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**MEDIA TRANSFORMATION
 OF SOCIALLY RESPONSIBLE
 PROJECTS**

Introduction. In the conditions of uncertainty against the background of the state of war in Ukraine, the analysis of socially responsible projects, their adaptation to the media space, support of spheres that initiate social changes is relevant.

Problem. Wartime significantly affected the development of all spheres, especially sports, reduced the level of activity of enterprises, actualized the need to transform mass media and strengthen socially responsible projects.

The aim of the article is the development of recommendations on measures to strengthen mass media activities in terms of socially responsible marketing for Ukrainian enterprises, using the example of football clubs, in the conditions of martial law.

Methods. General scientific methods such as synthesis, comparison and generalization are applied.

Results. The media transformation of socially responsible projects during the military aggression of the Russian Federation against Ukraine was studied, the dynamics of the level of influence of social media platforms on brand popularity were analyzed, measures were proposed to increase media activity in the direction of socially responsible marketing, today, using the example of football clubs in the field of sports, recommendations for further work were developed and adaptation to realities.

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**МЕДІАТРАНСФОРМАЦІЯ
 СОЦІАЛЬНО ВІДПОВІДАЛЬНИХ
 ПРОЄКТІВ**

Вступ. В умовах невизначеності на тлі воєнного стану в Україні актуальним є аналіз соціально відповідальних проєктів, адаптація їх до медіапростору, підтримка сфер, які ініціюють соціальні зміни.

Проблема. Воєнний час суттєво вплинув на розвиток усіх сфер, особливо спорту, зменшив рівень активності підприємств, виокремив необхідність медіатрансформації та посилення соціально відповідальних проєктів.

Метою статті є розроблення рекомендацій щодо заходів з посилення медіаактивностей у частині соціально відповідального маркетингу для українських підприємств, на прикладі футбольних клубів, в умовах воєнного стану.

Методи. Застосовано такі загальнонаукові методи, як синтез, порівняння та узагальнення.

Результати дослідження. Досліджено медіатрансформацію соціально відповідальних проєктів під час військової агресії РФ проти України, проаналізовано динаміку рівня впливу соціальних медіаплатформ на популярність бренду, запропоновано заходи для посилення медіаактивностей у напрямі соціально відповідального маркетингу, розроблено рекомендації подальшої роботи та адаптації до реалій сьогодення на прикладі футбольних клубів у сфері спорту.



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Conclusions. Structural changes and peculiarities of media transformation of socially responsible projects during the military aggression of the Russian Federation on the territory of Ukraine caused a reorientation of the strategic goals of all spheres of activity. The results of the analysis of the activities of media sector enterprises using the example of the sports sphere allowed us to determine the approach by which media transformation increases the importance of social initiatives. It has been established that football brands must find a balance between commerce, social utility and consumer needs. Media enhancement measures combined with marketing technologies remain an integral part of business as they facilitate social communication.

The prospect of further research is seen in the systematization of scientific and methodological principles and the construction of a strategy for socially responsible marketing of enterprises in the field of sports.

Keywords: socially responsible marketing, media platform, media transformation, media space, socially oriented activity, crisis conditions, martial law, football club, sports field.

JEL Classification: D47, L1, L82, M31.

Висновки. Структурні зміни та особливості медіатрансформації соціально відповідальних проєктів під час військової агресії РФ на територію України спричинили переорієнтацію стратегічних цілей всіх сфер діяльності. Результати аналізу діяльності підприємств у медіапросторі на прикладі сфери спорту надали можливість визначити підхід, за якого медіатрансформація підсилює значення соціальних ініціатив. Встановлено, що футбольні бренди мають знаходити баланс поміж комерцією, соціальною корисністю та потребами споживачів. Заходи для посилення медіаактивностей у поєднанні з маркетинговими технологіями залишаються невід'ємною частиною бізнесу, оскільки полегшують соціальну комунікацію.

Перспективи подальших досліджень вбачаються у систематизації науково-методологічних засад та побудові стратегії соціально відповідального маркетингу підприємств у сфері спорту.

Ключові слова: соціально відповідальний маркетинг, медіаплатформа, медіатрансформація, медіапростір, соціально орієнтовані активності, кризові умови, воєнний стан, футбольний клуб, сфера спорту.

