

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
LESYA UKRAINKA VOLYN NATIONAL UNIVERSITY**

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**THE DEVELOPMENT OF SOCIALLY RESPONSIBLE MARKETING
IN INTERNATIONAL BUSINESS**

Specialty: 292 «International Economic Relations»

Educational and Professional Program International Business

Research for a first bachelor's degree in higher education

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RECOMMENDED FOR DEFENCE

Protocol № _____
of the meeting of the Department of International Economic Relations
and Project Management
dated _____ 202_ p.

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LUTSK – 2025

АНОТАЦІЯ

Стельмашук К. Розвиток соціально відповідального маркетингу у міжнародному бізнесі.

Рукопис. Випускна кваліфікаційна робота бакалавра за спеціальністю 292 Міжнародні економічні відносини, ОПП Міжнародний бізнес. Волинський національний університет імені Лесі Українки. Луцьк, 2025. 57 с. англійська мова.

Актуальність теми зумовлена зростанням значення соціально відповідального маркетингу у сучасному глобалізованому світі, що стикається з соціальними, екологічними та етичними викликами. Особливу увагу приділено ролі соціально відповідального маркетингу у міжнародному бізнесі та його адаптації в українському контексті в умовах війни та євроінтеграції.

У бакалаврській роботі розглянуто теоретико-методологічні засади, сучасні практики та перспективи розвитку соціально відповідального маркетингу.

У першому розділі розкрито сутність соціально відповідального маркетингу, його принципи, функції та роль у міжнародному бізнесі, а також вплив глобальних ініціатив на його розвиток.

У другому розділі проаналізовано сучасні тенденції та виклики у сфері соціально відповідального маркетингу, досліджено приклади його впровадження провідними міжнародними компаніями, а також виявлено загрози для його розвитку в умовах глобальної нестабільності.

У третьому розділі охарактеризовано стан і перспективи розвитку соціально відповідального маркетингу в Україні, зокрема в умовах війни, соціально-економічної кризи та євроінтеграції, а також визначено можливості для українського бізнесу.

Ключові слова: соціально відповідальний маркетинг, міжнародний бізнес, сталий розвиток, корпоративна соціальна відповідальність, Україна, євроінтеграція.

ABSTRACT

Stelmashuk K. The development of socially responsible marketing in international business.

Manuscript. Bachelor's qualification thesis in specialty 292 International Economic Relations, Educational Program International Business. Lesya Ukrainka Volyn National University. Lutsk, 2025. 57 pages. English language.

The relevance of the topic is driven by the growing importance of socially responsible marketing in today's globalized world, which faces social, environmental, and ethical challenges. Particular attention is paid to the role of socially responsible marketing in international business and its adaptation in the Ukrainian context amid war and European integration.

The bachelor's thesis explores the theoretical and methodological foundations, current practices, and development prospects of socially responsible marketing.

The first chapter reveals the essence of socially responsible marketing, its principles, functions, and role in international business, as well as the influence of global initiatives on its development.

The second chapter analyzes current trends and challenges in the field of socially responsible marketing, examines examples of its implementation by leading international companies, and identifies threats to its development in conditions of global instability.

The third chapter characterizes the state and prospects of socially responsible marketing development in Ukraine, particularly in the context of war, socio-economic crisis, and European integration, and outlines opportunities for Ukrainian businesses.

Keywords: socially responsible marketing, international business, sustainable development, corporate social responsibility, Ukraine, European integration.

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INTRODUCTION

Relevance of the research. In today's world, characterized by globalization, growing social awareness, and environmental challenges, socially responsible marketing is gaining particular importance. It is no longer just a tool for shaping a company's positive image, but a strategic element of business that combines economic goals with ethical, social, and environmental commitments.

The relevance of studying the development of socially responsible marketing in international business is driven by several factors. First, there is a growing demand from consumers for transparency, ethics, and sustainable development. Second, international companies are increasingly integrating ESG (Environmental, Social, and Governance) principles into their strategies, which has become a requirement for entering global markets. Third, social and environmental crises – such as the war in Ukraine, the COVID-19 pandemic, and climate change – have highlighted the need for a new business ethic based on responsibility and trust.

In this context, the study of socially responsible marketing helps to better understand how international companies adapt their marketing strategies to new challenges, which practices prove most effective, and what opportunities arise for Ukrainian businesses in the context of European integration.

Scientific novelty. The author's original contribution lies in a comprehensive study of socially responsible marketing practices of leading international brands in the context of the global trends of 2025. This has made it possible to systematize the key challenges and threats to the development of socially responsible marketing under conditions of global competition, economic instability, and geopolitical tension. Furthermore, the study substantiates the transformation of the role of socially responsible marketing during the full-scale war in Ukraine – not only as a tool for reputational positioning but also as a means of social support and national resilience. It also identifies opportunities for the development of socially responsible marketing within the Ukrainian business environment in the context of European integration.

The purpose of the study. The study aims to conduct a comprehensive analysis of the current state, trends, and prospects for the development of socially responsible

marketing in international business, with a particular focus on the adaptation and implementation of its principles by Ukrainian companies under the conditions of war, socio-economic crisis, and European integration.

To achieve the stated objective, the following **tasks** were defined:

- to reveal the essence of the concept of socially responsible marketing;
- to substantiate the role of global initiatives in the development of socially responsible marketing;
- to explore the significance of socially responsible marketing for international business;
- to identify current trends and challenges in the field of socially responsible marketing in 2025;
- to analyze best practices of socially responsible marketing implemented by leading international brands;
- to identify challenges and threats to the development of socially responsible marketing under conditions of global competition and geopolitical uncertainty;
- to analyze the current state and specific features of socially responsible marketing development in Ukraine;
- to identify opportunities for the development of socially responsible marketing in the Ukrainian business environment in the context of European integration.

The object of this bachelor's thesis is the phenomenon of socially responsible marketing as a response of international business to global challenges in the context of sustainable development and corporate social responsibility.

The subject of the study is the mechanisms, principles, tools, and practices of socially responsible marketing used by international and Ukrainian companies to achieve not only economic but also social and environmental goals.

Research materials. In the course of writing this bachelor's thesis, the works of Ukrainian and foreign scholars specializing in socially responsible marketing were used. In particular, the following authors should be highlighted: Lambin J.-J. [3], Kotler P. [2], Kalinichenko O. [4], Akimov D. [6; 50], Poltorak V. [50], among others. Additionally, materials from Ukrainian and international expert organizations,

analytical centers, and online periodicals were utilized, as well as information from the official websites of international and Ukrainian companies.

Research methods. In the process of writing this bachelor's qualification thesis, the following research methods were applied: analysis and study of literary sources, works of prominent Ukrainian and foreign scholars, periodicals, thematic press, and electronic resources. Particular emphasis was placed on the methods of analysis and synthesis of the collected information, the development of original conclusions and assumptions, as well as the use of comparative, historical-chronological, critical-literary, and statistical methods.

The practical significance of this research lies in the fact that its results can be used by professionals in the field of socially responsible marketing for making practical decisions. Additionally, the findings may serve as a foundation for further research on related topics, as well as for the development and teaching of educational components for students in economic specialties such as «Management and Marketing in International Business», «Brand Management» and others.

Structure of the thesis. The thesis consists of an introduction, three chapters, conclusions, a list of references, and appendices. The first chapter presents the theoretical and methodological foundations for the development of socially responsible marketing in international business. The second chapter analyzes the practices of socially responsible marketing under current conditions. The third chapter substantiates the prospects for the development of socially responsible marketing in Ukraine, particularly in the context of war, socio-economic crisis, and European integration.

Approbation of research results and publications. An article titled «Tools for the development of socially responsible marketing in Ukrainian business on the path to the EU» has been submitted for publication in the economic journal «Scientific Works of the Interregional Academy of Personnel Management. Economic Sciences», Issue 3 (79) / 2025.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS FOR THE DEVELOPMENT OF SOCIALLY RESPONSIBLE MARKETING IN INTERNATIONAL BUSINESS

1.1. The essence of the concept of socially responsible marketing

Corporate social responsibility (CSR) has become an integral part of large companies' operations. It involves a successful balance between generating profit and allocating part of it to address economic, environmental, ethical, and social issues and initiatives. However, smaller companies and small businesses more often turn to social impact marketing (SIM). They use it to influence the behavior of their current and potential customers to address specific social problems or situations [1].

The ideas of socially oriented marketing began in the 1960s – 1970s in the United States. One of the first to formulate the concept of socially responsible marketing was Philip Kotler, the author of classic marketing textbooks. In his works, he emphasized that marketing should consider not only the interests of the company and the consumer but also the long-term interests of society. In his book *Marketing Management* (1971), Kotler P. first proposed the concept of social-ethical marketing, which later evolved into the modern understanding of socially responsible marketing (SRM) [2].

In academic literature, there are several approaches to defining socially responsible marketing (SRM), which can be broadly categorized as follows [3; 4; 5]:

1. Classical approach (Ethics-oriented). This approach views SRM as a business's ethical responsibility toward society. The core idea is to «do no harm», adhere to ethical standards, and be honest with customers. Socially responsible marketing is a managerial activity that involves the conscious and systematic satisfaction of consumer needs, taking into account the social, environmental, and moral-ethical requirements of society.

2. Strategic approach. SRM is seen as a tool for enhancing competitiveness. Companies implement social initiatives not only for ethical reasons but also to build a

positive image, foster customer loyalty, and gain long-term benefits. Companies that invest in sustainable development gain advantages in the market.

