

UDC 339.138:504.03

**Qiao Dong**

*PhD Candidate of the Department of  
International Economics  
Faculty of Management and Marketing  
National Technical University of Ukraine  
"Igor Sikorsky Kyiv Polytechnic Institute"*  
ORCID: 0009-0001-7686-4935

DOI: <https://doi.org/10.25313/3083-7782-2026-6-22>

## MARKETING MANAGEMENT THEORIES AND CORPORATE SUSTAINABLE DEVELOPMENT: A THEORETICAL INTEGRATION

**Summary.** *Introduction.* Contemporary global challenges of climate change, resource depletion, and social inequality necessitate rethinking the role of marketing management in ensuring corporate sustainable development. The traditional understanding of marketing as a tool for value creation focused on profitability does not meet sustainable development requirements, which imply intergenerational equity, environmental protection, and social responsibility. Industrial marketing plays a particularly significant role, as organizational purchasing decisions, supply chain standards, and B2B specifications determine environmental and social outcomes at scales exceeding individual consumer choices.

*Purpose.* Systematic analysis of six foundational marketing theories and their implications for corporate sustainable development, as well as development of a multi-theory integration model providing managers with a comprehensive approach to sustainable marketing implementation.

*Materials and methods.* The study is based on systematic comparative analysis of six marketing theories using methods of theoretical generalization, synthesis, and logical analysis. The analysis encompasses both B2C and B2B marketing contexts. The materials include works of leading foreign and domestic authors.

*Results.* Each of the six theories offers distinct yet complementary pathways for sustainability integration: segmentation theory identifies sustainability-oriented consumer and organizational segments including LOHAS consumers and organizational buyers with environmental criteria; the marketing mix embeds sustainability through eco-design, environmentally-informed pricing, sustainable distribution, and transparent communication; relationship marketing creates trust foundations for stakeholder engagement and supply chain sustainability management; green marketing addresses environmental dimensions through eco-labeling and supplier environmental qualification; sustainable marketing integrates the triple bottom line of economic viability, social welfare, and environmental quality; digital marketing reveals data-driven, AI-powered, and platform-based sustainability optimization opportunities for technological corporations. Comparative synthesis confirmed these theories are complementary rather than competing frameworks.

*Discussion.* Empirical validation of the proposed model across different industries, development of industry-specific recommendations for implementing integrated sustainable marketing, and longitudinal studies of marketing-sustainability integration evolution.

**Key words:** marketing management, industrial marketing, sustainable development, theoretical integration, market segmentation, green marketing, technological corporations.



Copyright © The Author(s).

*This is an open access article distributed under the terms  
of the Creative Commons Attribution License 4.0  
(<https://creativecommons.org/licenses/by/4.0/>)*

**Statement of the problem.** The relationship between marketing management and sustainable development represents one of the most consequential issues confronting contemporary business scholarship and practice. As the global business community grapples with climate change, resource depletion, and social inequality, how marketing theory and practice can contribute to corporate sustainability has assumed unprecedented importance [1]. The World Commission on Environment and Development's 1987 report articulated sustainable development as balancing economic advancement with environmental protection and social equity [1]. Despite four decades of scholarly attention, theoretical integration of marketing and sustainability remains inadequately developed — a gap this article addresses.

Understanding the marketing-sustainability nexus requires distinction between consumer-facing and industrial marketing contexts. B2C marketing focuses on individual consumers through emotional appeals and mass-market communication. Industrial marketing involves organizational buying decisions characterized by longer sales cycles, relationship-driven procurement, and technical specifications [6]. The sustainability implications differ substantially: B2C marketing influences individual choices, while industrial marketing determines supply chain decisions, procurement specifications, and buying criteria that establish environmental and social standards at scales exceeding individual consumer choices.

For sustainable development, industrial marketing assumes particular significance as the bridge between corporate sustainability commitments and operational implementation. When technological corporations establish sustainability requirements for suppliers, qualify vendors on environmental criteria, and incorporate specifications into procurement decisions, effects ripple through supply networks to influence production practices and material choices across the economy [3]. Industrial marketing operates as the transmission mechanism through which sustainability pressures propagate from lead firms through supply chains.

