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### Sustainable Digital Marketing for Socio-Economic and Environmental Development: An Integrative Framework for Responsible Value Creation

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#### Abstract

Marketing is increasingly expected to contribute not only to firm-level growth but also to inclusive, digital and sustainable development. This paper develops an integrative conceptual framework for sustainable digital marketing as a strategic capability that connects market insight, customer engagement, value proposition design, data governance and impact accountability. Drawing on marketing strategy, market orientation, service-dominant logic, stakeholder theory, sustainability marketing, digital marketing and consumer protection literature, the paper argues that marketing can no longer be treated as a narrow promotional function. In development-oriented economies, marketing shapes the demand side of structural transformation: it informs what firms produce, how products and services are designed, how consumers understand value, how trust is constructed, and how market participation becomes more inclusive. The study uses an integrative conceptual review and framework-building approach rather than primary empirical data. It proposes that sustainable marketing

performance emerges through three mechanisms: credible value communication, responsible behavioral influence and relationship-based value co-creation. The paper further identifies boundary conditions that can strengthen or weaken marketing's contribution, including institutional trust, digital infrastructure, consumer literacy, environmental claim governance and organizational learning capability. Several visual models, diagnostic tables and illustrative maturity charts are offered to support future empirical testing and managerial application. The paper contributes to international debates on socio-economic and environmental issues in development by showing how marketing capability can be reconfigured to support productivity, consumer welfare, innovation, market resilience and lower-impact consumption. It concludes that the next stage of marketing scholarship and practice should move from persuasion-centered growth toward evidence-based, inclusive and accountable market transformation.

**Keywords:** Digital Marketing, Market Transformation, Responsible Consumption, Sustainable Marketing

#### 1. Introduction

Marketing has traditionally been associated with market research, segmentation, targeting, positioning, branding, communication, sales support and customer relationship management. These activities remain important, but the operating context of marketing has changed substantially. Firms now operate in markets shaped by digital platforms, data-intensive decision systems, fragmented consumer attention, environmental risk, social inequality, regulatory scrutiny and rising expectations for business responsibility. In this environment, marketing is not merely a tool for stimulating demand; it is a strategic governance function that translates societal needs into value propositions, connects organizations with stakeholders and influences how consumption patterns evolve over time.

The contemporary definition of marketing already reflects this broader orientation. The American Marketing Association defines marketing as the activity, institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large. This definition is important because it explicitly places society within the domain of marketing value. The implication is that marketing cannot be evaluated only by short-term sales, market share or campaign efficiency. It must also be evaluated by the quality of value created, the fairness of exchange relationships, the credibility of claims and the effects of consumption on social and environmental systems.

The relevance of marketing for socio-economic and environmental development is particularly significant in emerging and transitional economies. In such contexts, firms face the dual task of expanding market access and upgrading the quality of

market participation. Marketing can help small and medium-sized enterprises identify customer needs, differentiate products, build brands, use digital channels and enter more valuable market segments. It can also assist public agencies and social enterprises in promoting health, education, energy efficiency, circular consumption and climate adaptation. However, the same marketing tools can intensify materialism, accelerate wasteful consumption, manipulate vulnerable consumers or create misleading environmental claims if they are detached from ethics and accountability. The central question, therefore, is not whether marketing matters for development, but what kind of marketing capability is needed for sustainable development.

This paper addresses that question by developing a conceptual article suitable for an international conference on socio-economic and environmental issues in development. The study is positioned at the intersection of marketing strategy, digital transformation and sustainability. It treats marketing as a capability system composed of market sensing, value proposition design, engagement, relationship management, data analytics, communication and impact measurement. The argument is that marketing contributes to development when these capabilities are aligned with three objectives: economic viability, social inclusiveness and environmental responsibility.

The paper is motivated by four observable tensions. First, firms need growth, but growth based purely on more consumption is increasingly inconsistent with ecological limits. Second, digital marketing offers unprecedented precision, scalability and interactivity, but it also raises questions about privacy, algorithmic bias, misinformation and unequal access. Third, consumers increasingly encounter sustainability claims, but trust is weakened when such claims are vague, exaggerated or unsupported. Fourth, many organizations adopt sustainability language in branding without redesigning products, operations, distribution or business models. These tensions suggest that marketing research and practice need a more integrated analytical framework.

The study has three objectives. The first objective is to clarify the conceptual evolution of marketing from exchange and persuasion toward value co-creation, stakeholder engagement and market transformation. The second objective is to identify the capabilities through which marketing can support sustainable and digital development. The third objective is to propose an integrative framework, propositions and diagnostic tools that can be adapted for future empirical research, enterprise assessment and policy discussion.

The paper is organized as follows. Section 2 reviews the theoretical foundations, including market orientation, resource-based and dynamic capability perspectives, service-dominant logic, customer experience, digital marketing, sustainability marketing and greenwashing governance. Section 3 explains the conceptual review methodology. Section 4 presents the integrative framework, key mechanisms, propositions, tables and visual models. Section 5 discusses implications for managers, policymakers and researchers. Section 6 concludes with limitations and directions for future research.

## 2. Literature Review and Theoretical Background

Marketing theory has developed through multiple overlapping traditions. Early managerial marketing

emphasized the marketing mix and the coordination of product, price, place and promotion decisions. This approach remains useful because firms still need concrete levers for designing and delivering offerings. Yet the marketing mix perspective can be too narrow when markets are understood as complex socio-technical systems. A contemporary view must examine how organizations learn from markets, shape value networks, manage stakeholder trust and influence consumption systems.

Market orientation is one of the most important foundations for this broader perspective. Kohli and Jaworski conceptualized market orientation as the generation of market intelligence, dissemination of intelligence across departments and responsiveness to that intelligence. Narver and Slater framed it through customer orientation, competitor orientation and interfunctional coordination. Both approaches show that marketing is not confined to the marketing department. It is a firm-wide learning process that allows organizations to understand changing needs and create superior value. In development contexts, market orientation is equally relevant for public institutions, cooperatives, agricultural enterprises, social enterprises and local governments because they must understand beneficiaries, citizens and market actors before designing interventions.

The resource-based view and dynamic capability perspective add another layer. Marketing capabilities can be viewed as specialized organizational routines that help firms sense opportunities, seize them and reconfigure resources in response to environmental change. Brand management, analytics, customer relationship management, distribution coordination and innovation communication are not isolated activities; they are capabilities that become valuable when they are difficult to imitate and aligned with strategy. In digital markets, the capability logic becomes even more important because technological tools are widely available, while the ability to integrate data, human judgment, ethical governance and customer knowledge is much less common. Service-dominant logic has further transformed the understanding of marketing. Vargo and Lusch argue that value is not embedded only in goods but co-created through use, interaction and service exchange. This idea is central to sustainable marketing because environmental and social value often emerges after purchase: through product use, maintenance, repair, reuse, recycling and responsible disposal. A firm that sells an energy-efficient appliance, for example, creates sustainability value only if customers understand how to use it effectively, if service systems extend its life, and if disposal or recycling channels are available. Marketing therefore becomes a bridge between product design, customer practice and societal outcome.

