

SUSTAINABLE MARKETING IN THEORY AND PRACTICE. RESEARCH RESULTS

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Purpose: Obtaining information (as a result of reviewing available studies and qualitative own research) on sustainable marketing in Poland, with an emphasis on specified research issues, practices in different economic sectors under the brands' emblems, and taking into account the developed tool kit of activities in this area.

Methodology: Research of secondary information sources, online studies, multiple case studies of brands from selected economic sectors focused on the tool kit of methodological actions for sustainable marketing, and participant observation in their chosen initiatives with an analysis and diagnosis of the multifaceted benefits for all involved parties, the environment, land resources and the economy.

Findings: A tool kit dedicated to sustainable marketing. Diagnosis of the state of sustainable marketing development in Poland. Presentation of identified examples of tool applications by brands from various economic sectors.

Research limitations: The article is based on literature research and qualitative studies using multiple case studies, participant observation and online research. It is worth analyzing the research problem on a larger number of brands. A survey of the opinions of brand community representatives is planned to obtain information on the reception of individual campaigns.

Practical implications: The original author's list of sustainable marketing instruments expands knowledge in the field of management and quality sciences and has practical applications. Diagnosing the state of sustainable marketing in Poland provides a basis for improving activities in this area and has enabled the formulation of recommendations for those interested in this marketing concept.

Social implications: The research has shown that sustainable marketing activities have an impact on customer behaviours, their experiences, attitudes, engagement and changes in the methods of acquisition and consumption of products, market behaviours, practices of marketers, and as a result, on the entire society and the natural environment.

Value: This is the first study of its kind (at least in the Polish market) that addresses the state of sustainable marketing, including examples of the application of its tools, considering the established set of instruments, as well as recommendations for marketers and the resulting practical implications (social, economic, environmental, business and managerial).

Keywords: sustainable marketing, sustainable brand strategy, tool kit of sustainable marketing actions, sustainable practices in selected sectors in Poland, recommendations for marketers.

Category of the paper: research paper.

1. Introduction

In professional literature and business practice, new marketing concepts continuously emerge, such as partnership marketing, value marketing, internet marketing, sustainable marketing, etc. This reflects the activity of entrepreneurs seeking optimal marketing actions tailored to the specifics of modern organisations and the conditions (Wolniak, Grebski, 2023; Robertson, 2021) under which they operate.

Respecting specific conditions plays an important role in effective management in the current market environment (McPhee, Dias, 2020; Lubin, 2022; Brzustkiewicz, 2023; Chojan, 2023; Florczak, 2023): strong competition among players; specific customer expectations; progress in technology and technical advancements, the development of resources and internet network functionalities; strong trends related to sustainable development and management, social responsibility, and concern for social issues. Finally, in managing modern organisations, modern management paradigms must be taken into account, such as (Tarczydło, 2010; Tarczydło, 2016b): the personalised brand paradigm with which the customer engages; actions considering stakeholders and their participation; the perspective of the organisation's broad objectives (economic and non-economic), methods of their realisation and result metrics; process approach; continuous improvement and resource optimization.

This raises the question of what role sustainable marketing plays in management practices, how it fits into current conditions, trends, and the respect for paradigms. Therefore, it is necessary to explore its essence and place in contemporary marketing activities and in the management of market entities. The objective of this study is to bring closer the position and role of sustainable marketing in the management of modern organisations. Starting with the definition, its assumptions and forms of application (tool kit) will be discussed. Taking into account the conditions for managing modern organisations, a procedure for designing and implementing effective sustainable marketing initiatives/strategies will be indicated. The Polish market will be examined from the perspective of interest in and utilisation of sustainable marketing by market players (whether, since when and to what extent it is used, the reasons behind it, who employs it, how it is presented in theory, how information about the studied phenomenon is disseminated, what industry events actually take place, who is affected, what results can be expected, and whether research on the effectiveness of the considered actions is conducted). The publication will present the findings of qualitative research on the status and applications of sustainable marketing in the Polish market.

This study represents the first of its kind conducted in the Polish market, focusing on the analysis of sustainable marketing practices. Moreover, this is the first comprehensive analysis that not only allowed us to propose a list of tools dedicated to sustainable marketing, but also presents examples of their practical use. Furthermore, the study includes recommendations for marketers regarding the effective utilization of these tools and discusses practical implications,

such as potential social, economic, environmental, commercial, and managerial consequences. This distinctive perspective sets this study apart from other analyses of sustainable marketing in the Polish market.

