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Strategies of Innovation Management and Socially Responsible Marketing: Contemporary Dimension

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Abstract. *The study explores the strategic integration of innovation management and socially responsible marketing in the context of increasing market turbulence, stakeholder pressure, and the growing importance of corporate social responsibility (CSR) and sustainable development. The aim is to systematize key components of innovation management strategies integrated with CSR principles and to substantiate their role in ensuring sustainable development and long-term competitiveness of enterprises. The research is based on a theoretical and analytical approach, including the synthesis of scientific literature, comparative analysis, and systematization of conceptual frameworks related to innovation processes, CSR integration, and strategic marketing communications. The results demonstrate that innovation management increasingly functions as a mechanism of social value creation and stakeholder trust building, while CSR-oriented marketing serves as a key instrument for legitimizing innovative activities and communicating their impact. It is proven that integration of CSR into innovation strategies strengthens reputational capital, enhances customer loyalty, and improves organizational adaptability under conditions of digital transformation and uncertainty. The study highlights the role of digital tech, and AI in increasing transparency and optimizing innovation processes. A typology of strategies according to enterprise maturity is systematized, showing differentiated approaches from startups to mature corporations and social enterprises. The findings confirm that companies combining technological innovation with social responsibility achieve more stable competitive advantages. The practical significance lies in forming an integrated understanding of innovation management as a socio-economic system aligned with ESG principles. Prospects for further research are related to empirical measurement of CSR-oriented innovation effectiveness and development of performance indicators, including in the context of post-conflict recovery of Ukrainian enterprises.*

Keywords: *innovation management; socially responsible marketing; CSR; ESG strategy; strategic management; sustainable development; organizational transformations; competitiveness.*

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Стратегії інноваційного менеджменту і соціально відповідального маркетингу: сучасний вимір

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Анотація. *Дослідження присвячене стратегічній інтеграції інноваційного менеджменту та соціально відповідального маркетингу в умовах зростання ринкової турбулентності, посилення впливу стейкхолдерів та підвищення ролі корпоративної соціальної відповідальності (КСВ) і сталого розвитку. Метою роботи є систематизація ключових компонентів стратегій інноваційного менеджменту, інтегрованих із принципами КСВ, та обґрунтування їхньої ролі у забезпеченні сталого розвитку й довгострокової конкурентоспроможності підприємств. Методологічну основу дослідження становить теоретико-аналітичний підхід, що включає синтез наукової літератури, порівняльний аналіз та систематизацію концептуальних підходів до інноваційних процесів, інтеграції КСВ і стратегічних маркетингових комунікацій. Результати дослідження свідчать, що інноваційний менеджмент дедалі більше виконує функцію механізму створення соціальної цінності та формування довіри стейкхолдерів, водночас соціально відповідальний маркетинг є інструментом легітимізації інноваційної діяльності та комунікації її результатів. Доведено, що інтеграція принципів КСВ у інноваційні стратегії зміцнює репутаційний капітал, підвищує лояльність споживачів і адаптивність організацій в умовах цифрової трансформації та невизначеності. Підкреслено зростання ролі цифрових технологій та штучного інтелекту у підвищенні прозорості та оптимізації інноваційних процесів. Систематизовано типологію стратегій залежно від рівня зрілості підприємств, що демонструє диференціацію підходів від стартапів до зрілих корпорацій і соціальних підприємств. Отримані результати підтверджують, що підприємства, які поєднують технологічні інновації із соціальною відповідальністю, досягають більш стійких конкурентних переваг. Практичне значення полягає у формуванні інтегрованого розуміння інноваційного менеджменту як соціально-економічної системи, узгодженої з принципами ESG. Перспективи подальших досліджень пов'язані з емпіричним вимірюванням ефективності КСВ-орієнтованих інноваційних стратегій та розробкою показників результативності, зокрема в контексті післяконфліктного відновлення українських підприємств.*

Ключові слова: *інноваційний менеджмент, соціально відповідальний маркетинг, КСВ, ESG-стратегія, стратегічне управління, сталий розвиток, організаційні трансформації, конкурентоспроможність.*

Statement of the problem. The modern business environment is characterized by two defining trends that, despite their different disciplinary roots, are increasingly converging in practice: the rapid development of innovation management as a change management system and the evolution of corporate social responsibility (CSR) from a declarative attribute to a strategic factor of competitiveness. Their convergence is forming a new management paradigm in which innovation becomes a mechanism for implementing a social mission, and social responsibility is a driver and legitimizer of innovative transformations [1].