**Analysis of recent research and publications.** Significant contributions to the theoretical foundations of marketing management and sustainable development have been made by both domestic and foreign researchers. Kotler P. and Keller K. L. [6] provide the definitive articulation of the 4Ps marketing mix framework as the operational core of marketing practice, establishing the foundational structure within which sustainability considerations must be integrated. Elkington J. [2] proposed the triple bottom line framework redefining corporate performance assessment across economic prosperity, social welfare, and environmental quality — fundamentally challenging the single-bottom-line paradigm that has dominated marketing thought. Smith W. [4] introduced market segmentation as an alternative to product differentiation, providing the analytical basis for identifying sustainability-oriented consumer groups. Morgan R. M. and Hunt S. D. [8] articulated the commitment-trust theory of relationship marketing, demonstrating that relationship commitment and trust mediate successful marketing relationships — mechanisms directly relevant to building stakeholder trust for sustainability claims. Belz F. M. and Peattie K. [11] provided comprehensive theoretical foundation for sustainability marketing, emphasizing that it requires fundamental reimagining rather than mere greening of existing practices. Kiyak I. [10] offered a contemporary perspective on green marketing emphasizing integration of environmental considerations across all decision areas, not merely promotional claims. Abed S. [14] examined marketing transformation in digital environments, emphasizing new capabilities in data analytics and AI that enable sustainability optimization for technological corporations. Zaušková A. [15] addressed the relationship between digital marketing and sustainable development, identifying both dematerialization benefits and digital infrastructure environmental concerns. Zineldin M. [7] argued for recognizing limitations of the traditional marketing mix in modern industrial marketing relationships, proposing extended frameworks including 4Cs and 4Vs. Venter P. [16] demonstrated that firms achieve sustainable competitive advantage through effective segmentation-based sustainability positioning. Christopher M. and Payne A. [9] analyzed the evolution and principles of relationship marketing across B2C and B2B contexts, emphasizing strategic importance of relationship quality for competitive advantage. Despite these significant contributions, there remain unresolved issues concerning: the systematic integration of multiple marketing theories for corporate sustainability; the differentiation of sustainability mechanisms across B2C and industrial marketing contexts; and the development of a multi-theory framework recognizing that effective sustainable marketing requires coordinated deployment of insights across theoretical traditions.

**Purpose.** Systematic analysis of six foundational marketing theories and their implications for corporate sustainable development, as well as development of a multi-theory integration model providing managers with a comprehensive approach to sustainable marketing implementation.

## Presentation of the main material.

### 1. Market Segmentation Theory and Sustainable Targeting

Market segmentation theory provides the analytical basis for understanding market heterogeneity and developing targeted marketing strategies. Wendell Smith's influential 1956 article argued that product differentiation and market segmentation constitute alternative marketing strategies for firms in heterogeneous markets [4]. Markets comprise distinct consumer groups whose preferences create challenges and opportunities.

Wedel and Kamakura's analysis provides treatment of segmentation bases including geographic, demographic, psychographic, behavioral, and benefit-based approaches [5]. This enables identification of consumer groups through psychological traits and value systems predictive of sustainability-relevant behaviors.

In B2C contexts, segmentation supports sustainability through identification of LOHAS consumers — segments with pronounced sustainability preferences distinguished by willingness to pay premium prices and preference for sustainability-committed companies [16]. Systematic segmentation enables targeted strategies aligned with sustainability-oriented consumer values.

Within industrial marketing, segmentation operates differently but with greater sustainability impact. Organizational buyers can be segmented according to sustainability criteria including environmental policy commitments, supplier diversity requirements, and carbon reduction targets [16]. By targeting organizational buyers with strong sustainability orientations, industrial marketers position offerings as aligned with customer objectives.

Segmentation theory also supports sustainability through resource efficiency. Undifferentiated strategies requiring greater resource expenditure can be replaced by focused approaches concentrating resources on receptive groups [4]. This aligns with sustainability principles by reducing overproduction and minimizing marketing waste.

Segmentation enables differentiated sustainability messaging tailored to segment characteristics [16]. For consumers with high environmental awareness, messaging emphasizes educational content. For procurement professionals, messaging addresses technical specifications and compliance documentation.

Venter argues that firms achieve sustainable competitive advantage through effective segmentation-based sustainability positioning [16]. By identifying underserved sustainability-oriented segments and developing differentiated offerings, firms create market positions both environmentally responsible and economically valuable.

