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## IMPACT MECHANISMS OF INDUSTRIAL MARKETING ON CORPORATE SUSTAINABLE DEVELOPMENT

**Summary.** *Introduction.* The relationship between industrial marketing management and corporate sustainable development represents one of the most critical yet underexplored areas in contemporary business scholarship. While theoretical foundations connecting marketing to sustainability have been extensively analyzed, a significant gap persists regarding how marketing practices translate into measurable sustainability outcomes.

*Purpose.* This article aims to articulate nine distinct impact mechanisms through which industrial marketing contributes to corporate sustainable development and to construct a comprehensive indicator framework for their measurement.

*Materials and Methods.* The study employs theoretical analysis drawing upon established scholarly works in marketing management, corporate social responsibility, innovation theory, and sustainability measurement. A mechanism-based analytical approach is used to identify and articulate the pathways through which industrial marketing influences sustainability performance, supplemented by indicator construction across environmental, economic, social, and governance dimensions.

*Results.* Nine distinct impact mechanisms are identified: market orientation, social responsibility, innovation-driven contribution, brand building, consumer education, product innovation, ethical management, value communication, and long-term planning. An integrated indicator framework encompassing environmental, economic, social, governance, and industry-specific dimensions is constructed. Key findings reveal that marketing-driven sustainability operates through multiple interconnected pathways, from direct influences such as sustainable product development and green marketing communication to indirect effects including brand equity enhancement and stakeholder trust building.

*Perspectives.* Future research should include empirical validation of mechanism operation in specific industries, investigation of mechanism interactions, and longitudinal study of industrial marketing-sustainability evolution. The framework requires testing across diverse industry contexts, particularly in B2B markets and industrial supply chains of technological corporations.

**Key words:** Industrial Marketing, Marketing Management, Sustainable Development, Impact Mechanism, Indicator System, Corporate Sustainability.

**Problem statement.** The relationship between industrial marketing management and corporate sustainable development represents one of the most critical yet underexplored areas in contemporary business scholarship. While theoretical foundations connecting marketing to sustainability have been extensively analyzed, a significant gap persists regarding how marketing practices translate into measurable sustainability outcomes. The preceding theoretical analysis established foundational connections between six marketing theories and corporate sustainable development, demonstrating that marketing management serves as a critical mediating framework



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for translating business activities into sustainability outcomes [9]. However, that analysis left unanswered the critical question of how precisely marketing practices translate into measurable sustainability performance. This gap represents the central research problem addressed here.

**Analysis of recent research and publications.** Scholarly attention to marketing-sustainability linkages has intensified considerably. Hult [1] established market-focused sustainability as a framework integrating market orientation principles with sustainability objectives. Kamboj and Rahman [2] demonstrated that market orientation capabilities significantly influence sustainable innovation outcomes. Moon [3] examined CSR's contribution to sustainable development, while Ebner and Baumgartner [4] clarified the relationship between CSR and sustainability. Silvestre and Țircă [5] analyzed innovations for sustainable development. Singh and Sharma [6] investigated brand building and sustainability synergies. Belz and Peattie [8] provided foundational work on sustainability marketing. Porter and Kramer [12] demonstrated that sustainability and commercial objectives need not be antagonistic. Despite these contributions, no comprehensive framework articulating the specific impact mechanisms through which industrial marketing contributes to sustainability has been established, particularly regarding measurement frameworks linking marketing activities to sustainability outcomes.

