

## PREMISES FOR IMPLEMENTING ECO-MARKETING IN PRO-ENVIRONMENTAL ENTERPRISE MANAGEMENT

Małgorzata ŁĘGOWIK-MAŁOLEPSZA

Faculty of Management, Czestochowa University of Technology; m.legowik-malolepsza@pcz.pl,  
ORCID: 0000-0002-7698-9607

**Purpose:** The aim of the study is to fill the noted gap by deepening the understanding of the mandatory and optional rationales for implementing eco-marketing in pro-environmental enterprise management, identifying them and assessing the determinants of their implementation.

**Design/Methodology/Approach:** The research methods adopted in order to achieve the purpose include: in the theoretical part: literature studies; in the research part: research was conducted using a survey questionnaire, frequency analysis was conducted and Spearman's rank correlation were used to examine the strength and direction of the relationship among the variables studied.

**Findings:** The results obtained suggest that the relationship between the mandatory and the optional premises for implementing eco-marketing in pro-environmental enterprise management is becoming an important criterion for the success of pro-environmental attitudes in enterprise management.

**Research Limitations/Implications:** The research shows that the increase in the importance of legislation in the eco-marketing approach is accompanied by an increase in the fad for the use of eco measures, which underscores the need for a holistic approach that combines legal requirements with dynamic market trends. This opens up new avenues of research that can contribute to a better understanding of how to comprehensively integrate these premises into companies' pro-environmental activities.

**Practical Implications:** The results of the research indicating a strong relationship between the mandatory premises (laws) and the optional ones (fad for eco-activities), have important practical implications for enterprises, as they cannot only have an impact on strengthening the competitiveness of enterprises, by building a sustainable reputation in the market, but can also make it possible to minimize the risks arising from eco-marketing regulations.

**Social Implications:** The results of the research, which indicate a strong correlation between the mandatory and optional premises for implementing eco-marketing, have important implications for the society, as combining legislation with market trends can contribute to building a more environmentally conscious society, which translates into better environmental stewardship and increased transparency and trust in relations between businesses and customers.

**Originality/Value:** This article contributes to research on understanding the relationship between the mandatory and the optional premises for implementing eco-marketing in pro-environmental enterprise management. By focusing on a combination of mandatory legal

standards and optional environmental initiatives, companies are responding to market expectations, building credibility and public trust. This in turn promotes the ideas of sustainability and environmental responsibility among the public.

**Keywords:** eco-marketing, enterprise management, sustainable enterprise development.

## 1. Introduction

In the face of dynamic change, one of the most important challenges of today's enterprises is the decision to select and implement appropriate strategic organizational responses to the changing conditions of the market environment. Managers make decisions in the respective areas of enterprise management, among which marketing plays an important role. Of particular importance in marketing activities is the pro-environmental orientation of company management (Miles, Munilla, 2013). Proper eco-marketing-oriented management requires, on the one hand, considering the existing mandatory regulations (Pandey, 2019), and on the other, the optional factors such as customer preferences (Kulikova, Kondratenko, 2024) and the prevailing fad for an ecological approach (Pastrana, Fajardo, 2024), should be taken into account. The diversity of views on eco-marketing in pro-environmental enterprise management is a result of differences in perspective and literature sources in this area (Journeault et al., 2016; Wang et al., 2019; Rodriguez et al., 2024). Therefore, since the primary challenge facing businesses in today's global economy is constant change (Hamel, 2007), the research interests in this study focus on the areas of eco-marketing that enable adaptation to changes in the business environment, taking into account both mandatory regulations, such as legislation, and optional factors, such as the fad for eco measures in business operations. Therefore, the research question is: Are there correlations between mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management? In order to acquire new knowledge on the premises for implementation of eco-marketing, the purpose of the study was to fill the noted gap by expanding the understanding of the mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management, identifying them and evaluating the conditions for their implementation.

The structure of the publication consists of three main parts in order to fulfill the stated purpose of the paper. Part one, the theoretical one, presents a conceptual framework for the key premises for eco-marketing in pro-environmental enterprise management based on a critical analysis of the subject literature (Delmas, Ong, 2023; Testa, Boiral, Iraldo, 2023). The second part discusses the methodology of the research procedure used for fulfilling the purpose. The third one presents the results of an empirical study on the mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management. The entire paper concludes with theoretical conclusions, along with practical implications, an evaluation of the research results and a recommendation for further research in this area.