## **2. Marketing Mix Theory and Sustainable Value Creation**

The marketing mix framework provides systematic approach to managing controllable variables firms employ to satisfy target markets. Neil Borden's 1950s work articulated expanded marketing activities beyond advertising and selling [6]. His twelve-element model anticipated Jerome McCarthy's four Ps framework popularized through Philip Kotler's influential texts [6].

Kotler's Marketing Management provides definitive articulation of the 4Ps: Product, Price, Place, and Promotion [6]. Product encompasses goods and services satisfying customer needs — quality, features, design, branding. Price refers to customer costs — list price, discounts, payment terms. Place concerns channels and logistics making products available. Promotion encompasses communication activities — informing, persuading, reminding customers.

The sustainability implications can be analyzed for each P. Product sustainability includes design for environmental performance, material selection, durability, repairability, and end-of-life management [6]. Sustainable product development recognizes environmental impacts extending beyond use to encompass extraction, manufacturing, packaging, distribution, disposal. By incorporating sustainability criteria — designing for disassembly, selecting recycled materials, extending lifespan — firms reduce environmental footprint. In industrial marketing contexts, these translate into technical specifications and materials standards for qualified suppliers.

Pricing decisions influence sustainability through consumer behavior. Premium pricing suits sustainability-aware segments; value pricing accelerates adoption of environmentally improved products [7]. In B2B markets, pricing structures incorporate environmental cost accounting. Volume discounts incentivize consolidated shipments reducing emissions; subscription models encourage product-as-service arrangements aligning manufacturer incentives with durability.

Distribution decisions affect sustainability through transportation, logistics efficiency, and format selection. Sustainable distribution emphasizes logistics optimization minimizing emissions, shipment consolidation, and regional supplier selection [7]. In industrial marketing, distribution encompasses supplier network configuration and supply chain visibility enabling sustainability monitoring.

Promotion influences stakeholder awareness regarding sustainability issues. Sustainability-oriented promotion educates consumers and organizational buyers, communicates commitments, and reinforces sustainable behaviors [7]. In B2B contexts, sustainability promotion extends to thought leadership, industry conferences, and case studies demonstrating achievements.

Zineldin's analysis argues for recognizing limitations of traditional marketing mix in addressing modern industrial marketing relationships [7]. Proposed extensions include the 4Cs framework (Customer value, Cost, Convenience, Communication) and the 4Vs framework (Value, Variety, Vocation, Visibility) [7]. These provide resources for sustainability considerations inadequately captured in original 4Ps structure.

## **3. Relationship Marketing Theory and Stakeholder Sustainability**

Relationship marketing theory shifts focus from discrete transactions to ongoing relationships between firms and stakeholders. Marketing extends beyond purchase to encompass the entire lifecycle from awareness through purchase, consumption, evaluation, and repurchase [9].

Morgan and Hunt's commitment-trust theory articulates mechanisms through which relationship commitment and trust mediate successful relationship marketing [8]. Relationship commitment — the belief that maintaining a relationship warrants maximum effort — is necessary for success. Commitment motivates investing in relationship-building and sacrificing short-term gains for long-term benefits. Trust — confidence in reliability and integrity — makes commitment feasible by reducing perceived risk.

Christopher and Payne's comprehensive treatment analyzes evolution, principles, and practices across business-to-consumer and business-to-business contexts [9]. Their work emphasizes strategic importance in creating customer loyalty, reducing acquisition costs, and achieving competitive advantage through superior relationship quality. In industrial marketing, relationship marketing assumes particular importance as the primary mechanism for inter-firm sustainability collaboration.

The sustainability implications operate through multiple mechanisms. First, relationship marketing's long-term orientation aligns with sustainability temporal horizons. Sustainable development emphasizes intergenerational equity — present decisions should not compromise future generations' needs [1]. This encourages consideration of long-term consequences rather than optimizing for short-term outcomes. In B2B contexts, this enables sustainability investments whose returns materialize over extended time horizons.

Second, relationship marketing provides resources for managing stakeholder relationships beyond the customer-firm dyad [9]. Effective sustainability requires engaging suppliers, employees, communities, regulators, and NGOs. The theory's emphasis on trust, commitment, and mutual benefit provides frameworks for productive relationships supporting sustainability. In industrial marketing, supplier relationship management represents a critical mechanism, as supply chain sustainability often exceeds direct organizational impacts.

