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# STRATEGIES OF SOCIALLY RESPONSIBLE MARKETING OF COMPANIES IN THE SPHERE OF SPORTS

## ABSTRACT

The main goal of the research is to study and evaluate modern socially responsible marketing strategies of global sports brands for the development of proposals for the domestic sports business. The article examines the role and significance of the social responsibility of business in modern marketing strategies of companies. The essence of socially responsible marketing and types of marketing strategies have been studied. The key marketing strategies that are relevant under modern market conditions are distinguished. It was determined that charity, sponsorship, and active participation in environmental protection programs are the most popular forms of social responsibility of sports companies. The largest and most popular sports companies were chosen on the basis of the rating evaluation results of the world's sports brands. According to the official websites of the world's leading sports companies, the content of strategic marketing initiatives that take place in their management practice was analyzed. It was found that all global sports brands have a high level of activity in the field of social responsibility of business. Among the most popular marketing strategies, these companies use the production of goods from ecological raw materials, the strategy of transformational cyclicalness and energy efficiency, the promotion of a healthy lifestyle among potential and contact audiences, the involvement of consumers in programs for the preservation and restoration of natural resources, the observance of human rights, the strategy of inclusiveness and equality for all categories of consumers. Studies of the Ukrainian market of sports brands have shown that many new companies have appeared in the country in recent years, however, their level of social business responsibility remains low compared to global sports brands. In order to create favourable conditions for the success of Ukrainian sports companies on the basis of the best global practice, strategic areas of socially responsible marketing were proposed. The main elements of marketing strategies were identified as key elements of the implementation of these strategic initiatives, including reputational capital and branding, active promotion technologies based on digital potential, socially significant long-term values, unity of business interests and the interests of society.

**Keywords:** marketing, communications, social responsibility, sports, strategies

**JEL Classification:** L83, M30

## INTRODUCTION

Rapid and dynamic changes in the factors of the market environment, strategic priorities for ensuring competitiveness and solving socially significant tasks for society led to a paradigm shift in the perception of business only as a tool for satisfying the economic interests of its owners. One of the key conditions of a successful business nowadays is a high level of social responsibility, which forms the prerequisites for long-term communication with the consumer audience, understanding and full satisfaction of the needs of individual consumers and society as a whole. Marketing becomes an integral part of business management, which, thanks to its functions, outlines the contours of the entire business cycle: from the development of a new product to the stage of product sales and guaranteed satisfaction of customer needs. With the change in business emphasis in theory and practice, there were changes in marketing concepts, which gradually turned from purely market concepts into alternative ones for the social responsibility of

business and became their continuation [1]. In modern studies, an increasing number of scientists consider marketing not only as a means of achieving business goals but also as a means of solving social problems [2]. Kotler F. sees the main function of marketing in socially responsible consumption at a time when managerial concepts of increasing profitability interfere with the sustainable development of society [3]. At the same time, discussions about the expediency, forms and tools of socially responsible marketing continue, and a number of researchers believe that marketing should not influence the consumer behaviour of buyers [4, 5] and perform functions inherent to social and governmental bodies.

Despite the open nature and debatable issues of scientific and theoretical substantiation, the practice of socially responsible marketing at present is characteristic of many global companies that successfully develop effective tools and methods of combining management on the basis of profitability and corporate social responsibility [6]. Corporate social responsibility is part of the strategic concept of sustainability, which was adopted by the EU commission as the basis for the development of the economy and society for the period until 2030 [7].