Customer experience and customer journey research also expand the scope of marketing. Consumers no longer encounter brands only through advertising or sales points. They interact through search engines, social media, mobile applications, reviews, customer service, logistics, communities and post-purchase support. Each touchpoint influences perceived value, trust and loyalty. Digitalization has multiplied touchpoints and made customer journeys more nonlinear. For sustainable marketing, the customer journey must also include information quality, environmental transparency, social proof, repair services, take-back schemes and community learning. The journey is

not only a path to purchase but also a path to responsible consumption.

Digital marketing scholarship emphasizes interactivity, personalization, content, social media, mobile communication, search visibility, platform ecosystems and analytics. Digital tools can reduce information asymmetry, lower market entry barriers for small firms and allow niche sustainability offerings to reach interested consumers. They can also generate detailed behavioral data, enabling better segmentation and customer support. However, digital marketing can become problematic when personalization becomes intrusive, when algorithms reinforce stereotypes, when attention is exploited through addictive design or when consumers cannot distinguish reliable information from manipulative claims. Therefore, digital marketing requires governance as much as innovation.

Sustainability marketing literature challenges the assumption that marketing should always maximize consumption volume. Belz and Peattie, Peattie and Belz, and related scholars argue that marketing should integrate ecological and social concerns into value creation and exchange. This means that sustainable marketing must influence not only communication but also product design, pricing fairness, distribution efficiency, consumption practices and end-of-life systems. It must ask whether the offering genuinely improves well-being and reduces harm, not merely whether it can be sold through a green message.

Transformative consumer research and mindful consumption studies add a normative dimension. Marketing affects identities, aspirations and social norms. It can normalize overconsumption, status competition and disposable lifestyles, but it can also promote sufficiency, sharing, repair, healthier choices and community value. The ethical challenge is to design marketing interventions that respect consumer autonomy while supporting choices that are beneficial for people and the planet. This challenge is especially sensitive in low- and middle-income markets, where development requires expanded access to goods and services, but the replication of high-waste consumption models would be environmentally unsustainable.

Green marketing and greenwashing represent a critical tension. Green marketing can help consumers identify lower-impact products, reward responsible firms and accelerate diffusion of sustainable innovations. Greenwashing occurs when environmental claims are false, vague, exaggerated, selective or unsupported. The harm is not only that consumers may be misled. Greenwashing also damages trust, weakens legitimate sustainability efforts and creates unfair competition against firms that invest seriously in environmental improvement. Consumer protection agencies and international organizations increasingly emphasize the need for verifiable, specific and comparable environmental claims.

Stakeholder theory broadens the relevant audience of marketing beyond customers. Firms communicate with employees, suppliers, investors, regulators, communities and civil society. A sustainability claim aimed at consumers may affect investor expectations, employee pride and regulatory risk. A marketing strategy that ignores these stakeholders can create reputational vulnerability. Conversely, stakeholder engagement can generate knowledge, legitimacy and innovation. In this sense, marketing becomes part of corporate governance because it manages the interface between the organization and its external environment.

The literature therefore suggests that marketing for development must be understood as an integrated capability system. It includes traditional market-facing functions but also organizational learning, stakeholder engagement, data governance and impact accountability. The framework developed in this paper synthesizes these streams and proposes that marketing contributes to sustainable development through credible communication, responsible influence and value co-creation.

### 3. Method

This paper uses an integrative conceptual review and framework-building method. The purpose is not to estimate causal effects from primary data but to synthesize relevant theoretical streams and translate them into a structured model for future research and practice. This approach is appropriate when a phenomenon is interdisciplinary, when concepts are dispersed across literatures, and when the research goal is to generate propositions, constructs and analytical relationships rather than test a single hypothesis.

The review draws on five streams of literature. The first stream is strategic marketing and market orientation, which explains how firms learn from markets and coordinate resources to create value. The second stream is service-dominant logic, customer experience and relationship marketing, which explains how value emerges through interaction and use. The third stream is digital marketing and marketing analytics, which explains how data, platforms and automation reshape customer engagement and decision making. The fourth stream is sustainability marketing, green marketing and transformative consumer research, which examines how marketing can support responsible consumption and social welfare. The fifth stream is stakeholder, institutional and consumer protection literature, which explains why trust, legitimacy and governance are essential in markets characterized by information asymmetry and environmental claims.

The analytical procedure consisted of four steps. First, key constructs were identified from the literature, including market sensing, customer engagement, sustainable value proposition, analytics capability, trust, legitimacy, customer welfare, responsible consumption and impact accountability. Second, the constructs were grouped into higher-order categories: contextual drivers, marketing capabilities, value-creation mechanisms and development outcomes. Third, relationships among these categories were translated into a conceptual framework and a set of propositions. Fourth, the paper developed diagnostic tables and illustrative figures to support application by organizations and researchers.

This method has several advantages. It allows the paper to connect firm-level marketing practice with broader development outcomes. It also avoids the narrowness of treating sustainable marketing as only environmental communication or treating digital marketing as only channel optimization. Instead, it emphasizes the systemic nature of marketing transformation. A sustainable digital marketing strategy must be internally consistent, externally credible and institutionally embedded.

The method also has limitations. Because the article is conceptual, it cannot claim statistical generalizability. The maturity profiles and charts included in this paper are illustrative rather than empirical. They are designed to show how organizations might diagnose their capabilities, not to report survey results. Future studies can operationalize the

constructs, collect data from firms or consumers, and test the propositions using methods such as structural equation modeling, multi-level analysis, qualitative comparative analysis or longitudinal case studies.

The review was written for an international conference context. Therefore, the paper prioritizes generalizable theoretical insight while also keeping emerging economy relevance in view. Many developing markets face constraints such as fragmented distribution, limited consumer protection capacity, uneven digital access and weak sustainability verification systems. These conditions do not reduce the importance of marketing; rather, they make responsible marketing more important because market communication can either reduce or amplify information asymmetry.

#### 4. Results: An Integrative Framework for Sustainable Digital Marketing

The first result of the paper is the integrative framework shown in Fig 1. The framework begins with contextual drivers: digitalization and artificial intelligence, sustainability pressure, and institutional-cultural conditions. These drivers shape the environment in which marketing strategies are designed. Digitalization changes how consumers search, compare, purchase, evaluate and share information. Sustainability pressure changes what consumers, investors and regulators expect from firms. Institutional and cultural conditions shape trust, interpretation of claims, willingness to pay and acceptance of new consumption models.

The second component is marketing capabilities. Three capabilities are especially central. Market-sensing capability refers to the ability to collect, interpret and use information about customers, competitors, technologies, regulations and societal expectations. Sustainable value proposition capability refers to the ability to design offerings that combine functional benefits, emotional meaning, social value and reduced environmental harm. Customer engagement capability refers to the ability to interact with customers across the journey, generate dialogue, support co-creation and build durable relationships.

The third component is value-creation mechanisms. Marketing capabilities produce outcomes through trust and legitimacy, behavioral change and relationship value. Trust is particularly important when sustainability claims are difficult for consumers to verify. Behavioral change is central because many sustainability outcomes depend on how consumers choose, use, maintain and dispose of products. Relationship value matters because sustainable markets often require repeated interaction, learning and service support rather than one-off transactions.