2. Literature review

The beginnings of sustainable marketing worldwide trace back to the 1970s (Tkocz, 2016). Several decades of practice mean many applications, but also interpretations of the concept under consideration. Many authors (Pabian, 2012; Keller, 2013; Rudawska, 2013; Niedzielska, 2014; Zajkowska, 2015; Ind, Horlings, 2016; Ostrowska, 2016; Tkocz, 2016; Zaremba-Warnke, 2016; Foroudi, Palazzo, 2021; Hansen, 2021; Larsen, 2023; Tarczydło et al., 2023) consider that we are dealing with sustainable marketing when entrepreneurs and societal actors implement marketing techniques wanting to achieve desirable sustainable goals. On the other hand, authors emphasise that sustainable marketing should be associated with at least changing behaviour for the good of the (Schmitt, 2011; Tarczydło, 2014; Clatworthy, 2022; Marczak, 2022; Ghaffar et al., 2023; Gong et al., 2023) individual, society, the environment and the economy.

Sustainable marketing involves marketing tools, methods and procedures that respect the principles of sustainable development, the 2030 Agenda (United Nations, 2023) and ESG (Egorova et al., 2022; Kamiński, 2022; Chojan, 2023) relating to the development of products, pricing, sales methods and marketing communication in such a way that satisfies and meets the needs of customers and other stakeholders, enables the realisation of company goals, and ensures the compatibility of these processes with the ecosystem (Zajkowska, 2015; Randle, Eyre, 2023). Within this concept, companies strive to achieve objectives centred around three aspects: ecological, social and economic. Sustainable marketing calls for more balanced actions from both entrepreneurs and other market participants (Zaremba-Warnke, 2016; Brzustewicz, 2023). It is a multi-dimensional concept and, in Polish social and economic reality, it is still little known but widely used in business practice, including marketing activities (Rudawska, 2013).

Current sustainable marketing initiatives fit very well into the concept of holistic marketing, which includes (Kotler et al., 2021): internal marketing (marketing department, management, other units); performance marketing (sales revenue, brand equity and customer capital, ethical aspect, environment, law, community); relationship marketing (customers, channels, partners); and integrated marketing (communication, goods and services, channels). This is because systematic sustainable marketing projects of organisations should involve employees and other stakeholders, be focused on achieving set goals (often related to health protection, safety, the natural environment, social issues; optimally goals of the 2030 Agenda and EU ESG

directives) and specific results, thanks to the application of integrated marketing activities towards a 360-degree strategy. Furthermore, in the process of holistic marketing management encompassing social, environmental, economic and business activities, a comprehensive set of activities addressed to the soul, mind and body of the recipient/stakeholder should be considered. This is associated with a holistic approach to human beings, who react simultaneously on all levels: psychological, physical and spiritual.

In summary, the essence of sustainable marketing is changing people's behaviours, which is achieved through thoughtful actions, most often in the form of sustainable campaigns under the brand's emblem.

Sustainable brand projects create changes in the way stakeholders think and act, and are necessary to bring positive effects on the environment and climate, in line with the principles of the circular economy, sustainable resource management, the goals of the 2030 Agenda (United Nations, 2023) and the directive ESG of the Council of the European Union, which is an important assumption of the authors' qualitative research.

The forms of sustainable marketing applications result from the use of marketing (Kotler et al., 2021) philosophy, its tools, methods and procedures, but with consideration for achieving sustainable goals. In essence, the spectrum of tools or forms of applications is unlimited and depends on the creativity (Kushwaha, 2020; Kerzner, 2022; Wolniak, 2023) of the creators, although it is likely determined by the amount of resources available. The basic form of sustainable marketing is the so-called sustainable campaign (Zajkowska, 2015; Tarczydło, 2016; Tarczydło, Miłoś, 2019; Foroudi, Palazzo, 2021; Robertson, 2021; Dziadkiewicz et al., 2022). It is assumed that this is a campaign prepared in accordance with a marketing approach, which usually aims to induce changes in social behaviours and attitudes towards a certain idea or problem, as well as to achieve environmental, resource and economic effects.

The selection of activities depends on the scale of the campaign, the target audience, the stakeholders involved, the budget and the adopted communication (Chaffey, 2017; Troian, 2023) strategy in line with current trends (e.g., when conducting campaign events, actions are typically taken on the Internet, but also meetings, events, leaflets and informational brochures, or billboards, press and radio advertisements, and others depending on the available resources and creativity), generally, integrated (Kotler et al., 2021; Tarczydło et al., 2023) marketing activities are undertaken.

