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THE ROLE OF SUSTAINABLE DEVELOPMENT PRINCIPLES IN DEVELOPING GREEN MARKETING STRATEGIES FOR ENTERPRISES

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Abstract: This study explores the importance of sustainable development principles in the process of forming green marketing strategies for enterprises. It analyzes the Triple Bottom Line concept, the United Nations Sustainable Development Goals (SDGs), and their integration into corporate marketing practices. The findings indicate that companies that harmonize environmental, social, and economic factors gain a competitive advantage. The research methodology includes secondary data analysis, comparative analysis, and a systematic approach. In conclusion, practical recommendations for implementing green marketing strategies in Uzbek enterprises are presented.

Key words: green marketing, sustainable development, Triple Bottom Line, SDGs, ecological marketing, corporate social responsibility, consumer behavior.

Annotatsiya: Ushbu tadqiqot korxonalarining yashil marketing strategiyasini shakllantirish jarayonida barqaror rivojlanish tamoyillarining ahamiyatini o'rganishga bag'ishlangan. Tadqiqotda Triple Bottom Line konsepsiyasi, BMT Barqaror rivojlanish maqsadlari (SDG) hamda ularning korporativ marketing amaliyotiga integratsiyasi tahlil etilgan. Natijalar shuni ko'rsatadiki, ekologik, ijtimoiy va iqtisodiy omillarni o'zaro uyg'unlashtirgan korxonalar raqobatbardoshlik ustunligiga erishmoqda. Tadqiqot metodologiyasi sifatida ikkilamchi ma'lumotlar tahlili, qiyosiy tahlil va tizimli yondashuv qo'llanilgan. Xulosa sifatida O'zbekiston korxonalari uchun yashil marketing strategiyasini joriy etish bo'yicha amaliy tavsiyalar ishlab chiqilgan.

Kalit so'zlar: yashil marketing, barqaror rivojlanish, Triple Bottom Line, SDG, ekologik marketing, korporativ ijtimoiy mas'uliyat, iste'molchi xulqi.

Аннотация: Данное исследование посвящено изучению значимости принципов устойчивого развития в процессе формирования стратегии зелёного маркетинга предприятий. В работе проанализированы концепция Triple Bottom Line, Цели устойчивого развития ООН (ЦУР), а также их интеграция в корпоративную маркетинговую практику. Результаты показывают, что предприятия, гармонично сочетающие экологические, социальные и экономические факторы, достигают конкурентных преимуществ. В качестве методологии исследования использованы анализ вторичных данных, сравнительный анализ и системный подход. В заключение представлены практические рекомендации по внедрению стратегии зелёного маркетинга для предприятий Узбекистана.

Ключевые слова: зелёный маркетинг, устойчивое развитие, Triple Bottom Line, ЦУР, экологический маркетинг, корпоративная социальная ответственность, поведение потребителей.

INTRODUCTION

In the 21st century, alongside the rapid development of the global economy, environmental challenges have also become increasingly severe. Issues such as climate change, the depletion of natural resources, and the disruption of ecological balance are forcing enterprises to reconsider their operations. In this context, the concept of green marketing not only reflects environmental responsibility for companies but has also become a tool for achieving competitive advantage [1].

According to OECD data, in 2024, 91% of large companies worldwide issued sustainability reports, representing a significant increase from 86% in 2022 [2]. This statistic reflects a fundamental shift in corporate attitudes toward environmental responsibility. According to a study by G&A Institute, in 2023, 93% of companies included in the Russell 1000 index published sustainability reports [3].

The principles of sustainable development were formalized in 2015 through the adoption by the United Nations of the 2030 Agenda, which defines 17 Sustainable Development Goals (SDGs) [4]. These goals are intended not only for governments but also for the private sector, emphasizing the need to enhance corporate contributions to sustainable development. Research shows that companies operating in alignment with the SDGs tend to gain higher levels of trust among investors and consumers [5].

Uzbekistan has also been implementing a consistent policy aimed at transitioning to a green economy. The “Strategy for Transition to a Green Economy 2019–2030,” adopted in 2019, serves as a key national document guiding the country’s sustainable development pathway [6]. This strategy focuses on improving energy efficiency, expanding the use of renewable energy sources, and reducing greenhouse gas emissions.

The aim of this study is to provide a scientific justification for the role of sustainable development principles in developing corporate green marketing strategies, to analyze international best practices, and to propose practical recommendations for enterprises in Uzbekistan. The study sets the following objectives: to examine the theoretical foundations of sustainable development and green marketing concepts; to analyze green marketing practices of international companies; and to develop recommendations for implementing green marketing strategies in Uzbek enterprises.

LITERATURE REVIEW

The concept of green marketing first emerged in the late 1970s. In 1975, the American Marketing Association (AMA) held the first seminar on “Ecological Marketing” [7]. Approaches during this period mainly focused on environmentally harmful products and recycling issues. In its modern interpretation, green marketing encompasses the production, distribution, and promotion of environmentally responsible products [8].