According to McKinsey & Company, companies that systematically integrate ESG criteria into innovation strategies demonstrate 20–25% higher long-term capitalization rates compared to industry peers [2]. This indicates that the combination of innovation management and socially responsible marketing is not only an ethical choice, but also a commercially sound strategy for sustainable growth.

The relevance of the study is increasing in the context of the digital transformation of the economy, global challenges of sustainable development and growing stakeholder demands for transparency of corporate activities. The problem lies in the fact that many enterprises still consider innovation management and corporate social responsibility as separate areas of activity, which reduces the effectiveness of strategic management and complicates the achievement of long-term competitive advantages. In addition, the lack of clear mechanisms for integrating CSR principles into innovation management processes limits companies' ability to adapt to modern challenges related to sustainable development, digitalization, and the growing expectations of society and investors.

Literature review. The theoretical basis of the study is formed by works on innovation management, strategic management and socially responsible marketing. Petrenko N. [3] substantiated the concept of open innovation as a system where external and internal ideas are integrated into a holistic strategy, which directly correlates with the principles of stakeholder engagement in the CSR paradigm. Tidd and Bessant [4] developed a systemic approach to innovation management, focusing on organizational capabilities as a key factor in innovation efficiency.

Tataryntseva Y. [5] studies the development of organizations in a changing environment, substantiating concepts, transformation mechanisms and strategic principles of adaptation to dynamic market conditions. In subsequent works [6], the author analyzes the practices of sustainable digital marketing in the experience economy, proving that digital tools become a key mediator between the innovative potential of the enterprise and its socially responsible positioning.

Porter and Kramer [7] proposed the concept of «shared value», which synthesizes business goals and social impact into a single strategic system. Prahalad and Hamel [8] revealed the role of key competencies as the basis of innovation strategies. Freeman [9] laid the theoretical foundation of stakeholder theory, which today is the conceptual basis of socially responsible marketing. Drucker [10] systematized the principles of innovation management as a discipline, emphasizing the systemic nature of innovations in organizations.

Highlighting previously unresolved parts of the general problem. Despite a significant body of research in related areas, several key aspects remain underdeveloped in the scientific literature. First, there is no integrated model that would organically combine innovation management strategies with socially responsible marketing tools, taking into account the level of maturity of the enterprise.

Secondly, the issue of identifying synergistic factors that ensure mutual reinforcement of innovation management and CSR strategies in the context of digital transformation remains unresolved. Third, there is a lack of systematic research on the differentiation of strategic approaches for different types of enterprises – from startups to mature corporate structures - in the context of socially responsible marketing.

The purpose of the article is to systematize modern strategies of innovation management and socially responsible marketing, identify mechanisms of their strategic synergy and propose an integrated management model in the context of a transformational economy.

Results. Innovation management in the modern sense extends beyond the administration of research and development processes and encompasses the systemic capacity of an organization to generate, implement, and scale changes that create value for stakeholders. The identification of key strategic components of this process in correlation with the principles of socially responsible marketing enables the formation of a holistic vision of the contemporary managerial dimension [5; 10]. In conditions of increasing market turbulence and growing stakeholder pressure, innovation management has become a crucial determinant of organizational sustainability and long-term competitiveness. Modern companies are compelled to reconsider traditional approaches to strategic management by integrating innovative solutions with the principles of corporate social responsibility and sustainable development. This transformation is driven not only by rapid technological progress but also by changing consumer expectations, increasing environmental concerns, and the demand for transparent corporate governance. Consequently, innovation is increasingly perceived not merely as an instrument of economic growth, but also as a mechanism for generating social value and strengthening stakeholder trust.