3. Holistic approach. This approach integrates SRM into all aspects of marketing activities – from product development to communications, logistics, and after-sales service. It is based on the concept of holistic marketing, where social responsibility is one of the key components.

4. Institutional approach. This perspective considers SRM as part of corporate social responsibility. In this context, marketing is just one of the areas through which CSR is implemented, alongside environmental, labor, and other policies.

Socially responsible marketing is known by several alternative or related terms in academic and professional literature. Here are the most common ones [6]:

- 1) Socially ethical marketing – emphasizes ethical standards and moral principles in business-society interactions;
- 2) Socially oriented marketing – highlights the focus on societal needs, not just business interests;
- 3) Social Marketing – sometimes used synonymously, though more often refers to marketing aimed at changing public behavior for social good (e.g., anti-smoking campaigns);
- 4) Ethical marketing – focuses on honesty, transparency, and fairness in marketing practices;
- 5) CSR marketing (Corporate Social Responsibility Marketing) – emphasizes the connection with broader corporate social responsibility strategies;
- 6) Sustainable marketing – oriented toward long-term environmental, social, and economic sustainability;
- 7) Inclusive marketing – focuses on equality, accessibility, and addressing the needs of diverse social groups.

The key principles of socially responsible marketing include [4]:

1. Ethical principle – adherence to moral standards, honesty in advertising, and transparency in communication with customers – not only in the interest of consumers but also of society as a whole (e.g., ecology, inclusion, human rights).

3. Sustainable development principle – supporting environmental balance, economic efficiency, and social justice.

4. Responsibility to all stakeholders – considering not only the interests of shareholders but also employees, consumers, partners, and the community.

5. Transparency principle – openness in actions, reporting on social initiatives, and accessibility of information.

6. Long-term value principle – focusing not on short-term profit but on building long-term relationships and reputation.

7. Inclusiveness and equality principle – ensuring equal access to products and services for all consumer groups.

8. Active social engagement principle – participation in charity, volunteering, and support for social initiatives.

Among the key elements of socially responsible marketing are [7; 8]:

- Company values and mission – focus on long-term social, ethical, and environmental goals.

- Socially responsible marketing mix (4P/7P):

- Product: eco-friendly, safe, and ethically produced goods;
- Price: fair pricing and affordability;
- Place: ethical distribution channels and local support;
- Promotion: honest advertising and social campaigns.

Extended mix includes: People, Process, Physical Evidence.

- Reputational capital and branding – building a positive image through social initiatives.

- Communication with the public and stakeholders – transparency, dialogue, reporting, and feedback.

- Inclusiveness and equality – ensuring access to products and services for all consumer groups.

- Innovation and sustainability – use of green technologies, recycling, and energy efficiency.

- Partnerships and social projects – collaboration with NGOs, government bodies, and charitable foundations.
- Digital technologies and social media – using digital tools to promote social values.

A comparison of traditional and socially responsible marketing is presented in the Table 1.1.

Table 1.1

Comparison of traditional and socially responsible marketing

Criterion	Traditional marketing	Socially responsible marketing
Main Goal	Profit	Profit + Social Benefit
Focus	Consumer	Consumer + Society + Environment
Approach	Short-term	Long-term
Examples	Advertising a new smartphone	Campaign for recycling electronics

Source: compiled by the author.

Traditional marketing focuses primarily on company profit and meeting consumer needs through active promotion of products and services. Its main goal is to maximize sales, often without considering long-term social or environmental consequences.

In contrast, socially responsible marketing is a modern approach that integrates business objectives with ethical, social, and environmental values. It aims not only to satisfy consumer needs but also to ensure the well-being of society as a whole. This approach helps build trust, loyalty, and supports sustainable development.

Thus, socially responsible marketing represents a more comprehensive and forward-looking strategy that takes into account the interests of both business and society.

1.2. The role of global initiatives in the development of socially responsible marketing

In today's world, where awareness of environmental, social, and ethical challenges is growing, businesses are increasingly turning to the principles of socially responsible marketing. Global initiatives play a crucial role in this process by setting standards, encouraging knowledge exchange, and motivating companies to adopt sustainable practices. Initiatives such as the UN Global Compact, the Sustainable Development Goals (SDGs), and ESG principles provide a framework within which businesses can align their commercial objectives with responsibility toward society and the planet. In this context, it is important to explore how these initiatives influence the development of socially responsible marketing and transform the way companies interact with consumers and society.

The OECD Guidelines for Multinational Enterprises were adopted by the governments of the Organisation for Economic Co-operation and Development (OECD) in 1976 and revised in 2011 (to include stricter standards of corporate conduct) and again in 2023 (to reflect urgent social, environmental, and technological priorities faced by societies and businesses) [9].

Today, the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct are a set of recommendations jointly addressed by governments to multinational companies. Their purpose is to enhance the contribution of business to sustainable development and to mitigate adverse impacts of business activities on people, the planet, and society as a whole.

The Guidelines are supported by a unique implementation mechanism – National Contact Points (NCPs) for Responsible Business Conduct – established by governments to improve the effectiveness of the Guidelines [9].

The International Labour Organization's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) was adopted in 1977 and has been revised several times (in 2000, 2006, 2017, and most recently in 2022) [10].

The MNE Declaration is the only instrument of the International Labour Organization (ILO) that provides direct guidance to enterprises – both multinational and national – on social policy and on inclusive, responsible, and sustainable workplace practices.

Established in 2000, the United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative and a leading platform for the development, implementation, and disclosure of responsible corporate policies and practices [11].

It is worth noting that, as a special initiative of the UN Secretary-General, the UN Global Compact is a call to companies to align their operations and strategies with ten universal principles (see Table 1.2) in the areas of human rights, labour, environment, and anti-corruption – known as The Ten Principles of the UN Global Compact.

Table 1.2

The Ten Principles of the United Nations Global Compact

Area	The Ten Principles of the UN Global Compact
Human Rights	Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights; Principle 2. Make sure they are not complicit in human rights abuses.
Labour	Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4. The elimination of all forms of forced and compulsory labour; Principle 5. The effective abolition of child labour; Principle 6. The elimination of discrimination in respect of employment and occupation.
Environment	Principle 7. Businesses should support a precautionary approach to environmental challenges; Principle 8. Undertake initiatives to promote greater environmental responsibility; Principle 9. Encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10. Businesses should work against corruption in all its forms, including extortion and bribery.

Source: [12].

The mandate of the UN Global Compact is to guide and support the global business community in advancing UN goals and values through responsible corporate practices.

The Principles for Responsible Investment (PRI) is a global initiative launched in 2006 with the support of the United Nations, bringing together institutional investors whose assets exceed 100 trillion USD (as of the 2020s). Its goal is to integrate ESG factors (Environmental, Social, and Governance) into the investment decision-making process [13].

Adopted in 2010, the international standard ISO 26000:2010 – Guidance on Social Responsibility, developed by the International Organization for Standardization (ISO), defines social responsibility as focusing on the organization (company) and relating to its responsibility for the impacts of its decisions and activities (including products, services, and processes) on society and the environment. This responsibility is exercised through transparent and ethical behavior that: contributes to sustainable development, including the health and well-being of society; takes into account the expectations of stakeholders; complies with applicable laws and international norms of behavior; and is integrated throughout the organization and practiced in its relationships (i.e., activities within its spheres of influence) [14].

In 2011, the United Nations Human Rights Council (UNHRC) unanimously endorsed the UN Guiding Principles on Business and Human Rights – a set of guidelines for states and companies to prevent and address human rights abuses committed in connection with business activities [15].

It is worth noting that these Guiding Principles are closely aligned with the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, which officially came into force on January 1, 2016. These goals provide a universal framework of principles and standards for all countries in their pursuit of sustainable development (Figure 1.1) [16].



Fig. 1.1. **Sustainable Development Goals**

Source: [16].

Since the early 2000s, the European Commission (EC) has also actively supported the development of corporate social responsibility [17].

Another relatively recent and highly important global trend in the development of corporate social responsibility concerns sustainability disclosure [18].

Global initiatives play a crucial role in shaping and advancing socially responsible marketing by providing a normative, ethical, and strategic foundation for corporate activities. Instruments such as the UN Global Compact, the OECD Guidelines, the Principles for Responsible Investment, ISO 26000, and the Sustainable Development Goals (SDGs) help integrate social, environmental, and governance aspects into business strategies. These initiatives not only establish standards for responsible conduct but also promote transparency, accountability, and trust among consumers and investors. Thanks to these frameworks, companies are empowered not only to respond to global challenges but also to actively contribute to sustainable development through ethical marketing and responsible business practices.

1.3. The importance of socially responsible marketing for international business

In today's globalized world, corporate social responsibility is no longer just an ethical choice – it has become a strategic necessity. Socially responsible marketing, as a component of corporate social responsibility, increasingly influences the formation of a company's image, its competitiveness, and consumer trust. This is especially relevant in international business, where companies face diverse cultural, social, and environmental challenges. Effective implementation of SRM not only strengthens market positions but also contributes to sustainable societal development, which in turn opens new opportunities for business. In this context, it is important to explore how socially responsible marketing impacts the operations of international companies, which practices prove to be most effective, and what challenges businesses face in the process of implementing them.