The fourth component is development outcomes. Economic outcomes include revenue quality, productivity, resilience, innovation and competitiveness. Social outcomes include consumer welfare, inclusion, access, empowerment and better information. Environmental outcomes include lower-impact consumption, circular flows, reduced waste and improved resource efficiency. The framework does not assume that all marketing activity automatically produces such outcomes. Rather, it argues that these outcomes depend on capability alignment, credible governance and feedback learning.

Fig 1 also includes feedback loops. Marketing analytics, consumer voice, impact measurement, regulatory learning

and continuous innovation return information to earlier stages of the system. Without feedback, marketing may become performative: it may communicate sustainability language without learning whether claims are understood, whether behaviors change or whether environmental outcomes occur. Feedback loops convert marketing from a campaign-based function into an adaptive market-learning system.

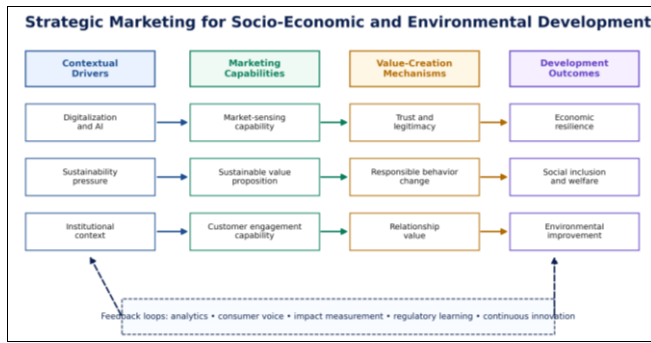
A key implication of the framework is that marketing transformation requires horizontal integration. A sustainability campaign cannot be effective if product design, supply chain management and after-sales service contradict the message. A digital personalization system cannot be legitimate if data governance is weak. A brand purpose statement cannot produce social value if pricing excludes disadvantaged groups or if communication manipulates vulnerability. Therefore, marketing strategy must connect with operations, innovation, human resources, finance, legal compliance and sustainability management.

The framework leads to several propositions. Proposition 1: market-sensing capability is positively associated with sustainable marketing performance when market intelligence includes social and environmental signals, not only purchase preferences. Proposition 2: sustainable value proposition capability strengthens customer trust when environmental and social claims are specific, evidence-based and connected to product attributes or service processes. Proposition 3: digital engagement capability improves relationship value when personalization is transparent, useful and respectful of consumer privacy. Proposition 4: impact accountability moderates the relationship between green communication and brand legitimacy. Proposition 5: consumer education and choice architecture mediate the relationship between marketing interventions and responsible consumption behavior.

Proposition 6: inclusive marketing improves socio-economic development outcomes when it reduces barriers to access, affordability, information and participation for underserved groups. Proposition 7: institutional trust strengthens the effect of sustainable marketing on consumer adoption because credible rules reduce perceived risk. Proposition 8: firms with stronger learning routines are more likely to transform sustainability feedback into innovation, rather than treating it as reputational risk management only.

The framework is deliberately broad, but it is not vague. It identifies constructs that can be measured. Market sensing can be measured through frequency of customer research, integration of sustainability indicators into segmentation, and use of data analytics. Sustainable value proposition capability can be measured through eco-design adoption, product-service innovation and verified impact claims. Engagement capability can be measured through customer journey quality, dialogue intensity and retention. Impact accountability can be measured through third-party verification, transparent reporting and correction mechanisms.

Table 1 summarizes the evolution of marketing logics relevant to this paper. It shows that sustainable digital marketing does not replace earlier marketing principles; it reconfigures them. The marketing mix remains useful, but it must be embedded in market orientation, relationship management, digital governance and sustainability accountability.



**Fig 1:** Integrative framework for sustainable digital marketing and development outcomes

**Table 1:** Evolution of Marketing Logics and Implications for Development

Marketing logic	Primary focus	Development relevance	Sustainability risk if misused
Marketing mix	Product, price, place and promotion decisions	Provides operational levers for designing and delivering offerings	May become sales-push oriented if detached from welfare and evidence
Market orientation	Customer intelligence, competitor awareness and interfunctional coordination	Improves fit between offerings and real needs	May ignore environmental externalities if needs are narrowly interpreted
Relationship marketing	Retention, loyalty, trust and service quality	Supports durable value and lower transaction costs	May lock consumers into low-value relationships or excessive consumption
Digital marketing	Data, platforms, content, personalization and analytics	Expands reach, speed and market access	Can create privacy, bias and manipulation risks
Sustainability marketing	Economic, social and environmental value integration	Aligns marketing with sustainable development goals	Can become greenwashing if claims lack evidence
Transformative marketing	Consumer welfare and positive social change	Supports responsible behavior and inclusion	Can become paternalistic if it ignores autonomy and structural barriers

**4.1 The Customer Journey as a Development Pathway**

The second result is a customer journey model for sustainable digital marketing, shown in Fig 2. Traditional journey models often emphasize awareness, consideration, purchase, retention and advocacy. This paper modifies that sequence by placing sustainability and accountability into every stage. The journey begins with sensing, in which organizations identify customer needs, social barriers, environmental concerns and information gaps. Sensing should include not only profitable segments but also underserved groups whose needs may be overlooked by conventional market research.

The second stage is segmentation. Responsible segmentation avoids exploiting vulnerability. It identifies meaningful differences in needs, capabilities, income, culture, digital

access and sustainability motivation. In development contexts, segmentation may reveal that some consumers need affordability and trust more than premium green features, while others need technical guidance, financing mechanisms or community-based distribution. Inclusive segmentation is therefore a tool for expanding participation rather than excluding low-margin groups.

The third stage is engagement. Digital channels make engagement scalable, but quality matters more than volume. Engagement should educate consumers, answer questions, facilitate comparison and create trust. For sustainability-oriented offerings, engagement may involve explaining life-cycle benefits, clarifying trade-offs, showing certifications, inviting feedback and building communities of practice. This is different from simply pushing persuasive content.

The fourth stage is conversion. In responsible marketing, conversion does not mean inducing any purchase at any cost. It means enabling informed and value-consistent decisions. Pricing, framing, warranties, labels and distribution should reduce friction while preserving consumer autonomy. Dark patterns, misleading scarcity claims, hidden costs and exaggerated environmental language can increase conversion in the short run but damage trust and welfare.

The fifth stage is retention. Retention is especially important because sustainability often depends on long-term use. Durable products, service contracts, repair support, customer education and feedback channels can increase both customer lifetime value and resource productivity. Retention also reduces the need for constant acquisition spending, which can improve economic efficiency.

The sixth stage is regeneration. This stage extends the journey beyond use. It includes reuse, resale, repair, refill, take-back, recycling and impact measurement. Regeneration is where marketing connects most directly with circular economy principles. Customers must know what to do after use, trust the system and see participation as convenient and meaningful. The brand relationship therefore continues into the post-consumption phase.