Introduction. In the conditions of uncertainty and the influence of the martial law in Ukraine, the analysis of socially responsible brand projects, their adaptation to the media space, support of any sphere that initiates social projects is quite relevant. The development of socially responsible projects takes place thanks to the responsibility of business to society.

Media transformation of socially responsible projects creates a halo of opportunities for strengthening the market position of the brand, its competitiveness and sustainable development. Thus, using the example of the professional activity of football clubs, which in itself is socially oriented, the tools of promoting a healthy lifestyle and promoting the identification of the brand's corporate culture are highlighted.

Problem. The wartime singled out the need for media transformation and strengthening of socially responsible projects of football clubs, information coverage, vital activities of economic and social initiatives. The implementation of socially responsible projects increasingly requires a strategically thought-out management approach, which determines the relevance of this study.

Analysis of recent research and publications. Issues of social responsibility of brands, aspects of their implementation and coverage in the media space are reflected in scientific works A. Carroll [1], M. Kramer [2]. In their works, I. Gamova [3] focus on the brand's marketing communications in social networks as a trend in its awareness. Marketing research in the

field of sports is covered in articles by M. Maslyukivskyi [4], in which the essence and role of marketing activities in the in the promotion of socially responsible initiatives

Analytical aspects of the influence of social media platforms on brand formation remain relevant and require theoretical deepening and justification as an important marketing category in the communications system.

The aim of the article is a development of recommendations on measures to strengthen mass media activities in terms of socially responsible marketing for Ukrainian enterprises, using the example of football clubs, in the conditions of martial law.

Methods. The study is based on the analytical method of data on the influence of media platforms on brand popularity, statistics, expert forecasts and analysis of media platforms. Such general scientific methods as synthesis, analysis, comparison and generalization are used; systematization, decomposition and graphical presentation of the results – to substantiate the media transformation of socially responsible projects. Materials and data from reports of the Statista platform – a research investment database, official analytical and research materials in the analyzed area were used.

Results. The digitalization of everyday life in society and the new conditions of today, the full-scale invasion of the Russian Federation on the territory of Ukraine affects the structural changes and features of the media space, contributes to the diversification of the manifestations of socially responsible marketing, introducing new projects of social direction in all spheres of the population's life.

Research by scientists has proven that a modern person spends a lot of time on the Internet using social media platforms. On average, Internet users spend 147 minutes per day (as of 2022) on social networks and messaging applications [5].

Today, social networks are a strategic element of popularization and improvement of the harmonization of relations in society, and it is the media transformation tools of any sphere that play a leading role. No event can be imagined without informational support. The attention of millions of viewers is focused on national championships every day, and events such as the Olympic Games, World Championships or other major tournaments unite billions of fans from all over the world. Today, the field of physical culture and sports, which is a factor in preserving the country's gene pool, is in the process of modernization. The commercialization of professional sports, on the one hand, brings financial investment in the industry, and on the other hand, it gives an impetus to the implementation and realization of the socio-economic development of the state.

According to the 2022 Social media marketing industry report, 85 % of all surveyed marketers said that their social media efforts contribute to business growth. An analysis of the level of popularity of social media platforms makes us understand that Facebook and Instagram are the two most popular platforms used by marketers (*Figure 1*) [6].

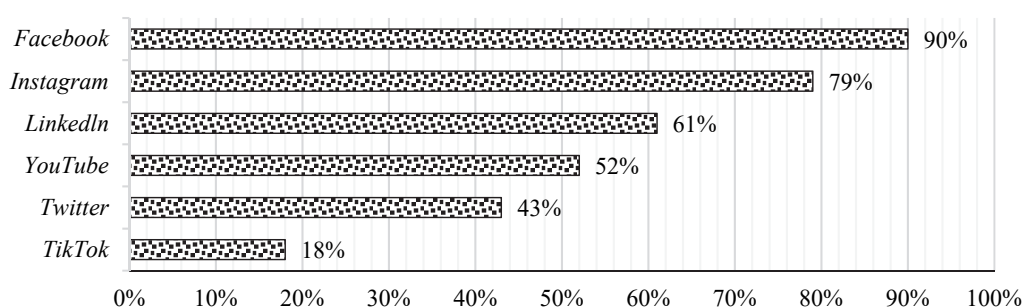


Figure 1. The level of popularity of social media platforms

Source: compiled by the author based on [6].

