповідальності як стратегічному імперативу сталого розвитку бізнесу та необхідності впровадження міжнародних стандартів, зокрема Global Reporting Initiative (GRI). Показано стратегічні орієнтири маркетингового сталого розвитку підприємств в умовах глобалізаційних трансформацій. Також наголошено на важливості впровадження екологічно чистих технологій, енерго- та водозбереження, формування «зеленого» асортименту продукції, зменшення використання пластику та організації роздільного збору сміття. Окрему увагу приділено підвищенню екологічної свідомості споживачів через інформаційні кампанії, прозорості бізнесу у звітності про досягнення в сфері сталого розвитку та співпраці з екологічними організаціями. Підкреслено, що маркетингові стратегії сталого розвитку мають бути спрямовані не лише на екологізацію виробництва, а й на покращення рівня життя місцевих громад та залучення співробітників до волонтерських ініціатив. Визначено доцільність використання концепції сталого розвитку як маркетингового інструменту, який дозволяє підприємствам формувати позитивний імідж, зміцнювати конкурентні переваги та залучати нових клієнтів у довгостроковій перспективі. Майбутні дослідження будуть зосереджені на впливі цифрових технологій на сталий маркетинг та розробці чітких індикаторів оцінки ESG-ініціатив, з особливою увагою до українського контексту та його специфічних викликів.

Ключові слова: сталий маркетинг, глобалізація, екологічна відповідальність, цифровізація, інновації, маркетингові еко-практики.

Формули: 0; **рис.** 1; **табл.** 0; **бібл.** 11

Abstract. *This article examines the transformation of marketing approaches in the context of global changes and mounting external challenges, including climate change, social polarization, economic instability, and widespread digitalization. It conceptualizes «sustainable marketing» and systematizes key factors determining marketing sustainability in contemporary conditions. Sustainable marketing is analyzed as a framework integrating business economic objectives with social responsibility and environmental awareness. The study also explores sustainable development practices implemented by domestic companies. The article identifies factors driving shifts in consumer behavior and shaping brand strategies, notably digitalization, climate-related challenges, and ethical consumption. It defines strategic imperatives for modern enterprises and directions for marketing development based on contemporary approaches to value creation. Key drivers motivating companies to adopt environmentally responsible strategies are examined, emphasizing environmental responsibility as a strategic imperative and the necessity of applying international standards, including the Global Reporting Initiative (GRI). Strategic guidelines for sustainable marketing development under globalization are presented, highlighting innovative approaches to long-term value creation. The study underscores the importance of environmentally friendly technologies, energy and water conservation, development of «green» product assortments, reduction of plastic use, and implementation of waste separation programs. Attention is given to enhancing consumer environmental awareness through information campaigns, transparency in sustainability reporting, and cooperation with environmental organizations. Finally, the article stresses that sustainable marketing strategies should aim not only at greening production but also at improving local community well-being and engaging employees in volunteer initiatives. The study justifies sustainable development as a marketing tool enabling enterprises to build a positive image, strengthen competitive advantages, and attract customers in the long term. Future research is expected to explore the role of digital technologies in sustainable marketing and develop clear indicators for evaluating ESG initiatives, with particular focus on the Ukrainian context and its specific challenges.*

Keywords: sustainable marketing, globalization, environmental responsibility, digitalization, innovation, marketing eco-practices.

Formulas:0; **fig.:** 2; **tab.:** 1; **bibl.:**18

Problem Statement. In the 21st century, global development has reached new dimensions under the influence of intensive globalization processes, which have profoundly transformed not only the economic system but also the sociocultural, technological, and political environment. Globalization has acted as a catalyst for the integration of national economies into a unified global economic space, creating a wide range of opportunities for businesses, while simultaneously posing a number of complex challenges. Under these new conditions, enterprises are compelled to adapt to dynamic changes in the external environment, including increased competition, access to advanced technologies, capital mobility, and the growing role of international standards and practices.

At the same time, the modern world faces a number of systemic threats, among which the most pressing are climate change, social polarization, economic instability, and widespread digitalization. These challenges significantly impact the role of business in society and shape a new paradigm for its functioning. As consumer awareness of brand ethics, environmental impact, and social responsibility grows, traditional marketing models are losing their effectiveness.

Consequently, modern marketing requires rethinking and transformation to meet contemporary demands—emphasizing sustainability, trust, transparency, and value creation that goes beyond purely commercial gains.

Review of Recent Research and Publications. Over the past decade, the concept of sustainable marketing has gained widespread academic recognition. Contemporary research highlights a shift from superficial «green» initiatives to systemic transformations within the marketing paradigm, with a focus on long-term value and accountability to all stakeholders.