## **2. A Conceptual Framework for the Key Premises for Eco-Marketing in Pro-Environmental Enterprise Management**

An important variation of marketing in enterprise management is eco-marketing. It emerged within the concept of sustainable development, which forced companies to change their approach to business development (Banyte et al., 2010). The conventional strategic recommendations for enterprises include developmental activities which lead to resource depletion, degradation and environmental pollution (Khan et al., 2021). Therefore, it is important that enterprise management processes, in any sector, take into account the pro-environmental (Vazifehdoust, et al., 2013) approach. In this context, eco-marketing is becoming the distinguishing feature of the latest expectations in strategic management (Miles, Munilla, 2013).

Assuming that eco-marketing is defined as the offer and sale of products that are ecological and environmentally friendly, targeted at customers with a higher level of environmental awareness (Kronenberg, 2007), it is worth noting that both the process of production and sale of eco-products should also be less burdensome to the environment (Maksudunov, Avci, 2020). To interpret the implications of these assumptions for enterprises, it is necessary to associate them with the relationships occurring both between the mandatory and the optional premises for implementing eco-marketing in pro-environmental enterprise management (Lee et al., 2014). It should be noted that the mandatory and optional premises for the implementation of eco-marketing are two social factors that are contrasting elements in the development of a pro-environmental attitude to enterprise management (Paterson et al., 2022). The mandatory premises for implementation of eco-marketing are related to the institutional environment of enterprises which provides the legal framework (Rutkowska-Sowa, Poznański, 2022). Optional premises for implementing eco-marketing are related to the customers and their expectations, the financial possibilities of buying eco-products and the fad for pro-environmental behavior (Kautish, Sharma, 2020).

It can be concluded that the conceptualization of eco-marketing from the perspective of a pro-environmental approach to enterprise management addresses the issues of interdependence occurring in the area of changing customer needs and expectations and changes in the current legal regulations of sustainable development. This may cause companies to incur additional capital expenditures to upgrade their production, distribution and marketing operations (Wang et al., 2013). Hence, the pressure to increase efficiency and sales (Waddock, 2024), and the need to reduce rising costs, may lead companies to act falsely (Wiktor et al., 2020), or manipulate the environmental benefits of the products offered (Marquis, Qian, 2022; Orzeł, Wolniak, 2019). The presented premises for implementing eco-marketing, considered in the context of pro-environmental enterprise management, represent two opposing areas that modern marketing should take into account. The above arguments make it worthwhile to

consider further whether there are correlations between the contrasting mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management.

### 3. Materials and Methods

Given the complex nature of the studied phenomenon, the empirical research was carried out using a survey questionnaire, which is an effective data collection method for obtaining structured information from a large number of respondents. The survey was organized in order to gather respondents' answers to two questions. The first question was: "The eco-marketing approach in enterprise management is driven by legislation". The second question was: "The eco-marketing approach in enterprise management is a result of the fashion for using eco-measures". The survey was carried out using the Computer Assisted Telephone Interview (CATI) technique. Respondents were asked to provide a response that characterizes, as best as possible, the degree to which they agree or disagree with each statement, by selecting one of five values on a Likert scale, i.e. from 1 to 5.