Among the main trends of SMM promotion, the following can be distinguished:

Dominance of the social network Facebook: 90 % of marketers use Facebook. However, Facebook is in decline: marketers are moving away from Facebook starting in 2019. Only 47 % of marketers consider Facebook the most important platform in 2022, down 20 % from 67 % in 2018. 13 % of marketers will reduce their marketing activity on Facebook in the next 12 months and only 41 % of marketers plan to increase their activity on the platform.

Instagram social network: 79 % of marketers use this platform to cover events. It is the second most important social platform for marketing (after Facebook). 61 % of marketers plan to increase their Instagram activity in the next 12 months.

The popularity of looping short videos is growing. Almost every fourth marketer believes that it is the most important video format.

High interest in the YouTube channel: 67 % of marketers plan to increase the use of YouTube videos in their work to cover events [6].

Social networks help modern people perceive sports. With millions of users, they are practically the perfect tool to promote a company's product. All conditions are created in social networks to increase brand recognition, consumer loyalty to it, as well as informing users about manufactured products [4].

Sports brands are founders of social initiatives through social media platforms. Thus, sports practice unites a whole pantheon of successfully tested and implemented social projects in accordance with the needs and requests of society. This type of activity is the prerogative of marketing, because you need to be an artist to combine sports and business.

According to analytical data [7] and data from the Association for the Promotion of the International Movement "Sport for All" (TAFISA), which represents the permanent working group of the IOC "Sport for All" commission, soccer is the largest and most popular sport in the world, so the emphasis is on precisely at the football clubs of the highest championship of Ukraine – the Ukrainian Premier League (UPL) [8]. It is worth noting that the association of professional football clubs of Ukraine "PREMIER-LEAGUE" was created in 2008. UPL is a collective member of the Football Federation of Ukraine. For the 2022/2023 season, 16 football clubs are fighting for victory.

Today, theorists and practitioners are increasingly talking about the dominant role of social networks as the main communication tool in the system of integrated marketing communications. Social networks level the assimilation of information and significantly level the index of information democracy. The positive attitude of society towards sports has caused the process of growth in the number of people who are involved in sports activities. The development of information technologies increases the spread of social network tools and applications that are related to sports topics, they are the ones that develop society and attract the population to sports in an offline environment.

Therefore, today every football club, regardless of sports ambitions and level of play, entering the markets, both domestic and foreign, conducts systematic marketing work: first of all, the creation of its own corporate website and pages in the most common social networks. The scale of audience coverage in social networks by football clubs of the UPL of Ukraine is presented in *Figure 2*.



Figure 2. Social media platforms of UPL football clubs*

*Data as of 01/22/2023.

Source: developed by the author according to [9–24].

So, the football map of the highest Championship of Ukraine is quite extensive and is represented by football clubs from different regions. An analysis of the number of followers in the most popular social networks singles out two leaders, constant duelists for the golden awards of the national championship, FC Shakhtar and FC Dynamo. The Donetsk club already has

more than 1.5 million followers on its Facebook page – this is a decent result even for European clubs. In turn, Dynamo Kyiv has more than 111.5 million views on its YouTube channel. These indicators show that the clubs are constantly working on updating their communication components and taking care of attracting and increasing their fans all over the world. All other clubs are at the stage of formation and development of digital communications and are making the first successes in conquering social networks.

A football club today is a node of objective-virtual and associative-emotional components of a brand. In turn, each component of the brand is constantly intertwined with other interested parties: fans, stakeholders, mass media, club members (players and employees), state or regional authorities, shareholders.

The brand of a football club correlates a specific set of associations used to identify the product (football, atmosphere and stadium, specific emotional state of fans), thanks to the unique characteristics of the identity, appeals of individual players (football players) and promises made publicly to fans.

The social phenomenon of sports is the everyday development and strengthening of health of all age groups of the country's population, their involvement in sports. Marketing activities in symbiosis with social responsibility form hidden investments, which in the future turn into worthy rewards. At the same time, the most important goal of a marketer is to build such a relationship with the informal owners – fans, that regardless of the ups and downs of the club – from birth to death, they continue to be with the team.

