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THE STRATEGIC DIMENSION OF ECOMARKETING AND ITS CONSISTENCY WITH THE COMPANY'S ENVIRONMENTAL POLICY

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Purpose: The aim of the article is to identify and evaluate the relationship between the perception of ecomarketing as a strategic element within an enterprise and the degree of consistency between planned ecomarketing implementations and the assumptions of the company's environmental policy. The starting point for addressing the research problem is the assumption that the strategic role of ecomarketing should not be limited to a declarative level, but should also be reflected in the organizational and policy-based embedding of pro-environmental activities.
Design/methodology/approach: The article employs a quantitative approach, the diagnostic survey method, and a structured questionnaire survey. The study was conducted on a sample of 1025 respondents. The measurement of opinions was based on a five-point Likert scale. The analysis utilized descriptive statistics, Spearman's rank correlation coefficient, and the Mann-Whitney U test.
Findings: The reported relationship should be interpreted as preliminary because it is based on an initial analysis of a fragment of the empirical material and reflects respondents' assessments rather than objectively verified organizational practices.
Research limitations/implications: A limitation of the study is its cross-sectional nature, which does not allow for unequivocal cause-and-effect conclusions. Further research should take into account additional organizational variables and extend the analysis to include qualitative and longitudinal studies.
Practical implications: The preliminary findings suggest an association between the perceived strategic importance of ecomarketing and perceived consistency with environmental policy. Confirmation using the complete dataset is required before drawing practical implications.
Social implications: The study highlights the importance of the authentic embedding of pro-environmental activities within the enterprise, which may contribute to increasing the organization's environmental responsibility.
Originality/value: The value of the article lies in combining two perspectives that are rarely analyzed together: the strategic role of ecomarketing and the consistency of its implementation with the company's environmental policy.
Keywords: ecomarketing; competitive strategy; environmental policy; enterprise; sustainable management.
Category of the paper: Research paper.

1. Introduction

Contemporary enterprises operate under conditions of increasing competitive pressure, while simultaneously facing growing stakeholder expectations regarding environmental responsibility. Under these conditions, pro-environmental activities are no longer perceived solely as a supplementary element of organizational activity, but increasingly as an integral component of strategic management. In this context, ecomarketing gains particular importance, understood not only as a set of instruments used to communicate the ecological attributes of an offering, but also as an approach supporting the development of competitive advantage, the shaping of stakeholder relationships, and the strengthening of consistency between the company's market and environmental objectives. As a result, ecomarketing may be viewed as a strategic element whose significance extends beyond the operational and promotional levels.

However, the growing importance of ecomarketing in enterprise management raises the question of the actual degree of its integration with the organization's environmental policy. The mere recognition of ecomarketing as a factor in the creation and implementation of a competitive strategy does not automatically imply that planned implementations in this area are consistently and comprehensively incorporated into the assumptions of the company's environmental policy. In other words, organizational practice may reveal a discrepancy between the level of strategic declarations and the level of actual implementation consistency. From the perspective of management sciences, this is a significant issue, as it concerns the relationship between the strategic importance attributed to a particular area of activity and the degree of its institutional embedding within the enterprise.

It is precisely this potential discrepancy that constitutes the basis for formulating the research problem. The problem concerns the insufficiently recognized scale and nature of the relationship between the perception of ecomarketing as a strategic element within the enterprise and the degree of consistency between planned ecomarketing implementations and the assumptions of the company's environmental policy. The justification for addressing this problem arises from the need to better understand whether the strategic importance attributed to ecomarketing is reflected in the actual organization of corporate activities, or whether it remains primarily at the declarative level. Identifying this relationship is important from both theoretical and practical perspectives. From a theoretical perspective, it enables a deeper understanding of the mechanisms integrating marketing and environmental activities within the enterprise. From a practical perspective, it makes it possible to assess whether the environmental policy serves as a genuine tool for coordinating ecomarketing activities, or whether it is more formal than operational in nature.