The authors, through the literature review and exploration of the offerings by specialised agencies, as well as through observations of sustainable marketing practice, propose the following taxonomy of tools dedicated to marketers:

- sustainable marketing campaign;
- internet presence – information and campaigns on the website and in social media (content concerning environmental protection and sustainable programmes – engagement and education);

- cooperation and partnership with local environmental organisations, non-profit organisations or enterprises engaged in sustainable development;
- special corporate publications containing sustainable development strategies, e.g., integrated reports, materials related to campaigns being implemented;
- green certificates and labels, quality marks;
- ecological events and meetings (promote opportunities and specialist knowledge in the field of organising sustainable events and meetings, e.g., event calculator, a tool for measuring the environmental impact of events);
- involving relevant influencers and sustainable direct marketing practices;
- volunteering;
- education and engagement: workshops, training sessions, webinars, and competitions focused on sustainable behaviours and attitudes;
- thematic (pro-sustainable): advertisements, blogs, podcasts...;
- sustainable loyalty programmes (a loyalty programme that rewards guests for choosing sustainable options and participating in environmentally friendly actions);
- press releases and media coverage (press releases sent to local and industry media to announce significant milestones, initiatives or achievements in the field of sustainable development);
- diverse marketing activities focused on respecting a sustainable approach (for example, in terms of: product, distribution strategy, pricing policy, market research...).

Finally, it is worth referring to the concept of the 8Ps (marketing mix) (Kotler et al., 2021), which should be taken into account for a balanced product, properly calculated price, care for a sustainable approach throughout the supply chain and distribution strategy used, marketing communications, for example, focused on sustainable content, participations, physical evidence, process and partnership (Szytyczek, 2024).

In line with the marketing approach, the process of building a sustainable campaign should include: preliminary analysis, market segmentation and target market selection, research of target audiences (Gong et al., 2023), setting objectives, planning a sustainable marketing mix, formulating a creative strategy and campaign elements, and communication policy.

The designed programme of marketing activities within the campaign contributes to changing the behaviours of individuals, groups and the whole society through informing, addressing difficult or embarrassing topics, educating, raising awareness, explaining, engaging and publicising.

The proposed approach to developing a sustainable campaign is presented in Table 1.

Table 1.
Stages of designing a sustainable campaign

Stage	Description
Concept, idea	All actions should concern significant matters that are consistent with the goals of Agenda 2030 and the European Union's ESG Directives. It is worth defining the idea for which actions are taken, which often relate to the 5P principle (People, Planet, Prosperity, Peace, Partnership). In detail, these actions may involve changing community behaviours, enhancing safety levels, raising awareness of the consequences of reckless behaviour and negative impact on the ecosystem, protecting Earth's resources, restoring sustainable terrestrial ecosystems, promoting peace and inclusive societies, and ensuring access to justice for all people.
Potential allies/ stakeholders involved	The more partners/allies there are, the greater the possibilities (commercial companies respecting a sustainable approach, our so-called prosumer clients who want and are worth engaging, public administration offices, market entities whose activities are related to the campaign issues, celebrities, non-profit organisations, media representatives, PR agencies, local community, volunteers...).
Convincing partners to collaborate	In a specific problem situation, establishing collaboration with appropriate stakeholders (e.g., for a local issue: local media, companies operating in that market, non-profit organisations).
Message	What idea the actions will revolve around, what is to be communicated (verbally and visually), defining the so-called higher purpose (something more than making money, giving consumers a reason to choose the brand).
Refinement of campaign objectives	Depending on the scale of the initiative, the general goal must be translated into specific objectives.
Facts	Data, evidence and research findings supporting the validity of the idea should be collected.
Development of the scope of activities	The selection of actions depends on the scale of the campaign, the target audience (Smilansky, 2009; Schmitt, 2011; Tarczydło, 2014; Clatworthy, 2022; Marczak, 2022; Ghaffar et al., 2023; Gong et al., 2023), the stakeholders involved, the budget and the adopted communication strategy in line with current market trends. Integrated sustainable marketing actions are typically launched using a variety of tools and through appropriate communication channels.
Implementation and measurement of results	Schedule of implementation and methods of measuring results, checking whether sustainable objectives have been achieved. Plans for future actions, as sustainable campaigns often have a cyclical nature.

Source: Author's own compilation based on observations of sustainable campaigns 2020–2023 and Encyklopedia Zarządzania (2023). *Kampania społeczna*, https://mfiles.pl/pl/index.php/Kampania_spo%C5%82eczna, 10.12.2023.

Considering the issues outlined in the table, such an approach to developing the assumptions of a sustainable marketing campaign increases the likelihood of success.