The integration of CSR principles into innovation strategies allows enterprises to balance commercial efficiency with societal impact. At the same time, socially responsible marketing serves as a communication and legitimization platform through which organizations can demonstrate the practical significance of their innovations to consumers, investors, employees, and local communities. Such an approach contributes to the formation of sustainable reputational capital, enhances customer loyalty, and increases the adaptability of enterprises under conditions of rapid digital transformation.

Therefore, the study of strategic components of innovation management in relation to CSR marketing is of particular scientific and practical significance for understanding the modern paradigm of responsible business development.

An important aspect of contemporary innovation management is the growing role of digital technologies and data-driven decision-making in supporting socially responsible business strategies. The implementation of artificial intelligence, big data analytics, and digital communication platforms enables organizations to identify stakeholder needs more accurately, optimize resource allocation, and improve the transparency of corporate activities. Furthermore, digital innovations facilitate closer interaction between businesses and society by creating opportunities for personalized communication, sustainable consumption, and collaborative value creation. In this regard, enterprises that successfully combine technological innovation with ethical and socially responsible practices gain additional competitive advantages and strengthen their positions in both domestic and global markets.

Table 1 presents a systematization of the key components of innovation management strategies in relation to CSR marketing.

Table 1

Strategic Components of Innovation Management in Connection with Socially Responsible Marketing

Strategy Component	Characteristics	Strategic Role in IM	Link to CSR Marketing	Expected Result
Innovation Leadership	Continuous integration of R&D solutions into business processes	Building competitive advantage through industry leadership	Demonstration of technological social responsibility	Market share growth, investor attraction
Socially Responsible Positioning	Integration of ESG principles into mission and communications	Building reputation capital and audience trust	Foundation for authentic CSR communications	Customer loyalty increase by 25–40%
Open Innovation	Partnership with universities, startups, and communities	Accelerating the innovation cycle through external knowledge	Engaging stakeholders as partners for change	Synergy between market and social efficiency
Agile Management	Flexible team and project management	Rapid adaptation to market changes	Real-time response to social market demands	Reduction in time-to-market, enhanced decision quality
Digital Transformation	Automation, AI solutions, and digital platforms	Optimization of operational processes and scaling	Expanding channels for socially responsible communication	ROI increases by 15–30% with systemic digitalization

Source: developed by the author [2; 4; 5; 6; 7].

As shown in Table 1, each strategic component of innovation management has its own specific relationship with CSR marketing. Digital transformation and open innovation represent the most synergistic areas, as they simultaneously increase operational efficiency and expand platforms for socially responsible communication. In this context, particular importance is attached to the concept of a «strategic innovation image», which reflects an enterprise's ability to communicate its innovative potential through a socially significant narrative [5; 11].

An important aspect of the interaction between innovation management and socially responsible marketing is the growing role of stakeholder engagement in strategic decision-making. Modern enterprises increasingly involve consumers, local communities, employees, investors, and academic institutions in the process of developing innovative solutions. Such cooperation contributes to the creation of products and services that better correspond to social expectations and sustainable

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development goals. In addition, stakeholder-oriented innovation strategies improve the transparency and legitimacy of corporate activities in the eyes of society. The implementation of socially oriented innovations also strengthens brand differentiation in highly competitive markets and creates additional reputational advantages. Companies that successfully combine technological advancement with social value creation tend to demonstrate higher levels of customer trust and long-term market resilience. Therefore, the integration of stakeholder-centered approaches into innovation management becomes an essential prerequisite for sustainable business development in the digital economy.

Socially responsible marketing, in interaction with innovation management, is transforming from a promotional function into a strategic platform for organizational change. According to the Deloitte Global Millennial Survey (2024), 72% of managers believe that their companies should take a more active role in addressing social and environmental issues through innovative products and services [12]. This demonstrates the growing managerial consolidation around the concept of «innovation for social impact».

To implement this concept effectively, modern enterprises must focus on a structured list of core strategic priorities:

• Companies need to align their R&D investments with the United Nations Sustainable Development Goals (SDGs) to ensure measurable societal benefits.

• The development of eco-friendly packaging and circular economy closed-loop production cycles should become a standard design requirement.