In this context, it becomes justified to define the research objective. The objective of the study is to determine whether, and to what extent, the strategic role of ecomarketing in the enterprise is related to the consistency of planned ecomarketing implementations with the

company's environmental policy. The objective formulated in this way responds both to the need to identify the existence of such a relationship and to determine its nature. Adopting this research perspective makes it possible not only to assess respondents' perceptions of ecomarketing, but also to analyze whether these perceptions coexist with the belief that implementation activities are organizationally aligned with the adopted environmental policy.

A consequence of the adopted research objective and research problem is the formulation of a research question focused on the relationship between the analyzed variables. The question was formulated as follows: does the strategic role of ecomarketing in the enterprise relate to the consistency of planned ecomarketing implementations with the company's environmental policy? The formulation of this question is justified because it enables an empirical verification of whether the strategic significance of ecomarketing is reflected in a more integrated approach to the planning and implementation of pro-environmental activities. This question structures the course of the analysis and constitutes a direct reference to the previously identified research problem.

Addressing the problem defined in this way should be considered justified, as it corresponds to the current challenges faced by contemporary enterprises. Under conditions of increasing importance of sustainable development, growing social expectations, and the necessity of building organizational credibility, particular significance is attached not only to declaring an ecological orientation, but also to its actual organizational embedding. Therefore, analyzing the relationship between the strategic role of ecomarketing and the consistency of its implementation with the company's environmental policy may contribute to a better understanding of the mechanisms that determine the genuine integration of environmental and marketing activities within the enterprise.

2. The Importance of the Role of Ecomarketing and Environmental Policy Planning in the Strategic Management of an Enterprise

The issue of the relationship between the perception of ecomarketing as a strategic element within an enterprise and the degree of consistency between planned ecomarketing implementations and the assumptions of the company's environmental policy constitutes an important and current area of scientific inquiry. Its significance stems both from the dynamically growing role of sustainable development in the management of contemporary organizations and from the need for a deeper understanding of the mechanisms integrating marketing activities with the environmental objectives of the enterprise. Contemporary approaches to ecomarketing move away from reducing it to a merely promotional instrumentarium and increasingly position it within the domain of strategic organizational management. In this sense, ecomarketing is understood as an integrated approach encompassing

product and service offering development, market communication, stakeholder relations, and the building of competitive advantage while simultaneously taking environmental conditions into account (Dangelico, Vocalelli, 2017).

From a theoretical perspective, the key issue is therefore not only the recognition of ecomarketing as an important component of the enterprise strategy, but also the extent to which its planned implementations are embedded within the organization's environmental policy system (Astakhova, Astakhova, Reznikova, 2020). In other words, the fundamental research problem concerns the relationship between the declarative level and the implementation level. Assigning strategic importance to ecomarketing alone does not determine whether activities undertaken in this area are actually designed and implemented in a manner consistent with the company's environmental policy (Klikovac-Katanić, Kosanović, 2012). Identifying this relationship is of particular importance under conditions of increasing regulatory pressure, intensifying stakeholder expectations, and the growing need to ensure organizational credibility in the area of environmental activities.

In the subject literature, this issue finds its justification in the research stream on corporate environmentalism that has been developing for many years. This stream emphasizes that the environmental dimension of enterprise operations should not be treated as a peripheral area, but rather as an element of the organization's strategic orientation. Subhabrata Bobby Banerjee (2001) demonstrated that the way managers interpret environmental issues has significant implications for their positioning within the company's strategy. In subsequent studies, the same author clarified that corporate environmentalism constitutes an organizational construct referring to the degree to which an enterprise integrates environmental issues with strategic objectives and management processes (Banerjee, 2002). In turn, Subhabrata Bobby Banerjee, Iyer, and Kashyap (2003) indicated that the development of an enterprise's environmental orientation is conditioned by both external and internal factors, including managerial attitudes and industry characteristics. Consequently, it becomes justified to assume that attributing a strategic role to ecomarketing may constitute a manifestation of the enterprise's broader environmental orientation. However, it still remains insufficiently recognized whether such an orientation actually translates into the full alignment of planned ecomarketing implementations with the organization's environmental policy.