This journey model has practical value. It helps managers ask whether each touchpoint is merely persuasive or genuinely value-enhancing. It also helps policymakers and development agencies identify where consumers face barriers: lack of information, distrust, high switching costs, inadequate infrastructure or limited affordability. Marketing can address some barriers directly and can signal where broader policy support is needed.



**Fig 2:** Sustainable digital marketing journey from market sensing to regenerative impact

**4.2 Marketing Capabilities and Organizational Maturity**

The third result is a capability maturity interpretation. Organizations often have uneven marketing development. Some are strong at communication but weak at data

governance. Others are strong at digital targeting but weak at sustainability evidence. Many firms can create attractive messages but cannot demonstrate measurable social or environmental contribution. Fig 3 presents an illustrative maturity profile across six dimensions: market insight, customer engagement, inclusive access, green value proposition, data governance and impact accountability.

The purpose of the maturity profile is diagnostic. A score of one indicates ad-hoc and reactive activity. A score of two indicates emerging processes with limited consistency. A score of three indicates established routines. A score of four indicates integrated and data-informed capability. A score of five indicates leading practice with innovation, accountability and learning. The example in Fig 3 shows a common pattern: firms may be relatively advanced in market insight and customer engagement but less mature in data governance and impact accountability. This pattern creates risk because sophisticated marketing without accountability can scale weak claims or unfair personalization quickly.

Fig 4 complements the radar chart by comparing transformation areas. Traditional communication capability is often higher than impact reporting. This gap matters because sustainability-oriented marketing requires proof. A brand can claim responsibility, but consumers, regulators and partners increasingly expect evidence. Impact reporting does not mean overwhelming consumers with technical data. It means having credible internal measurement systems and communicating claims in clear, relevant and verifiable

ways.

Marketing maturity should be treated as a development process. At the initial level, organizations respond to market pressure with fragmented campaigns. At the developing level, they introduce digital tools, basic customer research and some sustainability messaging. At the established level, marketing routines are coordinated with product development, service delivery and data analytics. At the advanced level, sustainability and digital governance are integrated into segmentation, innovation and relationship management. At the leading level, marketing becomes a market transformation capability that shapes norms, supports responsible consumption and creates shared value. Capability maturity also depends on leadership. Senior managers must resist the temptation to treat sustainability marketing as reputational decoration. If marketing teams are rewarded only for short-term conversion, they will optimize for attention and persuasion, not welfare and trust. If sustainability teams work separately from marketing, claims may be technically accurate but poorly understood by customers. If analytics teams work without ethical guidelines, personalization may become intrusive. Integrated leadership is therefore essential.

Table 2 translates the capability framework into managerial routines. Each capability is linked to typical practices, risks and development indicators. This table can be used as a self-assessment tool by enterprises, public agencies or development projects.

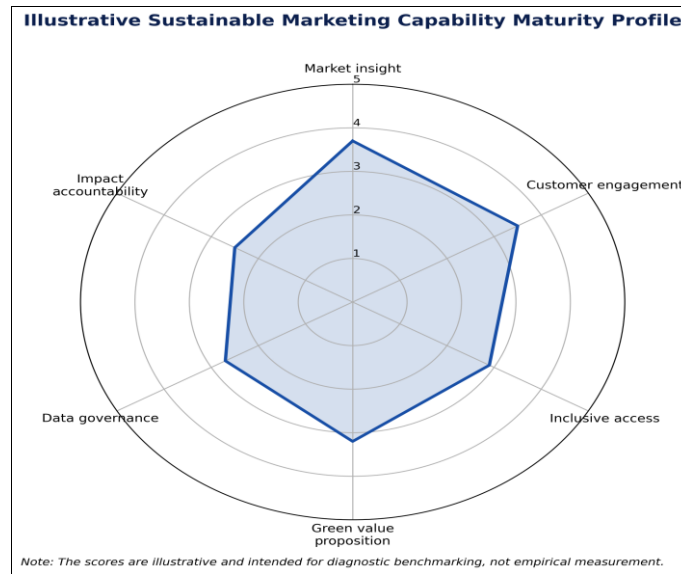


Fig 3: Illustrative maturity profile of sustainable marketing capabilities

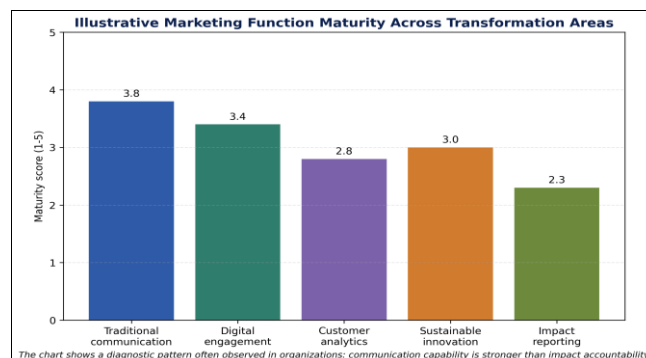


Fig 4: Illustrative marketing function maturity across transformation areas

**Table 2:** Sustainable Marketing Capabilities, Risks and Diagnostic Indicators

Capability	Core routines	Typical risk	Diagnostic indicators
Market sensing	Customer research, social listening, stakeholder scanning, regulatory monitoring	Narrow focus on profitable demand only	Coverage of underserved groups; integration of social and environmental signals
Sustainable value proposition	Eco-design, service innovation, fair pricing, product-service systems	Claims not connected to real product attributes	Evidence quality; customer relevance; life-cycle thinking
Digital engagement	Content, communities, CRM, personalization, mobile access	Intrusive targeting or low-quality information	Transparency, usefulness, accessibility and consent quality
Trust and claim governance	Cross-functional claim review, verification, corrective communication	Greenwashing and reputational damage	Specificity of claims, verification status and complaint resolution
Impact accountability	Dashboard, impact metrics, reporting, learning loops	Activity metrics confused with impact	Behavioral change, welfare indicators and environmental outcomes

**4.3 Strategic Positioning and Market Transformation**

Fig 5 presents a strategic positioning matrix with two axes: digital intensity and sustainability contribution. The horizontal axis represents the sophistication of digital tools, data integration, platform use and analytics. The vertical axis represents verified sustainability contribution, including environmental performance, social inclusion and responsible consumption outcomes. The matrix identifies four broad positions.

