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INNOVACIÓN Y SOSTENIBILIDAD: REDEFINIENDO EL MARKETING DEPORTIVO

INNOVATION AND SUSTAINABILITY: REDEFINING SPORTS MARKETING

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RESUMEN

Esta investigación analiza el impacto de la sostenibilidad dentro del marketing de eventos multideportivos, situando al deporte como agente de impacto ambiental, social y económico. Se llevó a cabo una revisión sistemática documental basada en la metodología de Kitchenham, identificando prácticas sostenibles que aumentan la reputación de organizadores y patrocinadores, fortaleciendo la lealtad de los consumidores. Asimismo, se comprobó que existen casos de greenwashing que perjudican la credibilidad y confianza del público. Por ello, el marketing deportivo se redefine como agente de cambio hacia un modelo donde no solo se busca la promoción de marcas y eventos, sino que también se ha convertido en una herramienta

principal para el bienestar social y ambiental. El marketing deportivo seguirá en transformación constante, con probabilidad de consolidarse como una industria más responsable y comprometida ambiental y socialmente.

Palabras clave: sostenibilidad deportiva, marketing verde, objetivos de desarrollo sostenible, eventos multideportivos, deportes, marketing deportivo, sostenibilidad, patrocinio responsable, innovación sostenible.

Abstract

This research, conducted using Barbara Kitchenham's methodology, seeks to explore and analyse the adaptation of sustainable practices in the marketing of multi-sport events. The rationale behind this is that such events can have a positive impact on the environment, society, and the economy. Moreover, the report investigates how these practices enhance the image and reputation of both event organisers and sponsors. In the current business environment, since the role of sports marketing is evolving, not only is it being used to promote brands and events, but also as a tool for social and environmental well-being. Hence, this new focus on approach can be attributable to the influence of changing agents. Consequently, it is demonstrated that it is not only redefining itself, but it could also consolidate itself as a more responsible, socially and environmentally committed industry.

Keywords: sports sustainability, green marketing, sustainable development goals, multisport events, sports, sport marketing, sustainability, responsible sponsorship, sustainable innovation.

INTRODUCTION

According to UNAM Global (2023), sport has been able to go beyond being simple a physical activity or form of entertainment. One of its main achievements is that it has become an aligner that acts as a driver of change to promote improvements in social issues such as equality, justice and respect, without neglecting other issues like economic and environmental ones.

Nowadays, not only do sports events attract thousands of athletes and millions of aficionados, they have also had a significant social, environmental and economic impact, due to the fact that sustainability has become the central focus and main aim of their organization. In recent years, it has been proposed that the negative impacts need to be diminished and avoided while at the same time optimizing the benefits they bring about.

According to the Santiago Sustainable Sports Events Guide 2023 (2024), not only would the implementation of sustainable practices be significantly beneficial, but it would also instil different values in society, having an impact on the participants' experience of such events. From the organisation to the last day and every detail that needs to be managed, every single aspect can make the difference.

Research Aims

The aim of this paper is to explore and analyse how the adaptation of sustainable practices in the marketing of multisport events around the world can positively benefit the environment, society and the economy. Furthermore, it aims to research how these practices enhance the image and reputation of event organisers and sponsors, hence, encouraging loyalty among fans.

Rationale

The importance of this paper resides in demonstrating that sport is not only circumscribed to physical activity or simple sporting events for entertainment; on the contrary, it has become an activity that affects the world in various ways. Garcia (2022) argues that these types of events have the potential to create spaces in which different practices can be carried out which can be of help, from forming a local perspective up to creating a global one, since, with the transcendence that sport has attained in terms of its importance, it has become an activity capable of influencing a wide range of aspects within the sporting arena.

Theoretical Framework

Sustainability over time has gradually generated increasing concern due to the changes that have been brought about, being sport one of them. As a consequence, multi-sport events that attract large numbers of athletes and, more importantly, millions of spectators provide an opportunity to launch sustainable initiatives which should be implemented from the very moment the host country is chosen until the very end of the event.

When addressing this issue, the priority is to establish an optimal foundation for understanding how marketing strategies are a fundamental part of it and they can influence sporting events and their target audience. The Spanish Marketing Association (2022) reports that people born between approximately 1965 and 1980 are currently experiencing a period of concern about issues such as health, violence and climate change. However, the generation born between 1997 and 2012 has climate change, the economy and other issues as their main concerns. As a result, not only does the sports world seek to enhance consumer perception and loyalty, but it also wants them to feel supported and recognized.