For instance, the publication by T. Dangelico and colleagues proposes a theoretical framework for the development of sustainable marketing capabilities, grounded in the Resource-Based View (RBV) and the Dynamic Capabilities View (DCV). The authors emphasize that sustainable marketing requires not only adaptation but also the active integration of environmental, social, and ethical components into a company's strategic activities (Dangelico, Albino, & Pujari, 2025).

A separate body of research is dedicated to the digital transformation of sustainable marketing. For example, in (Sunil

Kumar, Sharma, Mishra, Sharma, & Bhardwaj, 2025), it is demonstrated how the use of Big Data, artificial intelligence, social media analytics, and machine learning technologies (such as NLP and LDA) facilitates more effective communication of sustainability values and the personalization of ESG messaging. These approaches open new avenues for building consumer loyalty and enhancing transparency in brand-public interaction.

Van Dam Y. K., addressing the philosophy of marketing, argues that «...sustainable marketing is a call to embrace the environmental and social limitations of traditional corporate marketing philosophy» (Van Dam & Apeldoorn, 1996).

From the perspective of practical application in Ukrainian business, N. M. Sereda provides the following definition: «Sustainable marketing is not only a tool for adapting to contemporary challenges, but also a tactical framework that enables long-term business success in a competitive and evolving market environment» (Sereda, 2025, p. 9).

Hence, current research demonstrates a shift from a formal to a strategic approach to sustainability, employing innovative tools, digital technologies, and a focus on deep transformation of business models. This forms a solid foundation for further empirical research, the adaptation of global practices to local contexts, and the improvement of training systems for professionals in the field of sustainable marketing.

The Aim and Research Methods. The aim of this article is to explore the transformation of marketing in the context of global change and to identify vectors of marketing development for modern enterprises based on an analysis of contemporary value creation approaches.

To achieve this goal, the study employs a mixed-method design that combines qualitative analysis of academic and corporate sources with quantitative assessment of statistical data and industry reports.

The Basic Material and Results. Sustainable development in business refers to a company's strategies and actions aimed at reducing negative environmental impacts

while simultaneously enhancing its positive contributions to societal progress. It reflects a trend toward «green», value-driven, and responsible business models that strive not only for profitability but also for effective partnerships and the creation of a business environment that aspires to make the world a better place for future generations.

Sustainable marketing represents a marketing paradigm that prioritizes not only profitability but also long-term societal, environmental, and economic value creation. The role of digital technologies in supporting sustainable strategies is growing, particularly through the use of Artificial Intelligence, Big Data, Blockchain, and Digital transparency indicators.

In today's context, sustainable marketing is not only an ethical imperative but also a strategic competitive advantage.

The goals and objectives of sustainable marketing can be summarized as follows:

- increasing consumer awareness of environmental issues;
- developing and promoting environmentally friendly products;
- popularizing eco-friendly goods and services in the market;
- stimulating the formation of eco-demand;
- advancing the ecological transformation of production.

The variety of terms related to sustainable marketing, such as «sustainable marketing» and «marketing for sustainability», reflects the evolution of academic research in the field, which gained momentum in the 1990's in response to growing societal challenges and reached peak popularity in the 2010s due to the proliferation of digital technologies and social media (Korchevskiy, 2024).

One of the foundational academic definitions was proposed by Kotler et al., who define sustainable marketing as «socially and environmentally responsible marketing that meets the present needs of consumers and businesses while also preserving or enhancing the ability of future generations to meet their own needs» (Kotler & Armstrong, 2018). This

definition is grounded in the UN principles of sustainable development and emphasizes intergenerational responsibility, highlighting the need to balance short-term commercial goals with long-term societal and environmental objectives.

Another significant definition is provided by Belz and Peattie, who argue that «sustainable marketing is the building and maintenance of sustainable relationships with consumers, the social environment, and the natural environment» (Belz & Peattie, 2009, pp. 31–32). Thus, sustainable marketing must integrate not only customer relationships but also systemic engagement with ecosystems and society, acting as a key component of broader sustainability.

Martin and Schouten offer a broader, functionally-oriented definition: «Sustainable marketing is the process of creating, communicating, and delivering value to customers in such a way that both natural and human capital are preserved and enhanced throughout the entire process. Marketing should be implemented according to sustainability criteria so that all marketing activities are safe for the environment and society, helping to foster a culture where

striving for sustainability becomes the norm» (Martin & Schouten, 2014, p. 6). The authors emphasize the transformation of marketing into a tool for building a sustainable society.