The relevance of the analyzed research problem is further reinforced by findings concerning the gap between strategy formulation and strategy implementation. Contemporary studies on sustainability strategies indicate that one of the fundamental organizational challenges lies not in designing the strategy itself, but in effectively embedding it within managerial practices, organizational structures, and everyday decision-making processes. Christina Engert and Rupert J. Baumgartner (2016) emphasize that implementation difficulty constitutes one of the central problems of strategic management in the field of sustainability, because organizations relatively more often formulate ambitious assumptions than consistently translate them into operational practice. Similarly, Helga Hermundsdottir and Arild Aspelund (2022) indicate that

sustainability strategies produce measurable outcomes only when they are reflected in environmental and social innovations as well as in actual organizational activities. In this light, the question concerning the relationship between the strategic role of ecomarketing and the consistency of its implementation with the environmental policy should be regarded as particularly justified, as it makes it possible to capture whether an enterprise moves from the level of declarations to the level of genuine integration of activities.

The importance of the undertaken research problem is also confirmed by studies on the relationship between green marketing and enterprise performance. The literature has repeatedly demonstrated that pro-environmental marketing strategies may constitute a source of organizational and market benefits. Elena Fraj, Martínez, and Matute (2011) found that a green marketing strategy may positively influence organizational performance, especially when supported by an appropriate environmental culture within the enterprise. Similar conclusions were presented by Cuthbert Mukonza and Ilse Swarts (2020), who indicated the beneficial impact of green marketing strategies on business performance and organizational image. In turn, Cees J. Gelderman, Schijns, Lambrechts, and Vijgen (2021) demonstrated that green marketing practices foster the development of satisfaction and loyalty in interorganizational relationships. It should be noted, however, that these studies focus primarily on the effects of implementing pro-environmental strategies, while much less attention is devoted to the issue of their internal organizational consistency. In particular, it remains insufficiently recognized whether enterprises declaring the strategic importance of ecomarketing actually incorporate all planned ecomarketing implementations into the formal assumptions of their environmental policy.

The reputational and institutional dimension of the discussed issue is also of considerable importance. In recent years, the literature has increasingly emphasized the need to distinguish between genuine and merely symbolic environmental activities. Yen Truong, Mazloomi, Biedenbach, and Javalgi (2021) demonstrated that substantive actions embedded in actual organizational practices strengthen a company's reputation, whereas symbolic actions may lead to the opposite effects. In a similar vein, Mizan Rahman and Nga Nguyen-Viet (2023) point out that the effectiveness of green marketing strategies depends on their authenticity, transparency, and consistency between communication and the organization's actual activities. This means that a lack of consistency between strategically declaring the importance of ecomarketing and its actual embedding in the environmental policy may generate a risk of losing credibility and, in extreme cases, lead to accusations of greenwashing (Wolniak, Hąbek, 2015). Therefore, examining the analyzed relationship has not only cognitive significance, but also substantial practical value.

In this context, a clear research gap can be identified. Previous studies have focused primarily on defining green marketing, analyzing its instruments, examining the environmental orientation of enterprises, and assessing the impact of pro-environmental strategies on organizational and reputational performance (Banerjee, 2002; Dangelico, Vocalelli, 2017;

Engert, Baumgartner, 2016; Rahman, Nguyen-Viet, 2023). Much less frequently, however, attempts have been made to empirically capture the relationship between perceiving ecomarketing as a strategic element and the extent to which all planned ecomarketing implementations are incorporated into the company's environmental policy. This gap is both theoretical and practical in nature. On the one hand, it concerns the insufficiently recognized mechanism of integration between the strategic and implementation layers; on the other hand, it relates to the practical problem of ensuring consistency in the enterprise's environmental activities.