According to the AIMR report (2024), sports organisations in Asia have begun to adhere to Environmental, Social and Governance (ESG) principles in the sustainability strategies they have implemented. The sports market has shifted dramatically towards a model focused on minimizing environmental impact, strengthening social inclusion and ethical management. In addition to Singapore, which has implemented strategies, there are examples such as the HSBC Singapore Rugby Sevens and Singapore's Green Plan 2030. In the United States, NFL Green has successfully developed recycling and emissions reduction programs within its mass events; in the United Kingdom, the Premier League has established itself as a route to achieving the famous NET ZERO strategy within stadiums and team travel.

METHODOLOGY

Diseño de investigación Research design Projeto de pesquisa

Barbara Kitchenham's methodology, which is based on a systematic literature review (SLR), is to be employed. This methodology has enabled thorough documentary research to be carried out to identify, evaluate and compile relevant studies on sustainability in sports marketing at multi-sports events, consulting various sources of information such as Apunts Educación Física y Deportes, Asian Business & Management, Barça Innovation Hub, Caim. Info, East Asian Journal of Multidisciplinary Research, Google Scholar, Mendeley, MDPI Open Access Journal, NDL Search, OBS Business School, Persée.fr, Scopus, UNESCO, among others.

The review process consisted of different stages:

Problem Statement

The aim was to evaluate new ways of incorporating these sustainable practices into the sports marketing of multi-sport events, as well as the impact they can have on the public perception and customer loyalty.

Review Procedure

A systematic review procedure was defined, establishing inclusion and exclusion criteria, for example:

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Table 1. Inclusion and exclusion criteria applied in the document review.

Inclusion Criteria	Exclusion Criteria
<p>1. Research addressing the implementation of sustainable practices in sporting competitions or research on specific cases of multi-sport events such as the Olympic Games, World Cup, La Liga, and so on.</p> <p>2. Studies that included assessment of environmental and economic metrics.</p> <p>3. Research assessing environmental impact, public perception or contribution to SDGs.</p> <p>4. Publications in Spanish, French and English.</p> <p>5. Studies published in recent years (5-7 years).</p> <p>6. Green marketing studies and events.</p> <p>7. Review of titles and abstracts to assess their relevance.</p> <p>8. Comprehensive reading of studies that meet these criteria.</p>	<p>1. Research that does not provide real data or that is based on opinions with no scientific or statistical evidence.</p> <p>2. Studies published in language other than those mentioned above.</p> <p>3. Studies that exceed seven years and/or are very old.</p> <p>4. Research that does not analyse the environmental, economic or social impact.</p>

Note: Source: Own work (2025).

Search Strategy

Different keywords and specific terms were used in the different databases.

Table 2. Search strategies applied in the compilation of scientific literature.

Key words	Strings
Gestion écologique des événements	“Gestion écologique des événements” AND “Stratégies de marketing vert”
Stratégies de marketing vert	“Stratégies de marketing vert” AND “Comportement des consommateurs”
Comportement des consommateurs	“Stratégies de gestion d’événements durables” ET “Comportement des consommateurs”
Marketing sportif	“Marketing Sportif” OR “Événements Multisports”
Événements multisports	“Événements Multisports” AND “Impact Environnemental”
Impact environnemental	“Impact environnemental” AND “Marketing Sportif”.
Sostenibilidad en el deporte	“Sostenibilidad en el deporte” AND “Impacto ambiental”
Marketing deportivo sostenible	“Marketing Deportivo sostenible” OR “Eventos Deportivos”

Note: Source: Own work (2025).

Selection and evaluation of studies

A thorough review process was carried out which was divided into two parts:

1. Preliminary review: in which titles, abstracts and keywords were revised to decide whether they were in line with the research objectives.
2. Detailed analysis: the selected studies were read thoroughly, evaluating their methodology and their relevance to the topic.

RESULTS

The findings of the systematic review demonstrate how sustainability has become a fundamental pillar of

the planning and execution strategy for multi-sport events, and that it is not just an additional part of marketing for this sector, as the studies examined highlight that not only do major events bring benefits to the economy and tourism, but they also entail considerable environmental challenges, such as energy consumption and CO2 emissions. Therefore, various strategies have been selected which can help mitigate negative effects, improving public perception and increasing trust among fans. The following table presents key findings showing the diversity of initiatives and their positioning within the marketing and sports industry.