The socially responsible orientation of the leading football clubs of Ukraine is united by exceptional modifications of social work and is implemented in the following areas:

sports (development and popularization of mass football in Ukraine; opening of own football academies, which unite different age groups of the population);

barrier-free programs (creating conditions to encourage children with special needs to play football);

preventive (promoting a healthy lifestyle, giving up bad habits);

commercial (sale of souvenir products under the football club brand);

civil (events of expressing a civil position, appeals of players against the war and for the unity of the country);

information and communication (constant communication with the mass media; updating social networks, the corporate website about the life and activities of the club, holding conferences and briefings, autograph sessions);

technical (building and maintaining in proper condition the necessary infrastructure under the football club brand);

charitable (carrying out patronage and implementation of charity initiatives with the involvement of players and club employees, in particular the club president);

educational (creating training courses);

corporate (open corporate reporting);

humanitarian (supporting the population affected by the war);
fair play (respect for players, coaches, club staff);
gender equality (increasing the role of women's football).

The influence of martial law factors emphasized the strong patriotic positions of brands in Ukraine and forces them to strengthen with the help of marketing tools and socially responsible projects, conveying to the consumer their mission, purpose, views and attitude to the surrounding events.

Football brands use and combine marketing technologies in the implementation of business social responsibility tasks. Shakhtar football club is the undisputed leader in the introduction of a socially responsible policy in the field of sports in Ukraine.

In 2018, the non-profit foundation "Shakhtar Social" was created for the implementation of social and charitable projects of the club, as well as for the development of mass children's football in Ukraine. The main tasks of the foundation are the formation of the values of a healthy way of life and the creation of equal opportunities for everyone who loves football and is engaged in it. During 4 years of operation, the fund implemented projects worth about UAH 43 million. More than 8 thousand children took part in social programs. Every year, Shakhtar Social organizes an average of 10 projects and 50 events – offline and online [9].

Shakhtar Social works within 3 goals in the field of sustainable development of the UN (*Figure 3*). Brand strategy is an example of successful marketing through the years and a great case study for young marketers. On its website, the brand itself talks about its social responsibility, what it is aimed at and in which areas it seeks to contribute to people and the planet. The integrated plan of regular socially responsible activities is shown in *Table*.



Figure 3. UN Sustainable Development Goals "Shakhtar Social"

After the beginning of the full-scale invasion, Shakhtar continues to work unceasingly (before the beginning of the full-scale invasion of the Russian Federation, the geography of the socially responsible project "Let's Play" included 43 settlements of Ukraine and more than 74 sports grounds) in 2022, within the scope of the "Let's Play" project, sports classes were held in 13 settlements. As of June 30, 2022, more than 1,000 children have joined the program.

Table

Integrated plan of socially responsible activities of FC Shakhtar

Strategic directions	Content/direction
Health	In order to improve children’s health and popularize football, the "Let’s Play" project was created – the largest social program for the development of children’s amateur football in Ukraine. More than 6000 children took part in this project, which began to be implemented in 2013, and the geography includes 43 settlements of Ukraine and more than 74 sports grounds. Young people between the ages of 7 and 12 have the opportunity to practice for free with all the necessary equipment and under the supervision of trainers
Social engagement	Inclusive education for children with physical or mental disabilities took place in 9 cities of Ukraine with the support of partners UNFPA Ukraine, Special Olympics Ukraine and DTEK
Education	In 2022, Shakhtar, with the support of EFDN and the UEFA Foundation for Children, continued the implementation of the STEM (science, technology, engineering, mathematics) educational program started a year earlier, which allows children to learn the basics of programming with the help of football. Children learn three types of programming: drawing, block coding and text, similar to JavaScript. Another educational project is Shakhtar Smart – this is a series of three lessons: English with a football bias, proper nutrition and a healthy lifestyle, as well as physical education with an Academy coach and a Shakhtar player. A physical education lesson is basically an adapted soccer training in which both boys and girls take part, regardless of the level of physical fitness
Gender equality	Shakhtar Social supports the development and popularization of women’s football. As part of the partnership with the United Nations Population Fund (UNFPA Ukraine), "Shakhtar" in 2018 created a girls’ team in Kharkiv. The Shakhtar women’s national team constantly allocates time for training with girls with special physical and mental development. More than 200 girls took part in the "Let’s Play" project during the year

Source: developed by the author according to [9].