Consequently, undertaking this topic should be regarded as fully justified. An analysis of the relationship between the strategic role of ecomarketing and the consistency of its planned implementations with the company's environmental policy may contribute to a deeper understanding of the actual mechanisms integrating marketing and environmental activities within the organization. At the same time, it may provide important guidance for management practice by supporting enterprises in designing more coherent and credible operational strategies. Thus, the discussed research problem aligns with the current research needs of management and quality sciences and responds to the challenges faced by contemporary enterprises operating under conditions of increasing pressure for environmental responsibility and strategic transparency.

3. Research Method

The study employs a quantitative approach using the diagnostic survey method with the application of a questionnaire survey. The choice of this method results from the nature of the research problem, which concerns identifying the relationship between the perception of ecomarketing as a strategic element of the enterprise and the assessment of the consistency of planned ecomarketing implementations with the organization's environmental policy. The diagnostic survey method is widely applied in the social sciences and management sciences, particularly when the objective of the study is to identify respondents' opinions, attitudes, and evaluations through the use of a standardized measurement instrument (Sullivan, Artino, 2013).

The research instrument is a structured questionnaire survey comprising questions concerning both the perception of the strategic role of ecomarketing and its links with the company's environmental policy. The questionnaire also includes demographic and organizational questions relating to the characteristics of the enterprise and the respondent, such as enterprise size, organizational and legal form, business profile, scope of operations, share of foreign capital, respondent's position, age, and work experience. Such a structure of the instrument makes it possible to simultaneously capture respondents' opinions and conduct

comparative analyses taking into account selected characteristics of the entities and respondents.

The measurement of respondents' opinions is based on a five-point Likert scale, allowing for the determination of the degree of agreement with individual statements. The use of this type of scale is justified by its widespread application in attitude and opinion research, as well as by its ability to provide a quantitative representation of respondents' declarations while preserving the ordinal nature of the data (Jamieson, 2004; Sullivan, Artino, 2013). In the study, respondents assess statements such as: "Ecomarketing is a factor in the creation and implementation of the competitive strategy of contemporary enterprises" and "All planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy". Responses to these questions constitute the basis for further analysis of the relationship between the strategic dimension of ecomarketing and the degree of its organizational integration.

The study includes 1,025 respondents, which constitutes a sample size enabling statistical analyses concerning both relationships between variables and differences among distinguished groups. The sampling method was purposive, and the study was conducted using a questionnaire survey. This organization of the research process makes it possible to collect standardized data from a large group of respondents and subsequently subject them to statistical analysis.

Due to the nature of the collected data, the study has a cross-sectional character, as the data are gathered once within a specific time frame in order to identify respondents' opinions and the relationships between the analyzed variables. Such a research design enables the identification of the coexistence of specific phenomena; however, it does not provide a basis for formulating unequivocal cause-and-effect conclusions. Consequently, the study makes it possible to determine the strength and direction of relationships between variables, but it does not establish the causal nature of these relationships.

Spearman's rank correlation coefficient is used to analyze relationships between ordinal variables. The choice of this measure is justified by the nature of the data obtained using the Likert scale and by the objective of the analysis, which is to determine the strength and direction of the monotonic relationship between respondents' evaluations. Spearman's rank correlation is primarily applied when variables are ordinal in nature or when there are no grounds for assuming the conditions required for parametric correlation coefficients (Sullivan, Artino, 2013). In the present study, this coefficient is used to assess the relationship between recognizing ecomarketing as a factor in the creation and implementation of a competitive strategy and the belief that all planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy.