• Businesses must prioritize data privacy and ethical artificial intelligence algorithms to build long-term digital trust with consumers.

• Special attention should be paid to the democratization of technology, making innovative products accessible to low-income and marginalized population segments.

• Enterprises should actively deploy cause-related marketing campaigns that directly link product sales volume to the funding of local community development projects.

• The introduction of green logistics and energy-efficient supply chain management tools is required to minimize the overall corporate carbon footprint.

• Organizations need to establish continuous employee upskilling programs to prevent digital exclusion amidst rapid corporate automation.

• Establishing joint research laboratories with universities is essential for co-creating open-source solutions aimed at environmental protection.

• The institutionalization of transparent ESG reporting practices must be prioritized to prevent greenwashing and demonstrate authentic corporate accountability.

The systematization of interactions between the components of innovation management, socially responsible marketing, and the stakeholder environment requires visual decomposition. Below is the author's conceptual model of the strategic synergy between innovation management and socially responsible marketing (Fig. 1).

Figure 1 reflects the author's conceptual model, which is based on three strategic levels: the value core (ESG vector and social mission), the operational level (innovation management and CSR marketing tools) and the perception level (stakeholder environment). A feedback mechanism operates between the levels, ensuring constant adaptation of strategies in accordance with changes in the external environment and expectations of key influence groups [5; 7].

Digital transformation plays a special role in the synergy of innovation management and socially responsible marketing. MIT Sloan Management Review (2024) studies confirm that organizations that integrate ESG principles into digital transformation at a strategic level demonstrate a 35% higher level of employee engagement and a 28% higher customer retention rate [13]. This effect is explained by the fact that digital platforms allow for the scaling of socially responsible initiatives, transforming them from local actions into systemic strategies for interacting with society.

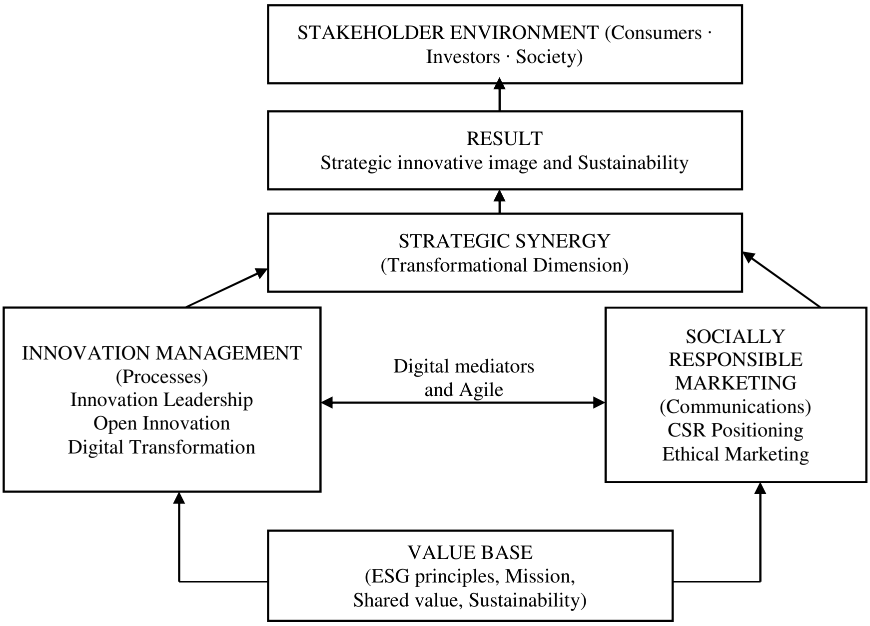

Fig. 1. Conceptual model of strategic synergy of innovation management and socially responsible marketing

Source: developed by the author.

For a practical measurement of the differentiation of strategies according to the level of organizational maturity, it is advisable to consider a typological analysis of enterprises in terms of priority approaches to innovation management and socially responsible marketing. Table 2 presents the differentiation of strategies by the level of maturity of the enterprise.