**Formulation of the article's objectives.** The research objective is twofold: first, to articulate nine distinct impact mechanisms through which industrial marketing contributes to corporate sustainable development; and second, to construct a comprehensive indicator framework enabling measurement and evaluation of marketing-driven sustainability performance. The distinction between consumer-oriented marketing and industrial marketing carries significant implications for understanding sustainability transmission mechanisms. Consumer marketing (B2C) focuses on individual end-consumers, emphasizing emotional appeals, mass-market communication, brand personality, and purchase decisions driven by individual preferences. In contrast, industrial marketing (B2B) operates within organizational buying contexts characterized by multiple decision-makers, longer sales cycles, relationship-driven procurement processes, and technical specifications [10]. For sustainable development, industrial marketing proves particularly consequential because supply chain decisions, procurement specifications, and organizational buying criteria directly determine environmental and social outcomes at scale. When a major technological corporation specifies sustainability requirements for suppliers, those requirements cascade through extensive supply networks affecting thousands of firms. Industrial marketing thus bridges the critical gap between corporate sustainability commitments and operational implementation through inter-firm relationships.

## Presentation of the main material.

### 1. Market Orientation and Sustainable Development

The concept of market orientation has evolved significantly, extending beyond traditional customer focus to encompass sustainability considerations as a fundamental dimension of market intelligence and strategic response [1]. Hult [1] established market-focused sustainability as a framework integrating market orientation principles with sustainability objectives, suggesting that truly market-oriented firms must attend to long-term environmental and social sustainability alongside short-term customer satisfaction and profitability.

The theoretical foundation rests upon the recognition that market intelligence generation encompasses not only information about customer preferences but also signals about societal expectations regarding environmental performance and social responsibility [2]. Kamboj and Rahman [2] demonstrated that market orientation capabilities significantly influence sustainable innovation outcomes. Firms with stronger capabilities exhibited greater capacity to identify sustainability opportunities and successfully commercialize sustainable products and services.

The mechanism operates through a sequential process beginning with intelligence generation. Industrial marketing functions serve as the primary interface with external stakeholders, collecting information about changing consumer attitudes toward sustainability, emerging regulatory requirements, and growing investor interest in ESG performance. In B2B contexts, this extends to understanding procurement specifications, supply chain partner requirements, and industrial customer sustainability criteria.

Following intelligence generation, the dissemination component ensures sustainability-related intelligence flows throughout the organization, informing product development and strategic formulation. The response component completes the mechanism by translating intelligence into strategic actions addressing sustainability opportunities [1].

### 2. Social Responsibility and Sustainability

The relationship between corporate social responsibility and sustainable development has been extensively analyzed, with attention to how CSR contributes to the three-pillar model of sustainability [3]. Moon [3] established that CSR represents a voluntary corporate commitment extending beyond legal requirements. Ebner and Baumgartner [4] clarified the relationship between CSR and sustainability, demonstrating they share common ground regarding stakeholder consideration and long-term orientation while possessing distinct analytical foci.

Within this framework, industrial marketing serves essential functions in both communicating and operationalizing CSR commitments. The communication dimension addresses external stakeholders through marketing channels articulating the firm's CSR commitments. The operationalization dimension embeds CSR considerations into marketing decisions regarding product design, pricing strategies, and distribution channels.

The mechanism operates through industrial marketing's central position in stakeholder relationships, enabling engagement with customers and communities whose expectations shape corporate reputation [7]. In B2B contexts, this extends to supplier qualification processes, procurement relationship management, and inter-firm collaboration on sustainability initiatives. However, misleading claims risk accusations of greenwashing.

Beyond communication, operationalization manifests through marketing decisions embedding social responsibility into core business activities — sustainable sourcing requirements, fair trade considerations in supplier selection, and accessibility features in product design.

### **3. Innovation-Driven Mechanism**

Innovation serves as a critical driver of sustainable development, enabling firms to develop new products, processes, and business models addressing environmental and social challenges while maintaining economic viability [5]. The innovation-driven mechanism operates primarily through demand-side influences on innovation investment direction. Silvestre and Țircă [5] demonstrated that innovation for sustainable development requires alignment between technological capabilities and market demand, with industrial marketing playing essential roles in identifying market opportunities for sustainable innovations.

The mechanism begins with marketing intelligence regarding market demand for sustainable solutions. Through customer research, competitor analysis, and trend monitoring, industrial marketing functions identify opportunities for sustainable product development and assess market acceptance. For technological corporations developing advanced solutions, this intelligence proves valuable in assessing whether emerging technologies will achieve market acceptance.