The most significant socially responsible achievements of Shakhtar FC are shown in *Figure 4*.

FOOTBALL FOR PEACE

25,6 million ₴

FC Shakhtar and the club's partners were involved for a charitable purpose, and then split this amount, here is a text message above from where who gave how much

13,2 million ₴

The Shakhtar Global Tour series of games for Peace series has generated a total of income

7,2 million ₴

Joint charity auctions with Sorare and Binance

4 million ₴

To accumulate Shelter Center "Shakhtar at the Lviv Arena

1,2 million ₴

By getting the Shakhtar Social Foundation

Figure 4. FC Shakhtar charity programme "Football for peace"

Source: developed by the author according to [9].

As we can see from the given data, the members of a large team are engaged in charity work and make a great contribution to the common victory. The Ukrainian brand "Shakhtar" is associated throughout the world with willpower, indomitable spirit and boundless courage. And despite all the

difficulties, air strikes and power outages, FC Shakhtar continues to raise funds to support Ukraine.

After the start of the war on February 24, 2022, the most popular post was a photo of the flag of Ukraine with the slogan "We will endure" (reach – almost 11 million users, 214 thousand likes and 16.5 thousand retweets [9]).

In addition to supporting socially responsible projects, it was established that Shakhtar FC is aware of its role as a communicator for the development of Ukraine. Analysis of marketing communications of Shakhtar FC is presented (Figure 5). In total, more than 3 million users from all over the world are subscribed to the football club’s social networks. The total audience reach for the 2021/2022 season was more than 494 million 584 thousand views. The football club successfully uses social media platforms to increase public awareness of the social problems of modern Ukraine. The brand successfully combines the implementation of its social projects with the support of sports media.

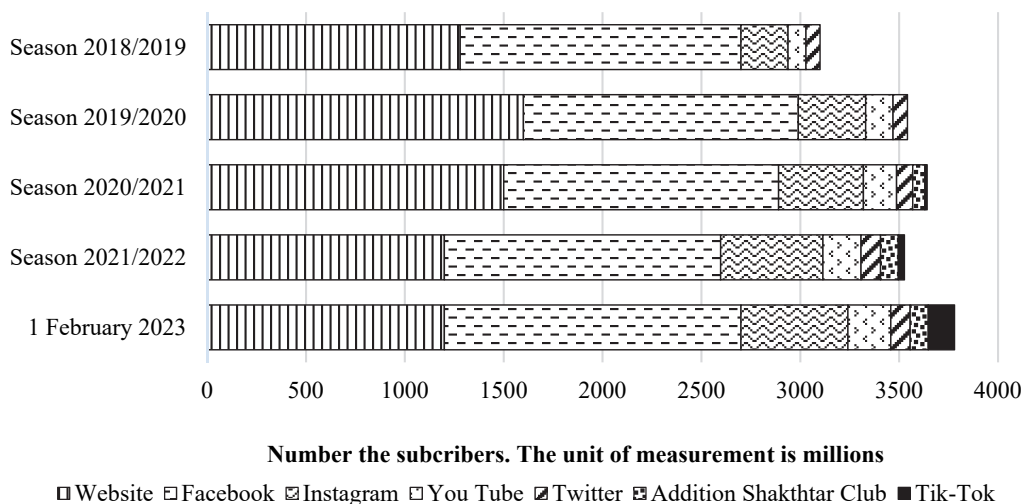


Figure 5. Marketing communications FC Shakhtar

Source: developed by the author according to [9].

The main criteria for evaluating the socially responsible activity of a football club are continuity, long-term and obtaining specific results. This requires large capital investments, media transformation of socially responsible projects of Shakhtar FC increases audience loyalty, serious attitude towards the brand, respect, attracts investments and a solid foundation for the future.

Conclusions. Structural changes and peculiarities of media transformation of socially responsible projects during the military aggression of the Russian Federation on the territory of Ukraine caused a reorientation of the strategic goals of all spheres of activity. The results of the analysis of the activities of media sector enterprises using the example of the sports sphere allowed us to determine the approach by which media transformation increases the importance of social initiatives. It has been established that football

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