Table 2

Differentiation of innovation management and socially responsible marketing strategies by the level of maturity of the enterprise

Enterprise Maturity Level	Priority IM Strategies	Socially Responsible Marketing Tools	Key Performance Indicators (KPIs)
Startup (up to 3 years)	Lean innovations, MVP (minimum viable product) testing, Customer Development (CustDev)	SMM, micro-influence marketing, founder storytelling	CAC, engagement rate, NPS, number of brand advocates
Scale-up (Growing company)	Open Innovation, product diversification, partnerships	Content marketing, SEO, email marketing, PR	Organic traffic, customer LTV, repeat purchase rate
Mature Enterprise (Incumbent Innovator)	Corporate Venturing, digital transformation, ESG strategy	ESG reporting, native advertising, omnichannel communications	ESG rating, marketing ROI, stakeholder trust level
Social Enterprise	Socially significant innovations (Impact Innovation), theory of change, hybrid monetization models	Impact storytelling, cause-related marketing, communities	Social Return on Investment (SROI), community engagement

Source: developed by the author [3; 5; 6; 9; 12].

Analysis of the data in Table 2 reveals significant differentiation in strategic priorities depending on the level of maturity of the enterprise. Startups rely on lean methodologies and personalized digital communications, while mature enterprises form an institutional system of CSR through corporate venture capital and ESG reporting. Social enterprises, in turn, use the theory of change as a basis for measuring social effectiveness [5; 6]. It is significant that for all types of enterprises, the common denominator remains authenticity – the correspondence between declared values and real actions. According to the Edelman Trust Barometer (2024), 67% of consumers verify the reliability of companies' CSR statements through independent sources, and 54% are willing to pay a premium for products from enterprises with a confirmed social impact [14]. This means that the strategic synergy of innovative management and socially responsible marketing should not only be declared, but also supported by measurable indicators of ESG effectiveness.

A promising direction for the development of this synergy is artificial intelligence and big data (Big Data) as tools for personalizing socially responsible communications. AI solutions allow you to adapt CSR messages to specific stakeholder segments in real time, transforming social responsibility from a corporate narrative into a personalized dialogue [15]. The integration of artificial intelligence into management systems opens up new opportunities for measuring social impact and optimizing the allocation of resources between innovation and CSR initiatives.

The strategic integration of predictive analytics into the interaction between innovation management and CSR marketing enables companies to shift from a reactive stance to proactive social positioning. By utilizing machine learning algorithms to analyze vast streams of unstructured data from social networks, public forums, and stakeholder feedback, enterprises can detect emerging societal concerns long before they escalate into regulatory requirements or public crises. This predictive capability allows the R&D department to pre-emptively pivot project pipelines toward developing products that address latent environmental or community needs. Consequently, marketing teams can deploy highly contextualized narratives that resonate with the evolving values of the audience, ensuring that the company's innovative output is recognized not just as technologically advanced, but as socially essential.

Furthermore, big data platforms serve as the foundational infrastructure for optimizing resource allocation between core business innovations and sustainability initiatives. Advanced algorithmic modeling helps managers solve the historical dilemma of balancing short-term market efficiency with long-term social investments by simulating how different configurations of ESG budgets impact customer lifetime value (LTV) and brand equity.

Conclusions. The study allows you to draw the following conclusions. First, the strategies of innovation management and socially responsible marketing are not competitive, but complementary systems, the synergy of which forms sustainable competitive advantages in the conditions of a transformational economy. This synergy is most clearly manifested in such strategic areas as open innovation, digital transformation, and corporate venture capital.

Secondly, the choice of the optimal combination of innovation management and CSR marketing strategies is significantly determined by the level of maturity of the enterprise and the type of its innovative activity. The developed typology of strategies allows management teams to form differentiated approaches depending on the specific business situation.

Thirdly, authenticity remains a key factor in the effectiveness of the integration of innovation management and socially responsible marketing. Only enterprises that ensure consistency between innovation strategies, CSR declarations and measurable results of social impact are able to form sustainable reputational capital and attract target capital from stakeholders.

Prospects for further research include the development of a methodology for quantitatively measuring the effectiveness of the synergy of innovation management and CSR marketing, as well as studying the specifics of strategic management of socially responsible innovations in the context of post-conflict recovery for Ukrainian business.

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