The Triple Bottom Line (TBL) concept introduced by John Elkington in 1997 proposes evaluating corporate performance across three dimensions: economic profit (Profit), social impact (People), and environmental sustainability (Planet) [9]. This approach differs fundamentally from the traditional profit-only model and emphasizes corporate responsibility toward all stakeholders. The TBL concept serves as a theoretical foundation for contemporary corporate sustainability reporting [10].

Academic literature has extensively examined the relationship between green marketing and consumer behavior. According to the study by Pradeep Reddy et al. (2023), five key factors influence consumers’ attitudes toward green products: hedonic shopping, opinion leadership, product involvement, brand loyalty, and frugality [11]. These factors are of significant importance in shaping corporate green marketing strategies.

The United Nations Sustainable Development Goals (SDGs) serve as an important guiding framework for companies in developing sustainability strategies. SDG 12 (Responsible Consumption and Production) is directly related to green marketing practices, emphasizing rational resource use, waste reduction, and the adoption of sustainable production methods [4]. A systematic review by Urbieta et al. (2024) indicates that corporate alignment with the SDGs is directly associated with the quality of corporate governance, board composition, and the existence of sustainability committees [12].

In recent years, the integration of green marketing with digitalization has received increasing attention. The study by La Ragione et al. (2025) conducted a systematic analysis of green consumer behavior in the digital environment and reviewed 67 empirical studies [13]. The findings show that digital platforms enable companies to deliver sustainability messages to broader audiences while also facilitating real-time interaction with consumers.

The impact of green marketing on consumers’ purchase intentions has been investigated in numerous studies. A study conducted in Portugal by Pinto et al. (2023) surveyed 690 respondents and found that consumers who pay greater attention to green marketing communication are more likely to engage in environmentally responsible purchasing behavior [14]. In particular, gender, education level, and environmental attitudes were identified as significant determinants of green purchasing behavior.

Exploring green marketing practices in the context of developing countries is of particular importance. A study by Amer et al. (2023) in the Palestinian food industry assessed the impact of green marketing on organizational sustainability performance using the PLS-SEM methodology [15]. The results indicate that green product and green distribution enhance environmental performance, while green promotion improves economic performance.

Significant changes have also been observed in the field of corporate sustainability reporting. The European Union’s Corporate Sustainability Reporting Directive (CSRD), which entered into force in 2024, has made sustainability reporting mandatory for more than 50,000 companies [16]. This directive enables external auditing of corporate green marketing practices and strengthens the credibility and accountability of sustainability disclosures.

RESEARCH METHODOLOGY

The research methodology employs a systematic literature review, secondary data analysis, and comparative analysis. The data sources include official reports published by OECD, the United Nations, the World Bank, KPMG, G&A Institute, and other international organizations, as well as academic articles indexed in the Scopus and Web of Science databases.

During the study, the TCCM (Theory–Context–Characteristics–Methodology) framework was applied. This approach enables the analysis of existing literature based on theoretical foundations, context, key characteristics, and research methodologies. The review covered scientific publications released between 2019 and 2025.

To analyze green marketing strategies, the Triple Bottom Line concept was adopted as the primary theoretical framework. This approach allows the assessment of corporate performance across three dimensions—economic, environmental, and social. In addition, the United Nations Sustainable Development Goals (SDG 12, SDG 8, and SDG 13) were used as guiding criteria for evaluating corporate sustainability practices.

For the analysis within the context of Uzbekistan, the “Strategy for Transition to a Green Economy 2019–2030” [6], the Uzbekistan–2030 National Development Strategy, as well as country reports prepared by UNDP, the World Bank, and OECD were utilized. These documents made it possible to examine the country’s policies and progress toward the transition to a green economy.

The study applies both inductive and deductive approaches. Through the inductive approach, general conclusions were derived from empirical evidence, whereas the deductive approach enabled the testing of theoretical principles within a practical context. The findings were presented in the form of a visualized conceptual model.

ANALYSIS AND RESULTS

According to OECD data, corporate sustainability reporting has shown significant growth globally in recent years. In 2024, 91% of companies by market capitalization disclosed sustainability information [2]. This represents an increase of 5 percentage points compared to 86% in 2022. Regional analysis indicates that Europe (98%), the advanced Asia–Pacific region (94%), and the United States (93%) demonstrate the highest levels of disclosure.

Table 1. Global Sustainability Reporting Statistics (2022–2024)¹

Indicators (%)	2022	2024	Change
Sustainability reporting (by market capitalization)	86	91	+5
Carbon targets (G250 companies)	80	95	+15
Russell 1000 sustainability reporting	90	93	+3
Reports verified through external assurance	75	81	+6

According to the KPMG Survey of Sustainability Reporting 2024, sustainability reporting has become “business as usual” among the world’s largest 250 companies (G250) [16]. The study covered 5,800 companies across 58 countries and showed that the GRI (Global Reporting Initiative) standard is the most widely used reporting framework, with 77% of G250 companies applying it.

According to TheRoundup.org, based on a survey of 2,414 U.S. citizens conducted in 2023, 62% of consumers reported that they “always or often” look for environmentally sustainable products [17]. This represents a substantial increase compared to 27% in 2021. These statistics reflect a fundamental shift in consumer behavior.

