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## COMMUNICATION STRATEGY AS A METHOD FOR PROMOTING SOCIAL PROJECTS

## КОМУНІКАЦІЙНА СТРАТЕГІЯ ЯК МЕТОД ПРОСУВАННЯ СОЦІАЛЬНИХ ПРОЄКТІВ

**Abstract.** Within the framework of the study, a comprehensive analysis of communication strategies employed by social projects was conducted, particularly in the context of martial law in Ukraine. The essence of social projects, their key objectives, and their role in addressing societal issues were revealed. The main stakeholders providing support and funding for such initiatives were examined in detail, including government and international organizations, the private sector, charitable foundations, fundraising platforms, and community associations.

Special attention was given to developing effective communication strategies for social projects, ranging from situation analysis and target audience identification to crafting key messages, selecting communication channels, content creation, and outcome evaluation. The importance of the AIDA and 4A communication models as tools for building effective engagement with the audience was also discussed.

A significant part of the work is dedicated to the peculiarities of forming communication strategies during martial law. The priority of safety and stability in communication, the importance of clearly defining target audiences, the flexibility and adaptability of strategies, information support and resource mobilization, effective communication channels, psychological support, and the minimization of the risks of spreading fake news were identified as essential. The necessity of a systematic approach and maintenance of information hygiene was emphasized.

Based on the analysis of theoretical foundations, several successful case studies of Ukrainian social projects that effectively use communication strategies to achieve their goals were presented. Among the initiatives discussed are the „Recruitment Center of the Ukrainian Army“, „The Fight for Inclusivity“, The Blue Eyed Podcast, Repower, and GIDNA. Their communication approaches, utilized channels, and achieved results were examined.

The article underscores the key role of an effective communication strategy for the successful implementation of social projects, especially in the crisis conditions of martial law. The importance of adaptability, a targeted approach, and the use of various communication channels for ensuring support and achieving positive societal changes is highlighted.

**Keywords:** social projects, communication strategies, crisis communications, target audience, communication channels, non-governmental organizations, media strategy.

**Анотація.** У межах дослідження здійснено комплексний аналіз комунікаційних стратегій, що застосовуються соціальними проєктами, особливо в контексті воєнного стану в Україні. Розкрито сутність соціальних проєктів, їхні ключові завдання та роль у вирішенні суспільних проблем. Детально розглянуто основних стейкхолдерів, які забезпечують підтримку та фінансування таких ініціатив, включаючи державні та міжнародні організації, приватний сектор, благодійні фонди, фандрейзингові платформи та громадські об'єднання.

Особливу увагу приділено головним аспектам розробки ефективних комунікаційних стратегій для соціальних проєктів, починаючи від аналізу ситуації та визначення цільової аудиторії до розробки ключових повідомлень, вибору каналів комунікації, створення контенту та оцінки результатів. Розглянуто також важливість комунікаційних моделей AIDA та 4A як інструментів для побудови ефективної взаємодії з аудиторією.

Значну частину роботи присвячено особливостям формування комунікаційних стратегій в умовах воєнного стану. Визначено пріоритетність безпеки та стабільності в комунікації, важливість чіткого визначення цільових аудиторій, гнучкість та адаптивність стратегій, інформаційну підтримку та мобілізацію ресурсів, використання ефективних каналів комунікації, психологічну підтримку та мінімізацію ризиків поширення

фейків. Наголошено на необхідності системного підходу та підтримки інформаційної гігієни.

На основі аналізу теоретичних засад представлено низку успішних кейсів українських соціальних проєктів, що ефективно використовують комунікаційні стратегії для досягнення своїх цілей. Серед розглянутих ініціатив — «Центр рекрутингу української армії», «Боротьба за інклюзивність», The Blue Eyed Podcast, Repower та GIDNA. Розглянуто їхні підходи до комунікації, використані канали та досягнуті результати.

У статті підкреслюється ключова роль ефективної комунікаційної стратегії для успішної реалізації соціальних проєктів, особливо в кризових умовах воєнного стану. Наголошено на важливості адаптивності, цільового підходу та використання різноманітних комунікаційних каналів для забезпечення підтримки та досягнення позитивних змін у суспільстві.

**Ключові слова:** соціальні проєкти, комунікаційні стратегії, кризові комунікації, цільова аудиторія, канали комунікації, громадські організації, медіастратегія.