Third, trust emerges as foundational for sustainability communication and claims [8]. Consumer skepticism toward corporate sustainability claims is well documented. In B2B contexts, trust assumes particular significance as industrial buyers evaluate claims against technical verification and documented evidence.

Customer relationship management systems operationalize relationship marketing for sustainability objectives [9]. In industrial marketing, relationship management systems track supplier sustainability performance and facilitate continuous improvement dialogues. These practical applications demonstrate how relationship marketing theory supports corporate sustainability.

#### **4. Green Marketing Theory and Environmental Sustainability**

Green marketing theory addresses environmental considerations integration into marketing. The emergence reflects growing awareness of environmental impacts from extraction through manufacturing, distribution, use, and disposal [18].

Kiyak's recent analysis provides contemporary perspective emphasizing integration of environmental considerations across decision areas [10]. Green marketing encompasses not only promotional claims but fundamental reconsideration of product design, sourcing, manufacturing, packaging, and end-of-life management. This comprehensive approach recognizes that genuine sustainability requires systemic changes rather than superficial greenwashing. In industrial marketing, green marketing extends to supplier environmental qualification and green procurement policies.

Core elements include eco-friendly product development, encompassing materials selection, manufacturing processes, energy efficiency, durability, and end-of-life characteristics [10]. Design for environmental performance considers material choices, manufacturing efficiency, product longevity, and end-of-life management. For technological corporations, eco-design encompasses hazardous substance elimination and modular architecture.

Ecological labeling systems provide standardized mechanisms for communicating environmental characteristics [18]. Eco-labels enable product identification meeting environmental standards, facilitating informed decisions. In B2B contexts, environmental declarations and certification schemes provide information enabling industrial buyers to select options aligned with sustainability objectives.

Transparent environmental communication emphasizes honesty, specificity, and verifiability in claims [10]. Effective communication requires commitment to transparency about performance including limitations and improvement areas. In industrial marketing relationships, transparency enables trust essential for supply chain collaboration.

Differentiation through environmental performance represents strategic opportunity [10]. Firms achieving superior performance leverage this for competitive positioning — appealing to conscious consumers and qualifying for preferred supplier status. For technological corporations competing where environmental performance influences purchasing, green marketing converts environmental leadership into competitive advantage.

#### **5. Sustainable Marketing Theory and Triple Bottom Line**

Sustainable marketing theory integrates marketing and sustainability concerns comprehensively, extending beyond environmental focus to encompass the full triple bottom line framework. Elkington's influential work proposed corporate performance assessment across economic prosperity (profit), social welfare (people), and environmental quality (planet) [2].

Belz and Peattie's comprehensive treatment provides theoretical foundation for achieving sustainability across all three dimensions [11]. Their work emphasizes that sustainability marketing is not merely green marketing focused on environmental issues but fundamental reimagining in light of sustainability imperatives. This requires attention to social and economic dimensions plus recognition that marketing can contribute to unsustainability through overconsumption encouragement.

Seretny and Gaur address integration as complementary domains [12]. Their research examines how marketing tools deploy for sustainability while sustainability informs marketing theory and practice. This bidirectional perspective recognizes the marketing-sustainability relationship as mutual interaction. In industrial marketing, this manifests through supply chain sustainability programs where buyer requirements drive supplier practice change.

Burksiene's research provides empirical evidence regarding sustainability marketing practice [13]. Her work examines how firms incorporate sustainability into decision-making, barriers and facilitators, and outcomes.

Integrating TBL considerations into marketing decisions represents fundamental challenge. Economic viability requires that sustainability initiatives generate adequate returns justifying continued investment [11]. While investments may generate long-term benefits, the economic case is not always immediately apparent. Sustainable marketing must articulate rationale credible to decision-makers, especially in industrial marketing where ROI calculations drive procurement decisions.

Social welfare requires attention to supply chain labor practices, community impacts, and social equity implications [11]. In industrial marketing, social sustainability encompasses supplier facility labor standards and manufacturing community impacts.

Environmental quality requires attention beyond product-level performance to systemic impacts [12]. Sustainable marketing addresses absolute environmental impact rather than relative improvement. Technological corporations increasingly confront this as digital infrastructure environmental footprint faces intensified scrutiny.