Table 2. Consumer Attitudes Toward Sustainable Products (2021–2023)²

Indicators (%)	2021	2023
Consumers seeking sustainable products (USA)	27	62
Willing to pay more for sustainable products	52	58
Millennials who have adopted a sustainable lifestyle	61	67

According to analyses by Harvard Business School, the Triple Bottom Line (TBL) concept enables enterprises to transition from a traditional profit-only approach to a more sustainable business model [18]. The

1 Source: OECD Global Corporate Sustainability Report (2024, 2025); G&A Institute (2024) [2], [3].

2 Source: TheRoundup.org, Environmentally Conscious Consumer Statistics (2025) [17].

three dimensions of TBL—Profit, People, and Planet—allow for a comprehensive assessment of corporate performance. ESG (Environmental, Social, and Governance) indicators are widely used as external evaluation tools for measuring the implementation of TBL principles.

A bibliometric analysis published in the journal *Discover Sustainability* (2025) examined the impact of TBL on business performance by analyzing 207 publications [19]. The findings indicate that the three dimensions of TBL converge toward a common objective and enhance overall corporate performance. The researchers proposed the “Triple Bottom Line Influence on Business Performance” model.

According to World Bank data, state financial institutions in Uzbekistan provide 70% of all loans, and these institutions can play a leading role in the country’s green transformation by directing investments toward green projects [20]. The report “Prime Picks for a Green Pivot” offers specific recommendations for channeling public funds into green initiatives.

Table 3. Green economy indicators and targets in Uzbekistan³

Indicator	Current Status	2030 Target
Share of renewable energy	~10%	30%
Renewable energy capacity	~3 GW	15 GW
Greenhouse gas reduction (per GDP)	Baseline (2010)	-35%

According to UNDP Uzbekistan, the country is losing approximately 4.5% of its GDP due to energy inefficiency [21]. This situation highlights the need to improve energy efficiency and accelerate the adoption of green technologies. In 2025, Uzbekistan declared the year as the “Year of Environmental Protection and Green Economy,” and new initiatives have been launched within this framework.

According to the UN Sustainable Development Report 2024, only 17% of the SDG targets are expected to be achieved by the 2030 deadline [22]. Nevertheless, corporate engagement in activities aligned with the SDGs demonstrates positive dynamics. According to analyses by the Sustainable Development Solutions Network (SDSN), the Scandinavian countries (Finland, Sweden, and Denmark) rank among the leaders in the SDG Index.

SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production) are directly linked to green marketing practices. According to Tunley Environmental analyses, companies that apply green marketing strategies can differentiate themselves from competitors, reduce costs, and stimulate innovative development [23].

Table 4. The relationship between SDG goals and green marketing strategy⁴

SDG	Goal Description	Link to Green Marketing
SDG 8	Decent Work and Economic Growth	Green jobs, sustainable production
SDG 12	Responsible Consumption and Production	Eco-friendly products, waste reduction
SDG 13	Climate Action	Carbon footprint reduction, green technologies

CONCLUSION AND RECOMMENDATIONS

The research findings indicate that sustainable development principles play an important role in shaping enterprises’ green marketing strategies. The Triple Bottom Line concept enables companies to manage economic, environmental, and social dimensions in a balanced manner. An analysis of global statistical data confirms that the number of companies publishing sustainability reports is increasing year by year, and this trend is expected to continue.

Consumer attitudes toward green products show a positive dynamic. In 2023, 62% of U.S. consumers reported that they look for sustainable products, which is significantly higher than 27% in 2021. This trend serves as an important motivational factor for companies to adopt green marketing strategies.

In the context of Uzbekistan, a consistent policy aimed at transitioning to a green economy is being implemented. The “Strategy for Transition to a Green Economy 2019–2030” has defined the main priorities for the country’s sustainable development pathway. At the same time, additional efforts are required at the enterprise level to introduce and expand green marketing practices.

³ Source: Uzbekistan’s Strategy for Transition to a Green Economy 2019–2030; World Bank (2025) [6], [20].

⁴ Source: Compiled by the authors based on the UN SDGs and Tunley Environmental [4], [23].

Based on the study, the following recommendations are proposed:

1. Prepare a national guideline for Uzbek enterprises on developing green marketing strategies. This guideline should take into account international standards (GRI, SASB) as well as local conditions.
2. Introduce training and professional development programs to prepare sustainability specialists within enterprises. According to KPMG, 44% of G250 companies do not have a sustainability leader.
3. Implement tax incentives and financial support mechanisms for enterprises applying green marketing practices.
4. Conduct information and awareness campaigns to improve environmental literacy among consumers and to stimulate demand for green products.
5. Gradually introduce mandatory sustainability reporting requirements for enterprises, drawing on the European Union's CSRD experience.

In the future, it is recommended to conduct empirical research in the field of green marketing, quantitatively assess green marketing practices among Uzbek enterprises, and further examine consumer behavior.

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