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Table 3. Findings in the specialist literature on sustainability and sporting events.

Category	Author(s) / Year	Main Findings	Conclusions	Applied Examples
Sports events and sustainability	UNESCO (2023)	Positive effect on tourism and employment, but high environmental and social risks.	Incorporate sustainable policies.	Real Betis- Forever Green, Forest Green Rovers.
The impact of sport on sustainability	Chersulich et al. (2020)	Effective planning is required to optimise benefits.	Action plans enhance the impact of events,	Sustainability ranking in La Liga
Environmental impact of sporting events	Derenne (2024)	Previous editions of the Olympic Games (London and Rio) generated more than three million tonnes of CO2	Responsible sponsoring partnerships in such sporting events.	Application of sportswashing or alliance with key sponsorships.
Impact of sponsorship	Oh (2022)	Green sponsorship improves consumer trust	Marketing strengthens brand reputation and builds customer loyalty.	Paris 2024 and eco-friendly sponsors.
Impact on the economy	Elmchiouit et al. (2024)	Generate revenue from ticket sales and sponsorship, but strategic investment is required.	Appropriate planning and promotion to maximise economic benefits.	Morocco's strategy
Environmental impact of sporting events	CEMDE – Spanish Marketing Association (2022)	Nowadays, sustainability is key to Generation Z's perception.	Sustainable marketing strategies must be aligned with a positive impact on the environment.	Real Betis and its Forever Green initiative

Note: Source: Own work (2025).

CONCLUSIONS AND DISCUSSION

Sport, marketing, sustainability and the SDGs

The connection between marketing, sports and sustainability has been extensively analysed by various authors, as they equate different ideas in which the integration of sustainable strategies in the field of sport can have a significant social, environmental and economic impact. According to the World Commission on Environment and Development (1987), which presented the eight sustainable goals worldwide, the main objective is to 'meet the needs of the present without compromising the ability of future generations to meet their own'. This perspective has been changing, as it incorporates wider dimensions, as proposed by Ulloa-Hernández et al. (2023), who state that sporting events balance environmental, social and economic dimensions. As a consequence, it is also crucial to generate a lasting impact, whereby most sports strategies must take into account and address all three dimensions simultaneously.

On the other hand, in the area of sports marketing, authors such as Guillen Pereira et al. (2018) and Arango Olarte (2019) agree on their view of sports marketing, referring to this discipline as a set of various techniques such as promotion, sales and distribution of products or services within the sports field. However, Galofre Boza (2018) describes it as the practice of the basics of marketing applied to the sporting environment. This study suggests that sports marketing will not only focus on economic issues, but it will also involve a certain combination of approaches, as well as elements from other branches such as social, experiential and digital marketing which could be added, since the aim is not only to seek economic benefits, but also to influence and strengthen the emotional connection between fans, communities and brands.

It follows, therefore, that the term sustainability has had an impact on various ecological and economic aspects, creating positive social awareness by involving responsible campaigns and sponsors with the same perspective, where sports marketing can become a powerful tool for inspiring society.

However, when seeking to promote sustainable habits or inclusion through marketing, these must be aligned with the Sustainable Development Goals.

Since 2015, the Sustainable Development Goals (SDGs) established by the United Nations General Assembly have reasserted themselves as an international framework to address the most pressing global challenges. Through the 17 goals, the aim is to end poverty, protect the planet and ensure that society lives in peace by 2030. For such aspects, sport has proven to be a key and multifunctional tool in promoting these goals.

According to Lemke (2016), sport is not only a tool for promoting social development, but it also contributes significantly to gender equality, health, well-being and sustainable development, as the 2030 Agenda recognizes sport as a key catalyst for achieving these goals.

SDG 3: Good health and well-being: Sport will be a driving force for promoting healthy habits and improving well-being. According to Lemke (2016), it encourages healthy lifestyles and at the same time prevents physical and mental illness, being accessible to all people regardless their age, gender and other social issues.