"Beyond green" captures essential insight: environmental sustainability alone is insufficient without social and economic dimension attention [11]. Sustainable marketing requires holistic assessment across all three TBL dimensions, particularly relevant for industrial marketing where supply chain complexity creates numerous trade-off points.

## **6. Digital Marketing Theory and Data-Driven Sustainability**

Digital marketing theory addresses digital technology and platform application to marketing activities — a rapidly evolving domain transformed by internet connectivity, mobile devices, social media, data analytics, and artificial intelligence.

Abed's research provides contemporary perspective on marketing transformation in digital environments [14]. His work emphasizes strategic implications including new capabilities requirements in data analytics, content creation, platform management, and customer engagement. Digital marketing recognizes that digital environment characteristics create opportunities and challenges for sustainable practice. For technological corporations, digital marketing represents both business model foundation and area where sustainability challenges and opportunities converge.

Zaušková's contributions address digital marketing and sustainable development relationship [15]. Digital marketing offers potential benefits through dematerialization (reducing physical materials), targeting efficiency (reducing marketing waste), enhanced education, and circular economy support. In industrial marketing, digital platforms facilitate supplier sustainability scorecards and collaborative improvement programs.

Data analytics represents significant sustainability enhancement opportunity. Advanced analytical techniques identify patterns, predict behaviors, and optimize decisions [14]. Applications include demand forecasting reducing overproduction, customer segmentation for sustainability-oriented targeting, and supply chain optimization minimizing transportation inefficiencies.

Social media platforms provide powerful sustainability communication tools. Social media enables dialogue about sustainability issues and sustainability-committed community building [14]. Social media enables rapid information dissemination, creating reputational incentives for genuine commitment. In B2B contexts, professional networking platforms enable sustainability knowledge sharing among organizational buyers.

Artificial intelligence and machine learning represent frontier developments with significant sustainability implications. AI-powered personalization optimizes sustainability messaging [14]. Machine learning identifies patterns for sustainability-oriented recommendations and predictive maintenance extending product lifespan.

However, digital marketing carries sustainability concerns. Digital infrastructure — data centers, network equipment, devices — consumes substantial energy and generates electronic waste [15]. Technological corporations face particular scrutiny regarding digital infrastructure environmental footprint. Sustainable digital marketing must consider not only how digital tools enable sustainability but also digital technology environmental footprint.

## 7. Comparative Synthesis of Six Marketing Theories

The preceding analysis examined six marketing theories with attention to theoretical foundations and sustainability implications. This section presents comparative synthesis identifying convergence and divergence areas and examining integration potential.

Table 1

Comparative Analysis of Six Marketing Theories for Sustainability

Theory	Core Focus	Sustainability Dimension	Key Mechanism	Limitation
Market Segmentation	Heterogeneous groups	Behavior change; segment identification	Targeted marketing to sustainability-oriented segments	Risk of green segmentation as niche
Marketing Mix	Controllable variables (4Ps)	Product, pricing, distribution, promotion	Sustainability integration across decisions	May treat sustainability as additional variable
Relationship Marketing	Long-term relationships	Stakeholder engagement; supply chain collaboration	Trust-building for credibility	May underemphasize broader network
Green Marketing	Environmental considerations	Environmental performance reduction	Eco-friendly products, labeling, communication	Narrow environmental focus
Sustainable Marketing	Triple bottom line	Comprehensive sustainability	Holistic TBL assessment	Integration complexity
Digital Marketing	Digital technologies	Resource efficiency; data-driven optimization	AI analytics, social media, dematerialization	Digital infrastructure footprint

Source: compiled by the author based on [2; 4; 6; 8; 10; 14]

All six theories offer distinct but valuable contributions. Market segmentation provides analytical foundation for targeting sustainability-oriented consumers and organizational buyers. Marketing mix offers systematic guidance for incorporating sustainability across operational decisions. Relationship marketing illuminates relational sustainability dimensions. Green marketing addresses environmental dimensions most directly. Sustainable marketing provides comprehensive TBL integration. Digital marketing reveals how technological innovation enhances sustainability while presenting challenges for technological corporations.