In the available literature, one can also encounter the viewpoint that the procedure for sustainable marketing strategy should encompass (Quoquab et al., 2020; Randle, Eyre, 2023): 1) situation analysis (studying the market environment, competition, trends, legal regulations, company's resources and capabilities, identifying the target group and preferences, needs, motivations and barriers related to sustainable consumption) (Wilk, 2015); 2) defining objectives and assumptions of the strategy (formulating clear and measurable goals of sustainable marketing that align with the company's mission and vision, as well as the principles of sustainable development; ideas on how to implement them); 3) selection and development of marketing tools (choosing and designing the appropriate marketing-mix elements, considering the ecological, social and economic aspects of the company's offering,

as well as methods of presentation and communication; designing campaigns, actions and marketing communication initiatives) (Wilk, 2014) and 4) implementation, control and conclusions for the future (carrying out planned sustainable marketing activities, monitoring their progress and outcomes, and making necessary corrections and adjustments; evaluating the degree of sustainable objectives achievement, as well as the impact of marketing activities on customer satisfaction and loyalty, company reputation and image (Keller, 2013; Tarczydło, 2018; Brand projects, 2023; Goodson et al., 2023), and the natural and social environment and expectations of other stakeholders).

Summarising the above considerations, it can be stated that the range of forms of sustainable marketing, or its conceptual tools, is very rich. It should be emphasised that the effectiveness of sustainable marketing initiatives, including sustainable campaigns, is determined not only by the spectrum of activities but also by a methodical approach to their design and implementation; the described marketing approach seems to be optimal.

3. Methodology of own research and its scope

The identified research gap concerns the scope and methodological conditions of sustainable marketing activities, its tools and examples of applications in various economic sectors in the Polish market. The research problem addressed: how an entrepreneur can and should use the tools, methods and procedures of sustainable marketing to generate multifaceted benefits for all stakeholders.

Seeking answers to the question of the role sustainable marketing play in managing modern organisations in Poland, a review of the literature was conducted, as well as an analysis of secondary sources of information (both traditional and online), available research reports, case studies (Yin, 2012; Budzanowska-Drzewiecka, 2022) from the portfolios of agencies providing such services, materials from Effie Awards and Spinacze competitions, reports from industry events, and available video materials and webinars. These efforts were aimed at gathering information and addressing research issues regarding the state of sustainable marketing in the Polish market.

Multiple case studies of selected brands (Brand project, 2023; Tarczydło et al., 2023) from different economic sectors (table 3) were also conducted, focused on the implementation of sustainable marketing strategies under their emblem, including the utilisation of tools considering the tool kit for sustainable marketing actions developed by the authors. It has enabled the identification of the advantages and disadvantages of this marketing concept, the social and economic impact of methodological sustainable marketing activities, and the development of recommendations for interested marketers.

Substantive scope – selected brands and members of their communities, experts responsible for such practices, representatives of specialised agencies; objective scope – sustainable marketing activities in various economic sectors; temporal scope – from October 2023 to January 2024; spatial scope – online and offline.

4. Sustainable marketing in the management of modern organisations – research findings from the Polish market

The research (Kuciński, 2014; Wolniak, Grebski, 2023; Czakon, 2024) assumed that various concepts, methods and management models (including sustainable marketing) may be useful for contemporary managers, provided that before the person managing the organisation reaches for them, the contextual situation of the organisation's functioning, its specificity, and market conditions are taken into account. The authors define effective management of a contemporary organisation as a management approach that should allow for sustainability and development, creativity, responding to market signals, and creating appropriate value for staff, customers and all involved entities (stakeholders).

The identified research problems and the generalised research findings are compiled in Table 2.

Table 2.
Sustainable marketing in Poland

Research problems related to sustainable marketing	Explanatory description and obtained results
Is sustainable marketing practised in Poland and since when?	There is no clear stance on this issue, but it is certain that for at least several years, systematic sustainable campaigns that stem from corporate social responsibility (Tarczydło, 2010; Kamiński, 2022; Chojan, 2023; Florczak, 2023) initiatives have been carried out in Poland. The development of these practices has intensified recently and is driven by climate changes, social issues, management trends and legal regulations resulting from state policies as well as the need to respect the 2030 Agenda and the EU ESG Directives.
To what extent and scope?	The most common manifestation of sustainable marketing includes sustainable campaigns using integrated marketing communication, in line with trends, and also having strategies for sustainable operations, special sections on website services, informing in a thoughtful manner about such practices e.g., in integrated reports, using various tools dedicated to this marketing concept.
What explains this trend?	Current market trends, increasing awareness of market players, needs to care for sustainable goals (economic, social, environmental, educational, etc.) focused on measurable outcomes and changing business practices, including marketing practices and the behaviours of market players.
Who is practising it?	Commercial enterprises, brands, non-profit organisations, foundations, associations, specialist agencies, experts in sustainable marketing, all market players, special partner groups, etc.