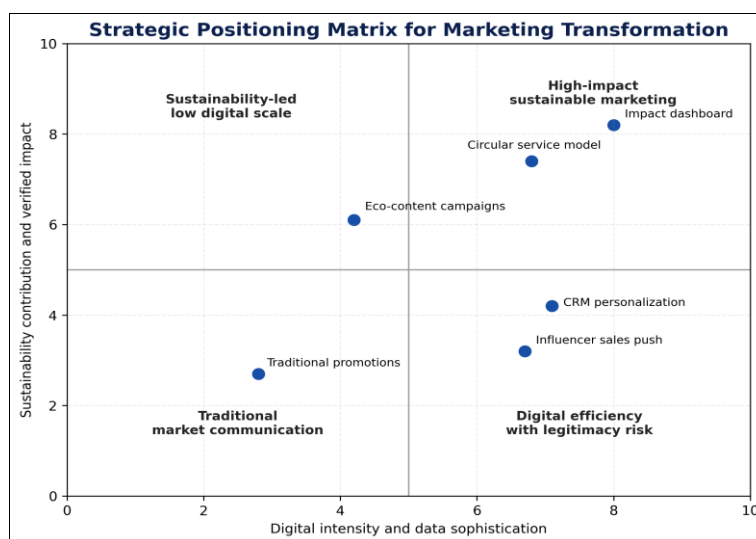
The lower-left quadrant represents traditional market communication. Organizations in this position rely mainly on conventional advertising, sales promotion and basic customer service. They may still be viable in local markets, but they are vulnerable to digital disruption and may struggle to demonstrate sustainability relevance. The upper-left quadrant represents sustainability-led but low digital scale. Organizations in this position may have credible responsible offerings, such as community-based products or eco-friendly services, but they lack digital reach, analytics and scalable engagement. Development support can help them build market access.

The lower-right quadrant represents digitally efficient but legitimacy-risk marketing. Organizations here have strong data systems, personalization and platform capabilities but weak sustainability substance. This position can generate

rapid sales but also creates reputational and regulatory risk, especially if green or social claims are used opportunistically. The upper-right quadrant represents high-impact sustainable marketing. Organizations in this position combine digital capability with verified social and environmental value. This is the strategic frontier for marketing in sustainable development.

The matrix emphasizes that digitalization and sustainability are not automatically aligned. A firm can be digital without being responsible. A firm can be responsible but invisible or inaccessible in digital markets. The strategic challenge is to integrate both. This requires investment in data infrastructure, customer knowledge, sustainability innovation, credible communication and governance.

The matrix also helps explain differences among sectors. In retail, digital platforms can scale sustainable product information and loyalty programs but may also accelerate impulse purchasing. In tourism, digital storytelling can support local communities and responsible travel but may create overtourism if unmanaged. In agriculture, digital marketing can connect farmers to consumers and improve traceability, but certification costs can exclude small producers. In financial services, digital channels can expand inclusion, but algorithmic scoring may reproduce inequality. Each sector needs a tailored marketing governance model.



**Fig 5:** Strategic positioning matrix for sustainable and digital marketing transformation

**Table 3:** Balanced Dashboard for Sustainable Digital Marketing

Dimension	Example indicators	Strategic question	Data source	Governance issue
Economic value	Revenue quality, margin, retention, customer lifetime value	Is marketing creating durable business value?	CRM, finance, sales records	Avoid short-term conversion bias
Customer welfare	Trust, satisfaction, complaint resolution, fairness perceptions	Are customers better informed and better served?	Surveys, service data, complaints	Protect vulnerable consumers
Digital responsibility	Consent quality, privacy incidents, algorithmic audit, accessibility	Is data use legitimate and inclusive?	Data governance systems	Prevent manipulation and exclusion
Social inclusion	Access for underserved segments, affordability, local participation	Who is included or excluded by the market offer?	Customer research, geographic data	Avoid tokenistic inclusion
Environmental impact	Packaging reduction, reuse participation, product durability, verified claims	Does consumption become less resource-intensive?	Life-cycle data, operations, third-party verification	Prevent greenwashing

## 5. Discussion

The analysis has several implications for marketing theory. First, it reinforces the shift from transaction-centered marketing to value-system marketing. If value is co-created through use and embedded in social and environmental contexts, marketing must examine the entire value system rather than the moment of exchange alone. This is consistent with service-dominant logic and customer experience research, but the sustainability perspective adds a stronger accountability requirement. It asks not only whether customers perceive value but whether the value proposition contributes to durable welfare.

Second, the paper extends market orientation by arguing that market intelligence should include sustainability signals. Traditional market orientation emphasizes customers and competitors. Sustainable market orientation must also include climate risk, resource constraints, social vulnerability, regulatory direction, cultural norms and stakeholder expectations. A firm that listens only to current demand may miss emerging constraints or opportunities. For example, consumers may not explicitly demand low-carbon products until regulation, media attention or social norms change. Market-sensing capability must therefore be anticipatory.

Third, the paper contributes to digital marketing by placing governance at the center. Much digital marketing research emphasizes performance metrics such as click-through rates, conversion, engagement, retention and customer lifetime value. These metrics are valuable but incomplete. They do not necessarily measure fairness, privacy, information quality or social welfare. A responsible digital marketing system needs additional metrics, such as complaint rates, transparency of personalization, accessibility, opt-out ease, claim verification and impact evidence.

Fourth, the paper clarifies the difference between green communication and sustainable marketing. Green communication is a subset of marketing activity focused on environmental messages. Sustainable marketing is broader: it includes product design, pricing, distribution, customer education, service systems, circularity and stakeholder engagement. Confusing these terms leads to superficial practice. Organizations may believe that sustainability marketing means adding environmental language to campaigns, while the real challenge is redesigning value creation.

For managers, the most immediate implication is that marketing must be integrated with strategy and operations.

A sustainable marketing strategy should begin with a real value proposition, not with a slogan. Managers should ask: What problem does the offering solve? Which stakeholders benefit? What evidence supports the claim? How does the product or service perform across its life cycle? What customer behavior is required for the sustainability benefit to occur? How will the firm measure and correct unintended consequences?

Managers should also develop a balanced dashboard. Financial indicators remain necessary: revenue growth, margin, customer acquisition cost, retention, share of wallet and brand equity. However, sustainable marketing also requires customer welfare indicators, such as satisfaction, trust, complaint resolution, accessibility and perceived fairness. Environmental indicators may include product durability, return rates, reuse participation, packaging reduction or verified emissions reduction. Social indicators may include inclusion of underserved segments, local supplier participation, affordability and consumer education reach.

Another managerial implication concerns organizational incentives. Marketing teams often operate under pressure to produce short-term results. This can encourage aggressive targeting, promotional overuse, exaggerated claims and neglect of post-purchase experience. Firms should therefore align incentives with long-term relationship value and trust. Measures such as repeat purchase quality, service recovery, referral trust, impact participation and claim accuracy can complement sales metrics.

For policymakers, the analysis suggests that marketing governance is part of sustainable market development. Consumer protection is not separate from economic development; it is a condition for trustworthy markets. If consumers cannot trust claims, responsible firms are not rewarded and low-quality firms can compete through deception. Clear rules on environmental claims, labeling, digital advertising, data privacy and platform accountability can improve market functioning. However, regulation should be accompanied by capacity building, especially for small firms that may lack the expertise to substantiate claims.

Public policy can also use marketing for positive development outcomes. Social marketing has long been used to promote public health, safety and environmental behavior. In the context of climate change and circular economy, public agencies can use marketing principles to improve adoption of energy-saving practices, waste

separation, public transport, sustainable food choices and disaster preparedness. The key is to combine behavioral insight with transparency and respect for autonomy.

In emerging economies, inclusive marketing is particularly important. Many consumers face barriers related to income, distance, literacy, language, disability, digital access or distrust of institutions. Marketing can reduce these barriers through appropriate segmentation, simplified information, community channels, local partnerships, affordable packaging, mobile access and service support. Yet inclusive marketing should not be confused with selling low-quality products to vulnerable groups. It should expand access to valuable offerings while protecting consumer welfare.