**Introduction.** Social projects are unique initiatives typically aimed at addressing important societal issues and improving the living conditions of citizens. The main objectives of these projects are to promote positive change in society, provide necessary support to various population groups, and raise awareness about social initiatives.

*The actuality of the topic* lies in the increasingly significant role of social projects in tackling pressing societal problems, especially given the persistent difficulties caused by the war in Ukraine. Comprehending impactful communication strategies is vital for these endeavors to secure backing, enhance public knowledge, and ultimately optimize their beneficial influence on those affected. Moreover, examining successful communication methods within a wartime context provides essential knowledge for modifying strategies during crises. This research enhances our understanding of how social initiatives can effectively engage with their intended audiences and accomplish their aims amidst substantial societal turbulence.

*A review of the literature.* This study draws upon communication strategy frameworks, as exemplified by the work of A. Grekova [7] on email marketing and A. Andreev's [2] insights into marketing, creative, and media directions. The research also considers the practical application of communication models like AIDA [18] and the contemporary 4A model [1]. Furthermore, the analysis incorporates perspectives on social impact marketing by L. Nepliakh [13] and strategic communication recommendations from A. Pustova [17], alongside insights from Y. Bozhko [4] regarding information fatigue and trust in the information space during wartime.

*The purpose of the study* is to outline the communication strategies employed by social projects, particularly within the context of the war in Ukraine, to understand their effectiveness in achieving their objectives and connecting with their target audiences.

**Methods.** Case study analysis is used to examine the communication strategies of specific Ukrainian social projects, such as „Army Recruiting Center” and „Fight for Inclusivity”, providing empirical illustrations of theoretical concepts. Furthermore, it employs deductive reasoning by applying established communication models like AIDA and 4A to the context of social initiatives in wartime Ukraine. The research also incorporates content analysis of the communication materials and approaches used by the selected social projects to identify recurring patterns and effective techniques.

**The results.** Social projects aim to address various social issues. They can encompass a wide range of societal problems and offer solutions or improvements. For example: helping homeless animals, increasing access to education, providing psychological support to victims of violence, encouraging responsible resource consumption, or promoting the importance of vaccination. Therefore, the single most important goal of such projects is to help everyone in need. Additionally, the impact of these projects on various population groups should be positive.

To implement social projects, such initiatives commonly receive support from governmental and international organizations, private companies, charitable foundations, fundraising platforms, activist groups, and NGOs. These entities provide the necessary financial aid, material resources, and additional tools required for the successful operation of projects. Let us now outline the work of each structure in more detail.

Governmental organizations provide financial support for social projects, particularly through state grants or subsidies. This allows NGOs to maintain stable funding to carry out projects aimed at solving societal problems. There are also international organizations that contribute their resources. One of the most well-known is the United Nations Development Programme (UNDP), which is involved in achieving the Sustainable Development Goals in Ukraine. These include efforts to reduce poverty, inequality, and discrimination, as well as to enhance resilience so the country can sustain its progress [24].

Private companies also contribute to the funding of social projects or launch their charitable initiatives. For instance, the company OKKO created the social project „Eye for an Eye” to support the Armed Forces of Ukraine by

purchasing UAVs [15]. This initiative was so successful that it was repeated twice more, each time achieving outstanding results.

Another successful example is the work of Nova Poshta, which runs its charitable initiatives under the brand „Humanitarian Nova Poshta” and showcases these efforts on its official website [8]. A notable business collaboration with a social purpose is the initiative „Business Springboard” by Rozetka and Visa, aimed at supporting the development of small businesses in Ukraine [3].

Charitable foundations also launch their social projects. A great example is the humanitarian aid of the Serhiy Prytula Charity Foundation, which focuses not only on supporting the military but also on facilitating charitable initiatives for the civilian population.

In addition, fundraising platforms play a major role in attracting funds for social projects. Currently, the most popular Ukrainian fundraising platform is United24. Its core mission is to raise funds for Ukraine from around the world and to seek partners and benefactors willing to invest in a variety of Ukrainian social projects.

Non-governmental organizations (NGOs) are nonprofit entities established to promote cultural, economic, political, or social interests. Many social projects operate under this organizational form.

It is also important to note that not everyone can participate in volunteer activities directly. However, people can still contribute indirectly through voluntary charitable donations. Philanthropy is a common daily practice in most modern countries, as it allows anyone to become part of positive societal change, even if they cannot personally engage in social initiatives.