Socially responsible marketing plays a significant role in international business, as it not only helps shape a company's positive image but also contributes to its sustainable development on a global scale. The key aspects of its importance are the following:

1. Building trust in international markets.

Companies that adhere to SRM principles gain greater trust from consumers, partners, and regulators across different countries. This is especially important in the context of cultural diversity and varying expectations regarding business ethics.

2. Compliance with Global Standards.

SRM helps companies align with international initiatives such as:

- United Nations Sustainable Development Goals (SDGs);
- UN Global Compact;
- ISO 26000;
- OECD Guidelines;
- Sustainability Disclosure Standards.

This alignment opens access to international tenders, partnerships, and investment opportunities.

3. Competitive advantage [19].

Socially responsible brands enjoy a significant competitive edge in the international marketplace. By aligning their values with those of ethically conscious consumers, these companies foster stronger emotional connections and higher customer loyalty. In many countries, especially in Europe and North America, consumers are increasingly willing to pay a premium for products and services from companies that demonstrate a commitment to ethical labor practices, environmental sustainability, and community engagement.

Moreover, socially responsible marketing differentiates a brand in saturated markets, where product quality and price alone are no longer sufficient to secure long-term customer retention. Ethical branding becomes a unique selling proposition (USP) that appeals to both individual consumers and institutional buyers who prioritize ESG criteria.

This advantage is further amplified by positive media coverage, word-of-mouth promotion, and favorable brand perception, all of which contribute to long-term profitability and resilience in times of crisis.

4. Investor appeal.

Investors are increasingly guided by ESG factors when making funding decisions. Companies that implement transparent marketing policies and demonstrate social responsibility have a greater chance of attracting investment.

Socially responsible marketing enhances brand trust, which is a key criterion for institutional investors, venture capital funds, and banks. Moreover, companies that report their activities in accordance with international sustainability standards often gain more favorable financing conditions and access to specialized funds focused on sustainable development.

Thus, SRM not only improves a company's reputation but also opens new financial opportunities on a global scale.

5. Strengthening stakeholder relationships.

Socially responsible marketing promotes the development of long-term and mutually beneficial relationships with key stakeholders – customers, employees, local

communities, and government institutions. In a globalized world where social media rapidly spreads information and shapes public opinion, societal expectations for business transparency and accountability are constantly rising.

Companies that actively engage with their stakeholders, demonstrate openness to dialogue, and address social and environmental challenges tend to earn higher levels of trust and support. This is especially important in an international context, where cultural differences can influence how a brand is perceived. SRM helps tailor communication to local conditions and build resilient partnerships based on shared values.

Moreover, involving stakeholders in a company's social initiatives increases their loyalty and engagement, which positively impacts the brand's reputation and long-term stability.

6. Reducing reputational risks.

Companies that adhere to principles of transparency, ethics, and social responsibility are significantly less vulnerable to reputational crises. In today's fast-paced information environment, where news spreads instantly, even minor ethical violations can lead to boycotts, negative media coverage, or legal consequences.

Socially responsible marketing enables companies to build a positive image in advance, which serves as a kind of «trust reserve» in times of trouble. Moreover, transparent communication and active engagement with the public help organizations respond more quickly to crises, minimizing their negative impact.

Thus, SRM functions not only as a promotional tool but also as a risk management strategy, ensuring the company's stability and long-term reputation on the international stage.

7. Attracts talented employees.

Socially responsible marketing contributes to the attraction and retention of skilled professionals, especially among younger generations who increasingly prioritize values over salary alone. Many young specialists seek employment with companies that have a clear social mission, care about the environment, support communities, and operate ethically.

Companies that actively communicate their social initiatives create a positive employer brand, enhancing their appeal in the job market. Moreover, employees who feel that their work contributes to a greater good tend to show higher motivation, engagement, and loyalty.

Thus, SRM becomes not only a tool for external brand positioning but also a means of internal organizational development through the cultivation of a strong corporate culture. Socially responsible marketing plays a crucial role in shaping modern international business strategies. In a world where consumers, investors, and regulators increasingly prioritize ethical standards, transparency, and sustainable development, companies that implement SRM principles gain significant competitive advantages. They not only strengthen brand trust but also gain access to new markets, partnerships, and funding opportunities. At the same time, effective SRM implementation requires a deep understanding of cultural nuances, adherence to international standards, and a willingness to invest in long-term social initiatives. Thus, socially responsible marketing becomes not just a communication tool but a strategic factor in the sustainable development of business on a global scale.

CHAPTER 2

ANALYSIS OF SOCIALLY RESPONSIBLE MARKETING PRACTICES IN MODERN CONDITIONS

2.1. Current trends of 2025 influencing sustainability in marketing

In today's world, consumers are increasingly choosing brands that demonstrate social responsibility and environmental awareness. Sustainable marketing is becoming an integral part of the strategy for companies aiming to meet the expectations of society and investors. The principles of ESG help brands build trust, reduce their negative environmental impact, and contribute to solving social issues. The key aspects of sustainable marketing are presented in the Table 2.1.

Table 2.1

Key aspects of sustainable marketing

Aspect	Example of implementation	Result for brands
Eco-friendly packaging	Use of recyclable materials	Waste reduction, improved brand perception
Energy saving and carbon footprint	Switching to renewable energy sources	Cost reduction, enhanced environmental reputation
Social initiatives	Investing in local communities and projects	Increased customer loyalty
Transparency and accountability	Publishing sustainability reports	Strengthened trust among the audience

Source: [20].

Consumers no longer just want to buy products or services – they seek to support ethical, responsible, and environmentally friendly brands. In 2025, ethical and sustainable marketing is no longer just a trend but a necessity for companies that want to maintain audience trust and stand out in the market [21].

Modern consumers are increasingly paying attention to brand transparency, environmentally friendly production, social responsibility, and honesty in communication [21]: companies that genuinely adhere to the principles of sustainable

development earn trust, especially among younger generations such as Millennials and Generation Z, who prefer brands that share their values. These groups actively seek out companies that address environmental and social issues, influencing market dynamics as their purchasing power grows [22].

Numerous studies highlight the growing importance of sustainability in consumer decision-making. According to Nielsen, a global leader in marketing research that regularly conducts global consumer surveys on sustainable consumption, brand trust, and willingness to pay more for ethical products, 73% of consumers worldwide are willing to change their consumption habits to reduce their environmental impact, and 81% believe that companies should help improve the environment [23]. The Nielsen «2025 Annual Marketing Report» [24] also confirms that sustainability, values, transparency, and responsibility are not just trends but strategic priorities for modern brands. In particular, it highlights that smaller brands are actively exploring sustainability and values-driven marketing as a way to stand out among competitors focused on automation. It also notes that younger generations expect brands to be open about their practices in the areas of diversity, equity, and inclusion (Appendix A).

Research findings from Kantar, one of the world's leading companies in marketing research and analytics – specializing in consumer behavior, advertising effectiveness, branding, media, innovation, retail, and public opinion – show that: 86% of consumers demand urgent action on climate change; 64% believe that businesses should address environmental issues; 90% of marketers think sustainability strategies need to be more ambitious; and 94% of marketers consider promoting sustainability to be part of their professional role (see Fig. 2.1).

Research by the IBM Institute for Business Value also shows that 80% of consumers consider sustainability important, 60% are willing to change their habits for the sake of the environment, 70% are willing to pay 35% more for «green» brands, and 51% of consumers stated they are willing to pay more for brands that act responsibly toward the environment and society [26]. Moreover, the report states that sustainability requires a holistic approach across the entire value chain – especially in the consumer

sector. A company cannot succeed by acting in isolation within individual departments. An integrated vision and coordinated actions are needed at every stage of the process (see Fig. 2.2).

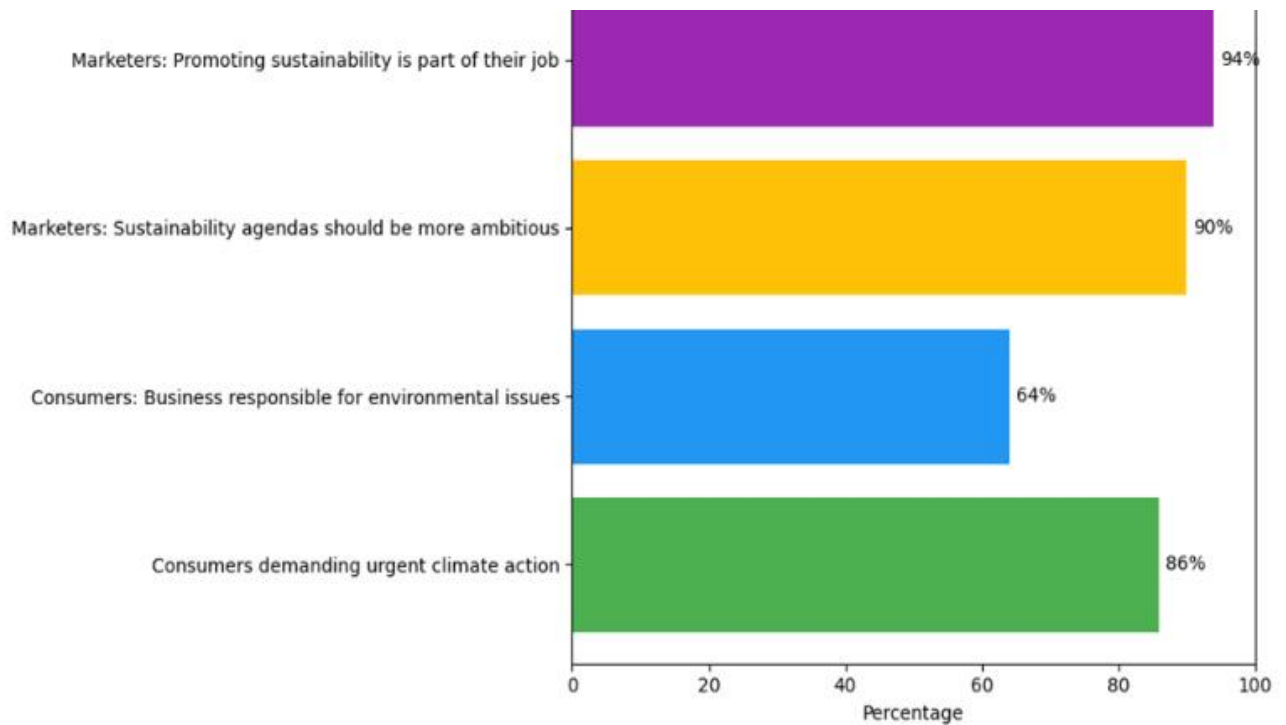


Fig. 2.1. Attitudes toward sustainability: views of marketers and consumers
Source: [25].