SDG 5: Gender equality: Sport will break down stereotypes, empower women through equal participation and encourage active participation in different social environments. According to Lemke (2016) and the Spanish Federation of Municipalities and Provinces (2023), sport applies the same rules to everyone, thereby promoting ideals such as respect, friendship and excellence, as well as providing a space for gender equality.

SDG 12: Responsible production and consumption: In the field of sport, there will be a shift towards circular models that incorporate principles of environmental sustainability into the different stages of planning and implementation.

SDG 13: Climate action: The implementation of different strategies to combat climate change is highlighted, in which sport has become an ally in carrying them out.

SDG 17: Partnerships for the goals: Emphasis is placed on the importance of establishing inclusive partnerships in all sectors, whether private, public or local communities. According to Lemke (2016), partnerships are a powerful tool in the world of sport, since the global phenomenon of sport has the potential to bring together different networks of partners and stakeholders with a shared commitment.

In short, I would not limit sports marketing to a tool for obtaining financial resources; on the contrary, partnerships could be fundamental in promoting the effective implementation of these practices and ensuring that the benefits reach everyone equally. Hence, sports marketing plays a fundamental role due to its great capacity to magnify the messages of the Sustainable Development Goals, particularly through campaigns that highlight women's achievements, promoting equality and changing social perspectives. In other words, sport is a tool that can generate a positive social impact and build a more inclusive culture.

Existing findings by authors and our contribution

Firstly, the UNESCO report (2023) provides us with relevant information that, according to the findings and perspective of the organisers, sponsors and fans who should know, as based on this report, that the organisation of major sporting events can have positive effects at the national level in the host country, due to tourism, the jobs created and the visibility of the host. However, these events also have their negative aspects, both in environmental and social terms. Likewise, one of the greatest examples of sporting events with a major impact are the Olympic Games and the Football World Cup. These major events are responsible for significant global carbon emissions as a result of the waste generated and greenhouse gases.

Currently, studies have shown that with the 2024 Paris Olympic Games, it has been announced that the host states and organizing committees have chosen to implement policies to carry out and reinforce both social and environmental support.

Chersulich et al. (2020) highlight that not only do sporting events involve sporting activities, but they also require diligent preparation and coordination of the various aspects that an event entails. Similarly, they mention that there are currently sporting events that do not anticipate the risk they will pose to the host environment.

The approaches discussed by the authors reflect the shared perspective on the role of sport in sustainability and the arguments developed in this research. This analysis suggests that the different authors agree that these multi-sport events have both positive and negative attributes. They conclude that any process to make a multi-sport event more environmentally friendly must start with the smallest organizational details require to ensure that it runs as planned, from management, infrastructure, resources, venues and facilities.

On the one hand, regarding the issue raised by Derenne (2024) concerning the importance of sponsors in the world of sport, since there are currently various polluting brands and even governments that engage in the well-known practice of 'sportswashing'. However, these brands have come to be associated with positive aspects of sport in order to improve their image, something that this author proposes and consider relevant, namely that the various existing sporting bodies should have a sponsorship guide to choose responsible sponsors who truly identify with their values.

Regarding the issue raised, in line with the findings, I would add what Oh (2022) mentions about how sports organisations can use sponsorship of sporting events with green marketing strategies to positively enhance their brand image and build trust among fans, especially those who care about the environment. This is something that the Sports Marketing Committee (CEMDE) and the Spanish Marketing Association (2023) agree on and define specifically, as they mention both Generation Z and Generation X, stating that the latter focuses mainly in health and well-being, while the former is concerned about the environment. The authors emphasise the importance of the detailed analysis provided by both organisers and sports bodies that seek to attract partners or commercial associates who share their ideals, as it is agreed that sustainability within the sports sector, sports marketing and the bodies in this sector will be a necessity both now and in the future.

It should be added that Elmchiouit et al. (2024), in their study, apart from classifying events according to their size and nature, regardless of their category, they have a major impact on the economy, both directly and indirectly, as they take into account ticket sales, tourism, partnerships and sponsorship. In conclusion, the idea presented in this overview, which points out that the marketing and organisation of such events involves arduous strategic planning, logistics and, above all, promotion, is in line with the views of various authors who agree that these means guarantee a high level of organisation and public attention, as well as

the various studies and authors analysed. This is the first one to mention that organisers must demonstrate their productivity in economic terms to make the event attractive to sponsors.