Any social project plays a vital role in improving the quality of life and fostering societal development. This is due to several key factors [20]:

- Promoting change in society and addressing issues such as unemployment, discrimination, and inequality.
- Increasing access to basic resources such as education and healthcare.
- Strengthening social cohesion within local communities.
- Raising public awareness through information campaigns that help spread knowledge on socially important issues.
- Engaging proactive citizens who unite around social initiatives on a volunteer basis and contribute to positive shifts in social behavior.

Today, every Ukrainian business must care about its image and strive to become a socially responsible company. This positively influences brand reputation and audience loyalty. Moreover, it increases public awareness.

According to a 2022 study by Publicis Groupe Ukraine, 43 % of respondents choose socially responsible brands [6].

Having analyzed data from the past five years, it is important to note that the number of social projects has sharply increased as a result of Russia's full-scale invasion of Ukraine. The horrific and traumatic events served as a trigger for Ukrainian society. People, uniting against a common enemy, founded various volunteer movements and civil society organizations.

Proactive members of society launched socially significant initiatives, some of which are now known as case studies of businesses helping to develop communities by integrating internally displaced persons. Examples include modern family-run apiaries, social and food coworking spaces, or enterprises that offer jobs to internally displaced individuals [16].

Civic engagement in social activities is of utmost importance, as it helps individuals build their reputation and demonstrate their responsibility toward society. This can take the form of participating in charity drives or volunteering projects, or working in NGOs, where each person can develop their social skills and feel a sense of responsibility and connection to meaningful societal change.

In the context of the full-scale invasion, there has been a surge in civilian support for the military: fundraising for equipment, aiding the wounded, purchasing medicine, volunteering to provide non-perishable food supplies, raising money for transport, and procuring drones and night-vision devices.

Another successfully implemented initiative is the social project Donor. UA, which promotes blood donation. The need for blood exists beyond wartime, but today it represents a crucial form of social engagement that directly saves lives. In addition to collecting and transporting donor blood to the front lines, this project also conducts educational outreach: it offers guidance for potential donors, publishes scientific articles and interesting facts, and debunks myths [10].

Any social project that aims to succeed and bring even more value to society must focus on enhancing its media presence. To reach as wide an audience as possible, many brands develop communication strategies for their social initiatives.

According to email marketing specialist A. Hrekova, a communication strategy is a component of a brand or organization's overall strategy, aimed at creating an effective process for exchanging information with the target audience to promote the brand and ensure proper feedback [7].

The tasks facing communication strategy developers include [14]:

- Increasing brand recognition and informing the target audience about the products or services offered.
- Building a loyal attitude toward the brand.
- Adjusting the public image of the brand to make it more understandable to various target groups.
- Neutralizing negative feedback and correcting failed communication cases.
- Assisting potential clients in solving their problems by addressing key needs.

As noted by expert A. Andreev, a modern communication strategy includes three main components: marketing, creative, and media [2].

To successfully implement a communication strategy, it is necessary to develop a communication model. This model serves as a practical tool for executing the communication strategy. It reflects the processes of transmitting or exchanging information among all participants involved in the communication process. Let's now take a closer look at some of the key communication models.

The AIDA communication model is a classic promotional tool that outlines the stages of interaction between a brand and a consumer. The name AIDA stands for four key stages: Attention, Interest, Desire, and Action. This model helps build effective communication with the audience and guides them toward the specific goal of the communication strategy [18].

The 4A model reflects a modern approach to brand-consumer interaction, taking into account the behavioral characteristics and needs of the audience. It consists of four stages: Aware, Attitude, Act, and Act Again. It allows for the development of a long-term communication strategy aimed not only at capturing attention but also at fostering audience loyalty to the brand. Its key advantage is emphasizing not just the engagement of new clients but also the retention of existing ones, which contributes to the stable growth of the company [1].

A communication strategy is a critically important stage in the promotion of social projects. For non-governmental and international grant organizations, a communication strategy is an essential tool to increase efficiency and attract promising projects for funding. It allows for clearly defining goals, conveying the organization's mission to a broad audience, and gaining support for the implementation of initiatives. At the same time, the strategy should focus on solving specific tasks, rather than trying to cover all areas of activity.

Creating a communication strategy during martial law involves several specific features that distinguish it from standard approaches. In times of military conflict or a state of emergency, communication becomes not only



a promotional tool but also a critical means of support, information dissemination, and population coordination. Below, we outline the key aspects to consider when developing a communication strategy for social initiatives [9, 11, 12]:

- Priority on safety and stability.
- Flexibility and adaptability of the strategy.
- Informational support and resource mobilization.
- Use of effective communication channels.
- Psychological support through communication.
- Minimizing the risk of disinformation and fake news.