The influence flows bidirectionally, with R&D capabilities informing marketing strategy regarding sustainable product opportunities. Industrial marketing managers must maintain close coordination with R&D to ensure market intelligence shapes innovation direction. The demand-pull influence operates through organizational customers specifying sustainability requirements, regulatory anticipation, and competitor analysis revealing sustainability positioning strategies.

### **4. Brand Building and Sustainability**

Brand building represents a long-term strategic investment in customer relationships, reputation, and market positioning that intersects with sustainability in multiple ways [6]. Singh and Sharma [6] demonstrated that brand building and sustainability strategies exhibit significant synergies. The mechanism operates through enhanced brand equity enabling premium pricing for sustainable products, increased consumer trust in sustainability claims, and greater stakeholder confidence in responsible business practices.

The first dimension concerns the relationship between sustainability and brand equity. Brand equity encompasses customer-based brand equity, brand loyalty, perceived quality, and brand associations [6]. Sustainable practices contribute through multiple pathways: enhancing perceived quality through responsible production, strengthening brand associations with environmental responsibility, and creating emotional connections with consumers valuing sustainability.

The second dimension addresses how brand equity enables sustainability performance. Firms with strong brand equity possess market power facilitating sustainability transitions. Premium pricing capability enables recovery of higher costs associated with sustainable sourcing. Customer loyalty provides stability during transitions. Brand trust increases receptivity to sustainability messaging. In industrial markets, brand reputation among procurement professionals proves particularly consequential for winning supply chain positions.

The mechanism operates bidirectionally. Technological corporations with strong technology brands may pursue more aggressive sustainability strategies knowing brand trust provides latitude for experimentation.

### **5. Consumer Education and Advocacy**

Marketing communication serves not only to promote products but also to shape consumer understanding and behaviors regarding sustainability [8]. The mechanism operates through marketing's capacity to inform consumers about sustainability issues, influence purchasing decisions toward more sustainable options, and build broader societal support for sustainable development.

The education dimension involves providing information enhancing consumer understanding of sustainability issues and sustainable product attributes. Marketing communications can explain environmental impacts of consumption choices, describe sustainable production practices, and demonstrate environmental benefits. Kiyak [10] documented various green marketing strategies employed to influence consumer behavior toward more sustainable choices.

The advocacy dimension extends further, using marketing platforms to promote sustainability awareness and behavior change. Public service campaigns and cause-related marketing contribute to broader societal awareness of sustainability challenges.

The mechanism operates through multiple channels: direct influence when communications persuade consumers to purchase specific sustainable products; indirect influence when sustainability messaging shapes attitudes affecting future purchases; and social influence when messaging creates normative pressure encouraging environmentally responsible behavior.

### **6. Product and Service Innovation**

Marketing insights regarding customer needs, preferences, and usage patterns directly inform sustainable product development strategies [5]. The mechanism operates through marketing-driven identification of opportunities for sustainable product development, influence on design decisions to incorporate environmental considerations, and creation of feedback loops connecting market performance to sustainability improvement.

The foundation lies in industrial marketing's understanding of customer needs and usage contexts. Through market research and customer feedback systems, marketing functions identify opportunities where sustainable solutions address unmet needs. For new energy vehicle manufacturers and technological corporations, this proves essential for developing products balancing environmental performance with customer expectations.

Within product development, marketing perspectives influence design decisions to incorporate environmental considerations. Eco-design principles including material selection, producibility, durability, and end-of-life management require marketing input regarding customer preferences for environmental attributes.

The feedback loop completes the mechanism, with market performance data informing ongoing sustainability improvements. Sales patterns and customer feedback reveal which sustainability attributes resonate. The industrial marketing-R&D-sustainability feedback loop integrates market intelligence, technical capability, and environmental improvement.