## LITERATURE REVIEW

In recent years, the concept of socially responsible business has become one of the most relevant and debatable among scientists and practitioners. A significant number of scientific works and analytical studies are devoted to the study of the theoretical and practical foundations of the implementation of socially responsible activities in the development strategy of sports companies. Scientists have developed a significant number of proposals and practical recommendations in the direction of the development of socially responsible marketing, its methods, forms and tools. The fundamental basis of the concept of socially responsible marketing and the implementation of social values in the marketing sphere of the company was substantiated by Kotler P. [3]. Martin K. [2] in his research considers socially responsible marketing as one of the most effective modern tools for solving business problems while solving complex social problems (climate change, poverty, hunger). The author singles out three levels of implementation of socially responsible marketing: impact on consumer behaviour; relationship building and loyalty; socially responsible investment products. Noting that the traditional mechanism of marketing is not able to ensure a high level of social welfare of society, Gaski J. [4] in his research proposed a new construction of socially responsible marketing, which is based on a combination of its three main elements: packaging, positioning and communications. Marin L. et al. [8] and Carroll A. [9], when developing their own three-dimensional models of corporate social responsibility, recommended replacing the definition of "responsibility" with "activity" of the company, which, according to the author, to a greater extent forms the prerequisites for a fully measurable quantitative assessment of the social beneficial effect. In the proposed discretionary conceptual model of corporate responsibility of business, marketing gets a leading place. In our opinion, the views of Lantos G. [10] are debatable. He emphasizes [10] that corporate social responsibility in the field of business cannot distinguish between its ethical, altruistic and strategic forms, and the altruistic form is not a legitimate form of business at all. At the same time, the author clearly highlights the thesis that the strategic form of CSR is useful for business and society, and marketing plays the main role in it, which is beyond doubt nowadays. Shashkova N. et al. [11], on the basis of the use of institutional theory, analyzed how sports organizations react to the results of their decisions in the field of social responsibility of business and came to the conclusion that in the sports sphere, socially responsible marketing gives a greater return and effect than in other types of activities. Sanclemente-Tellez J. [12] considers the concept of social responsibility of business and the concept of marketing as separate, but interrelated structures in the management system of the company's activities. Among the methods, thanks to which it is possible to ensure the mechanism of their joint action and obtain an effect, the author proposed methods of creating values for consumers, which simultaneously bring benefits to business and society. This is due to the higher level of involvement and high level of emotional dedication of fans to their teams. Under such conditions, in sports, the methods of socially responsible marketing acquire a strategic character and turn the returns from it into a profitable business [13-15].

Research on socially responsible marketing allowed Horokhova T. [16] to establish that this type of marketing is a special and relatively new type of management activity. Among its characteristic features, the author singled out an increased level of complexity and a number of specific peculiarities, among which there is the need to mobilize the communication and behaviour of participants. According to the author, an increase in the level of social well-being should be the main result of socially responsible marketing. Positive image, promotion and socially responsible advertising were outlined as the main tools for achieving this goal. Nitsenko V. [6] studied the level of development of socially responsible marketing and the integral effect of its use from the standpoint of an additional criterion of the effectiveness and success of the business policy of modern companies. According to the results of the analytical assessment, Chekhovska L. [13] came to the conclusion that the problem of the development of social responsibility in the activities of sports companies in Ukraine

is extremely relevant today and requires support from the state, the implementation of incentives for socially responsible investments and increasing the prestige of national sports.

The global experience of implementing socially responsible marketing strategies is new and extremely useful for Ukrainian sports companies that operate on the national market and have prospects of entering European markets. The study of the modern world practice of socially responsible strategic marketing as a basis for outlining the strategic contours of socially responsible business in the field of sports determined the choice of the topic of the article, its structure, content and directions of research.

*The unsolved aspect of the problem.* Nowadays the Ukrainian sports goods market is developing under the harsh conditions of competition between domestic companies and global brands. Socially responsible initiatives and successful marketing strategies for their implementation are one of the most effective tools of global sports companies today. In recent years, Ukraine has been actively joining the global practice of social responsibility of business, however, in the sphere of sports, strategic socially responsible marketing appears to be a relatively new and difficult area to manage. This, in turn, causes a rather low level of social responsibility of Ukrainian companies compared to foreign ones. The majority of Ukrainian sports brands still remain commercially oriented and do not fully use the strategic resources provided by social responsibility. At the same time, this tool is able to ensure the formation of strategic competitive advantages and the possibility of Ukrainian sports companies to enter European markets.