Developing a communication strategy under martial law requires special attention to detail, clear organization, and prompt action. The main objective is not only to inform but also to support society in times of crisis. A systematic approach is key to implementing social initiatives. As expert L. Nepliakh notes, many companies use social impact marketing as a one-time effort to enhance reputation [13].

Let us examine the communication channels recommended by A. Pustova, a strategic communications expert. For social project communication strategies, she suggests the following platforms: Viber and Telegram — for publishing situational content and urgent notifications; Facebook — for extended posts, photo reports, and discussions; hotline services — for collecting information and resolving consumer inquiries; outdoor advertising tools — to share up-to-date information and direct people to digital communication channels via, for example, QR codes [17].

In her article, Y. Bozhko notes that Ukrainian society is mentally exhausted by the volume of information in the media space created using information-psychological operation techniques [4].

After analyzing the theoretical basis, let us look at successful cases of communication strategy implementation in real examples of Ukrainian social projects.

„Ukrainian Army Recruitment Center” — a Ukrainian social initiative implemented as a pilot project by the Ministry of Defense of Ukraine. Its goal is to create a transparent and effective system for engaging citizens in military service. The project’s mechanism ensures that recruiters provide detailed information about available positions and support candidates throughout the selection and assignment process. The center focuses on vacancies in the Armed Forces of Ukraine, gradually expanding to other security and defense structures. According to our research, this project actively collaborates with local civil society organizations to open recruitment centers across Ukraine.



The initiative is state-funded and is widely covered in major media such as 1+1, BBC, Channel 24, and others [19].

The initiative called „Fight for Inclusivity” Project — launched by Linza Agency in partnership with NGO Dostupno.UA, supports individuals affected by the war. The project includes an informational and motivational campaign implemented under IREX’s veteran reintegration program, featuring influencer O. Teren. The initiative aims to inspire people who have acquired disabilities due to the war to return to an active life despite the challenges. It also provides psychological support and practical information on documentation, rehabilitation, employment, etc. The campaign utilizes both outdoor and digital advertising, including social media and online publications [5].

The Blue Eyed Podcast — a series of conversations with children sharing their daily experiences and dreams while living in frontline or de-occupied villages in Ukraine. The podcast is part of the Behind Blue Eyes project, aimed at preserving children’s ability to dream and create, even during wartime. The project is actively promoted on social media and collaborates with small and large Ukrainian businesses [21].

Repower — a social project created to support Ukrainian military medics, implemented in partnership with Denmark and with the support of Ukrainian and international sponsors. The initiative aims to help medics prevent serious psychological issues, restore physical and emotional strength, and regain motivation to continue serving on the front lines. The project is managed by a team of professional marketers who are also the founders of a charitable foundation. Its communication efforts focus on social media engagement and are widely covered by both Ukrainian and international media outlets [23].

GIDNA — a social initiative offering professional psychological assistance to women, founded by the charitable foundation Future for Ukraine. The project focuses on two key areas: supporting women whose loved ones are missing or captured, and helping women who have experienced or witnessed sexual violence by Russian forces. The initiative is funded by sponsors and actively promoted through social media [22].

**Conclusions.** An effective communication strategy is a key tool for achieving the goals of any project, especially social ones. It enables a clear definition of mission, fosters engagement with the target audience, and promotes positive change in society.

It is crucial that the strategy is task-oriented and allows for adaptation to different conditions. Attention to selecting the right communication channels, setting clear objectives, developing relevant content, and creating

a media plan will ensure the effective delivery of key messages to the audience, strengthening the connection, and ensuring long-term support for the project.

A successfully implemented communication strategy can become the foundation for a brand's growth and a powerful influence on social processes.

After examining successful examples of prominent social projects, we can conclude that most social initiatives in Ukraine operate through sponsorships from Ukrainian and foreign companies, partnerships, and fundraising. The most well-known social projects use their social media pages, websites, and messaging platforms as communication channels. Their target audiences are diverse but currently include civically engaged citizens, internally displaced persons, military personnel and their families, and people affected by the war or who have experienced occupation.

Thus, many social projects today focus their efforts on supporting the army and the civilian population, using a wide range of communication strategy channels to amplify their reach.

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