### **7. Social Responsibility and Ethical Management**

Industrial marketing operates within ethical frameworks governing business conduct [8]. The mechanism addresses how marketing governance ensures marketing activities contribute to sustainable development rather than undermining it through deceptive practices. This encompasses anti-greenwashing safeguards, transparent communication requirements, and supply chain ethics oversight.

The anti-greenwashing dimension responds to concerns about misleading sustainability claims. As sustainability has become a prominent positioning strategy, incentives for exaggerated claims have increased. Marketing governance mechanisms including claim substantiation requirements and verification procedures help ensure communications accurately reflect environmental performance.

Transparent communication extends beyond claim accuracy to encompass disclosure of material information enabling informed decisions. Marketing communications increasingly face requirements for environmental disclosure including carbon footprint labeling and supply chain transparency.

Supply chain ethics represent an increasingly prominent dimension. Marketing decisions regarding supplier selection carry significant social implications. For technological corporations with complex global supply networks, supply chain ethics governance proves particularly consequential.

### **8. Brand Building and Value Communication**

Sustainability value communication represents a specialized application of brand building focused on articulating the firm's sustainability commitments and differentiated positioning [6]. The mechanism operates through translation of sustainability performance into stakeholder value propositions, development of sustainability brand identity and positioning, and integration into overall brand architecture.

The translation dimension addresses how sustainability performance becomes meaningful to different stakeholders. For customers, sustainability value propositions emphasize product attributes. For investors, they highlight risk management and long-term value creation. For employees, they articulate organizational purpose and values alignment. Industrial marketing serves as the translating function.

Brand identity and positioning work creates distinctive sustainability brand associations differentiating the firm. In B2B markets, sustainability positioning among procurement stakeholders requires emphasis on operational reliability, supply chain transparency, and long-term partnership value.

The integration dimension concerns how sustainability brand positioning connects with overall brand architecture. Sustainability positioning works most effectively when embedded within broader brand meaning.

### **9. Long-term Planning and Strategy**

Marketing intelligence regarding environmental trends, social changes, and regulatory developments informs long-term strategic planning extending beyond traditional business cycles [11]. The mechanism operates through integration of sustainability into strategic planning, extension of planning horizons, and balancing of short-term commercial objectives with long-term sustainability goals.

Market analysis revealing customer sustainability preferences, competitive analysis showing sustainability positioning trends, and environmental scanning identifying regulatory developments enable strategic consideration of sustainability opportunities. Industrial marketing functions serve as the intelligence gathering capability supporting strategic planning.

Horizon extension recognizes that sustainability investments often require longer payback periods. Industrial marketing's contribution lies in providing evidence of long-term market trends supporting sustainability investments. Porter and Kramer [12] demonstrated that sustainability and commercial objectives need not be antagonistic.

### 10. Integrated Mechanism Framework

The nine mechanisms analyzed do not operate independently but interact in complex ways, creating reinforcing loops amplifying industrial marketing's overall contribution to sustainable development.

Table 1

**Summary of Nine Impact Mechanisms of Industrial Marketing on Sustainable Development**

Mechanism	Key Literature	Primary Dimension	Marketing Input	Sustainability Output
Market Orientation	[1], [2]	All dimensions	Market intelligence	Strategic sustainability responses
Social Responsibility	[3], [4]	Social, Governance	CSR communication	Reputation, stakeholder trust
Innovation-Driven	[5]	Environmental, Economic	Market demand identification	Sustainable product development
Brand Building	[6]	Economic, Social	Brand equity development	Premium pricing capability
Consumer Education	[10], [8]	Social, Environmental	Sustainability information	Informed consumption
Product Innovation	[5]	Environmental, Economic	Customer needs insight	Eco-design solutions
Ethical Management	[8]	Governance, Social	Supply chain oversight	Anti-greenwashing practices
Value Communication	[6]	Social, Economic	Sustainability positioning	Stakeholder value propositions
Long-term Planning	[11], [12]	All dimensions	Strategic intelligence	Extended planning horizons

Source: compiled by the author on the basis of [1; 2; 3; 4; 5; 6; 8; 10; 11; 12]

The mechanisms interact through reinforcing relationships. Market orientation generates intelligence informing innovation-driven mechanisms. Brand building creates brand equity enabling value communication. Consumer education shapes market demand reinforcing market orientation intelligence. The industrial marketing-sustainability causation chain extends from market intelligence through strategic response to sustainability output and stakeholder feedback.