Consulting giants such as Deloitte, PwC, and McKinsey also regularly publish analytical reports on CSR and ESG, which include statistics, trends, and forecasts. For example, the Deloitte Global 2023 Gen Z and Millennial Survey [27] shows that younger generations expect brands to take an active stance on climate, equality, and ethics. In particular, the report contains a wealth of important information confirming the high expectations of younger generations regarding corporate social and environmental responsibility. Among the key findings of the study, the following can be highlighted:

1. Expectations of social responsibility from business: only 48% of Gen Z and 44% of Millennials believe that business has a positive impact on society; 60% of respondents think that companies have no ambitions beyond making a profit; however,

Gen Z and Millennials expect businesses to play a leading role in addressing social and environmental issues.

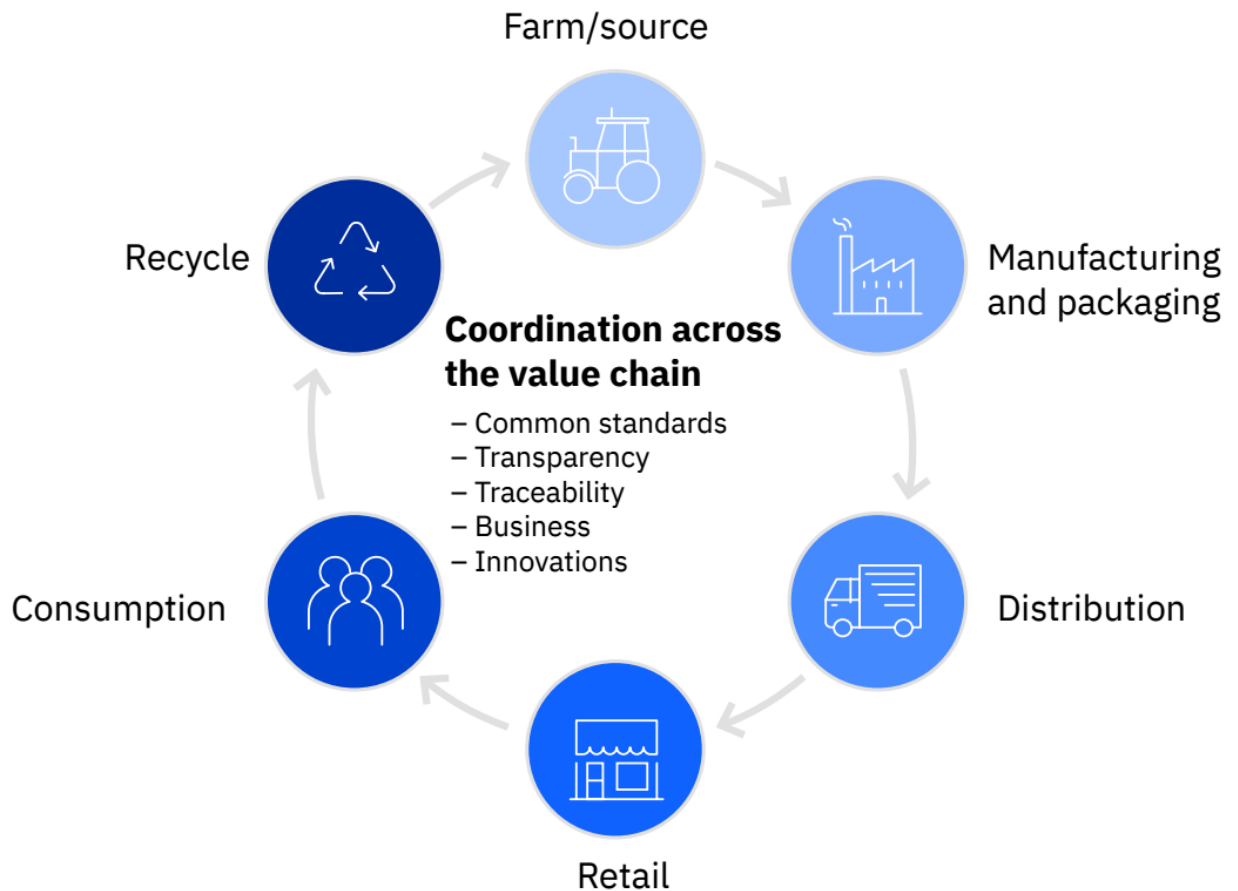


Fig. 2.2. A unified view for sustainability – true transformation requires integration across a value chain

Source: [26, p. 3].

2. Environmental awareness and actions: 73% of Millennials and 69% of Gen Z actively try to reduce their environmental impact; 60% of Gen Z and 57% of Millennials have felt anxiety about climate change in the past month; 55% of Gen Z and 54% of Millennials research a company's environmental policy before accepting a job offer.

3. Willingness to pay more for sustainable products: 59% of Gen Z and 60% of Millennials are willing to pay more for environmentally responsible products and services; however, more than 50% believe that the current economic situation makes such behavior difficult or impossible.

4. Values influence career decisions: 44% of Gen Z and 37% of Millennials have declined assignments due to ethical concerns; 39% of Gen Z and 34% of Millennials have refused to work for companies that do not align with their values.

These findings confirm that social and environmental responsibility is not just a trend, but a key factor in building trust, loyalty, and brand choice among younger generations.

The main directions of ethical marketing in 2025 include the following [21; 28; 29; 30; 31; 32]:

1. Transparency and honesty in advertising. Brands must communicate honestly – without exaggerated promises, fake reviews, or manipulative tactics. Consumers easily detect insincerity, so companies that maintain open communication gain long-term trust. Businesses are actively implementing ethical standards in their marketing strategies: honest advertising, transparency, and respect for consumer rights.

2. Environmental sustainability. Businesses are increasingly using biodegradable packaging, reducing CO₂ emissions, and supporting the circular economy. This not only enhances brand image but also helps reduce negative environmental impact.

3. Corporate social responsibility. Supporting local communities, charitable initiatives, and fair labor practices are becoming key factors in consumer decision-making. Companies involved in social projects show that they are not just profit-driven but also committed to making the world a better place.

4. Combating Greenwashing. Consumers are no longer swayed by marketing claims of being «green» unless backed by real actions. Companies that implement genuine environmental initiatives and can verify them through certification earn greater trust.

5. Ethical use of technology and personalization. The use of AI and big data for personalized marketing is growing, but with a focus on ethical data handling. Companies strive for transparency in algorithms and the protection of customer privacy.

6. Integration with ESG strategies. CSR marketing is increasingly integrated into a company's overall ESG strategy. This allows brands not only to communicate their values but also to make a real impact on sustainable development.

Thus, in 2025, ethics is no longer a choice for businesses – it's a standard. Companies that can quickly adapt their strategies will gain not only audience trust but also long-term success.

Moreover, companies that implement ethical marketing strategies gain several important advantages [21]:

1. Increased customer loyalty – consumers are more likely to trust brands that align with their values.
2. Access to new markets – international companies and partners are more inclined to collaborate with ethical brands.
3. Compliance with legal requirements – regulations concerning environmental and socially responsible business practices are becoming stricter.

Thus, sustainability and social responsibility are no longer just «nice gestures», but competitive advantages that shape the future of marketing strategies.

2.2. Socially responsible marketing practices of leading brands

In 2025, socially responsible marketing has become an integral part of the strategies of leading companies. Brands are increasingly integrating the principles of sustainable development into their communications, products, and audience engagement. The main practices include the following areas:

- Environmental responsibility (Unilever, IKEA);
- Social initiatives (Nike, L'Oréal);
- Transparency and ethics (Patagonia, Ben & Jerry's).

Unilever is one of the world's largest consumer goods companies, owning over 400 brands (including Dove, Knorr, Rexona, Lipton, Domestos, etc.). In 2025, the company continues to actively implement the principles of social responsibility and sustainable development in its marketing strategies [33].

Key practices include:

1. Transparency and trust: the company emphasizes open communication with customers, adherence to ethical standards, and responsible brand positioning. For example, Dove promotes realistic beauty standards and supports mental health campaigns for youth.