5.3. Sustainability as a marketing strategy

In recent years, sustainability has emerged as a key element in sports marketing, turning multi-sport events into platforms for integrating various responsible practices that promote an emotional connection with fans and audiences. At the same time, it has been shown that the marketing strategies employed at these events can change public participation and, at the same time, generate economic and prestige benefits.

To better illustrate this, representative examples will be presented of both events and sports teams that have successfully applied sustainable marketing strategies. It is also worth mentioning these cases, since they provide an analysis of how these practices have reinforced brand values, increased engagement with fans and promoted the integration of sustainability as a core element of marketing.

Table 4. Sustainable approaches applied as sports marketing strategies.

Event/Team	Sustainable strategy	Marketing approach	Impact	Author
Paris 2024 Olympic Games	Strategies based on the 3Rs. Toyota and its 100% electric and hydrogen fleet (2,650 vehicles +50 scooters). Coca-Cola reusing glass bottles and its commitment to total recycling.	Implementation of AI and augmented reality with automatic generation of personalized content and immersive activations. Strengthening of sponsoring brands aligned with Olympic values.	Approximate reduction of 1.75 million tonnes of CO2. Enhanced reputation among global partners. Loyalty of 15 sponsors (ESG)	CSR Consulting (2024), ClimateTrade (2024), Martínez Risco (2024), Masterson (2024), Intel Corporation (2024), Coca-Cola (2024), Kantar (2024), ReasonWhy (2024).
LaLiga (Spain)	Green ranking and partnerships with environmentally responsible sponsors (Emirates).	Branding aligned with sustainability. Campaigns with an emotional connection for the target audience.	Enhanced reputation and positioning of clubs and attraction of sponsors aligned with ecological values.	Spanish Marketing Association (2022), Brand Finance (2023), EC Brands (2023), García (2022).

Paris Saint-Germain (PSG)	<p>Friendly infrastructure.</p> <p>Collaboration with Nike for their shirts made from recycled polyester.</p>	<p>Social media campaigns (#PSGForThePlanet).</p> <p>Creation of education content on sustainable initiatives</p>	<p>Attracting environmental sponsorship (QNB).</p> <p>Increasing loyalty among young fans.</p>	Inèdit Innova (2023), Urrutia (2025).
Forest Green Rovers	<p>Vegan options in food sold at the stadium.</p> <p>Environmentally friendly facilities.</p> <p>Participation with 'Go Up' as a specialised agency.</p>	<p>Unique in standing out for its sustainable positioning.</p> <p>Segmentation focused on enthusiasts with ecological values.</p>	<p>Positioning as the most sustainable club in the world.</p> <p>Market expansion and global visibility</p>	FIFA (2018), Adams (2021), Forest Green Rovers (2021), Papp-Váry et al. (2022), Demishin (2024).
Wigan Warriors	<p>-Green Warriors programme for schools</p> <p>-Collaboration with 'The Learning Curve'.</p>	<p>-Raise environmental awareness among children.</p> <p>-Consolidate brand identity through educational campaigns.</p>	<p>-Promote sustainable values from an early age.</p> <p>-Generate a social impact in the community.</p>	Spanish Marketing Association (2022)
NFL Green	<p>-Zero waste events.</p> <p>-90% recycling at the Super Bowl.</p> <p>-Reforestation</p>	<p>-'Touchdown for the Planet' campaign.</p> <p>-Sustainable NFTs for fundraising.</p>	<p>-Neutralisation of 50.000 tonnes of CO2</p> <p>-E-sports Awards for sustainability</p>	NFL.com (2024)
Premiere League	<p>-Carbon neutrality by 2040.</p> <p>-Reduction in energy consumption.</p>	<p>-Positioning as the leading league in sustainability.</p> <p>-Environmental education campaigns for fans.</p>	<p>-Reduction of carbon footprint.</p> <p>-Consolidation of the league's image as a benchmark in sustainability.</p>	Premier League (2025)

	-Environmental management of the clubs that are part of the league.			
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Note: Source: Own work (2025).

The initiatives adopted by these sports teams and sporting events show that not only can they represent an environmental imperative, but also a great strategy for changing the experience of attendees and improving the image of the brands involved. According to Martinez Risco (2024) the Paris 2024 Olympic Games implemented an innovative strategy committed to the famous 3Rs (reduce, reuse and recycle), or as Huerga (2023) refers to it, the ARC strategy (anticipate, reduce, compensate). This approach paid off by reducing emissions by at least 50%, with the reuse of infrastructure and eco-friendly mobility compared to other editions of the Olympic Games. According to ClimateTrade (2024), the edition in the country of lights was positioned as a global model in sustainability; thanks to its measures, approximately 1 million tonnes of CO2 were avoided.