In comparative analyses between two independent groups, the Mann-Whitney U test is employed. This test constitutes a nonparametric alternative to the independent samples t-test and is applied in situations where the compared variable is ordinal in nature or when there are

no grounds for assuming the normality of distribution (Jamieson, 2004; de Winter, Dodou, 2010). In the present study, this test enables the comparison of evaluations of selected statements between enterprises differing in specific characteristics, for example between enterprises with foreign capital participation and those without such participation, as well as between micro-enterprises and other categories of enterprises. The application of the Mann-Whitney U test makes it possible to determine whether the differences between these groups are statistically significant.

Data analysis is conducted using the Statistica software package. The analytical process employs both descriptive statistics, enabling the characterization of the structure of respondents' answers, and selected nonparametric methods of statistical analysis adapted to the level of data measurement. The research procedure designed in this way remains consistent with the objective of the study and allows for an adequate identification of the relationship between the strategic role of ecomarketing and the degree of consistency of its implementations with the company's environmental policy.

The adopted research method therefore enables an empirical verification of the formulated research question and an assessment of whether the strategic perception of ecomarketing coexists with its stronger embedding in the assumptions of the company's environmental policy. At the same time, the use of a standardized instrument, a large research sample, and nonparametric methods of data analysis increases the validity and reliability of the conducted analyses. It should be emphasized that the questionnaire measures respondents' perceptions and assessments of organizational practices rather than independently verified organizational behaviour. Consequently, the analyses presented in this study refer to perceived consistency between ecomarketing and environmental policy, not to objectively confirmed implementation within enterprises.

4. Research Results

The examination of the relationship between respondents' assessments of the statement "Ecomarketing is a factor in the creation and implementation of the competitive strategy of contemporary enterprises" and their assessments of the statement "All planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy" indicated a positive association of relatively high strength (Table 1). Based on the available fragment of the empirical material, Spearman's rank correlation coefficient was preliminarily estimated at $\rho s = 0.730$. The obtained result suggests that respondents who more strongly perceive ecomarketing as a strategic factor also tend to declare a higher level of consistency between planned ecomarketing activities and the company's environmental policy. These findings concern respondents' perceptions and should not be interpreted as direct

evidence that such consistency objectively exists within the surveyed organizations. Thus, the preliminary empirical findings are consistent with the adopted theoretical assumptions and suggest that respondents who attribute greater strategic importance to ecomarketing also tend to perceive stronger consistency between planned ecomarketing activities and environmental policy. However, because the analysis is based on respondents' declarations and an incomplete empirical dataset, these observations should be regarded as preliminary rather than conclusive evidence.

Table 1.
Spearman's Rank Correlation Between the Analyzed Variables

Variable 1	Variable 2	Spearman's Rank Correlation Coefficient (ρs)	Strength of Relationship	Remarks
Ecomarketing is a factor in the creation and implementation of the competitive strategy of contemporary enterprises	All planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy	**0.730**	Positive, relatively strong	Preliminary result estimated on the basis of a fragment of the empirical material

Source: Authors' own calculations.

It should be emphasized, however, that the presented value of the correlation coefficient is preliminary and indicative in nature, as it was established on the basis of a fragment of the empirical material rather than the entire dataset. Consequently, this result should be treated as a premise for further, comprehensive statistical verification rather than as a final basis for formulating unequivocal conclusions for the entire studied population. From a methodological perspective, this means that the direction and strength of the relationship have been initially identified; however, their final confirmation requires conducting the analysis on the complete research material.

In the context of between-group analyses, it is also justified to employ the Mann-Whitney U test, which makes it possible to assess whether two independent groups differ with respect to evaluations formulated on an ordinal scale (Table 2). This procedure may be applied in particular to compare evaluations concerning the strategic role of ecomarketing between enterprises with foreign capital participation and those without foreign capital participation, as well as to compare evaluations relating to the consistency of planned ecomarketing implementations with the environmental policy between micro-enterprises and other enterprises. At the present stage, it is possible to confirm the methodological adequacy of this test for the adopted arrangement of variables; however, the lack of complete empirical data prevents the presentation of the final values of the test statistic and the level of statistical significance (Table 2).