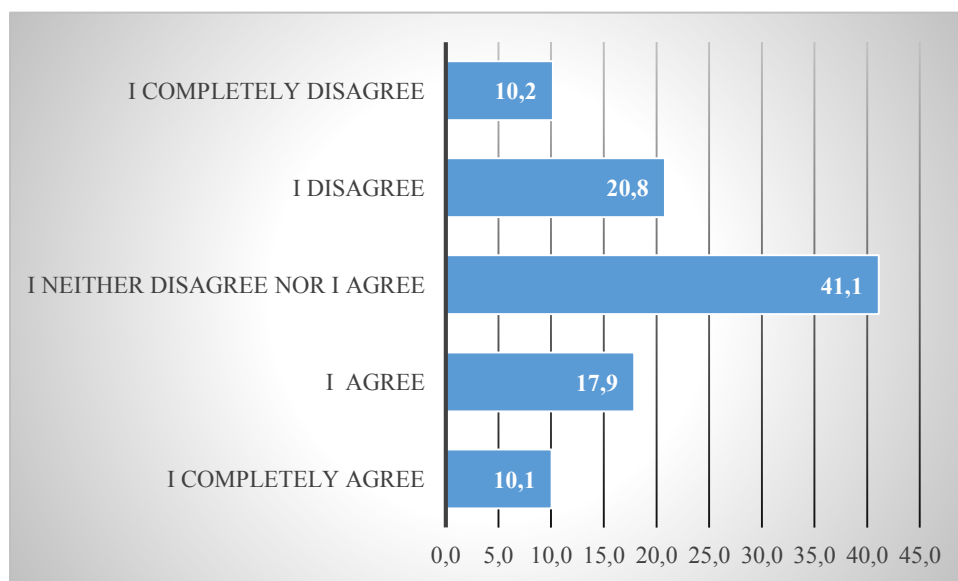
The population of the surveyed enterprises consisted of 1,025 micro, small, medium and large enterprises. The vast majority of entities surveyed were micro enterprises. The classification data in the survey questionnaire included the following criteria for the surveyed companies: size of the company, profile of the company's activity, main products of the company, percentage of foreign capital, type of organizational and legal form of the company, position of the respondent, age, length of service, specialization of the company, period of activity in the market, receivables cycle, amount of revenue, scope of activity, profitability of the company.

The research procedure was divided into two main parts. In the first one, a frequency analysis was carried out to identify the mandatory and optional premises for implementation of eco-marketing in the pro-environmental enterprise management. Frequency analysis makes it possible to present the percentage share of responses in comparison with the entire survey data set. It is graphically presented in the charts. In the second part of the procedure, Spearman's rank correlation, which measures the strength and direction of the monotonic relationship between two variables was used for analyzing the relationship between the mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management. This coefficient assumes values in the range from -1 to 1 (the closer to 1 or -1, the stronger the relationship).

The search for an answer to the research question posed is an iterative process, so the conclusions will be generalized at the conceptual level. By comparing the main purpose of the research with the data collected from respondents, the validity of the research approach adopted was confirmed.

## 4. Results

In the first part of the empirical study, an analysis of the frequency of responses was conducted for two questions. As can be seen from the data presented in Figure 1, 40% of respondents declared that they completely agreed and agree with the statement that the eco-marketing approach in enterprise management is driven by legislation. Therefore, it can be concluded that in the surveyed companies, environmental regulations and applicable legal norms (e.g. on environmental protection, waste management, or emissions) exert pressure on the operation of the surveyed companies. According to respondents, legislation forces companies to implement a pro-environmental approach to management, both in operational functioning and in marketing communications.



**Figure 1.** Structure of the surveyed enterprises according to the size of the enterprise.

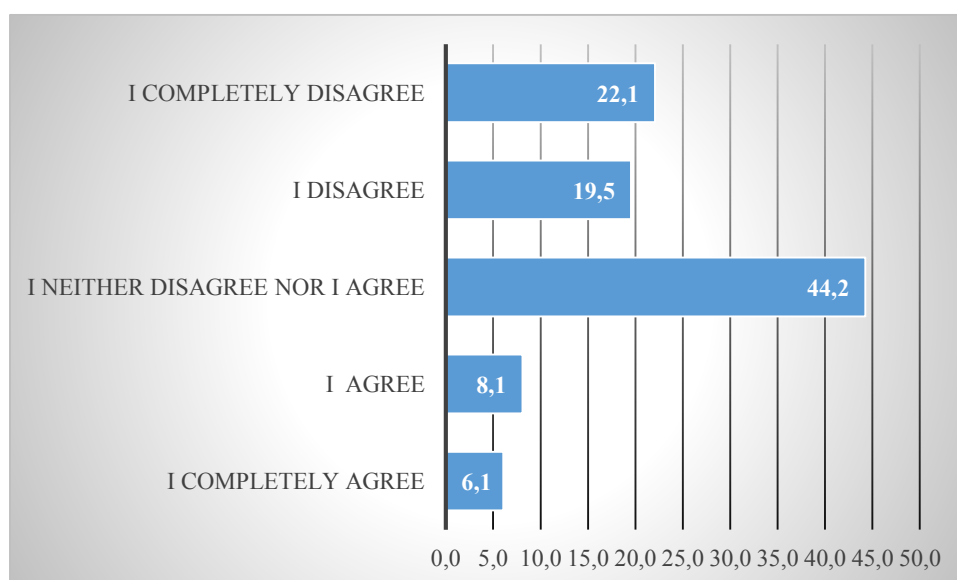
Source: Own study based on conducted research.