2. Sustainable supply chain: Unilever actively implements responsible sourcing of raw materials, including palm oil, tea, and cocoa. The company aims for carbon neutrality and reduction of plastic waste.

3. Innovation with a sustainability focus: In 2025, the company invests in eco-friendly packaging, vegan products, and renewable energy. For instance, the Magnum brand uses recyclable packaging, while Knorr promotes a plant-based diet.

4. Social initiatives: Unilever supports gender equality, education, inclusivity, and local communities through its brands and partnerships.

IKEA is a global leader in furniture retail that actively integrates sustainability principles into all aspects of its operations. In 2025, the company continues to implement its sustainability strategy, which covers environmental, social, and economic dimensions [34].

Key areas of IKEA's socially responsible marketing include:

1. Environmental sustainability: IKEA is committed to achieving Net Zero greenhouse gas emissions by 2050. By 2030, the company aims to reduce emissions by 50% across its entire supply chain. It actively promotes a circular economy by offering furniture that can be recycled, reused, or returned for disposal.

2. Sustainable living for customers: IKEA offers products that help consumers live more sustainably, such as energy-efficient lighting, water-saving devices, and waste-sorting containers. Its promotional campaigns include educational messages about responsible consumption.

3. Social responsibility: the company supports equality, inclusion, and employee well-being. IKEA invests in local communities, particularly through programs supporting refugees, women, and youth.

4. Transparency and reporting: IKEA publishes an annual sustainability report outlining its achievements and challenges. The strategy is reviewed annually based on scientific data and the United Nations Sustainable Development Goals (SDGs).

Nike integrates social responsibility into its business strategy through the «Move to Zero» initiative, which aims to achieve zero carbon emissions and zero waste. The company also implements 29 goals across three key areas: People, Planet, and Sport [35].

1. Environmental responsibility: Move to Zero initiative – reducing CO₂ emissions, transitioning to renewable energy, and using recycled materials; circular design: creating footwear and apparel that can be recycled or reused; waste reduction: optimizing packaging and reusing materials in production.

2. Social inclusion and equality: 50% of the global corporate workforce are women, with 45% in leadership positions; 30% of director-level and above roles in the U.S. are held by individuals from racial and ethnic minority groups; 10 million USD invested in scholarships for students at HBCUs (Historically Black Colleges and Universities) and HSIs (Hispanic-Serving Institutions) [35].

3. Ethical manufacturing: 100% of strategic suppliers must ensure safe working conditions and career advancement opportunities for women; the company enforces ethical standards throughout its supply chain, including efforts to combat forced labor.

4. Community engagement: volunteer programs, education, health support, and partnerships with NGOs; campaigns that promote social justice, inclusivity, and equality.

L'Oréal, the world's largest cosmetics company, is implementing a large-scale program called «L'Oréal for the Future», which spans through 2030. In 2025, the company is at the midpoint of this initiative, showing significant progress in sustainability and social responsibility [36].

Key areas of L'Oréal's socially responsible marketing:

1. Environmental transformation: reducing the use of virgin plastic (the company is actively transitioning to recycled and bio-based materials); water sustainability (implementing technologies that reduce water consumption in both production and

product use); climate responsibility (cutting CO₂ emissions across the entire supply chain).

2. Social inclusion and community support: programs supporting women in science, education, and entrepreneurship; between 2022 and 2025, L'Oréal has actively supported Ukrainian refugees and local initiatives in Ukraine [37].

3. Innovation and responsible beauty: launch of an innovative sustainability accelerator that supports startups in the fields of climate, biotechnology, and the circular economy [36]; use of Generative AI (GenAI) to create personalized beauty solutions [38].

4. Human-Centered Marketing: campaigns that promote diversity, inclusivity, and self-acceptance. The slogan was updated to «Because We're All Worth It», emphasizing the value of every individual [38].

Patagonia is one of the most well-known examples of a socially responsible brand, and in 2025 it continues to lead in environmental activism, ethical manufacturing, and anti-consumerist marketing [39; 40; 41].

Key areas of Patagonia's socially responsible marketing:

1. Environmental responsibility: Worn Wear program: encouraging customers to repair, trade, and reuse clothing (Appendix B); the company is transitioning to PFAS-free (fluorine-free) waterproof materials; 96% of its products are made from organic and recycled materials.

2. Transparency and ethics: the Footprint Chronicles campaign: an open report on the environmental impact of each product; full supply chain transparency – from material sourcing to working conditions.

3. Anti-consumerist approach: Patagonia discourages overconsumption and instead promotes buying less but better; in 2025, 99% of customers support this philosophy [39].

4. Values and activism: the company's mission is: «We're in business to save our home planet»; it supports environmental organizations through the 1% for the Planet program and actively participates in campaigns against climate change, deforestation, and ocean pollution.

5. Digital strategy: Patagonia uses storytelling, user-generated content, and social media to promote its values – building a community of like-minded individuals rather than just a customer base.

Ben & Jerry's is not just an ice cream brand, but a true symbol of social activism. In 2025, the company continues to actively advocate for social justice, environmental responsibility, and human rights – even in the face of pressure from its parent company, Unilever [42].

1. Social activism: public support for racial equality, reproductive rights, refugee rights, and democratic freedoms; participation in protests such as the People's March in Washington, where the brand handed out ice cream and shared videos from the rallies (a TikTok video received over 2 million likes) [42].

2. Digital strategy: use of social media to promote social messages – ranging from defining the term «oligarchy» to criticizing political decisions; strong presence on TikTok and Instagram, where the brand combines humor, creativity, and civic engagement.

3. Environmental responsibility: goal – 100% clean energy by the end of 2025. [43]; use of local ingredients, organic milk, and responsible sourcing practices.

4. Community support: investments in local initiatives, criminal justice reform, climate change mitigation, and support for vulnerable communities [43].

5. Conflict with Unilever: in 2025, Ben & Jerry's filed a lawsuit against Unilever, accusing it of attempting to restrict the brand's freedom of expression [42]; despite the pressure, the company remains committed to its mission: «Making the world a better place, one scoop at a time».

The analysis of socially responsible marketing practices of global companies are presented in the Table 2.2.

As a result of the analysis of socially responsible marketing practices among six global companies – Unilever, IKEA, Nike, L'Oréal, Patagonia, and Ben & Jerry's – several key conclusions can be drawn:

1. Sustainable development has become a strategic priority for most brands. All the companies studied are actively implementing environmental initiatives, including

CO₂ emissions reduction, the use of recycled materials, and the development of a circular economy.

Table 2.2

Analysis of socially responsible marketing practices of global companies

Company	Strengths	Limitations	Conclusion
Unilever	Strategic focus on sustainability, environmental innovations	Less transparency, lack of active social stance	Systematic approach to environmental responsibility, but weaker social communication
IKEA	Transparency, digital strategy, and environmental innovations	Limited involvement in social activism	Effective integration of sustainability into the business model, focus on ecology, and digital communication
Nike	Social policies (gender equality, inclusion), innovations	Limited transparency, avoidance of political activism	Supports social initiatives but avoids political engagement and deep transparency
L'Oréal	Social programs, transparency, innovations	Limited digital strategy, lack of activism	Balanced SRM approach with emphasis on reporting and social programs
Patagonia	Full SRM integration, transparency, activism, and digital strategy	None	A benchmark brand for social responsibility, combining environmental, social, and political dimensions
Ben & Jerry's	Social initiatives, activism, digital strategy, full SRM integration	Less transparency in reporting	Actively promotes social causes, but needs better reporting transparency

Source: compiled by the author.

2. Social initiatives are an integral part of marketing strategies. Companies support gender equality, inclusion, education, and community development. Nike, L'Oréal, and Ben & Jerry's are particularly active in this area.

3. Innovation plays a key role in achieving sustainability. From eco-friendly packaging to the use of generative AI, brands demonstrate a high level of technological adaptation for a sustainable future.

4. Transparency and ethics are also crucial. Patagonia, IKEA, and L'Oréal regularly publish sustainability reports and openly communicate the environmental and social impact of their operations.

5. Digital strategy is used not only to promote products but also to shape values. Ben & Jerry's, Patagonia, and IKEA actively use social media to promote social messages.

6. Activism as part of brand identity is a defining feature of Ben & Jerry's and Patagonia. These companies are not afraid to take clear stances on social and political issues, which helps build a deeper connection with their target audiences.

7. The level of implementation of socially responsible marketing varies: while Patagonia and Ben & Jerry's demonstrate full integration of sustainable principles into all aspects of their operations, other companies focus primarily on environmental and social programs, avoiding political activism.

2.3. Challenges and threats to the development of socially responsible marketing in the context of global competition and geopolitical uncertainty

In today's environment, socially responsible marketing faces a number of challenges that complicate its effective implementation and scaling. These issues are particularly acute in the context of global competition, economic instability, and geopolitical tensions (see Fig. 2.3):

1. Geopolitical instability: armed conflicts, sanctions, political isolation of certain countries, and migration crises disrupt global supply chains, forcing companies to change suppliers or relocate production. This may contradict the principles of ethical manufacturing, transparency, and support for local communities.

2. Economic pressure: inflation, rising energy and raw material costs compel companies to cut expenses – often at the expense of social or environmental initiatives.

In such conditions, socially responsible marketing may be perceived as a secondary priority.



Fig. 2.3. Key challenges and threats to the development of socially responsible marketing

Source: compiled by the author.