The analysis also has implications for small and medium-sized enterprises. SMEs often lack large marketing budgets, but digital tools can help them reach markets, tell authentic stories and build direct relationships. Sustainability can be a source of differentiation if it is credible and relevant. However, SMEs need support in branding, data use, e-commerce, certification, environmental measurement and customer service. Development programs should treat marketing capability as part of enterprise upgrading, not as an optional promotional add-on.

Risks remain. The first risk is sustainability symbolism. Organizations may adopt the language of purpose, impact and green value without changing the underlying business model. The second risk is data extraction. Firms may use digital marketing to collect extensive consumer data without delivering proportional value or transparency. The third risk is exclusion. Premium sustainable products may become symbols of status for affluent consumers while lower-income groups are left with high-impact products and limited choice. The fourth risk is rebound consumption. Efficiency improvements may reduce impact per unit but encourage greater total consumption. These risks show why marketing must be linked to governance and measurement.

The paper also suggests future research directions. Empirical studies can test the propositions using survey data from firms or consumers. Researchers can examine whether impact accountability strengthens the relationship between green claims and trust. Longitudinal studies can examine whether sustainable marketing capabilities improve resilience during market shocks. Comparative research can examine how institutional environments shape the effectiveness of sustainable marketing in different countries. Experimental research can test which types of sustainability information support informed choice without overwhelming consumers. Case studies can explore how firms redesign customer journeys around circular economy models.

Finally, the paper highlights the need for interdisciplinary collaboration. Marketing scholars should work with environmental scientists, behavioral economists, information systems researchers, public policy experts and development economists. Sustainable digital marketing is not only a business discipline; it is part of the broader challenge of shaping markets that can support human well-being within ecological limits.

## 6. Conclusion

This paper developed an integrative conceptual framework for sustainable digital marketing in socio-economic and environmental development. The central argument is that marketing should be understood as a strategic capability for responsible value creation, not merely as promotion or

demand stimulation. In a world shaped by digital transformation, climate pressure and social inequality, marketing has the power to influence what is produced, how value is communicated, how consumers participate in markets and how consumption systems evolve.

The paper synthesized literature on market orientation, strategic marketing, service-dominant logic, customer experience, digital marketing, sustainability marketing, stakeholder theory and consumer protection. It proposed that marketing contributes to development through three mechanisms: trust and legitimacy, responsible behavioral influence and relationship-based value co-creation. It also identified boundary conditions, including institutional trust, data governance, consumer literacy, environmental claim credibility and organizational learning.

The practical message is clear. Firms should not treat sustainability as a communication theme added to existing marketing routines. They should redesign marketing capabilities to include verified value propositions, inclusive segmentation, ethical engagement, transparent data use, customer education, circular journeys and impact measurement. Policymakers should recognize that consumer protection, digital governance and environmental claim regulation are necessary foundations for sustainable markets. Researchers should further test and refine the propositions offered in this paper.

Marketing's future contribution to development will depend on whether the discipline can move beyond persuasion-centered growth. The more ambitious task is market transformation: helping organizations and societies create offerings, relationships and consumption patterns that are economically viable, socially inclusive and environmentally responsible. When marketing is governed by evidence, ethics and strategic learning, it can become a central capability for sustainable development.

## Appendix-Like Analytical Extension: Detailed Construct Elaboration

Market-sensing capability deserves further elaboration because it is often misunderstood as simple data collection. In many firms, market research is conducted episodically, often in response to product launches or campaign planning. A sustainable marketing organization needs continuous sensing. It must track not only stated preferences but also latent needs, social tensions, environmental concerns, regulatory signals and technological shifts. Continuous sensing also requires qualitative interpretation. Data dashboards can reveal behavior, but they rarely explain meaning by themselves. Interviews, ethnography, community dialogue and service feedback can identify why consumers resist sustainable options, where trust is weak and how social norms influence adoption.

Segmentation also needs revision. Conventional segmentation often divides consumers by demographics, psychographics, purchase frequency or profitability. Sustainable segmentation should add capability, vulnerability and impact dimensions. Capability refers to whether consumers have the knowledge, resources and infrastructure needed to adopt an offering. Vulnerability refers to whether consumers face risks of manipulation, exclusion or harm. Impact refers to whether a segment's behavior has significant potential for social or environmental improvement. This does not mean abandoning profitability; rather, it means recognizing that

profitable growth and development contribution can be jointly designed.

Value proposition design is the point where strategy becomes concrete. A sustainable value proposition should answer four questions. What functional benefit does the offering provide? What emotional or symbolic meaning does it create? What social problem does it help address? What environmental burden does it reduce or avoid? Strong sustainable value propositions do not rely on moral appeal alone. They connect sustainability with customer-relevant benefits such as quality, durability, safety, savings, convenience, identity or community belonging. When sustainability is framed as sacrifice only, adoption is limited. When it is embedded in superior value, adoption becomes more scalable.

Pricing is often neglected in sustainable marketing discussions. Many sustainable products are more expensive because of better materials, certification, smaller scale or responsible labor practices. Premium pricing can signal quality and support innovation, but it can also restrict access. Development-oriented marketing must consider affordability mechanisms such as smaller units, leasing, pay-per-use, cross-subsidies, financing, community purchasing or public-private support. Price communication should also include total cost of ownership where relevant. An energy-efficient product may have a higher upfront price but lower lifetime cost. Marketing can make such value visible.

Distribution is equally strategic. Sustainable offerings often fail not because consumers reject them but because they are not accessible, available, reliable or convenient. Distribution design affects both inclusion and environmental impact. Local distribution can reduce access barriers, while logistics optimization can reduce waste and emissions. Digital channels can expand reach, but they must be combined with last-mile service, payment options and trust-building mechanisms. In rural or low-income markets, community intermediaries may be more credible than purely digital channels.

Communication must be truthful, specific and comprehensible. Sustainability communication fails when it is abstract, moralistic or vague. Terms such as green, natural, eco-friendly and responsible can be meaningless unless they are linked to clear evidence. Consumers need claims that are relevant to the product category and easy to evaluate. For example, a claim about recyclable packaging is useful only if recycling infrastructure exists and instructions are clear. A carbon claim is useful only if boundaries, methods and verification are credible. Communication should reduce information asymmetry rather than exploit it.

Customer engagement should be dialogic. Sustainable consumption often requires learning. Consumers may need to know how to repair, reuse, conserve, sort waste, compare labels or avoid unnecessary replacement. Brands can support this learning through content, communities, tutorials, service reminders and feedback. Engagement also allows firms to learn from customers. Complaints and questions can reveal design problems, service gaps or misunderstood claims. A firm that treats engagement as a learning system will improve faster than a firm that treats it only as content distribution.