## AIMS AND OBJECTIVES

The purpose of the article is the analysis of the existing marketing strategies of socially responsible businesses of world sports brands and the substantiation of the strategic directions of socially responsible marketing for Ukrainian sports companies on the basis of global experience. The main tasks of the study were determined:

- 1) monitoring of socially responsible marketing strategies, which are used in modern management practice of global and Ukrainian sports companies;
- 2) determination of key elements of marketing strategies of social responsibility of sports companies;
- 3) substantiation of strategic directions of socially responsible marketing in sports business.

## METHODS

To achieve the goal, a set of universal and specific methods of scientific research was used, in particular: the monographic method (conducting a review of literary sources devoted to the chosen problem), the method of content analysis (researching strategic socially responsible initiatives of world sports brands), abstract-logical method, methods of induction and deduction (substantiating strategic directions of socially responsible marketing for Ukrainian companies), methods of systematization and generalization (identifying key features of modern marketing strategies of socially responsible business in sports). The materials for writing the article were primary data obtained on the basis of generalizations of the global practice of socially responsible marketing, materials from the official websites of global and Ukrainian sports brands, the results of scientific developments by scientists, highlighted in professional publications and publications that are part of the scientometric Scopus and Web of Science databases.

## RESULTS

According to Kotler F., the main task of a socially responsible business is the implementation of a long-term management policy aimed at increasing the level of well-being and quality of life of the population due to the voluntary implementation of socially responsible principles in the practice of companies [3]. Under modern conditions, business is to a greater extent the art of managing the consumer behaviour of buyers and meeting the growing needs of buyers, who increasingly form requirements for quality, safety, environmental friendliness and economy of goods and services [8]. A significant number of scientists consider socially responsible marketing a separate concept that connects socially responsible business (CSR) and society and helps to assess the overall scope of corporate social responsibility [9-11]. At the same time, the authors emphasize the fundamental importance of both concepts and the need for their practical integration for management purposes. Sanclemente-Tellez J. claims that marketing has close conceptual and practical connections with corporate social responsibility and should become an effective tool for further modern business management practices [12].

Paying tribute to the thoroughness of the scientific and practical developments of these scientists, we consider it expedient under the current conditions of business development to consider socially responsible marketing not as a separate concept of the company's corporate social responsibility, but as one of the functions of business management, the priority of which allows for the formation of strategic competitive advantages and contributes to the solution of societal tasks of development.

The evolution of the interpretation of the essence of the "marketing" category over time led to the addition of qualitative characteristics of this definition, which was recognized by the American Marketing Association in 2013. This global organization defines marketing as "... an activity, a set of institutions and processes for the creation, communication, delivery and exchange of offers that have value for customers, partners and society as a whole" [13]. The definition of the essence of marketing was supplemented in part with the emergence of a new philosophy of business management, which consists of the fact that the art of selling should take into account the needs of society as a whole. Today, these provisions can be taken as a basis and supplemented by key pillars of sustainable development, the global concept of which has already been recognized and accepted by the world's leading countries. Socially responsible marketing, taking into account the needs of society, should be oriented towards the observance of social, ecological and economic principles of ensuring the sustainable existence of current and future generations. Laczniak G. and Shultz C. [14], who consider socially responsible marketing from the standpoint of corporate citizenship, the satisfaction of stakeholders' interests, and the promotion of environmental sustainability, also adhere to a similar point of view. Sharing their scientific position to a certain extent, we have critical objections in terms of financial results, which are not taken into account by these scientists, as one of the key tasks of SRM. We believe that thanks to its meaningful properties and orientation, socially responsible marketing is able and should ensure the growth of business profitability in balance with the solution of important tasks for the development of society. With such an approach, thanks to socially responsible marketing tools, the business is able to form a powerful economic potential, which is necessary both for the full satisfaction of the interests of its owners and for the implementation of the tasks of sustainable management.

Scientists note that socially responsible marketing significantly expands the company's opportunities to enter new markets, creates the potential to strengthen brands, creates prerequisites for minimizing costs and recycling, and improves business investment opportunities [15]. SRM shows consumers and other stakeholders that the company is responsible for its actions and aims to prevent (reduce) the negative consequences of its activities on society and the environment. Modern strategies of socially responsible marketing of companies are a new creative business approach to regulating social changes and social and market processes in a democratic society [16].