As a transdisciplinary concept, sustainable marketing is also addressed by the United Nations Environment Programme, which defines it «as a holistic and integrative approach that gives equal weight to environmental, social justice, and economic issues in the development of marketing strategies. Sustainable marketing should be viewed as a social process that involves numerous moral agents» (United Nations Environment Programme, 2009).

Global developments over the past decade have led to a rethinking of the role of marketing. Unlike traditional marketing, the sustainable approach focuses on values, trust, transparency, ethical consumption, and stakeholder engagement—not only with customers but also with employees, partners, communities, and the state. Therefore, we can systematize the key factors determining the level of sustainability in modern marketing (see Fig.1).

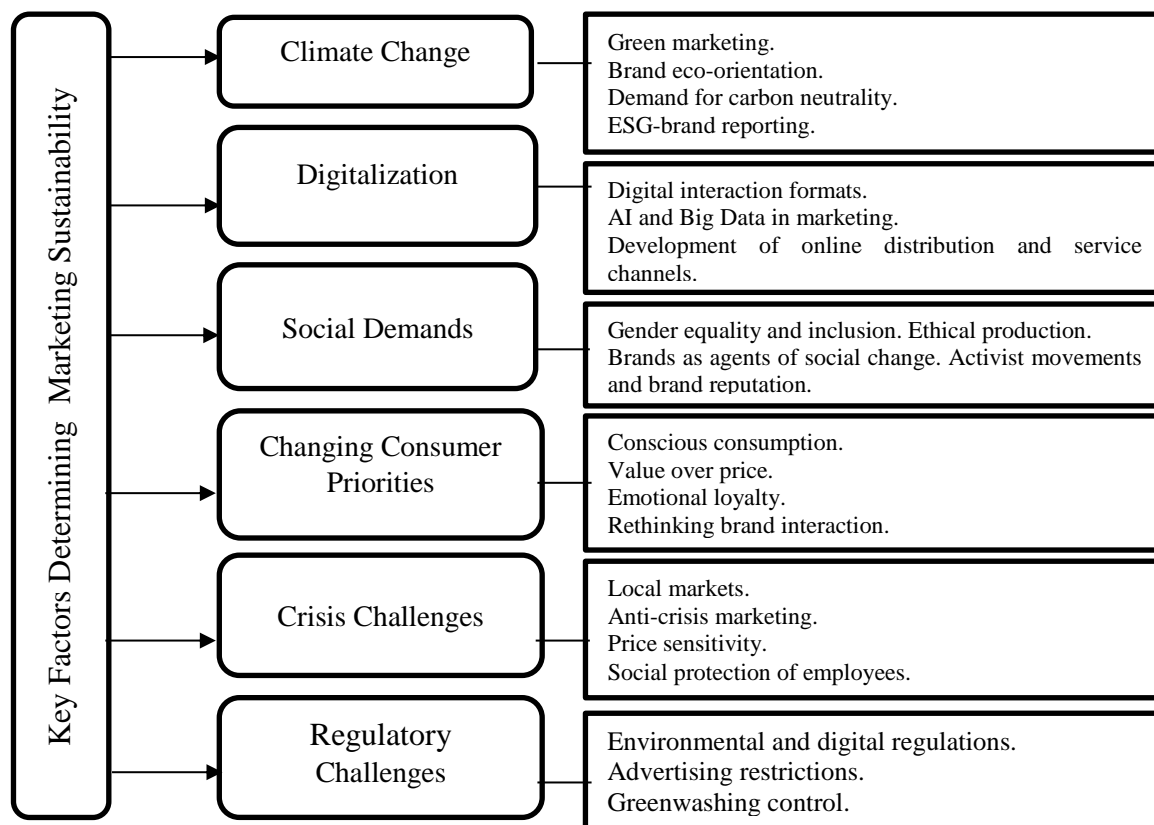


Fig. 1. Key factors determining the level of marketing sustainability

in modern conditions

Source: compiled by the authors

These factors reshape strategic business priorities, influence consumer behavior and expectations, and modify tools for interaction with target audiences.

Now more than ever, modern enterprises must leverage sustainability as a strategic lever in order to maximize benefits, including from a marketing perspective.

A study conducted by the All-Ukrainian Advertising Coalition in collaboration with the research company Factum Group indicates that 2023 became a year of gradual adaptation and business transformation following the shock of 2022. While companies still employ short-term planning strategies, they are increasingly looking toward the future.