Analytics capability is powerful but ambiguous. Data can improve relevance and reduce wasteful marketing expenditure. It can also enable discrimination, manipulation

or surveillance. Sustainable marketing analytics should be governed by principles of necessity, transparency, proportionality and accountability. Firms should collect data that serve legitimate value creation, explain personalization where possible, protect sensitive information and audit outcomes for unfairness. Human oversight remains important because automated optimization may pursue narrow metrics without understanding social consequences. Branding in sustainable marketing involves identity, trust and consistency. A brand cannot credibly stand for sustainability if the customer experience contradicts the promise. Brand authenticity is created through repeated evidence: product quality, service recovery, employee behavior, supply chain transparency and willingness to correct mistakes. Purpose-driven branding is effective only when purpose disciplines decisions. If purpose is merely symbolic, it creates cynicism.

Relationship marketing provides a bridge between economic and sustainability goals. Long-term relationships reduce customer acquisition costs and create opportunities for service, repair, upgrading and circularity. Subscription models, loyalty programs and membership communities can support sustainability when they encourage efficient use and long product life. However, they can also encourage overconsumption if rewards are tied only to purchase volume. Relationship programs should therefore be designed around value participation, not only transaction frequency.

Impact accountability is the most underdeveloped capability. Firms often report activity metrics such as impressions, clicks, followers and campaign reach. These are not impact metrics. Sustainable marketing impact requires assessing whether consumer understanding improved, whether trust increased, whether behavior changed, whether access expanded and whether environmental performance improved. Measurement does not need to be perfect, but it must be honest about boundaries and uncertainty. A firm that cannot measure impact should be cautious in making impact claims.

The governance of environmental and social claims should involve multiple functions. Marketing teams understand customers and communication. Sustainability teams understand environmental data. Legal teams understand regulatory risk. Operations teams understand production realities. Finance teams understand investment and cost. When these functions work separately, claims can become either inaccurate or incomprehensible. Cross-functional claim review can improve credibility.

In public-sector and nonprofit contexts, marketing principles can support development without commercial objectives. Social marketing uses segmentation, positioning, messaging and channel strategy to influence behaviors beneficial to individuals and society. However, social marketing must avoid paternalism. It should respect the lived realities of target groups and address structural barriers, not simply blame individuals for behavior. For instance, campaigns promoting waste separation are ineffective if collection systems are unreliable. Marketing must be paired with service design and infrastructure.

A development-oriented marketing agenda also requires cultural sensitivity. Consumption meanings vary across societies. Sustainability messages that resonate in one context may fail in another. In some cultures, collective welfare, family responsibility or local pride may be stronger motivators than individual environmental identity. In others,

convenience and cost savings may be decisive. International marketing should avoid imposing uniform narratives and should adapt sustainability value propositions to local meanings while preserving claim accuracy.

There is also a temporal challenge. Marketing operates under short campaign cycles, while sustainable development unfolds over long horizons. Firms must manage both. Short-term metrics can indicate attention and engagement, but long-term metrics should track trust, retention, customer well-being and impact. Strategic marketing governance should distinguish leading indicators from outcome indicators. For example, educational content views may be a leading indicator, while repair participation or reduced product returns may be closer to an outcome.

Finally, marketing education must evolve. Students and practitioners need competence in analytics, behavioral science, sustainability, ethics, regulation and systems thinking. They should learn to design value propositions that are profitable and responsible, to evaluate evidence behind claims, and to understand unintended consequences. Marketing education that teaches only persuasion techniques is insufficient for the complexity of contemporary markets.

### **Policy and Managerial Roadmap**

A practical roadmap for sustainable digital marketing can be described in five phases. Phase one is diagnosis. Organizations assess current marketing activities, customer journey quality, data practices, sustainability claims, stakeholder trust and capability gaps. Diagnosis should include internal interviews, customer feedback, complaint analysis, competitor benchmarking and review of claim evidence. The objective is to identify where marketing is credible, where it is vulnerable and where it can create more value.

Phase two is strategic alignment. The organization defines how marketing supports its broader strategy and development contribution. This includes selecting priority segments, clarifying the sustainable value proposition, setting principles for digital engagement and identifying measurable outcomes. Alignment prevents fragmentation. Without alignment, one campaign may promote sustainability while another promotes excessive consumption or contradicts brand purpose.

Phase three is capability building. The organization invests in people, processes and systems. Training may cover sustainability literacy, data ethics, customer research, impact measurement and inclusive communication. Process changes may include cross-functional claim review, customer journey governance and feedback escalation. System changes may include CRM improvement, analytics integration, accessibility design and impact dashboards.

Phase four is implementation. Marketing programs are launched across channels, but they are designed as learning experiments. Campaigns should include hypotheses, target segments, metrics and review points. For example, a firm might test whether repair education increases product life, whether transparent labels increase trust, or whether community-based storytelling improves adoption among underserved groups. Implementation should avoid the false certainty of one-way communication.

Phase five is accountability and renewal. The organization evaluates results, reports honestly, corrects weak claims and updates strategy. Accountability should not be treated as punishment; it is a learning mechanism. If a claim is

misunderstood, communication can be improved. If a product does not deliver expected benefits, design can be revised. If a segment is excluded, distribution or pricing can be adjusted. Renewal transforms marketing from a campaign cycle into an institutional learning cycle.

For policymakers, the roadmap includes complementary actions. Governments and regulators can clarify rules for environmental claims, promote digital consumer rights, support trustworthy certification, build public data infrastructure and strengthen consumer education. They can also encourage SMEs through training, templates and subsidized verification. Universities can contribute by developing evidence-based curricula and applied research partnerships. Industry associations can establish voluntary codes and peer learning platforms.

International cooperation is also important. Digital platforms, supply chains and sustainability claims often cross borders. Harmonization of principles can reduce compliance uncertainty and improve consumer protection. However, international standards should be adapted to local capacity. Small firms in developing countries may need technical support to comply with complex reporting or certification requirements.

The managerial and policy roadmap shows that marketing transformation is not a single project. It is an ongoing process of aligning value creation with societal needs and environmental limits. Organizations that develop this capability can gain competitive advantage while contributing to more trustworthy and sustainable markets.

### **Sectoral Applications and Emerging Economy Relevance**

The framework can be applied across sectors, but the form of sustainable digital marketing differs according to market structure, product characteristics and consumer capability. In food and agriculture, marketing can increase farmer income and consumer trust by supporting origin branding, traceability, quality certification and storytelling around local production. However, agricultural marketing must avoid romantic narratives that hide unstable farmer income, chemical overuse or weak labor protection. Responsible marketing in this sector should connect consumers with credible information about quality, safety, seasonality, production practices and fair distribution of value across the chain. Digital tools such as QR codes, e-commerce platforms and community-supported agriculture can create transparency, but they must be accompanied by verification and reliable logistics.

In retail and fast-moving consumer goods, sustainable marketing faces the challenge of volume. Retail marketing is effective at stimulating frequent purchase, but sustainable development requires attention to packaging, product durability, waste and responsible consumption. Retailers can use shelf labels, loyalty programs, refill stations, repair partnerships and digital receipts to make lower-impact choices easier. They can also redesign promotions to avoid encouraging wasteful buying. For example, discounts can be linked to refill behavior, reduced packaging or near-expiry food rescue rather than only larger purchase quantities. This illustrates that marketing instruments are not inherently unsustainable; their effects depend on the behavior they incentivize.