According to the classic theory of Kotler F., basic marketing strategies at the enterprise can be cost leadership strategy, differentiation strategy, focus, growth strategies, leadership strategies, and price competitive strategies [3].

Tsaplina A. singles out the following among the marketing strategies of companies: internationalization strategy, diversification strategy, segmentation, globalization and cooperation [17]. The methodological basis of strategic marketing management is complemented by the strategies of stimulating marketing, synchro marketing, supporting marketing, remarketing, and demarketing [18].

Among the key marketing strategies that are popular and necessary for achieving business success under the current conditions of the market environment, we consider it appropriate to also highlight: 1) marketing strategies focused on social networks; 2) affiliate marketing strategies that allow competitors to become partners (for example, through the possibility of affiliate advertising); 3) internet marketing and digital marketing.

Modern marketing strategies depend on various factors, are based on business goals, and take into account the factors of the target market and the conversion rate. Among the most promising marketing strategies of the future Mori Ye distinguishes strategies of social media marketing, SEO marketing, electronic marketing, and content marketing strategy [19].

Professional advertising agencies at present help companies in the development of newsletters, niche marketing strategies, cloud strategies, cross-media and mobile strategies, email marketing, influence marketing, and telemarketing [20].

Under the conditions of implementation of any of the marketing strategies of business development, socially responsible marketing will differ from the traditional one by a set of specific qualitative characteristics, among which we consider it necessary to highlight: openness, transparency, honesty, respect, trust, civic consciousness and concern for socially significant problems of humanity. Socially responsible marketing strategies are determined by a high level of openness to contact audiences, active participation in public life and readiness to find a balance of interests between business and society. The results of socially responsible strategies of companies are reflected in the reputation of brands, customer loyalty and the final financial results of the business.

Socially responsible marketing in the field of sports today already appears as a powerful tool used to create a fan base, which is necessary for a company to achieve its business goals [21]. In recent years, global sports companies have been actively involved in the practice of social responsibility of business and have implemented a significant number of programs that are beneficial to consumers, society and the environment. According to data [22], global professional sports organizations such as NFL, MLB, and NBA spend more than 100 million dollars annually on programs related to the social responsibility of business [22]. According to the ratings presented by NBA School, in 2022 the top 10 largest global sports companies (in terms of revenue) included: Nike, Adidas, DKS, Puma, Skechers, Under Armour, New Balance, Asics, Converse, North Face [23]. At the beginning of 2023, this list was supplemented by such global sports brands as Lululemon Athletica, Reebok, and Columbia Sportswear [24].

The results of research conducted by Durant J. showed that the most popular forms of social responsibility of sports organizations and clubs are a charity, youth activities, and programs to prevent pollution and preserve the environment [25].

According to the results of a survey of the world's leading sports companies, 51% of respondents are sure that socially responsible business initiatives should be integrated into communications with society, and 16% of companies expressed the opinion that such activities should be reflected in advertising [26].

Monitoring the official websites of world sports companies made it possible to determine the list of socially responsible marketing strategies implemented by the official marketing policy of the companies (Table 1).

**Table 1. Strategic marketing initiatives of social responsibility of global sports companies.** (Source: compiled by the author according to [27-34])