This shift has underscored the necessity for more resilient, transparent, and sustainability-oriented marketing strategies. As a result, enterprises are redefining their approaches to value creation by embedding environmental and social dimensions into the core of their marketing activities.

In today's turbulent environment, several imperatives are shaping how enterprises approach sustainable marketing:

1. Support for the country and social initiatives. Many companies continue to assist the Armed Forces of Ukraine by providing financial aid and launching social projects. Some openly communicate these efforts, while others choose to keep such initiatives out of the spotlight.

2. Transformations in business operations. Businesses are gradually returning to standard operations. At the same time, there is increased emphasis on employee engagement and emotional well-being, as the full-scale war, constant threats, and shelling negatively affect the overall psychological state of society. Many firms focus on retaining their workforce, minimizing layoffs, preserving salaries and bonuses, and reintegrating employees who were forced to relocate abroad.

3. Resumption of marketing activities. Ukrainian businesses have demonstrated a high degree of flexibility in responding to external shocks. Most

companies have adjusted their strategies multiple times to cope with rapidly changing conditions.

4. Challenges facing business operations. Enterprises have had to navigate population displacement, declining purchasing power, destruction of facilities and infrastructure in occupied territories, limited productivity due to damage and air raids, and difficulties operating during blackouts.

Marketing teams face a range of challenges, including shrinking market capacity, shifts in consumer behavior and sensitivity, cautious communications, talent shortages, tighter budgets, and reduced predictability. In parallel, the war has exacerbated environmental challenges in Ukraine.

Amid these developments, several current drivers are pushing businesses toward ecologically responsible strategies:

– Environmental responsibility. This is emerging as a key imperative for future sustainability. Business sustainability entails strategic efforts to mitigate environmental degradation while amplifying positive social outcomes. To assess a company's environmental impact—and how environmental factors affect the company—global standards such as the Global Reporting Initiative (GRI) are applied. These standards evaluate practices based on environmental, social, and governance (ESG) criteria. Initially voluntary, many of these standards are now becoming mandatory, particularly across Europe, where sustainability reporting will be required for even more companies starting in 2024.

– Increased ESG focus from investors. Investors are placing greater emphasis on how companies manage ESG-related risks. According to Deutsche Bank, by 2030 all investment decisions will include ESG considerations. Failure to align with this long-term trend may result in higher capital costs or even barriers to securing funding.

– Consumer orientation toward sustainability. Customers are becoming increasingly supportive of environmental

products and socially responsible brand actions. Although not yet universal, this trend is strengthening, and companies must begin adapting to meet emerging expectations.

– Employee demand for sustainability. Employees are also encouraging eco-friendly corporate practices and structured volunteer programs. Globally, about 25% of companies have such programs, allowing teams to participate in environmental and social initiatives in collaboration with civil society organizations.

In Ukraine, sustainable growth and development practices have been present among large enterprises for over 15 years. For example, Morshynska redesigned its water bottle packaging in 2020 to contain 15% less plastic. The ATB supermarket chain introduced reusable shopping crates made from recycled materials and biodegradable corn-starch bags that decompose within 12 months and pose no environmental harm.

Among Ukrainian companies that integrate ESG principles into their business strategies, several deserve particular attention. Astarta-Kyiv Agro-Industrial Holding ranked third in 2020 among 89 agricultural companies worldwide evaluated by the International rating agency Sustainalytics. The Kernel Agricultural Holding has established a Sustainability Committee and regularly discloses non-financial reports. NIBULON JV LLC has identified the demining of Ukrainian agricultural lands and maritime routes as one of its key ESG priorities. Another notable example is the Myronivsky Hliboproduct PJSC (MHP Food UK Limited), which systematically incorporates sustainability principles into its corporate strategy.

Aligning marketing practices with environmental trends and sustainability principles has emerged as a strategic instrument for business positioning in competitive markets. Such an approach helps to demonstrate brand social responsibility, strengthen trust-based relationships with customers, increase their loyalty, attract new clients, and, most importantly, address environmental issues.

Key elements of a sustainability-oriented marketing strategy may include:

1. The use of environmentally friendly materials and technologies. To minimize environmental impact, enterprises may adopt green construction materials, energy-saving technologies, and waste-reduction systems.

1. Development of a product assortment that includes «green» goods and services.

2. Creation of environmentally friendly infrastructures, such as gardens, parks, or farms.

3. Organization of environmental events, including promotional campaigns, community clean-ups, and collaboration with local organizations for natural resource conservation.

4. Ensuring energy efficiency through installation of devices such as energy-saving light bulbs, solar panels, and energy management systems.