Table 2.
Scope of Planned Between-Group Analyses Using the Mann-Whitney U Test

Dependent Variable	Grouping Variable	Group 1	Group 2	Planned Method of Analysis	Purpose of Analysis
Ecomarketing is a factor in the creation and implementation of the competitive strategy of contemporary enterprises	Foreign capital participation	Enterprises with foreign capital participation	Enterprises without foreign capital participation	Mann-Whitney U test	Assessment of differences between groups
All planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy	Enterprise size	Micro-enterprises	Other enterprises	Mann-Whitney U test	Assessment of differences between groups

Source: Authors' own calculations.

As a result, the findings obtained thus far should be treated as preliminary confirmation of the existence of a positive relationship between the strategic role of ecomarketing and the consistency of planned ecomarketing implementations with the company's environmental policy. These results remain consistent both with the formulated research question and with the adopted research objective aimed at determining whether, and to what extent, the strategic role of ecomarketing is related to the consistency of its implementations within the enterprise. At the same time, full verification of this relationship, as well as the assessment of potential differences between the distinguished groups of enterprises, requires further analyses based on a complete dataset.

5. Discussion

The obtained result indicating a positive relationship between the perception of ecomarketing as a factor in the creation and implementation of a competitive strategy and the belief that planned ecomarketing implementations are incorporated into the assumptions of the company's environmental policy is generally consistent with the adopted theoretical assumptions. In the subject literature, ecomarketing is increasingly perceived not as a set of isolated promotional activities, but as an element of the enterprise's broader strategic orientation, encompassing product and service offering development, stakeholder relationships, and the integration of market and environmental objectives (Dangelico, Vocalelli, 2017). Moreover, the systematic review conducted by Dangelico and Vocalelli demonstrated that research on green marketing has evolved from an instrumental perspective toward a strategic approach, which strengthens the assumption that recognizing ecomarketing as a component of competitive strategy should coexist with its embedding within the company's environmental policy.

This result also corresponds with the stream of research on corporate environmentalism, according to which the way an organization interprets environmental issues influences the degree to which they are incorporated into decision-making and strategic processes. Subhabrata Bobby Banerjee defines corporate environmentalism as the process of integrating environmental issues into organizational decisions and identifies its two fundamental dimensions: environmental orientation and the focus of environmental strategy (Banerjee, 2002). Therefore, if an enterprise attributes strategic importance to ecomarketing, then, according to this perspective, it should be expected that ecomarketing will not remain merely at the declarative level, but will instead be reflected in implementation plans and in the formal assumptions of the company's environmental policy. In this sense, the obtained positive correlation supports the theoretical assumption regarding the coexistence of strategic orientation and the organizational integration of environmental activities.

The discussed result is also consistent with studies concerning the gap between strategy formulation and its implementation. Christina Engert and Rupert J. Baumgartner emphasize that one of the principal problems faced by contemporary organizations is no longer the formulation of sustainability strategies itself, but rather their translation into organizational practice, management systems, and concrete implementation activities (Engert, Baumgartner, 2016). In this light, the positive relationship between the strategic role of ecomarketing and the consistency of its planned implementations with the environmental policy should be interpreted as an indication that, within the studied organizations, the strategic importance of this area may be partially translated into the operational and institutional level. This also corresponds with the findings of Helga Hermundsdottir and Arild Aspelund, who demonstrated that sustainability strategies influence the implementation of environmental and social innovations, and only through these implementations do they affect enterprise performance (Hermundsdottir, Aspelund, 2022). This means that a strategic declaration alone is insufficient; what matters is its organizational embedding. It is precisely within this area that the principal interpretative significance of the obtained result is located.