Company name	Socially responsible programs	Peculiarities of marketing activities
Nike	Participation in the Program of Actions of Suppliers of Raw Materials to Combat Climate Change. Participation in energy efficiency programs. Participation in the program to reduce carbon dioxide emissions Participation in the G7 Fashion Pact program. Strategies for reuse of raw materials for the production of brand goods. Strategies of labour equality, inclusiveness and loyalty for personnel	<ul style="list-style-type: none"> <li>▪ Creation of socially responsible ecological supply chains</li> <li>▪ Implementation of sustainable development goals</li> </ul>
Puma	Production of goods from ecological raw materials Expanding the reuse of used products. The strategy of sustainable sources of supply of raw materials. Making clothes from recycled plastic bottles. Use of 100% renewable energy in management and branded stores. Complete rejection of plastic bags in 2023. Circularity strategy. Observance of human rights.	<ul style="list-style-type: none"> <li>▪ 46% of all shoes are made from environmentally friendly raw materials</li> <li>▪ 75% of all products are made from recycled materials.</li> <li>▪ Development of schemes for returning goods in specialized markets for 2025.</li> <li>▪ Reducing the amount of waste by 50% by 2025.</li> <li>▪ Conducting regular public audits.</li> </ul>
Lululemon Athletica	Creation of the Development Sustainability Fund for women, formation of sustainable value chains, provision of grant assistance, and provision of access to innovative tools for increasing the level of well-being. Participation in the circular design of the ecosystem, investment of 100% of profits in programs of sustainable ecological development, use of circularity in own production, industry partnerships, participation in UN programs in the fight against climate change	<ul style="list-style-type: none"> <li>▪ 158 million dollars in grant assistance for the implementation of socially responsible initiatives since 2021.</li> </ul>
Adidas	Using the principles of circularity in the production and reuse of resources (plastic)	<ul style="list-style-type: none"> <li>▪ Making shoes from used plastic</li> </ul>
Puma	The use of environmentally safe materials in production, limiting the consumption of water resources. Creation of closed supply chains based on resource efficiency and environmental friendliness	<ul style="list-style-type: none"> <li>▪ Production of eco-clothes</li> </ul>
Under Armour	The use of innovative materials, the creation of a closed cycle system by 2030, the use of recycled materials up to 35%, the reduction of the use of plastic packaging up to 75% by 2025, and the elimination of 75% of spandex in production by 2025. Joint volunteering programs	<ul style="list-style-type: none"> <li>▪ Up to 25 million dollars for the implementation of joint volunteer programs for the period until 2025.</li> </ul>
Reebok	Participation in One Tree Planted forest regeneration programs, creation of transparent supply chains, participation in human rights protection programs, production of goods from 50% ecological materials, circular production (30% shoes), innovative management solutions to ensure the sustainable development of the planet	<ul style="list-style-type: none"> <li>▪ Award 2021 "Reebok human rights award".</li> </ul>
Columbia Sportswear	Programs to increase access to clean water (Planet Water Foundation), restoration of the national parks of Great Britain, use of the environmental module Higg Index Facility to create sustainable supply chains, programs for energy efficiency and optimization of resource use, programs for returning used goods for re-processing	
Asics	Recycling of materials, ethical supply chains, replacement of 100% polyester with recycled materials, use of eco-materials in production, implementation of management systems for organic substances, rejection of the use of natural fur, sustainable methods of leather production for shoes.	<ul style="list-style-type: none"> <li>▪ 90% of sports shoes are made from recycled materials.</li> </ul>

The analysis of the main strategic initiatives of corporate social responsibility of the world's largest sports brands made it possible to identify the main common features in the implementation of modern marketing strategies: 1) targeting a clearly defined audience of consumers who support a healthy lifestyle, values of sustainable development and environmental trends in sports; 2) creation of attractive content (photo, video, YouTube, digital information platforms, etc.) and promotion of global values of sustainable development, equality, inclusiveness, honesty, justice; 3) formation of active partnerships (socially responsible inclusive supply chains, logistics, advertising), involvement of well-known athletes in the implementation of marketing strategies; 4) implementation of programs of sponsorship, charity, sustainable initiatives and increasing the degree of awareness of brands of sports companies; 5) use of social networks in the promotion and advertising of goods (Facebook, Instagram, Twitter) along with mobile devices.

Nowadays the Ukrainian sports goods market is represented by a wide range of international and domestic brands. In the ranking of the Top 10 largest sports businesses in the country, the first positions are occupied by: "Sportmaster Ukraine", "Adidas Ukraine", "Megasport", STL Group (New Balance), Puma Ukraine, and Peak Sport Ukraine [35]. Among domestic brands, the following have appeared on the market in recent years: BFit, ZenWear, Nebbia, Twinser, Designed for Fitness, Rikky Hype, Territory of Yoga, Bavovna, and Zhyva. All companies are involved in the production of sportswear.