5. Implementation of water-saving technologies, for example, rainwater collection and reuse systems in resort hotels.

6. Introduction of waste separation and recycling programs within enterprises.

7. Raising consumer awareness on ecological issues through targeted informational campaigns.

8. Reduction of production and packaging waste.

9. Decreasing the use of plastic in operations and product packaging.

10. Promoting transparency regarding environmental practices and policies through sustainability reports and communication via official websites and social media.

11. Involving consumers in environmental practices by encouraging their participation in green initiatives.

12. Collaborating with environmental organizations to organize training and awareness events for employees and stakeholders, including workshops on energy recovery, waste minimization, and use of sustainable materials.

Sustainable marketing strategies of domestic enterprises should aim to improve the quality of life in local communities, enhance ecological production practices, and foster employee engagement in volunteer

movements related to social and environmental causes.

Leveraging sustainability as a marketing instrument may offer multiple advantages for businesses. Non-financial reporting and transparent communication regarding social and environmental goals can significantly enhance corporate image, attract new clients, and build strong competitive advantages in the contemporary marketplace.

Conclusions. In light of current conditions, there is a growing need to reconceptualize the role of marketers as agents of change who are capable of creating value not only for their companies but also for society and the planet as a whole. Strategic priorities for marketing development in the context of globalization should be based not

only on adaptation to external challenges but also on proactive engagement with emerging opportunities. Among the key directions are digitalization, the implementation of sustainable management principles, and the advancement of innovative business models.

The future success of companies in both national and international markets will largely depend on their ability to rapidly integrate cutting-edge technologies, respond flexibly to changes in consumer behavior, and develop strategies focused on long-term value creation. Embedding sustainability principles into marketing practices may serve as a critical competitive advantage for businesses striving to maintain relevance in a rapidly evolving global environment.

References:

1. Belz, F.-M., & Peattie, K. (2009). *Sustainability Marketing: A Global Perspective*. Wiley, Chichester. 406 p.
2. Dangelico, R. M., Albino, V., & Pujari, D. (2025). Capability development for sustainable marketing: A theoretical framework. *AMS Review*. <https://doi.org/10.1007/s13162-025-00299-9>
3. DQS Global. (n.d.). Nove: Standarty zvitnosti pro stalyy rozvytok GRI – Ohliad osnovnykh zmin. <https://www.dqsglobal.com/uk-ua/navchajtesya/blog/nove-standarti-zvitnosti-pro-stalij-rozvytok-gri-oglyad-osnovnih-zmin>
4. Kotler, P., & Armstrong, G. (2018). Social responsibility and ethics: Sustainable marketing. In *Principles of marketing* (18th Global ed., pp. 1–36). Pearson Education. <https://www.pearsoncanada.ca/media/highered-showcase/multi-product-showcase/kotler-ch04.pdf>
5. Martin, D., & Schouten, J. (2014). *Sustainable marketing* (1st ed.). Pearson Education Limited. 247 p.
6. PERSPECTIVES. (2024). Special survey: ESG e di sostenibilit . *Deutsche Bank*. <https://www.deutsche-bank.it/files/documents/2023-CIO/PERSPECTIVES-Special-Survey-ESG-e-di-Sostenibilit -2024.pdf>
7. Sunil Kumar, Sharma, C., Mishra, M. K., Sharma, S., & Bhardwaj, V. (2025). Smart, sustainable, and green: The digital transformation of green marketing. *Discover Sustainability*. <https://doi.org/10.1007/s43621-025-01242-5>
8. United Nations Environment Programme. (2009). *Mainstreaming sustainable consumption and production and resource efficiency into development planning*. <http://www.unep.org/civilsociety/Portals59/Documents/SCPMMainstreamingintoDevPlanning.pdf>
9. Van Dam, Y. K., & Apeldoorn, P. A. C. (1996). Sustainable marketing. *Journal of Macromarketing*, 16(2), 45–56.
10. Korchevskyi, M. (2024, March). Shcho take marketyng staloho rozvytku: vyznachennia ta stratehii z prykladamy. *Claspo*. <https://claspo.io/ua/blog/what-is-sustainable-marketing-definition-and-strategies-with-examples/>
11. Sereda, N. M. (2025). Stalyy marketyng u zabezpechenni dovhotryvaloi konkurentospromozhnosti ukrainskoho biznesu: stratehichni pidkhody ta povedinkovi chynnyky vplyvu. Aktualni pytannia ekonomichnykh nauk, (12). <https://doi.org/10.5281/zenodo.15684183>