3. Unfair competition: companies that do not adhere to sustainability principles can offer lower prices, creating an uneven playing field for brands investing in sustainability. This reduces motivation to implement socially responsible marketing.

4. Greenwashing: an increasing number of brands simulate social responsibility without real action. This undermines consumer trust in genuine initiatives and discredits the very idea of socially responsible marketing.

5. Regulatory fragmentation: the lack of unified international standards in socially responsible marketing complicates certification, reporting, and comparison between companies. This creates additional burdens, especially for multinational businesses.

6. Low consumer awareness: in many countries, consumers do not understand or appreciate the benefits of sustainable consumption. This reduces the effectiveness of responsibility-focused marketing campaigns.

7. Reputational risks: in the digital age, any mistake or controversial move by a company can become the subject of public backlash. This forces brands to be extremely cautious in their actions and communications.

In addition to the main challenges and threats, additional ones can also be identified:

- Technological inequality and the digital divide: despite the development of digital technologies, access to them remains uneven. Companies implementing CSR through digital channels may fail to reach vulnerable population groups who lack internet access or digital skills. This limits the inclusivity of social initiatives.

- Ethical dilemmas in artificial intelligence and automation: the use of AI in marketing creates new challenges (ranging from biased algorithms to privacy violations). Companies must balance efficiency with ethics, which complicates the implementation of CSR in the digital environment.

- Cultural barriers and diversity: in a global environment, marketing campaigns can be misinterpreted due to cultural differences. This poses reputational risks and requires a deeper understanding of the local context when implementing CSR.

- High expectations from brands: modern consumers expect not only quality products but also an active social stance from companies. This puts pressure on brands, which may not always have the resources or experience to effectively implement CSR.

Insufficient integration of CSR into business strategy: In many companies, CSR remains at the level of PR campaigns rather than being part of a strategic approach. In today's globalized world, socially responsible marketing faces numerous challenges that hinder its effective implementation. Geopolitical instability, economic pressure,

technological and cultural barriers, as well as regulatory fragmentation, create complex conditions for companies striving to act responsibly. Particularly concerning are phenomena such as greenwashing, unequal access to digital technologies, and high consumer expectations, all of which can lead to a loss of trust in brands.

At the same time, these challenges also present new opportunities for the development of socially responsible marketing – through innovation, strategic integration of sustainable practices into business models, and a deeper understanding of local community needs. To succeed, companies must not only adapt to change but also shape new standards of responsibility, transparency, and ethics that meet the demands of the times.

CHAPTER 3

PROSPECTS FOR THE DEVELOPMENT OF SOCIALLY RESPONSIBLE MARKETING IN UKRAINE

3.1. The state and specific features of the development of socially responsible marketing in Ukraine

Socially responsible marketing in Ukraine has a relatively short but dynamic history of development. Its formation has been influenced by global trends, the transformation of the Ukrainian business environment, and socio-political challenges, particularly the war and European integration processes.

The main stages of the development of socially responsible marketing in Ukraine can be conditionally divided into several periods:

1. Initial stage (1990s – early 2000s):

During this period, the concept of social responsibility was just beginning to penetrate Ukrainian business. Socially responsible marketing was mainly perceived as charity or sponsorship. Companies implemented individual social initiatives, but they were not integrated into marketing strategies.

2. Concept formation (2005–2013):

This period is marked by growing interest in corporate social responsibility and the emergence of the first studies in this field. Companies began to implement elements of socially responsible marketing: environmental initiatives, support for education, transparent communication. The first examples of integrating social values into brand strategies appeared.

3. Activation under crisis conditions (2014–2021):

After the war began in eastern Ukraine, businesses became more actively involved in social initiatives: supporting the military, helping internally displaced persons (IDPs), and volunteering. Socially responsible marketing began to be seen as a tool for building trust and reputation.

4. Transformation during full-scale war (2022–2025):

Socially responsible marketing has gained strategic importance. Companies are implementing large-scale programs to support the Armed Forces of Ukraine, veterans, and communities. The role of ethical communication, transparent reporting, and ESG approaches is growing. Socially responsible marketing is becoming part of national resilience.

In the current context, socially responsible marketing in Ukraine is gaining increasing importance. Although this concept is not yet fully integrated into the strategies of most Ukrainian companies, there is a positive trend in its implementation, especially among medium and large businesses.

Many Ukrainian companies have begun to recognize the importance of not only economic efficiency but also the social impact of their activities. In particular, there is a growing number of initiatives aimed at supporting local communities, environmental projects, charity, volunteering, and the development of a corporate culture of responsibility.

Examples include energy efficiency programs, support for the Armed Forces of Ukraine, assistance to internally displaced persons, and educational initiatives. In many cases, these actions not only enhance brand image but also build consumer trust, as people increasingly pay attention to business ethics.

Thus, although socially responsible marketing in Ukraine is still in the process of formation, positive shifts are already visible, laying the foundation for its further development.[45]:

The rationale for implementing socially responsible marketing includes the following factors:

1. Growing social awareness among consumers: Ukrainians are increasingly choosing brands that demonstrate responsibility.
2. Increased brand trust: companies that implement socially responsible marketing build a positive image and customer loyalty.
3. Requirements from international partners: integration into the European market requires compliance with ESG standards.

4. Post-war recovery: businesses are participating in the reconstruction of the country, which enhances their social significance.

Key features of the development of socially responsible marketing in Ukraine as of 2025 include:

- The impact of war on the priorities of socially responsible marketing: corporate social responsibility has become not just a trend but a necessity. Companies are focusing on supporting the Armed Forces of Ukraine, veterans, internally displaced persons, and rebuilding infrastructure. The emphasis has shifted from environmental initiatives to humanitarian and security-related efforts.

- The growing role of ethical communication: consumers expect honesty, transparency, and respect in marketing messages. Companies avoid manipulation, discriminatory imagery, and false promises (e.g., Nova Poshta [45], METRO [46], Rozetka are examples of brands with transparent communication).

- Integration of the ESG approach: businesses are increasingly adopting ESG strategies. This has become an important factor for investors, partners, and international donors.

- Support for local producers: campaigns such as «Lavka Tradytsiy» by Silpo [47] promote the development of small businesses and the preservation of cultural heritage. Socially responsible marketing is becoming a tool for economic decentralization.

- Digitalization of social initiatives: the use of digital platforms for transparent reporting, fundraising, and education is growing – examples include Nova Poshta Education, Prometheus, and Veteran Hub.

- Partnership with civil society organizations: businesses are joining forces with NGOs, volunteers, and government institutions to implement large-scale projects. This increases brand trust and enhances the effectiveness of social campaigns.

- Rising consumer expectations: Ukrainians are increasingly choosing brands with a clear social mission. Young people, in particular, are highly sensitive to issues of ethics [48], ecology, and inclusion.

Small businesses play a particularly important role in the development of socially responsible marketing. Despite limited resources, they actively engage in social initiatives at the local level. This reflects the growing civic awareness of entrepreneurs and their willingness to participate in solving social problems [49].

Thus, socially responsible marketing in Ukraine is gradually transforming from sporadic initiatives into a strategic tool for sustainable development. Its further expansion depends on the synergy between business, the state, and civil society.

At the same time, the level of systematization and strategic approach to socially responsible marketing in Ukraine remains insufficient. Many initiatives are situational and not part of a long-term marketing strategy. There is also a lack of transparent reporting and standardized methods for evaluating the effectiveness of such programs.

Despite the growing activity of businesses, the role of the state in creating a favorable environment for the development of socially responsible business remains limited. The absence of tax incentives, clear reporting standards, and government support programs for socially responsible business hinders the systematic integration of socially responsible marketing into corporate strategies.

3.2. The impact of war and socio-economic crisis on the development of socially responsible marketing in Ukraine

The war in Ukraine, which began in 2014 and escalated into a full-scale invasion in 2022, has become not only a humanitarian tragedy but also a powerful catalyst for transformations across all spheres of public life – including business and marketing. The socio-economic crisis caused by hostilities, the destruction of infrastructure, the forced displacement of millions of citizens, and the overall decline in economic activity has posed new challenges for companies. Under these conditions, socially responsible marketing has gained particular importance – not only as a tool for maintaining brand reputation but also as a means of providing real support to society.

The main challenges faced by businesses in Ukraine during the war and socio-economic crisis – especially in the context of implementing socially responsible marketing – include the following:

1. Shifting business priorities: the full-scale war in Ukraine has drastically changed the focus of socially responsible marketing. While before 2022, the emphasis was on environmental initiatives, cultural projects, and inclusion, the war has brought new priorities:

- support for the Armed Forces of Ukraine (AFU);
- assistance to internally displaced persons (IDPs);
- reconstruction of infrastructure;
- provision of basic needs for the population.

2. The humanitarian mission of business: many companies have taken on roles traditionally performed by the state: organizing evacuations, providing food and medicine, funding shelters in schools, and supporting veterans and their families. This has transformed socially responsible marketing into a tool of survival and solidarity.

3. Financial constraints and adaptation: the socio-economic crisis caused by the war has forced businesses to:

- optimize marketing budgets;
- redirect resources to social initiatives;
- seek partnerships with NGOs and international foundations.

Despite limited resources, companies continue to implement socially responsible marketing – often in more localized and targeted formats.

4. Growing trust in brands that help: companies actively involved in social initiatives benefit from:

- high levels of consumer trust;
- positive media coverage;
- employee loyalty, as staff feel part of a meaningful mission.