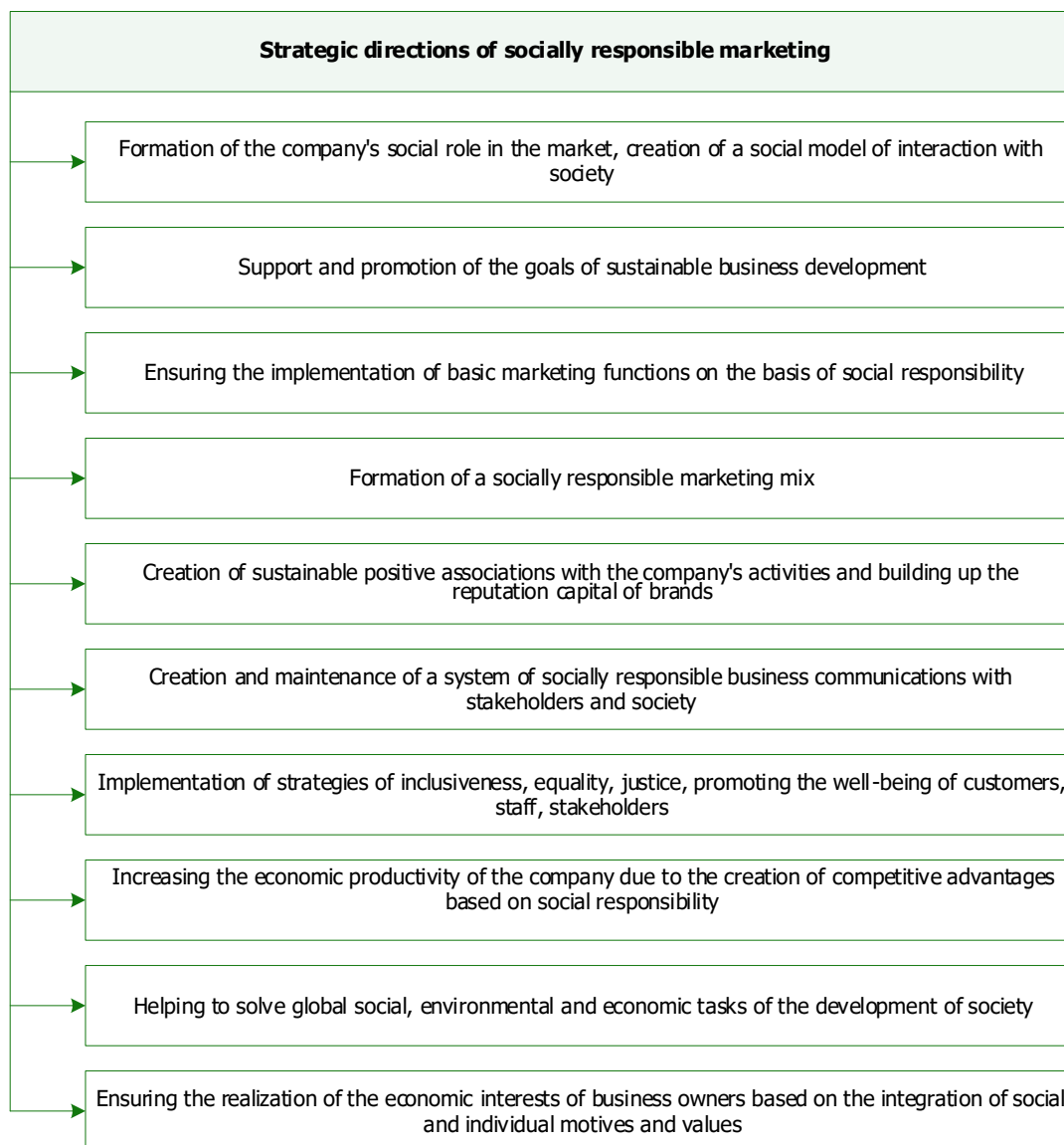
Ukrainian sports companies also join the global trends of socially responsible business and take part in global sustainable development initiatives. For example, the domestic brand Zhyva, together with the global organization Healthy Seas, joined the program to clean the world's water resources from plastic, the Nebbia company plans to launch a new collection of sportswear made of ecological materials, "FitCurves" received the status sign "Sign of Social Responsibility" at the regional level as part of a unique project Social Responsibility Mark (SRM), which certifies the company's significant contribution to the social sphere and active support of important charitable initiatives [36].