### 11. Key Indicators for Measuring Marketing-Driven Sustainability

Measurement capability enables assessment of whether industrial marketing activities generate intended sustainability outcomes and accountability for performance.

#### 11.1. Environmental Indicators

Environmental indicators include carbon footprint (total CO<sub>2</sub> equivalent emissions); carbon intensity (emissions per unit of revenue); energy efficiency improvements; renewable energy share; and pollutant emissions. Industrial marketing influences these through product design decisions affecting producibility, distribution decisions affecting transportation emissions, and customer usage patterns. In B2B contexts, procurement specifications can require suppliers to meet environmental standards.

#### 11.2. Economic Indicators

Economic indicators include operating revenue growth rate; R&D investment ratio; net profit trends; inventory depth; and marketing expense ratio. Industrial marketing's influence operates through revenue generation from sustainable product sales and efficiency gains from sustainable supply chain management.

#### 11.3. Social Indicators

Social indicators include employment levels; diversity metrics; customer satisfaction scores; community investment; and supply chain human rights standards. Industrial marketing influences these through customer relationship management and supplier relationship management addressing human rights in supply chains.

#### 11.4. Governance Indicators

Governance indicators include ESG compliance ratings; supplier certification rates; anti-corruption training completion rates; data security metrics; and ESG training coverage. Industrial marketing's governance responsibilities include ensuring accuracy in sustainability communications and establishing governance requirements for supply chain partners.

**11.5. Industry-Specific Indicators: NEV Sector**

Industry-specific indicators enable precise measurement in sectors where standard indicators inadequately capture sector-specific dimensions. For the NEV sector and technological corporations, indicators include NEV sales proportion; lifecycle CO<sub>2</sub> equivalent per vehicle; battery recycling rate; full self-driving or software optional rate; and component universality.

**11.6. Integrated Indicator Framework**

Table 2

**Integrated Indicator Framework for Measuring Marketing-Driven Sustainability**

Dimension	Indicator	Unit	Marketing Influence Type
Environmental	Carbon footprint	tonnes CO <sub>2</sub> e	Indirect
Environmental	Carbon intensity	tonnes CO <sub>2</sub> e/million revenue	Indirect
Environmental	Energy efficiency	% improvement	Indirect
Environmental	Renewable energy share	%	Contextual
Economic	Operating revenue	currency units	Direct
Economic	R&D investment ratio	% of revenue	Contextual
Economic	Net profit	currency units	Direct
Economic	Marketing expense ratio	% of revenue	Direct
Social	Employment level	FTE count	Contextual
Social	Diversity index	score	Contextual
Social	Customer satisfaction	NPS score	Direct
Social	Community investment	currency units	Indirect
Governance	ESG compliance score	rating scale	Indirect
Governance	Supplier certification rate	% certified	Indirect
Governance	Data security incidents	count	Direct
Industry-Specific	NEV sales proportion	%	Direct
Industry-Specific	Lifecycle CO <sub>2</sub> e/vehicle	tonnes	Indirect
Industry-Specific	Battery recycling rate	%	Contextual

Source: compiled by the author on the basis of [5; 7; 8]

**Conclusions and prospects for further research.** This article has articulated nine distinct impact mechanisms through which industrial marketing management contributes to corporate sustainable development and constructed a comprehensive indicator framework. The nine mechanisms include market orientation connecting sustainability intelligence to strategic response; social responsibility operationalizing CSR commitments; innovation-driven contribution shaping R&D investment; brand building leveraging brand equity; consumer education building sustainability awareness; product innovation applying customer insight; ethical management preventing greenwashing; value communication translating sustainability performance; and long-term planning extending strategic horizons.