5. Digitalization of social campaigns: due to restrictions on physical presence, socially responsible marketing has shifted to digital formats: online reports on aid efforts, crowdfunding platforms, educational webinars, and courses.

6. Formation of a new business ethic: the war has become a catalyst for rethinking the role of business in society. Instead of the traditional «profit above all» approach, a new paradigm is emerging: «business as part of civil society».

In addition, successful examples of socially responsible marketing in Ukraine demonstrate that even in conditions of war, economic instability, and limited resources, businesses are capable not only of maintaining their efficiency but also of playing a key role in supporting society. Such campaigns have a dual effect:

- Social impact: real assistance to vulnerable groups (veterans, internally displaced persons, children, communities); support for local production, culture, education, and ecology; the formation of a new ethic of business-society interaction [50].
- Marketing effectiveness: increased brand trust; enhanced reputation in both domestic and international markets; attraction of loyal customers who share the company's values.
- Strategic value: the implementation of socially responsible marketing enables companies to adapt to the requirements of the European market (ESG, transparency, sustainable development), which in turn creates a long-term competitive advantage.
- Inspirational effect: best practices serve as a benchmark for other companies, especially small and medium-sized enterprises; they create a positive example that fosters the development of a culture of responsible entrepreneurship.

On the CSR Ukraine platform, the page «Ukrainian Business and War: Unique Cases» presents the Catalog of Business Contributions to Ukraine's Victory [51], which is a powerful source of examples of socially responsible marketing during wartime.

The Center for CSR Development, an expert organization in sustainable development, has collected 314 cases from Ukrainian companies that demonstrate how businesses have adapted to wartime conditions and actively contributed to supporting society. These are not just charitable actions, but strategic efforts that are shaping a new business ethic.

The best practices are presented in the Table 3.1.

The main areas of socially responsible marketing recorded in the catalog include:

- Financial support for the Armed Forces of Ukraine and charitable foundations: 72 companies donated over 2.7 UAH billion to support the military; some companies contributed all profits from a specific day or month to aid efforts.

Table 3.1

Socially responsible marketing of Ukrainian companies during the war

Company	Key actions during the war	Area of social responsibility	Marketing effect
Nova Poshta	Free delivery of humanitarian aid, support for mobilized employees, educational initiatives	Logistics support, internal CSR	Strengthened reputation as a socially responsible logistics leader
Rozetka	Donations to the Armed Forces, support for volunteer initiatives, logistics adaptation	Support for defense and civil society	Increased customer loyalty and brand trust
ATB-Market	Supplying goods in frontline areas, support for IDPs, stable store operations	Basic needs support	Maintained brand presence and social relevance
Ukrzaliznytsia	Evacuation trains, free transportation of humanitarian aid, staff support	Critical infrastructure and humanitarian logistics	Symbol of resilience and national unity
Kyivstar	Free communication for military, support for digital education, donations for medical equipment	Digital inclusion and healthcare support	Enhanced brand image as a responsible telecom provider

Source: compiled by the author.

- Humanitarian support for the population: more than 3.4 UAH billion was allocated for humanitarian needs. Food, equipment, clothing, and medicine became part of marketing campaigns that emphasized the brand's social mission.

- Employee support: provision of housing, relocation assistance, psychological support, and job retention.

- Informational resistance: companies launched social media campaigns, videos, and educational projects aimed at combating disinformation and boosting public morale.

- Business partnerships: collaboration between companies to implement large-scale initiatives – an example of cooperative socially responsible marketing.

Thus, marketing is transforming – from a tool for sales to a tool for solidarity, trust, and reputation. Brand communications have become more emotional, honest, and focused on shared values. Consumers now expect not only a quality product from businesses but also a clear civic stance.

3.3. Opportunities for the development of socially responsible marketing in the Ukrainian business environment in conditions of European Integration

European integration is not only a political and economic process for Ukraine but also a profound transformation of values, standards, and approaches to doing business. One of the key directions of this transformation is the implementation of sustainable development principles and social responsibility, which are integral to European business culture. In this context, socially responsible marketing opens up a range of strategic opportunities for Ukrainian companies:

1. Alignment with European ESG standards. The European Union actively promotes sustainable development policies through instruments such as: The Corporate Sustainability Reporting Directive (CSRD), The European Green Deal, The EU Taxonomy Regulation.

These create opportunities for Ukrainian companies to: implement ESG reporting; attract foreign investment; enter the EU market with a competitive advantage.

2. Access to European grants and programs. Ukrainian businesses can benefit from:

- programs such as EU4Business, Horizon Europe, and Erasmus for Young Entrepreneurs;
- funding for environmental, social, and inclusive projects;
- partnerships with European NGOs and foundations.

This enables the implementation of large-scale CSR initiatives with international support.

3. Rising standards for transparency and ethics. European markets demand:

- ethical advertising;

- responsible supply chains;
- anti-corruption policies.

This encourages Ukrainian companies to: adopt codes of ethics; develop responsible communication; build international brand trust.

4. Development of consumer culture. European integration promotes:

- the spread of conscious consumption;
- growing demand for eco-friendly, ethical, and local products;
- the formation of new expectations from brands.

This creates space for the development of green marketing, social campaigns, and inclusive initiatives.

5. Increased competitiveness. Companies that implement socially responsible marketing:

- gain reputational advantages;
- attract loyal customers;
- have better chances for international cooperation.

6. Educational and human capital potential. European integration stimulates:

- the development of educational programs in socially responsible marketing, ESG, and sustainability;

- the training of a new generation of marketers with a European vision;
- the formation of an ecosystem of responsible business.

These opportunities create a favorable environment for transforming Ukrainian marketing toward a more sustainable, ethical, and socially meaningful direction.

However, despite numerous opportunities, the development of socially responsible marketing in the Ukrainian business environment is accompanied by a number of challenges and limitations:

1. High implementation costs: the realization of social, environmental, or ethical initiatives requires additional resources, which can be difficult for small and medium-sized enterprises.

2. Lack of awareness: some Ukrainian entrepreneurs lack sufficient understanding of ESG principles, CSR, and European standards.

3. Shortage of specialists: there is a noticeable shortage in the labor market of professionals in sustainability, ethical marketing, and reporting.

4. Administrative barriers: the absence of clear national regulations or incentives for implementing socially responsible marketing complicates adaptation to European requirements.

5. Risk of formalism: there is a danger that companies may implement socially responsible marketing only formally, without real impact on society or the environment.

6. High consumer expectations: after launching social initiatives, companies may face pressure to continue or expand them, which requires stable funding and strategic planning.

SWOT analysis of the development of socially responsible marketing in the context of European Integration is presented in the Table 3.2.

Table 3.2

**SWOT analysis of the development of socially responsible marketing in
the context of European Integration**

Strengths	Weaknesses
<ul style="list-style-type: none"> • Growing public interest in responsible business practices • Support from international partners • Positive image of companies implementing socially responsible marketing • Availability of successful case studies in Ukraine 	<ul style="list-style-type: none"> • High cost of implementing socially responsible marketing initiatives • Insufficient awareness among entrepreneurs about ESG and CSR • Lack of qualified professionals • Absence of clear national incentives
Opportunities	Threats
<ul style="list-style-type: none"> • Harmonization with European ESG standards • Access to European grants and programs • Growing demand for ethical and eco-friendly products • Development of educational programs and human capital 	<ul style="list-style-type: none"> • Economic instability and war • High consumer expectations and risk of reputational damage • Administrative barriers and regulatory uncertainty • Competition from international companies

Source: compiled by the author.

Socially responsible marketing in the Ukrainian business environment is gaining particular importance in the context of European integration. This process opens up broad opportunities for companies – from access to international programs and funding to building a positive image in the European market. Harmonization with European ESG standards, the development of consumer culture, and growing demand for ethical and eco-friendly products create a favorable environment for transforming marketing strategies toward sustainable development.

At the same time, the implementation of socially responsible marketing is accompanied by a number of challenges: high costs, a shortage of qualified specialists, lack of awareness, and regulatory uncertainty. These factors require systemic support from the state, educational institutions, and international partners.

Thus, socially responsible marketing can become not only a tool for adapting to European requirements but also a powerful driver of sustainable development for Ukrainian business – provided there is a strategic approach, cross-sector cooperation, and a long-term vision.

CONCLUSIONS

1. Socially responsible marketing is a modern concept that integrates business objectives with ethical, social, and environmental values. It evolved from the ideas of socially oriented marketing that emerged in the 1960s–1970s, particularly through the work of Philip Kotler. Unlike traditional marketing, which focuses primarily on profit and meeting consumer needs, SRM takes into account the interests of society, the environment, and all stakeholders. Academic literature identifies several approaches to understanding SRM: ethical, strategic, holistic, and institutional. Regardless of the approach, the core principles of SRM include ethics, transparency, inclusiveness, long-term value, sustainability, and active social engagement. SRM is implemented through a responsible marketing mix (4P/7P), social initiatives, partnerships, innovation, and digital technologies. It helps companies build a positive image, strengthen consumer trust, and support sustainable development. Thus, socially responsible marketing is not only a tool for ethical business conduct but also a strategic advantage in today's market environment.