Cont. table 2.

How is sustainable marketing presented in Polish literature?	The presentation is ambiguous. On one hand, there is an increasing number of studies (Pabian, 2012; Rudawska, 2013; Niedzielska, 2014; Zajkowska, 2015; Ostrowska, 2016; Tkocz, 2016; Zaremba-Warnke, 2016), while on the other, there is considerable confusion regarding the essence, tools and implementation strategies. As a result of the conducted literature review, the authors believe that there is a significant need to systematise knowledge in this field, which is of scientific importance and has high empirical values.
How is information disseminated?	In line with market trends, there is growing interest among market players [practically every decent brand has a sustainable brand strategy (Keller, 2013; Ind, Horlings, 2016; Wan et al., 2016; Foroudi, Palazzo, 2021; Hansen, 2021; Larsen, 2023; Tarczydło et al., 2023)], more implementation projects are on the rise, and during sustainable marketing campaigns, information is spread through industry portals, available media, by interested offerors, through deliberate amplification, and 360-degree communication in favour of the implemented campaign.
What industry events actually take place?	Activity for sustainable purposes is such an important issue that various industry organisations have been established and operate on the Polish market – such as Fundacja Wspierania Zrównoważonego Rozwoju (Foundation for Supporting Sustainable Development), the Polish ESG Association or individual agencies providing services in this area, such as: Fabryka Komunikacji Społecznej (Social Communication Factory), or public relations agencies taking appropriate measures within a wide range of projects. An increasing number of industry events focus on sustainable marketing activities, including the “Sustainable Economy Summit” and the “Green Industry Summit” organised by the Executive Club.
Who is impacted by sustainable marketing efforts?	Depending on the scope of the actions, the recipients of the initiatives, brand stakeholders (Hillebrand et al., 2015; Kotarbiński, 2021; Freeman, 2022; Targiel, 2022) for whom sustainable marketing activities are conducted and all stakeholders.
What results can be expected?	Changes in behaviours, attitudes, and broad environmental, social, economic, business and management benefits. Improved living conditions for future generations. Greater responsibility and commitment from market players.
Is research on the effectiveness of sustainable marketing initiatives conducted?	Yes, though it is limited due to the difficulty of its unequivocal verification. More and more often, research is conducted after the implementation of a programme or campaign (what they have yielded, the effect they have caused, how they are perceived and assessed, who and how they have engaged, what specifically was achieved, e.g., how much used clothing was collected, how much less plastic was used for packaging...). For example, during industry competitions for the best campaign, such as the Effie Awards Special Categories: ESG Influence [https://awards.effie.pl/kategorie/ , 2022] or Positive Change: Environmental, Governance, Social [https://awards.effie.pl/kategorie/#cat-4859 , 2024], the best campaigns in various thematic areas are selected by experts. Finally, in line with technological progress, if for instance an online platform dedicated to sustainable marketing is launched, it is possible to measure various quantitative and qualitative results, e.g., concerning communities, the number of engaged individuals, types of comments, content sharing, ways of engaging, frequency of use, preferred content formats, and other characteristics derived from so-called online user traces.

Source: Own development based on conducted research.

Approximate characteristics of sustainable marketing from the Polish market inspire the presentation of selected results from a multiple case study of brands representing diversified sectors of the economy and the sustainable marketing activities carried out under their emblems.