Theories exhibit convergence in recognizing that sustainable marketing requires fundamental changes rather than superficial sustainability addition. Segmentation emphasizes genuine commitment. Marketing mix requires rethinking design, pricing, distribution, and promotion. Relationship marketing's long-term orientation aligns with intergenerational sustainability perspective. Green marketing's authenticity supports credibility. Sustainable marketing's TBL provides integration structure. Digital marketing's data-driven approach enables sustainability optimization.

Theories exhibit important divergences. Green marketing focuses on environmental dimensions. Relationship marketing foregrounds social dimensions across B2C and B2B contexts. Marketing mix emphasizes economic viability. Digital marketing's technology focus can obscure substantive sustainability content. These divergences suggest that multiple theory integration is necessary for comprehensive sustainability marketing.

Theories demonstrate substantial integration potential. Segmentation informs targeting across theories. Marketing mix provides operational structure for relationship principles, green practices, and digital tools. Relationship marketing provides relational infrastructure supporting credibility. Green marketing provides environmental content. Sustainable marketing provides integrative framework. Digital marketing provides technological infrastructure enabling data-driven optimization.

Effective sustainability marketing requires coordinated application rather than single-theory reliance. Managers should consider how segmentation informs targeting, how marketing mix incorporates sustainability, how relationship marketing builds trust, how green marketing addresses environmental dimensions, how sustainable marketing ensures TBL integration, and how digital marketing enhances communication and optimization.

**Conclusions and directions for future research.** This article undertook systematic analysis of six foundational marketing theories and their implications for corporate sustainable development, addressing critical literature gaps where marketing and sustainability have been treated as separate domains. The analysis reveals that each theory offers distinct but complementary pathways, supporting the proposed multi-theory integration framework. The analysis attended to both B2C and industrial marketing contexts, recognizing that organizational buying decisions and supply chain relationships determine environmental and social outcomes at scales exceeding individual consumer choices.

The author's scientific proposals: 1) A multi-theory integration model of sustainable marketing is proposed, which combines the contributions of six marketing theories into a single coordinating framework, enabling managers to comprehensively deploy sustainable marketing rather than relying on a single theory. 2) A differentiated approach to sustainable marketing implementation in B2C and industrial contexts is substantiated: in consumer marketing, consumer segmentation, eco-design of products, and trust-building through green communication are priorities; in industrial marketing — segmentation of organizational buyers, supply sustainability specifications, and inter-firm coordination of supply chains. 3) The zone of convergence of marketing theories is identified in recognizing the need for fundamental rethinking of marketing processes for sustainable development, and the zone of divergence in emphasis on environmental, social, or economic dimensions, which necessitates a multi-theory approach.

Future research should pursue empirical validation, examining how firms deploy marketing theories in sustainability practice. Industry-specific research would illuminate relative theory importance variation across sectors. Studies focusing specifically on industrial marketing contexts would examine how B2B sustainability marketing differs from consumer markets. Longitudinal studies could track marketing-sustainability integration evolution.

### ДОДАТКОВА ІНФОРМАЦІЯ

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

**ЗАЯВА ПРО ДОСТУПНІСТЬ ДАНИХ:** Не застосовується.

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

### References

1. WCED (1987). *Our Common Future*. Oxford University Press.
2. Elkington, J. (2013). *Enter the triple bottom line*. Routledge.
3. Qiao, D. (2024). *Sustainable Development of the Corporation on the Basis of Marketing Management*. PhD Dissertation.
4. Smith, W. (1956). Product differentiation and market segmentation as alternative marketing strategies. *Journal of Marketing*, 21(1), 3–8.
5. Wedel, M., Kamakura, W.A. (2000). *Market Segmentation*. 2nd ed. Kluwer.
6. Kotler, P., Keller, K.L. (2016). *Marketing Management*. 15th ed. Pearson.
7. Zineldin, M. (2007). The relevance of the 4Ps marketing mix in modern marketing. *Journal of Customer Behaviour*, 6(2), 117–131.
8. Morgan, R. M., Hunt, S. D. (1999). Relationship-based competitive advantage. *Journal of Business Research*, 46(3), 281–290.
9. Christopher, M., Payne, A. (2013). *Relationship Marketing*. Routledge.
10. Kiyak, I. (2023). Green marketing strategies. *Sustainability*, 15(4), 3456.
11. Belz, F.M., Peattie, K. (2009). *Sustainability Marketing*. Wiley.
12. Seretny, M., Gaur, A. (2020). Sustainable marketing. *Journal of Strategic Marketing*, 28(5), 412–427.
13. Burksiene, V. (2018). Sustainable marketing practices. *Journal of Cleaner Production*, 189, 123–134.
14. Abed, S. (2021). Digital marketing strategies. *Journal of Business Research*, 128, 45–58.
15. Zaušková, A. (2015). Digital marketing and sustainable development. *Procedia Economics and Finance*, 23, 825–830.
16. Venter, P. (2018). Sustainability positioning through segmentation. *European Journal of Marketing*, 52(5/6), 1024–1045.
17. Littler, D. (1995). Marketing and the natural environment. In *Rethinking Marketing*. Sage.
18. Bhalerao, V. (2015). Green marketing. *International Journal of Research in Engineering and Social Sciences*, 5(5), 11–20.