The results may also be related to studies indicating that a green marketing strategy can contribute to improving organizational and market performance, provided that it does not function independently of the enterprise's culture and practices. Elena Fraj, Martínez, and Matute demonstrated that the impact of a green marketing strategy on company performance is strengthened by the organization's environmental culture, which suggests that the effectiveness of ecomarketing depends on its embedding within a broader organizational system (Fraj et al., 2011). Similar conclusions arise from the studies conducted by Cees J. Gelderman and co-authors, who showed that green marketing as an organizational practice influences satisfaction and loyalty in B2B relationships and therefore has a tangible market dimension when it takes the form of coherent and credible enterprise activities (Gelderman et al., 2021). In this context, the identified positive relationship may be interpreted as preliminary evidence supporting the thesis that the strategic perception of ecomarketing is not

merely a declarative category, but may instead be associated with a higher level of organizational consistency in pro-environmental activities.

An important interpretative context is also the issue of the authenticity of environmental activities. The literature clearly emphasizes that a lack of consistency between strategic declarations and actual organizational practices increases the risk of symbolic actions and accusations of greenwashing (Mesjasz-Lech, 2023). Mizan Rahman and Nga Nguyen-Viet indicate that trust in green marketing activities is associated with transparency, the avoidance of misleading practices, and consistency between communication and practice (Rahman, Nguyen-Viet, 2023). In turn, Yen Truong and co-authors demonstrated that substantive actions strengthen an organization's reputation, whereas merely symbolic actions may weaken it. In this light, the obtained preliminary result may have theoretical and practical significance if confirmed using the complete dataset, as it suggests that the strategic embedding of ecomarketing may potentially reduce the risk of discrepancies between declaration and implementation and thereby foster greater enterprise credibility in the area of environmental policy.

Against the background of previous studies, it should be emphasized that the novelty of the present analysis lies not so much in examining green marketing itself, but rather in capturing the specific relationship between its strategic dimension and its implementation dimension. Most of the cited studies focus either on the definitions and instruments of green marketing or on its impact on enterprise performance, reputation, trust, or consumer behavior (Dangelico, Vocalelli, 2017; Fraj et al., 2011; Gelderman et al., 2021; Rahman, Nguyen-Viet, 2023). Much less frequently, however, is the direct relationship analyzed between whether managers perceive ecomarketing as part of a competitive strategy and whether all planned ecomarketing implementations are embedded within the formal assumptions of the company's environmental policy. Thus, the study contributes cognitive value because it combines two levels of analysis that are often discussed separately in the literature: the level of strategic declaration and the level of implementation consistency.

A particularly important contribution should also be recognized in the fact that the study makes it possible to better capture the mechanism through which environmental orientation may transition from the level of a general management concept to the level of specific organizational decisions. In this sense, the obtained results extend the findings of Subhabrata Bobby Banerjee as well as Christina Engert and Rupert J. Baumgartner by demonstrating that the relationship between strategy and implementation may also be analyzed through the prism of ecomarketing as a specialized component of enterprise strategy, rather than exclusively through the prism of general sustainability strategies (Banerjee, 2002; Engert, Baumgartner, 2016). The novelty of the study therefore lies in a more precise embedding of the problem simultaneously within the fields of marketing management and environmental management.

At the same time, the results should be interpreted with caution. The relationship calculated thus far is preliminary in nature, as it was estimated on the basis of a fragment of the empirical material rather than the complete dataset. This means that the current result should be treated as evidence supporting the adopted theoretical assumptions, rather than as a final and generalizable conclusion. For this reason, the full cognitive value of the study will emerge only after verification of the relationship using the complete empirical material and after extending the analyses to include between-group comparisons, for example through the application of the Mann-Whitney U test for selected enterprise characteristics. This limitation, however, does not undermine the significance of the obtained result, but rather indicates its appropriate place: as an important preliminary step toward the empirical verification of the relationship between the strategic role of ecomarketing and the consistency of its implementations with the company's environmental policy.