The survey presented in Table 1 shows that 28% of respondents completely disagree or disagree that in their enterprise, the eco-marketing approach to enterprise management is driven by legislation. This may mean that these respondents may see eco-marketing as a result of internal corporate strategies, stemming from the desire to build an image and respond to customer expectations and the desire to stand out in the market. Perhaps in their view, eco-activities are a voluntary element of competitive strategy, rather than directly imposed by law.

In contrast, 41% of respondents said they did not have an opinion on whether an eco-marketing approach in enterprise management is driven by legislation. This may mean that this group of respondents has ambiguous knowledge about the extent to which the law influences the eco-marketing approach. This may be due to the belief that legislation is one of many factors, along with market trends, consumer pressure and adopted strategy, that collectively shape eco activities, making it difficult for these respondents to clearly consider legislation to

have a dominant role. Figure 2 shows respondents' answers to the question about the connection between the eco-marketing approach and the fad for using eco measures.

It can be concluded based on Figure 2 that more than 41% of the respondents declared that they completely agreed or agreed with the statement that in their enterprise the eco-marketing approach in enterprise management resulted from the fad for eco measures. The surveyed companies perceive eco-marketing as a fad, suggesting that eco activities are aimed at improving image or may be a response to market expectations. More than 14% of respondents declared that they completely disagreed or disagreed with the above statement, which may mean that this group of respondents rejects the thesis that eco-marketing is only due to the fad for eco measures. This may be due to the fact that these respondents believe that environmental activities in companies are dictated by other motives, such as concern for the environment, a response to regulations, or growing consumer awareness. Therefore, for this group of respondents, eco-marketing may be part of strategic management, not just a fad.



**Figure 2.** Structure of the surveyed enterprises according to the size of the enterprise.

Source: Own study based on conducted research.

It should be noted that 44.2% of respondents said they were adopting a neutral stance on whether eco-marketing only results from a fad for eco measures. This may mean that this group of respondents sees in eco-marketing both elements, i.e. the fad and the rational strategy, making it difficult for them to clearly assess the dominant motivation. It is also possible that they lack the sufficient knowledge or convincing evidence to classify eco-marketing as merely a fad.

In the second part of the empirical study, in order to determine the value of the Spearman's rank correlation coefficient for the two questions, the calculation procedure treated the five response categories on the Likert scale as pairs of observations, where for each category the percentage representation of the responses for the first and second questions was assumed. Ranks were assigned for each variable based on percentages. The results of the calculations are presented in Table 1.

**Table 1.**

*Spearman's rank correlation coefficient between respondents' answers to questions about the evaluation of the interrelationships between the mandatory and optional premises for the implementation of eco-marketing in pro-environmental enterprise management*

| List                                                                                             | The eco-marketing approach in enterprise management is driven by legislation |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| The eco-marketing approach in enterprise management is the result of the fad for eco-activities. | 0.7***                                                                       |

Note: \*\*\* statistically significant result at  $\alpha = 0.01$ .

As a result of the calculations, the Spearman's rank correlation coefficient for the two questions is 0.7. This implies a strong positive correlation, indicating that the categories of both responses to the questions posed to respondents are ordered in a very similar way. It is worth noting that aggregate data was used in the calculations, and this result indicates that respondents have a relatively similar assessment of the two aspects of eco-marketing studied.