On the other hand, the impact is not limited to environmental issues; clubs such as Forest Green Rovers, recognized by the UN, have increased their fan based and boosted fan loyalty, so much that they have positioned themselves as leaders in sustainability. According to Maya (2024), not only will marketing focused on ecological values boost the reputation of your event or teams, but it will also attract the attention of sponsors aligned with ESG (environmental, social and governance) criteria.

As a result, the incorporation of technology into these initiatives has revolutionised the way events maintain contact and interaction with their audience. From augmented reality in Paris 2024, with its approach to educating people about carbon footprints, to the eco-friendly NFTs launched by NFL Green, innovations have helped to combine digital engagement with social and environmental responsibility.

Then, we have the best football league in the world, the Premier League, which has embraced sustainability as the central focus of its marketing strategies. Its approach is based on three key pillars:

- Adjustments to the environmental management system (renewable energy in clubs and stadiums).
- Promotion of environmental standards in clubs (travel, energy consumption and waste management).
- Use of platforms to educate and motivate supporters, programmes such as Premier League Primary Stars and Premier League Inspires.

Nonetheless, we cannot overlook the fact that only the Premier League wants to achieve this, as the teams that are part of it have not been left behind. Liverpool FC and Tottenham Hotspur Football Club are leading the way in sustainable travel and reducing their carbon footprint, Arsenal offers green electricity rates for

fans, Everton promotes community participation in green projects and Manchester City is aiming for carbon neutrality by 2030, ahead of the league's overall goal.

The Premier League therefore includes sustainability as a key part of its marketing, reinforcing its image globally, but more importantly promoting positive change among teams and aficionados.

As a result, there is evidence that in recent years there has been an approximately 70% increase in people's preference for events that highlight their commitment to sustainability, which emphasises that not only will this generate immediate benefits, but it will also evolve the interaction and links between organisers, sponsors and, most crucially, fans.

This analysis suggests that the strategies outlined not only demonstrate that the combination of technological innovation, environmental commitment and citizen participation is of utmost importance for implementing new models in the sports industry, but also that this approach can attract sponsors, build audience loyalty and reinforce the key role of sport as an agent of transformation towards a responsible, sustainable and, above all, conscious future.

CONCLUSIONS

In summary, sports marketing has evolved in recent years, moving away from its traditional role as a promotional platform for brands, athletes and events. It has now redefined itself as a tool for promoting social, environmental and economic well-being within the sports industry.

Although this branch of marketing has typically been associated with consumerism, its shift indicates that it can have a positive impact beyond economic issues. As aforementioned, the host countries of these major events not only reap benefits in terms of tourism and job opportunities, but they have also implemented initiatives that seek social and environmental change.

One of the challenges faced is the difference between innovation and redefinition, as this has led some brands to engage in greenwashing (a strategy where they pretend to be committed without any real commitment). Consequently, it is argued that marketing initiatives must be authentic and transparent, aligned with the objectives of change.

It has managed to consolidate itself on five essential pillars, which define a new era of communication and sustainability in this industry.

1. Commitment to the environment
2. Social impact
3. Economic responsibility
4. Innovation in sponsorship strategies

5. Education and awareness

This transformation within sports marketing has not only changed the way events are organized, but it will continue to set standards for future ones, raising questions about the great challenge that the 2026 World Cup will pose as a future field of study, representing a unique opportunity, since for the first time it will be held simultaneously in three countries: the United States, Mexico and Canada. This unique opportunity to study how cross-border organisation will be managed with regard to sustainability strategies the consolidation of sports marketing in different organizational contexts, and the impact it will have on the three countries in terms of reputation and engagement. The present study may contribute to future lines of research, which may continue to redefine itself globally as an agent of global change.

In short, sports marketing has gone from being a promotional tool to becoming an agent of transformation, and its redefinition continues to drive changes in the commercial sphere. For this evolution to have a real and lasting impact, it is essential that both brands and sports organisations make a genuine commitment to sustainability and social responsibility.

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