At the same time, as the monitoring of the main aspects of activity shows, mainly commercial goals remain the strategic priorities of domestic sports brands, and the opportunity for socially responsible activity is characterized by the significant potential for future development.

The study of the strategic principles of marketing of global sports companies made it possible to identify key elements among the main components of marketing strategies that can make the strategy effective in the future: 1) famous personalities; 2) active and socially significant life values; 3) active promotion (of goods through sports or sports through goods); 4) image capital and branding; 5) use of well-known historical (sports) world events for advertising; 6) consumer feedback and an individual approach to buyers; 7) transition to the digital communication with the contact audience and the use of social networks.

Building reputational capital and popularizing brands is one of the most promising and effective tools of strategic marketing, which works on the basis of social CSR. It is these elements that make it possible to unlock the potential of sports business responsibility and influence consumer loyalty and commitment while simultaneously achieving a global beneficial effect of sustainable development for present and future generations. Brand awareness in the modern sports business is not only an opportunity to increase the consumer audience and increase profitability. Promising strategic directions of socially responsible marketing of sports companies can also be inclusiveness, fairness, accessibility and ensuring a transparent open policy of the company on the market, which, in combination with a socially responsible marketing mix, can ensure consumer loyalty and increase the competitive potential of own brands (Figure 1).

Marketing strategies for the future are based on an organic combination of realizing the economic interests of business owners and the importance of solving global environmental, social and economic problems, without which it is impossible to ensure the existence and quality of life of current and future generations. It is a socially responsible business in combination with public, state and private partnership initiatives that is able to provide solutions to humanity's most important problems. Socially responsible marketing strategies, due to their exceptional properties to influence consumer behaviour and people's lifestyle, can become an effective tool for building a mechanism for combining business interests with the interests of society and each particular individual.



**Figure 1. Strategic directions of socially responsible marketing for Ukrainian companies.**

## DISCUSSION

The results of research into the theory and practice of socially responsible marketing strategies of sports companies showed their active implementation in the world and national public space. The set of tools and social utility of socially responsible marketing of leading international sports business companies are beyond doubt. At the same time, the effectiveness of such tools, in the view of the authors, is largely determined by the level of society's culture, the degree of consumer awareness and value orientations and actual circumstances that dominate the population and the country. We agree with Ahluwalia S. [5], Lacznia G. and Shultz C. [14], Rhodes K. [20] and other scientists who associate socially responsible marketing with the need to solve environmental problems of humanity, ensure inclusiveness and sustainable development of society. However, the authors believe that environmental priorities, priorities of inclusiveness and justice become effective for the population and consumers after meeting all basic needs (the need for safety, housing, food, and socialization). Environmental incentives and inclusive tools of social responsibility of business, according to the authors, work where the concepts of a healthy lifestyle and sustainable development of society are actively popularized and spread. At the moment, there are practically no targeted social programs in Ukraine aimed at raising the level of awareness of citizens in terms of environmental responsibility and leading a healthy lifestyle. The low level of well-being and income of the majority of the population, the continuation of the military conflict, and the loss of housing and work shift the emphasis of consumers towards the provision of basic material needs and to a certain extent level of social value. Under such conditions, the tools of social responsibility of sports business in Ukraine, in our opinion, should be aimed, first of all, at consumer support,

personnel development programs, public events focused on charitable actions and sponsorship for inclusive segments of the population. The social responsibility of the marketing of sports companies is manifested in a wide range of directions (partners, society, the environment, tax responsibility, consumers). As a result of hostilities and a sharp decrease in the level of welfare of the population of Ukraine, we believe that projects and programs to support particularly vulnerable groups of the country's population should be the priority direction of social responsibility of Ukrainian sports companies in the short term. We believe that in a strategic perspective, this will allow to form a powerful image potential of the sports business and a circle of potential buyers of the company's products. In the long term, sports companies of Ukraine should expand the list of socially responsible marketing strategies, taking into account all components and areas of responsibility.