## 5. Discussion

When considering the premises for implementing eco-marketing in pro-environmental enterprise management, it should be noted that respondents' answers are characterized by certain paradoxes. First, the paradox emerges in the answers given by respondents between the obligatory and the optional. On the one hand, some respondents emphasize the obligatory nature, which stems from the law, suggesting that the surveyed companies operate within a well-defined legal framework. On the other hand, a significant group of respondents believe that eco-marketing results from optional marketing decisions and activities. This indicates a contradiction between seeing corporate actions as forced, and interpreting them as part of a competitive strategy. Second, there is the paradox about knowledge and uncertainty. The high number of neutral responses may indicate a lack of sufficient knowledge or clarity in assessing the impact of regulations on companies' operations. The paradox is that despite the existence of specific legal regulations, many respondents cannot clearly assess whether the law is the main factor that affects eco-marketing. This may be due to ambiguities in the interpretation of regulations or differences in respondents' work experience. The third paradox refers to sectoral and individual differences, as responses may reflect the peculiarities of companies operating in different sectors, where legal regulations are very important, while in others market trends and consumer pressure are key. This divergence of interpretation creates a paradox where one and the same phenomenon, such as eco-marketing, can be seen both as imposed by law and as a result of internal company decisions.

Examining the results of the surveys conducted, it is also noted that there is a contradiction between fad and strategy in the answers given by respondents. On the one hand, according to respondents surveyed (36.8%), eco-marketing is a fad. On the other, a significant group of

respondents (20%) believe that this is not just a fad, but results from other, more rational premises. This dichotomy suggests that there is a conflict in the perception of eco-marketing between a superficial vision and a deeper, strategic approach.

In addition, it is worth noting the dominance of neutrality declared by the respondents surveyed. The largest share of respondents (43.3%) do not clearly take sides in addressing the question of whether the eco-marketing approach in enterprise management is due to the fad for using eco-measures. This may indicate that the boundaries between a fad and an authentic strategy are unclear to many respondents, or that respondents lack sufficient information to make a definitive judgment. Such neutrality may reflect the complexity and multifaceted character of the issue under consideration, where both trend pressures and long-term strategies, can coexist. What is more, respondents' interpretation of the phenomenon of eco-marketing itself may also result in contradictions. The paradox here stems from the fact that companies can present their eco-marketing activities as part of their social responsibility, while at the same time they can use this narrative as a fashionable way to improve their image. This may mean that respondents recognize this duality, and on the one hand confirm, in the survey results, a genuine concern for the environment, while on the other some respondents use the eco trend for marketing purposes.

The study's results (a strong correlation,  $r = 0.7$ ) confirm the thesis of Miles and Munilla (2013) regarding the complementarity of regulatory and market drivers in eco-marketing. Moreover, this finding supports Paterson's (2022) "dual-pressure" concept, according to which institutions and customers constitute a joint source of motivation. It is also noteworthy that some respondents treat fashion trends as the basis for action, in line with the observations of Pastrana and Fajardo (2024) on trend-driven fashion marketing.

At the same time, several nuances emerge in relation to the theoretical frameworks discussed in this paper. The high proportion of neutral responses challenges the unequivocal claim of Lee et al. (2014) that pro-environmental attitudes have stable, clearly defined determinants. Likewise, the absence of significant sectoral differences does not confirm Journeault et al.'s (2016) assertion that the strength of regulatory influence varies by industry.

## 6. Conclusions and Summary

Research on identification of the premises for eco-marketing and the evaluation of the conditions for its implementation in pro-environmental enterprise management is currently emerging in the form that deserves to be called sustainable. Therefore, clarification of the relationship between the mandatory premises, resulting from the law, and optional ones, being a consequence of the fad for ecological activities, for the implementation of eco-marketing in



pro-environmental enterprise management, is becoming an important criterion for the success of the pro-environmental attitude in enterprise management.

An analysis of the results of the empirical survey showed that the responses of the respondents substantiated the differences in the perception of the premises for implementing eco-marketing. On the one hand, legislation is seen as a mandatory factor, forcing activity of environmental nature. On the other hand, eco-marketing appears to be an optional component of companies' marketing strategy. Moreover, it is worth noting that the significant number of neutral responses may indicate ambiguity and complexity of the relationship between the mandatory and optional premises for implementing eco-marketing in pro-environmental enterprise management. Such paradoxes may mean that companies' eco-marketing decisions are the result of the interaction of many factors.