Several implications emerge. First, industrial marketing’s contribution operates through multiple distinct mechanisms rather than a single pathway. Second, these mechanisms interact through reinforcing relationships creating system-level effects exceeding the sum of individual contributions. Third, the mechanisms span all three pillars of sustainability. Fourth, emphasis on industrial marketing highlights how B2B relationships, supply chain governance, and organizational procurement decisions carry sustainability implications exceeding those of consumer transactions.

The indicator framework complements mechanism articulation by providing measurable indicators across environmental, economic, social, and governance dimensions, supplemented by industry-specific indicators exemplified through the new energy vehicle sector and technological corporations.

Managerial implications concern mechanism prioritization and measurement implementation. Industrial marketing managers should pay particular attention to supply chain and B2B mechanisms where organizational buying decisions shape sustainability outcomes at scale. Future research should include empirical validation of mechanism operation in specific industries, investigation of mechanism interactions, and longitudinal study of industrial marketing-sustainability evolution.

### ДОДАТКОВА ІНФОРМАЦІЯ

**ФІНАНСУВАННЯ:** Автори не отримували фінансування для цього дослідження.

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**КОНФЛІКТ ІНТЕРЕСІВ:** Автори заявляють про відсутність конфлікту інтересів.

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## МЕХАНІЗМИ ВПЛИВУ ІНДУСТРІАЛЬНОГО МАРКЕТИНГУ НА СТАЛИЙ РОЗВИТОК ПІДПРИЄМСТВ

**Анотація.** Вступ. Взаємозв'язок між управлінням індустріальним маркетингом та сталим розвитком підприємств є однією з найважливіших та найменш досліджених сфер сучасної економічної науки. Хоча теоретичні основи зв'язку маркетингу зі стійкістю були широко проаналізовані, значна прогалина залишається щодо того, як маркетингові практики перетворюються на вимірні результати сталого розвитку.

**Мета.** Стаття спрямована на обґрунтування дев'яти окремих механізмів впливу, через які індустріальний маркетинг сприяє сталому розвитку підприємств, та побудову комплексної системи показників для їх вимірювання.

**Матеріали і методи.** Дослідження використовує теоретичний аналіз, спираючись на наукові праці з управління маркетингом, корпоративної соціальної відповідальності, теорії інновацій та вимірювання стійкості. Застосовано механізмний аналітичний підхід для виявлення та опису шляхів впливу індустріального маркетингу на показники стійкості, доповнений конструюванням показників за екологічною, економічною, соціальною та управлінською вимірами.

**Результати.** Виявлено дев'ять окремих механізмів впливу: ринкова орієнтація, соціальна відповідальність, інноваційний внесок, побудова бренду, споживча освіта, продуктивні інновації, етичне управління, комунікація цінностей та довгострокове планування. Побудовано інтегровану систему показників, що охоплює екологічні, економічні, соціальні, управлінські та галузеві виміри. Ключові результати свідчать, що маркетингова стійкість діє через множинні взаємопов'язані шляхи – від прямих впливів, таких як розробка стійких продуктів та екологічна маркетингова комунікація, до непрямих ефектів, включаючи підвищення капіталу бренду та зміцнення довіри зацікавлених сторін.

**Перспективи.** Перспективи подальших досліджень включають емпіричну валідацію механізмів у конкретних галузях, дослідження взаємодії між механізмами та лонгитюдне вивчення еволюції зв'язку між індустріальним маркетингом та стійкістю. Рамка потребує тестування в різноманітних галузевих контекстах, особливо на ринках B2B та в промислових ланцюгах постачання технологічних корпорацій.

**Ключові слова:** індустріальний маркетинг, управління маркетингом, сталий розвиток, механізм впливу, система показників, стійкість підприємства.