In tourism and hospitality, marketing can generate income, employment and cultural exchange, but it can also produce overcrowding, cultural commodification and environmental

pressure. Sustainable tourism marketing should therefore manage demand, not simply maximize arrivals. Digital campaigns can distribute visitors across seasons and locations, promote local businesses, educate tourists about cultural norms and support conservation finance. The success of such marketing should be assessed not only by bookings but also by local value retention, visitor behavior, community satisfaction and environmental carrying capacity.

In financial services, marketing has a strong inclusion function. Digital financial marketing can reach unbanked or underbanked populations, explain products and build confidence. Yet it can also create risk when complex products are promoted to consumers with limited financial literacy. Responsible marketing in this sector requires clarity, suitability, transparent fees and safeguards against predatory targeting. Sustainability-oriented financial marketing should also explain green loans, energy-efficiency finance and insurance for climate risk in language that customers understand.

In education and health-related services, marketing must be especially careful because consumers may be vulnerable or information asymmetry may be high. Marketing can expand awareness and access, but it should not exaggerate outcomes or exploit anxiety. Social value is created when communication helps people make informed choices and when services are designed to be accessible and trustworthy. Digital channels can support outreach, appointment systems, reminders and feedback, but privacy and dignity are essential.

For emerging economies, three contextual features are particularly important. The first is informality. Many producers and sellers operate outside formal systems, which can limit traceability, consumer protection and data availability. Marketing interventions should therefore include capacity building and gradual formalization rather than imposing complex standards immediately. The second feature is uneven infrastructure. Digital campaigns may fail where logistics, payment systems or connectivity are weak. Marketing strategy must be coordinated with infrastructure and service delivery. The third feature is institutional trust. Consumers may distrust claims, labels or online sellers because enforcement is weak. Trust-building therefore requires credible intermediaries, community endorsement, warranties, transparent complaint systems and visible accountability.

Emerging economy firms also face the challenge of competing with global brands. Sustainable digital marketing can help local firms differentiate through authenticity, local knowledge, cultural relevance and community value. However, authenticity should not be treated as a substitute for quality. Local brands need investment in design, packaging, service, data systems and consistent delivery. International buyers increasingly require evidence on social and environmental performance. Marketing capability must therefore connect with compliance, traceability and operational upgrading.

The Vietnamese and Southeast Asian context is especially relevant to this agenda because many economies in the region are simultaneously experiencing rapid digital adoption, export integration, urbanization and environmental stress. Marketing strategies in such contexts must serve both competitiveness and transition. Firms need to build brands that can compete beyond low cost, while also demonstrating

responsibility in supply chains, packaging, labor practices and environmental claims. Public agencies and universities can support this process by offering training, market information, certification guidance and applied research partnerships.

Sectoral application confirms the core argument of the paper: sustainable marketing is not a generic message but a strategic system. Each sector requires different evidence, different touchpoints and different safeguards. The common principles are customer understanding, credible claims, inclusive access, responsible influence, relationship value and impact learning.

### **Limitations and Future Research Agenda**

The conceptual nature of this paper creates several limitations that should guide future research. First, the framework integrates multiple theoretical streams, but it does not empirically estimate the relative importance of each capability. It is plausible that market-sensing capability matters more in turbulent consumer markets, while claim governance matters more in sectors where environmental performance is difficult to observe. Future studies should test whether the proposed capabilities have different weights across industries, firm sizes and institutional contexts.

Second, the framework assumes that marketing can contribute to sustainable development when it is governed responsibly, but it does not deny that marketing can also produce harm. Future research should examine conditions under which digital marketing intensifies overconsumption, reduces consumer autonomy or excludes vulnerable groups. This requires moving beyond firm performance metrics and measuring consumer welfare, environmental externalities and distributive consequences. Experimental designs, field studies and longitudinal research could be particularly useful.

Third, the paper uses illustrative maturity profiles rather than empirical benchmarking. Future research can develop validated measurement scales for sustainable digital marketing capability. Such scales could include dimensions such as sustainability intelligence, claim specificity, data ethics, inclusive design, customer education, circular journey support and impact reporting. Researchers could then examine how these dimensions relate to trust, brand equity, adoption, retention and objective sustainability indicators.

Fourth, more comparative research is needed across countries. Marketing practices are shaped by culture, regulation, digital infrastructure and consumer literacy. A message that is effective in one market may be ineffective or inappropriate in another. Cross-country studies can identify which principles are universal and which require adaptation. This is especially relevant for international supply chains, where firms must communicate sustainability to global buyers while remaining accountable to local communities and producers.

Fifth, future research should investigate the role of artificial intelligence in sustainable marketing governance. AI can support segmentation, personalization, content generation, sentiment analysis and demand forecasting. It can also produce misleading content at scale, intensify behavioral manipulation and obscure accountability. A key research question is how human oversight, audit systems and transparency mechanisms can ensure that AI-enabled

marketing supports genuine value creation rather than short-term attention extraction. Finally, scholars should pay more attention to implementation. Many frameworks remain abstract because they do not specify how organizations change routines, incentives and cross-functional coordination. Case studies of

successful and unsuccessful transformation can reveal how marketing departments collaborate with sustainability, operations, finance, legal and technology teams. Such research would make sustainable digital marketing not only a normative ideal but also a practical managerial discipline.

**Table 4:** Research Propositions for Future Empirical Testing

Proposition	Expected relationship	Possible empirical test
P1	Market-sensing capability improves sustainable marketing performance when it includes social and environmental intelligence.	Survey of firms; moderation by sustainability intelligence use.
P2	Evidence-based sustainability claims increase trust more strongly than generic green claims.	Consumer experiment comparing claim specificity and verification.
P3	Responsible personalization increases engagement when privacy transparency is high.	Structural equation modeling with perceived transparency as moderator.
P4	Impact accountability strengthens the relationship between green communication and brand legitimacy.	Firm-level study comparing verified and unverified claims.
P5	Customer education mediates the effect of sustainable marketing on responsible consumption behavior.	Longitudinal customer panel or field experiment.
P6	Inclusive marketing increases market development outcomes through reduced access barriers.	Multi-case study or survey in underserved segments.

**Table 5:** Managerial Roadmap for Sustainable Digital Marketing Transformation

Phase	Main task	Key deliverable	Common failure to avoid
Diagnosis	Assess current marketing routines, claims, data use and customer journey quality	Capability maturity profile and risk map	Treating diagnosis as a public relations exercise
Strategic alignment	Connect marketing objectives with value proposition, sustainability strategy and digital governance	Integrated marketing transformation agenda	Separating sustainability communication from product reality
Capability building	Train teams, redesign processes and improve data/impact systems	Cross-functional operating model	Buying technology without changing routines
Implementation	Run campaigns and engagement programs as learning experiments	Segment-specific programs with defined metrics	Optimizing only for clicks and short-term sales
Accountability and renewal	Evaluate results, correct claims and update strategy	Impact dashboard and improvement plan	Reporting activity metrics as impact

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