2. Global initiatives play a pivotal role in the development and advancement of socially responsible marketing. By establishing international standards, ethical principles, and strategic frameworks, these initiatives guide businesses in aligning their operations with broader societal and environmental goals. Instruments such as the UN Global Compact, the OECD Guidelines, the ILO MNE Declaration, ISO 26000, the Principles for Responsible Investment, and the Sustainable Development Goals (SDGs) provide companies with clear benchmarks for responsible conduct. These frameworks encourage transparency, accountability, and ethical behavior, helping businesses not only to mitigate risks but also to build trust with consumers and stakeholders. They promote the integration of environmental, social, and governance (ESG) factors into corporate strategies, transforming marketing from a purely profit-driven activity into a tool for sustainable development and positive social impact. As a result, socially responsible marketing becomes a key mechanism through which companies can contribute to solving global challenges, foster long-term value, and strengthen their reputation in an increasingly conscious and demanding global market.

3. Socially responsible marketing has become a strategic necessity in international business. It helps companies build trust, meet global standards, attract investment, and gain a competitive edge by aligning with ethical and sustainable values. By integrating SRM into their operations, businesses strengthen stakeholder relationships, reduce reputational risks, and appeal to socially conscious consumers and employees. While effective implementation requires cultural awareness and long-term commitment, SRM ultimately supports sustainable growth and global market success.

4. In 2025, ethical and sustainable marketing is no longer optional – it is a business imperative. Consumers, especially younger generations like Gen Z and Millennials, increasingly expect brands to demonstrate transparency, environmental responsibility, and social impact. Companies that align with ESG principles and integrate sustainability into their marketing strategies gain trust, customer loyalty, and long-term competitive advantage. Research from Nielsen, Kantar, IBM, and Deloitte confirms that sustainability influences purchasing decisions, brand perception, and even career choices. Ethical marketing practices – such as honest advertising, eco-friendly packaging, community engagement, and data privacy – are now essential components of brand success. Moreover, the integration of marketing with broader ESG strategies helps companies not only communicate values but also drive real change. Brands that act authentically and transparently are better positioned to stand out, build resilience, and thrive in a values-driven global market.

5. In 2025, socially responsible marketing has become a core element of leading global brands' strategies. Companies like Unilever, IKEA, Nike, L'Oréal, Patagonia, and Ben & Jerry's demonstrate diverse approaches to integrating sustainability, ethics, and social values into their operations and communications. The analysis reveals several key trends: environmental responsibility is a strategic focus for all brands, with efforts to reduce emissions, use recyclable materials, and support circular economy models; social initiatives such as gender equality, inclusion, and community development are actively pursued, especially by Nike, L'Oréal, and Ben & Jerry's; innovation plays a crucial role in achieving sustainability, from eco-packaging to AI-

driven solutions; transparency and ethics are prioritized by brands like Patagonia and IKEA, which regularly publish sustainability reports; digital strategies are used not only for promotion but also for value-driven storytelling and stakeholder engagement; brand activism, particularly by Patagonia and Ben & Jerry's, strengthens emotional connections with socially conscious audiences.

6. In today's complex global environment, socially responsible marketing (SRM) faces significant challenges that hinder its consistent implementation and growth. Geopolitical instability, economic pressures, regulatory fragmentation, and rising consumer expectations create a demanding landscape for brands striving to act ethically and sustainably. Issues such as greenwashing, digital inequality, and cultural misinterpretations further complicate efforts to build trust and deliver meaningful impact. Many companies also struggle to move beyond surface-level initiatives and fully integrate SRM into their core strategies. However, these challenges also open new opportunities. Brands that embrace innovation, prioritize transparency, and align their values with local and global needs can not only overcome these barriers but also lead the way in setting new standards for responsible business. In this context, SRM becomes not just a marketing tool, but a strategic response to the demands of a rapidly changing world.

7. Socially responsible marketing in Ukraine is transitioning from isolated efforts to a more strategic approach, driven by war-related challenges, European integration, and growing consumer awareness. Businesses are increasingly adopting ESG principles, supporting communities, and using digital tools for transparency and impact. Despite positive momentum, the field still faces structural limitations: inconsistent implementation, lack of standardized reporting, and minimal government support. However, the active role of civil society, rising expectations from consumers and international partners, and the growing involvement of both large and small businesses create a strong foundation for further development. To ensure long-term progress, socially responsible marketing must become an integral part of corporate strategy, supported by cross-sector collaboration and a clear regulatory framework.

8. The full-scale war and socio-economic crisis in Ukraine have significantly reshaped the role of socially responsible marketing. What was once a tool for brand positioning has become a vital mechanism for solidarity, resilience, and societal support. Businesses have shifted their focus from environmental and cultural initiatives to urgent humanitarian needs – supporting the military, displaced persons, and infrastructure recovery. Despite financial constraints, many companies continue to implement SRM through localized, digital, and partnership-based approaches. These efforts not only provide real social impact but also strengthen brand trust, employee loyalty, and long-term competitiveness – especially in alignment with European ESG standards. The crisis has also catalyzed a new business ethic in Ukraine, where companies are increasingly seen as active participants in civil society. The best practices emerging from this period serve as powerful examples of how business can lead in times of national hardship, inspiring broader adoption of responsible marketing across sectors.

9. European integration offers Ukrainian businesses a unique opportunity to align with modern sustainability standards and embed socially responsible marketing into their core strategies. Harmonization with EU ESG regulations, access to international funding, and growing demand for ethical and eco-friendly products create a favorable environment for transforming marketing practices toward long-term value and social impact. At the same time, challenges such as high implementation costs, lack of expertise, limited awareness, and regulatory uncertainty must be addressed. Overcoming these barriers requires coordinated efforts from the government, educational institutions, and international partners. With a strategic approach and cross-sector collaboration, SRM can become not only a tool for meeting EU requirements but also a powerful driver of sustainable growth, competitiveness, and trust in Ukrainian business.

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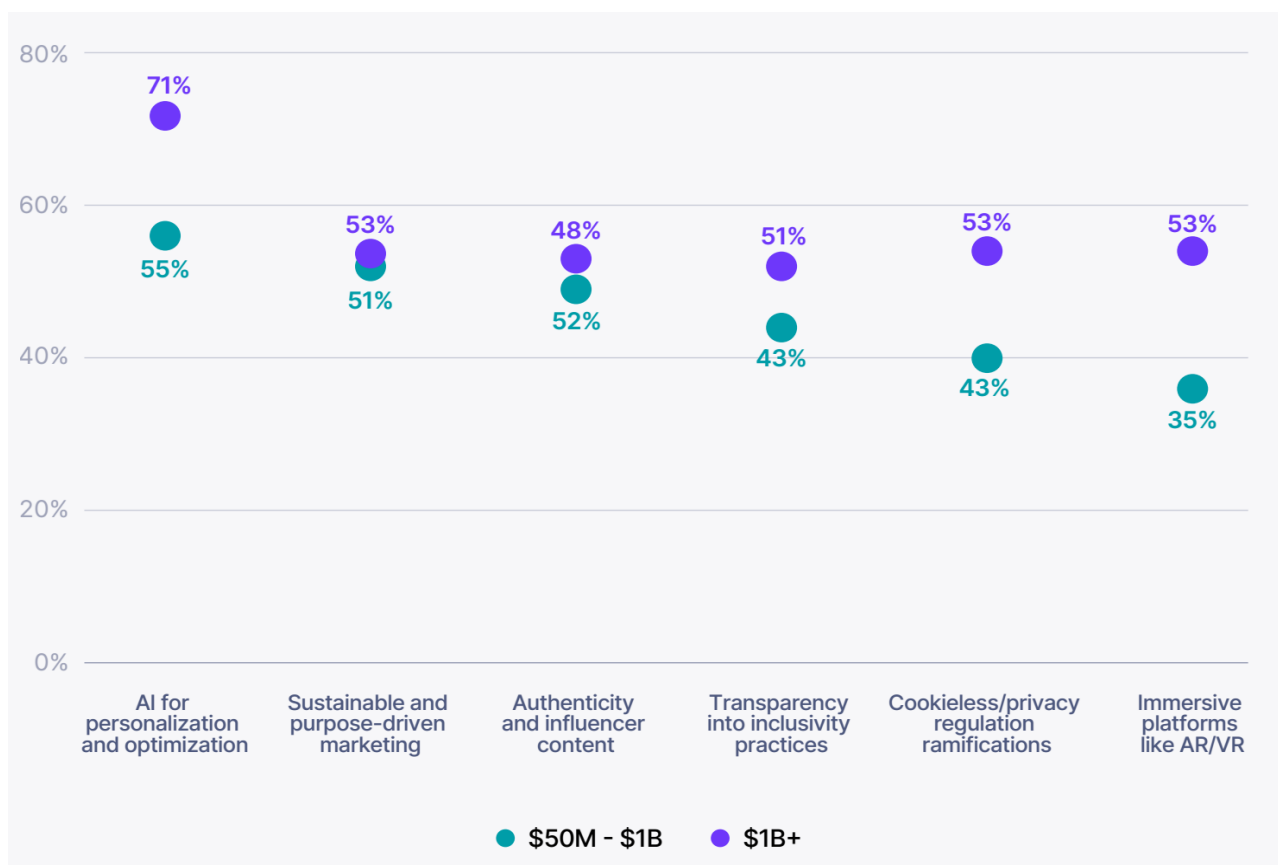
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APPENDICES

Appendix A

Trends likely to have a big impact on marketing in 2025
(by company budget size)



Source: [24, p. 10].

Don't Buy This Jacket, Black Friday and the New York Times

Source: [52].