## CONCLUSIONS

The conducted studies showed that the social responsibility of business occupies an important place in modern management and marketing. Modern marketing strategies of the company's socially responsible activities are understood as a popular innovative tool that allows success in the market. Paying tribute to the existing concept of social responsibility, the authors consider strategic socially oriented marketing as one of the key functions of modern management, which allows for achieving strategic business goals, in particular, in the sports sphere. Among the main qualitative characteristics of socially responsible marketing strategies, the following were highlighted: transparency, honesty, openness, accessibility, inclusiveness, respect, trust and concern for solving socially significant problems of humanity. Monitoring the level of well-known global sports brands showed that the most popular marketing strategies among them are the production of goods from ecological raw materials, the gradual transition to a closed production cycle, the promotion of a healthy lifestyle among potential and contact audiences, the involvement of consumers in programs for the preservation and restoration of natural resources, strategies inclusiveness and equality for all categories of consumers. Among Ukrainian sports companies, socially responsible initiatives are also spreading, however, the activity of domestic sports brands in comparison with global ones in this direction remains low. In order to intensify the socially active activity of sports companies of Ukraine in the area of social responsibility, strategic directions of socially responsible marketing were proposed, the main tools of which were defined as the formation of a socially open model of communication with consumers on the basis of the principles of sustainable development, a socially responsible marketing mix, the implementation of inclusiveness strategies, a combination of interests of business owners and society based on the balance of individual and social values. The following main elements of implementing socially responsible marketing strategies for domestic sports companies were recommended: a target audience of consumers who share socially significant long-term values; use of famous personalities and events in marketing; technologies of active promotion of goods (in particular, through social networks and digital technologies); image capital and branding; individual approach and consumer feedback.

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## СТРАТЕГІЇ СОЦІАЛЬНО ВІДПОВІДАЛЬНОГО МАРКЕТИНГУ КОМПАНІЙ У СФЕРІ СПОРТУ

Основною метою дослідження є вивчення та оцінка сучасних соціально відповідальних маркетингових стратегій світових спортивних брендів для розробки пропозицій для вітчизняного спортивного бізнесу. У статті проведено дослідження ролі й значення соціальної відповідальності бізнесу в сучасних маркетингових стратегіях компаній. Досліджено сутність соціально відповідального маркетингу та види маркетингових стратегій. Видокремлені ключові маркетингові стратегії, які є актуальними за сучасних умов ринку. Визначено, що найбільш популярним формами соціальної відповідальності спортивних компаній є благодійність, спонсорство, активна участь у програмах захисту навколишнього середовища. На основі результатів рейтингового оцінювання світових спортивних брендів обрано найкрупніші та найбільш популярні. За даними офіційних сайтів провідних спортивних компаній світу проаналізовано зміст стратегічних маркетингових ініціатив, які мають місце в їхній практиці управління. Виявлено, що всі світові спортивні бренди мають високий рівень активності у сфері соціальної відповідальності бізнесу. Серед найбільш популярних маркетингових стратегій ці компанії використовують: виробництво товарів з екологічної сировини, стратегія трансформаційної циклічності та енергоефективності, популяризація здорового способу життя серед потенційної та контактної аудиторії, залучення споживачів до програм збереження й відновлення природних ресурсів, дотримання прав людини, стратегії інклюзивності та рівності для всіх категорій споживачів. Дослідження українського ринку спортивних брендів показали, що за останні роки в країні з'явилося багато нових компаній, проте рівень соціальної відповідальності їхнього бізнесу залишається невисоким порівняно зі світовими спортивними брендами. Для створення сприятливих передумов успіху українських компаній спорту на підставі найкращої світової практики було запропоновано стратегічні напрями соціально відповідального маркетингу. Як ключові елементи реалізації цих стратегічних ініціатив було виділено основні елементи маркетингових стратегій, серед яких: репутаційний капітал і брендинг, технології активного просування, які ґрунтуються на диджитал-потенціалі, суспільно значимі довгострокові цінності, єдність бізнес-інтересів та інтересів суспільства.

**Ключові слова:** маркетинг, комунікації, соціальна відповідальність, спорт, стратегії

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