Дата першого надходження статті до видання: 01.05.2026

Дата прийняття статті до друку після рецензування: 25.05.2026

Дата публікації: 01.06.2026

**Цяо Дун**

*аспірант кафедри міжнародної економіки  
Факультету менеджменту  
та маркетингу  
Національного технічного університету  
України  
«Київський політехнічний інститут  
імені Ігоря Сікорського»*

## ТЕОРІЇ МАРКЕТИНГОВОГО МЕНЕДЖМЕНТУ ТА СТАЛИЙ РОЗВИТОК КОРПОРАЦІЙ: ТЕОРЕТИЧНА ІНТЕГРАЦІЯ

**Анотація.** Вступ. Сучасні глобальні виклики зміни клімату, вичерпання природних ресурсів та зростання соціальної нерівності зумовлюють необхідність переосмислення ролі маркетингового менеджменту у забезпеченні сталого розвитку корпорацій. Традиційне розуміння маркетингу як інструменту створення цінності з орієнтацією на прибутковість не відповідає вимогам сталого розвитку, що передбачає міжгенераційну справедливість, екологічний захист та соціальну відповідальність. Промисловий маркетинг відіграє особливу роль у цьому процесі, оскільки організаційні закупівельні рішення, стандарти постачання та специфікації B2B визначають екологічні та соціальні наслідки у масштабах, що значно перевищують індивідуальні споживчі вибори.

**Мета.** Системний аналіз шести фундаментальних маркетингових теорій та їхніх наслідків для сталого розвитку корпорацій, а також розробка мультитеоретичної інтеграційної моделі сталого маркетингу, що забезпечує менеджерів комплексним підходом до впровадження сталого маркетингу.

**Матеріали і методи.** Дослідження базується на систематичному порівняльному аналізі шести маркетингових теорій з використанням методів теоретичного узагальнення, синтезу та логічного аналізу. Аналіз охоплює як споживчий (B2C), так і промисловий (B2B) маркетингові контексти. Матеріалами слугували праці провідних зарубіжних та вітчизняних авторів.

**Результати.** Кожна з шести теорій пропонує специфічні, але взаємодоповнюючі шляхи інтеграції сталості в корпоративну стратегію: теорія сегментації ідентифікує орієнтовані на сталість споживчі та організаційні сегменти, включаючи споживачів LOHAS та організаційних покупців з екологічними критеріями; маркетинг-мікс впроваджує сталість через екологічний дизайн продукції, ціноутворення з урахуванням екологічних витрат, сталі розподілення та прозору комунікацію; маркетинг відносин створює довірчі основи для стейкхолдерської взаємодії та управління стійкістю ланцюгів постачання; зелений маркетинг охоплює екологічні аспекти через екомаркування та екологічну кваліфікацію постачальників; сталий маркетинг інтегрує потрійний баланс економічної доцільності, соціального благополуччя та екологічної якості; цифровий маркетинг розкриває можливості оптимізації на основі даних, штучного інтелекту та платформних рішень для технологічних корпорацій. Порівняльний синтез підтвердив, що зазначені теорії є взаємодоповнюючими рамками.

**Перспективи.** Емпірична валідація запропонованої моделі у різних галузях, розробка галузевих рекомендацій щодо впровадження інтегрованого підходу та лонгітюдні дослідження еволюції інтеграції маркетингу та сталого розвитку.

**Ключові слова:** маркетинговий менеджмент, промисловий маркетинг, сталий розвиток, теоретична інтеграція, сегментація ринку, зелений маркетинг, технологічні корпорації.