The survey shows that respondents' perceptions of eco-marketing are multifaceted. Some of those surveyed view eco-marketing as a trendy element of marketing strategy, used mainly for image purposes. However, another group of respondents sees it as an element stemming from regulations. The highest number of neutral responses suggests that for many respondents, the boundaries between a fad and strategic environmental responsibility are blurred, reflecting the complexity of modern business operations. Such a paradox illustrates that eco-marketing combines both managerial aspects and those driven by social pressure and market trends. In addition, it is worth noting that Spearman's rank correlation coefficient for both questions shows a strong positive relationship. Thus, it can be assumed that the increase in the importance of legislation in the eco-marketing approach is accompanied by an increase in the fashion for the use of eco measures, which is an important premise for the implementation of eco-marketing in pro-environmental enterprise management.

When considering the implementation of specific managerial solutions or frameworks to address identified tensions, one option worth exploring is a “zero-neutrality” policy, which obliges employees to take a clear position (a Delphi technique) and thereby reduces cognitive ambivalence. Another possible approach is the 4E Process (Explore–Embed–Evaluate–Expose). Explore involves scanning the legal environment and ESG trends; Embed concerns integrating the relevant requirements into KPIs and budgets; Evaluate covers the monitoring of metrics such as CO<sub>2</sub> per product or eco-NPS and arranging independent audits; Expose focuses on transparent reporting and the declaration of compliance with GRI 2021 and CSRD. Naturally, the range of solutions available in this area is broad, and any final choice should be tailored to the specific needs and expectations of each enterprise.

A clear implication from the research is that the effectiveness of pro-environmental enterprise management activities should integrate both the mandatory and the optional premises for implementing eco-marketing. Companies that combine existing legal standards with market trends and customer expectations, can achieve better results. In practice, this means that managers should develop comprehensive strategies with regulations as the foundation, which should be flexibly supplemented with innovative approaches. Moreover, the relationship

between the mandatory and optional premises for the implementation of eco-marketing requires companies to constantly monitor the environment and to adapt, which promotes innovation and the ability to effectively respond to dynamic changes in the market. Transparent compliance with the law combined with innovative pro-environmental measures, helps build a credible corporate image, which can translate into increased trust from customers, investors and other stakeholders. This statement is an expression of optimism, despite the awareness of occurrence of greenwashing and manipulation in the field of eco-marketing. The breakthrough character of the presented research results is related to new research assumptions in the field of eco-marketing, which can form the basis for formulating more precise and effective regulations that will support pro-environmental activities, not only in the business sector.

The multifaceted nature of the issue of eco-marketing in pro-environmental enterprise management and the interdisciplinary nature of the considerations have made the paper present only the selected premises for the implementation of eco-marketing. Some of the considerations are general which, on the one hand, helps to emphasize the complexity of the issues involved, but on the other inspires further research and exploration in this area. Further research in the field of eco-marketing should focus on identifying potential causal pathways between these premises and the effectiveness of eco-marketing implementation in companies.

## References

1. Banyte, J., Brazioniene, L., Gadeikiene, A. (2010). Expression of green marketing developing the conception of corporate social responsibility. *Inžinerinė ekonomika*, 21(5), 550-560.
2. Delmas, M., Ong, R. (2023). Mandatory ESG Disclosure and the Decline of Symbolic Environmentalism. *Strategic Management Journal*, 44(5), 987-1012. doi:10.1002/smj.3388
3. Hair, J.F. et al. (2014). *Multivariate Data Analysis*. Upper Saddle: Pearson Education, 129, pp. 282-288.
4. Hamel, G. (2007). *Future of management*. Boston, Massachusetts: Harvard Business School Press.
5. Journeault, M., De Rongé, Y., Henri, J.F. (2016). Levers of eco-control and competitive environmental strategy. *The British accounting review*, 48(3), 316-340,
6. Kautish, P., Sharma, R. (2020). Determinants of pro- environmental behavior and environmentally conscious consumer behavior: An empirical investigation from emerging market. *Business Strategy & Development*, 3(1), 112-127.
7. Khan, N., Jhariya, MK, Raj, A., Banerjee, A., Meena, R.S. (2021). Ekoprojektowanie dla zrównoważonego rozwoju. *Ekologiczna intensyfikacja zasobów naturalnych dla zrównoważonego rolnictwa*, 565-595.