In summary, the obtained results remain consistent with the theoretical section and support the assumption that the strategic importance attributed to ecomarketing coexists with greater consistency of its planned implementations within the framework of the organization's environmental policy. Their principal cognitive value lies in linking two perspectives that are often analyzed separately: the strategic perspective and the implementation perspective. Nevertheless, these interpretations should remain cautious because the reported relationship reflects respondents' subjective assessments and has been estimated using only a preliminary part of the empirical dataset. Consequently, the present discussion should be regarded as an interpretation of initial empirical tendencies rather than definitive confirmation of organizational practice.

6. Conclusion

The preliminary analyses suggest the existence of a positive relationship between respondents' perception of ecomarketing as a factor in the creation and implementation of competitive strategy and their assessment that planned ecomarketing implementations are incorporated into the company's environmental policy. At the present stage, these findings should be interpreted as evidence of respondents' perceptions rather than as confirmation that such consistency objectively exists within the surveyed enterprises. Moreover, because the reported correlation coefficient was estimated using only a fragment of the empirical material, the relationship requires verification using the complete dataset before broader conclusions can be drawn.

At the same time, the limitations of the study should be clearly emphasized. The most significant of these results from the fact that the correlation result presented thus far is preliminary in nature and was estimated on the basis of a fragment of the empirical material

rather than the complete dataset. This limits the possibility of formulating generalizable conclusions and requires interpretative caution. Additionally, the study is based on respondents' declarations, which may involve the risk of subjective evaluations and the influence of socially desirable response tendencies. Another limitation is the cross-sectional nature of the analysis, which makes it possible to capture the coexistence of the examined phenomena but does not provide grounds for unequivocal conclusions regarding cause-and-effect relationships. It should also be noted that some of the planned comparative analyses, including those using the Mann-Whitney U test, still require full verification on the complete research material.

Although the findings are preliminary, they suggest that, if confirmed using the complete dataset, stronger integration between ecomarketing and environmental policy may be beneficial for enterprise management. Therefore, the present observations should be regarded as tentative implications requiring further empirical verification rather than definitive managerial recommendations.

The study also makes a specific contribution to science. Its cognitive value lies primarily in linking two areas that are often analyzed separately in the literature, namely the strategic dimension of ecomarketing and the organizational consistency of its implementations with the company's environmental policy. In this sense, the study extends existing findings in the fields of green marketing, corporate environmentalism, and the implementation of sustainability strategies by demonstrating that it is justified to analyze ecomarketing not only as a set of market instruments or a source of organizational outcomes, but also as an element requiring institutional embedding within company policy. This contribution is both theoretical, as it organizes the relationships between the strategic and implementation dimensions, and methodological, as it indicates directions for further operationalization of variables describing the integration of environmental and marketing activities.

In light of the findings obtained, it is justified to indicate directions for further research. First, full verification of the relationship on the complete empirical material is necessary, which will make it possible to determine more precisely the strength and nature of the relationship between the analyzed variables. It would also be desirable to extend the analysis to include between-group comparisons, taking into account such enterprise characteristics as company size, foreign capital participation, business profile, or market position. A valuable direction for further research would also be to include additional intervening or moderating variables, such as organizational culture, management commitment, innovation orientation, or stakeholder pressure. From a methodological perspective, longitudinal studies would also be justified, as they would make it possible to observe changes over time and better identify causal mechanisms. Finally, a valuable complement to quantitative research would be qualitative studies, allowing for a deeper understanding of how enterprises actually integrate ecomarketing with environmental policy and what barriers and conditions accompany this process.

In summary, the conducted study constitutes an important step toward a better understanding of the relationship between the strategic role of ecomarketing and the consistency of its planned implementations with the company's environmental policy. Although the present findings are preliminary and are based on respondents' perceptions rather than independently verified organizational practices, they provide an initial indication that the relationship between the strategic role of ecomarketing and perceived consistency with environmental policy deserves further empirical investigation using the complete research dataset.

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