Table 3.*Examples of sustainable marketing activities of studied brands*

Tool kit of sustainable marketing actions	Research objects/ sector/product	Characteristics of selected sustainable marketing practices of the brand
<p>Online presence, special tabs and/or platforms dedicated to the sustainability strategy and communication on social media. Reliable information about ongoing sustainable campaigns, the brand's sustainable strategy, a multitude of content focused on the goals of Agenda 2030 and the EU ESG directives, known as branded content (specialised information, reports, video materials, commentaries, research results, campaigns, projects, achievements...) as well as social media communication appropriate to current conditions (including content on environmental protection and sustainable programmes, stakeholder engagement, education, creating sustainable behaviours and attitudes)</p>	<p>Unilever Polska (an international conglomerate managing a portfolio of approx. 400 brands; food products, cleaning and hygiene products; repeatedly recognised by experts (GlobeScan SustainAbility Leaders Survey) for showing the greatest commitment to integrating sustainable development into their business strategies. Brands that are particularly present and active in Poland: Amino, Algida, Knorr, Lipton, Rama and Slim Fast; among cleaning products: Cif, Coccolino, Domestos, Surf; body care cosmetics: Axe, Dove, Clear, Signal, Timotei, Vaseline</p>	<p>On the website, there is a special tab "planet and society," which leads to content about the sustainable Kompas campaign. Unilever focuses on improving the condition of our planet and people, particularly in terms of health, confidence and well-being, as well as on creating a fairer and more socially integrated world.</p> <p>Both for the corporation and individual brands, methodical actions of sustainable marketing are professionally promoted online. For example, campaigns like Dove Detox Feed, Dove Self-Esteem, Algida "Odpowiedzialnie z myślą o dzieciach" (Responsibly for children), Cif "Cif, Witaj Piękno!" (Welcome Beauty!) and "Cif. Witaj, piękna Polsko!" (Welcome, beautiful Poland!), Domestos "Czysty spokój" (Clean Peace).</p>
<p>Collaboration and partnership with local environmental protection organisations, non-profits or companies involved in sustainable development</p>	<p>Carrefour Polska and Caritas Polska Trade and third sector organisations – non-profit</p>	<p>Carrefour Polska is committed to the implementation of numerous projects, which include charitable food, medical and school supply collections, as well as expanding cooperation in the fight against food waste and the opportunity for Caritas Polska to collect it nationwide.</p>
<p>Special corporate publications containing sustainable development strategies, such as integrated reports, materials related to implemented campaigns</p>	<p>ING Bank Śląski Banking and loans</p>	<p>The Culture Book 2022 "siła harmonii" (The Power of Harmony) is dedicated to the theme of ESG, providing numerous examples of sustainable actions that ING is undertaking along with its employees.</p>
<p>Green certifications and labels, quality marks</p>	<p>Nivea product line by Beiersdorf AG Cleaning and hygiene products</p>	<p>Nivea ensures that the palm oil it uses in the production of its cosmetics comes from responsible farming practices that do not contribute to deforestation. As such, it is a member of the Roundtable on Sustainable Palm Oil (RSPO) organisation, sourcing raw materials that have the appropriate certifications.</p>
<p>Ecological events and meetings (promoting opportunities and specialist knowledge in the field of organising sustainable events and meetings, e.g., event calculator, a tool for measuring the environmental impact of events)</p>	<p>BNP Paribas Bank Polska S.A. Banking and loans</p>	<p>The BNP Paribas Green Film Festival is an 8-day showcase of competition films in several open-air cinemas in Krakow. On the Vistula Boulevards, there is what is known as Festival Town, where discussion panels with creators and experts are organised, as well as ecological and film workshops. The event supports filmmakers and is a combination of art and ecological education.</p>

Cont. table 3.

Involving relevant influencers and sustainable direct marketing practices	Rossmann Cleaning and hygiene products	The “Czujesz Klimat?” (Do You Feel the Climate?) campaign, in collaboration with Natalia Szroeder – a Polish vocalist, promotes her eco-friendly actions and values through a commercial spot and posts on her Instagram profile, encouraging her audience to adopt them as well.
Volunteering	Santander Banking and loans	Employee volunteerism benefits both the workers and society at large. Volunteer efforts are focused on supporting education and scientific development, advocating equal opportunities, and building a civic society.
Education and engagement: workshops, training sessions, webinars, and competitions focused on sustainable behaviours and attitudes	Zalando Clothing textiles	Zalando offers multiple tips on their website to care for clothes and footwear, to minimise frequent wardrobe changes that contribute to environmental pollution – a series of tips "W jaki sposób..." (How to...), e.g. "W jaki sposób... Przedłużyć trwałość ubrań planując pranie" (How to... Extend the durability of clothes by planning washing).
	Ferrero Rocher Food products	Ferrero Rocher has undertaken the education of farmers, as well as supporting local communities in the areas where it sources ingredients for its products.
	Dekra Supervision, advisory services and business support	Dekra conducts training for entrepreneurs and companies that want to learn how to grow their business with respect for the natural environment, communities and standards.
Thematic (pro-sustainable) blogs	InPost Courier services/ Transportation	Publishing educational and informational sustainable blog posts related to environmental protection ("InPost dla środowiska") (InPost for the environment), as well as about athletes' achievements – values that are promoted by the brand ("InPost Sport Team").
Thematic (pro-sustainable) podcasts	Selena FM S.A Building material prefabricates	Creating a series of podcasts on Spotify dedicated to sustainable development ("Zrównoważony rozwój w Grupie Selena") (Sustainable development in the Selena Group), discussing topics significant to the industry the service operates in ("Selena Experience. Budowanie przyszłości") (Selena Experience. Building the future).
Sustainable loyalty programmes (a loyalty programme that rewards guests for choosing sustainable options and participating in environmentally friendly actions)	Delikatesy Centrum oraz Kasztelan Trade and food products	The “Naturze się należy” (Nature Deserves It) programme encouraged customers to support glass container recycling by returning them to the Delikatesy Centrum store network. During the campaign, consumers received gifts.
Press releases and media coverage (press releases sent to local and industry media to announce significant milestones, initiatives or achievements in the field of sustainable development)	CCC S.A. Clothing textiles	The “Komunikaty prasowe” (Press Releases) tab on the website is used for distributing press releases, including those concerning sustainable development, e.g. "Grupa CCC z oceną „AA” w ratingu MSCI ESG" ("CCC Group with an 'AA' rating in the MSCI ESG rating).