8. Kronenberg, J. (2007). Ekomarketing i jego instrument. *Acta Universitatis Lodziensis Folia Oeconomica*, 204, p. 93.
9. Kulikova, E., Kondratenko, I. (2024). Eco-branding and consumer behavior: innovative marketing strategies in ecology and environmental sciences. *E3S Web of Conferences*, Vol. 541. EDP Sciences, p. 04005.
10. Lee, Y.K., Kim, S., Kim, M.S., Choi, J.G. (2014). Antecedents and interrelationships of three types of pro-environmental behavior. *Journal of Business Research*, 67(10), 2097-2105.
11. Maksudunov, A., Avci, M. 2020. The Color of the Future in Marketing is Green. Contemporary Issues in Strategic Marketing. *MDPI*, 15(3), 225-254. ISSN 2071-1050. doi:10.26650/B/SS05.2020.002.07
12. Marquis, C., Qian, C. (2022). Corporate Greenwashing: A Review and Research Agenda. *Academy of Management Annals*, 16(1), 1-47. doi: 10.5465/annals.2020.0059
13. Miles, M., Munilla, L.S. (2013). The eco-marketing orientation: an emerging business philosophy. In: *Environmental Marketing* (pp. 23-36). Routledge.
14. Orzeł, B., Wolniak, R. (2019). Overview of Greenwashing Methods and Tools Used in Polish and World Enterprises. *Scientific Papers of Silesian University of Technology, Organization and Management Series*, no. 138, pp. 211-219.
15. Pandey, S. (2019). Eco marketing and innovations in developing sustainable and green environmental standards. *International Journal of Business Innovation and Research*, 18(3), 293-306.
16. Pastrana, L.E.C., Fajardo, J. (2024). Green Marketing Strategies in Sustainable Fashion Business Models. In: *Sustainability, Stakeholders and Marketing in the Textile Sector: Conceptual and Practical Cases for the Americas* (pp. 109-129). Singapore: Springer Nature Singapore.
17. Paterson, F., Baranova, P., Gallotta, B. (2022). Towards a conceptual framework of enterprise support for pro-environmental small and medium-sized enterprises: A contextualised review of diverse knowledge domains. *Local Economy*, 37(3), 142-168.
18. Rodriguez, A.I.P., Licea, J.P.B., Chavez, Y.O. (2024). Ecomarketing. Green Jobs: An Opportunity for Women. *Opuntia Brava*, 16, 114.
19. Rutkowska-Sowa, M., Poznański, P. (2022). Legal aspects of green-branding. *Eastern European Journal of Transnational Relations*, 6(2), 57-69.
20. Suhecki, B. (ed.) (2010). *Ekonometria przestrzenna. Metody i modele analizy danych przestrzennych*. Warszawa: C.H. Beck.
21. Testa, F., Boiral, O., Iraldo, F. (2023). From Eco-labels to ESG Ratings: How Signals Shape Stakeholder Trust. *Business Strategy and the Environment*, 32(8), 4110-4128. doi: 10.1002/bse.3378

22. Vazifehdoust, H., Taleghani, M., Esmaeilpour, F., Nazari, K., Khadang, M. (2013). Purchasing green to become greener: Factors influence consumers' green purchasing behavior. *Management Science Letters*, 3(9), 2489-2500.
23. Waddock, S. (2024). The ESG Paradox: Managing Pressures and Performance. *Organization & Environment*, 37(1), 84-107. doi: 10.1177/10860266231168905
24. Wang, D.T., Gu, F.F., Dong, M.C. (2013). Observer effects of punishment in a distribution network. *Journal of marketing Research*, Vol. 50.
25. Wang, Z., Wang, L. (2019). Research on Ecological Marketing Strategy of Modern Enterprises-Take MI Company as an Example. *Ekoloji Dergisi*, 107.
26. Wiktor, J.W., Sanak-Kosmowska, K. (2020). Organisational Aspects of Research on Manipulation in Advertising in an International Environment. *Przegląd Organizacji*, no. 10, pp. 5-12.