Source: Own development based on conducted research.

The branded sustainable marketing projects indicated in the table seem to be a good example to follow by other market players, with emphasis on their social and business significance. This includes building the brand capital in the current market conditions, in line with the principles of sustainability and the 2030 Agenda, which describes a vision of the world respecting the 5P principle (People, Planet, Prosperity, Peace, Partnership) and 17 Sustainable Development Goals. The indicated examples of the use of various sustainable marketing tools expand the reader's knowledge, skills and competences. They can be used to determine how to adapt particular tools in different sectors and how many benefits can be achieved (environmental, social, economic and managerial).

The research conducted leads to the conclusion that sustainable marketing is gaining increasing popularity in Poland and is being appreciated by both commercial and non-commercial organisations' management. Initiatives from the analysed area fit very well into the current market conditions. Significant practices of sustainable marketing include: sustainable social responsibility, including support for charitable organisations, educational initiatives, human rights, equality and diversity (e.g., ING Bank Śląski); pro-ecological offerings of products and services that are environmentally friendly; reusable packaging, recycled products, energy-efficient appliances, car-sharing services, or support for initiatives aimed at reducing the carbon footprint (e.g., CCC S.A.) and protecting the personal data of consumers (e.g., InPost).

The research has confirmed that modern organisations should engage in sustainable initiatives for the benefit of involved stakeholders and the community at large, Earth's resources and their rational use, combating the effects of climate change, and in all areas outlined by the Agenda 2030 and the EU ESG directives.

5. Conclusions and recommendations

As a result of the deliberations and research, the main determinants of managing modern organisations and the need for sustainable marketing have been identified as: intensifying climate change, a multitude of global-scale problems – social inequalities, wars, epidemics, hunger, crime, but also the development of information technology, digitisation, trends related to social responsibility, sustainable development and resource management, as well as the expectations of consumers who are increasingly willing to use sustainable products and are interested in projects and initiatives in sustainable marketing.

The need to adapt managerial actions, including marketing, to current market conditions means that sustainable marketing initiatives, including sustainable campaigns, play an increasingly important role in the effective management of modern organisations.

This also leads to the promotion, under the brands' emblems and with the commitment of its stakeholders, of a sustainable approach to resource management and the undertaking of projects that are consistent with the goals of the 2030 Agenda and the recommendations of the ESG directive.

Sustainable marketing is increasingly used by both commercial and non-commercial organisations. Many sustainable projects and campaigns are implemented in various areas stemming from the Agenda 2030 and the ESG European Union Directives.

In summary, sustainable marketing plays a particular role in managing modern organisations in relation to the concept of a sustainable organisation, which assumes the organisation's commitment to achieving a competitive advantage through strategic adaptation and development of ecological and social processes, supporting the production of ecological and social products and services, and innovative practices in human resource management.

Implementing a sustainable marketing strategy may appear easy in theory. In practice, it requires the work and commitment of many people, both from the agency and the interested party, dedicating countless hours to the creation of its principles and the development of an implementation programme.

It is essential to remember that sustainable marketing campaigns should not only stem from the objectives of the 2030 Agenda and the EU ESG Directives but should primarily consider strategic insights, the brand's concept, keep up with trends, surprise positively and consistently engage stakeholders in the cause. Measuring the effectiveness of actions in environmental, social, economic and commercial aspects is crucial.

In light of our research, the main advantages of sustainable marketing and its resulting benefits include: changing behaviours and attitudes towards managing the Earth's resources; contributing to environmental protection, countering the progression of climate change; achieving the goals of the 2030 Agenda and the EU ESG Directives; increasing brand recognition and improving its image; cutting costs and enhancing company efficiency; better compliance with legal requirements; increasing effectiveness in acquiring customers and partners who expect sustainable practices from marketers; investing in innovations (e.g., biodegradable packaging), quality and diversity of the offer, as well as in the communication and education of stakeholders.

On the other hand, the following can be considered drawbacks to the concept: higher financial, time and organisational investments, as the company must adapt its offerings, processes and communication to the demands of sustainable development (research and development, certification and quality control, education and stakeholder engagement); the risk of a disconnect between the company's declared actions and its actual ones in terms of environmental and social efforts (the company must be credible and transparent); greenwashing – a loss of customer trust and loyalty, exposure to criticism and a tarnished image due to excessive or false emphasis on the company's eco-friendliness or social responsibility; limited

demand from consumers, who are often not ready to change their habits and preferences in favour of sustainable consumption.

In summary, the authors believe that sustainable marketing in the academic dimension is a particularly important field within management and quality sciences, and in the practical dimension, it constitutes a set of comprehensive tools (as proposed in their approach), methodical actions taking into account the specifics of selected economic sectors, and recommendations for marketers. Sustainable marketing campaigns are particularly desirable in current market conditions, offering numerous environmental, social, economic and management benefits, and generating value for the stakeholders involved.

The authors wish to emphasise that in sustainable marketing projects, new technologies such as the use of AI, chatbots, AR and VR, are particularly useful. It is also essential to involve stakeholders in projects under the emblem of brands. It seems essential to personalise actions and skilfully link them to the brand's values and history, its sustainable strategy, as well as keeping up with trends and seizing emerging opportunities. Success may be determined by skilfully managed marketing communication campaigns involving influencers, the use of video formats, leveraging online communication, and surprising and creative initiatives.

For marketers interested in implementing sustainable marketing, the authors propose the following recommendations:

All projects in this area should address significant issues consistent with the goals of the 2030 Agenda, EU ESG Directives, and the brand values under which they are implemented.

Marketers should start by researching their target market to understand who their customers are – what is important to them, what they are interested in, and how to engage them. Those responsible for designing sustainable strategy/campaigns should consider defining a brand purpose that goes beyond traditional financial metrics. This is a fundamental step that enables a company to understand the context of its operations and determine the values it wants to convey to stakeholders.

When designing sustainable marketing strategies for brands, it is worth considering the following stages: analysis of the initial situation, defining objectives and assumptions, selection and development of marketing tools and their implementation, control, and conclusions for the future.

The optimal solution is integrated activities in this area using a systematized and extended range of activities. The key ones include campaigns, actions, and projects of sustainable marketing, along with supporting online communication considering the progress and development of social media functionalities and special platforms dedicated to campaigns/projects.

The authors consider the sustainable marketing actions of the Unilever group and its affiliated brands exemplary and worth emulating, regardless of the sector in which one wishes to conduct sustainable marketing. It is also valuable to observe award-winning campaigns from

competitions such as Spinners and Effie Awards (especially special categories: ESG Influence or Positive change: Environmental, Governance, Social).

Marketers should pay particular attention to marketing communication supporting their sustainable marketing projects, including involvement of industry journalists.

Sustainable marketing projects are worth implementing with partners (they are more credible and result in synergy), with the participation of appropriately selected influencers, and with the involvement of customers, internet users, and other interested stakeholders.

It is worthwhile to use technological advancements and apply AI, chatbots, AR, VR, and personalized actions in projects undertaken.

The authors recommend measuring the effectiveness of implemented sustainable marketing campaigns, including the growth of the brand's community, environmental effects, shaping behaviors and attitudes of participants, achieving goals, and increasing brand recognition and improving its image, which contributes to innovation for future actions.

The research issue undertaken is worth analysing across a larger number of brands representing the considered economic sectors, and perhaps even increasing the number of sectors taken into account. Furthermore, the upcoming project also plans to conduct opinion research among representatives of the communities of the analysed brands and its key stakeholders in order to obtain information on the perception of sustainable marketing practices and individual campaigns.

Systematized sustainable marketing issues and particularly expanded action instruments broaden knowledge in the field of management and quality sciences. Meanwhile, specific brand projects in this area generate many benefits for the planet, its resources, people, and the conditions in which current generations and future generations will live.

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