

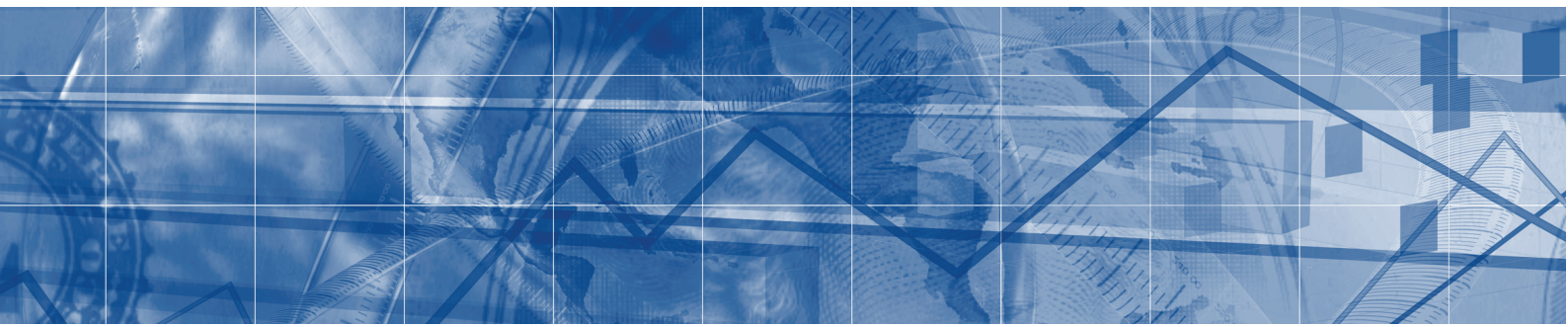


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STRATEGIC COMPANY DEVELOPMENT MANAGEMENT ON THE BASIS OF CORPORATE SOCIAL RESPONSIBILITY

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Annotation. The work highlights the influence of corporate social responsibility on the strategic management of the company's processes as a necessary condition for sustainable development of companies. It is also proven that corporate social responsibility, which covers economic, social and environmental aspects, is a key tool for strengthening competitive advantage, risk management, increasing reputation and creating common value for business and society.

Keywords: corporate social responsibility, strategic management, company management, company development.



Анотація. У роботі висвітлено вплив корпоративної соціальної відповідальності на стратегічне управління процесами компанії як необхідну умову сталого розвитку компаній. Також доведено що корпоративна соціальна відповідальність, що охоплює економічні, соціальні та екологічні аспекти, є ключовим інструментом для зміцнення конкурентної переваги, управління ризиками, підвищення репутації та створення спільної цінності для бізнесу та суспільства.

Ключові слова: корпоративна соціальна відповідальність, стратегічне управління, управління компанією, розвиток компанії.



Current trends in globalization and increased competition form new requirements for the management of companies. In these circumstances, the integration of the principles of corporate social responsibility (CSR) into strategic management is of key importance. This approach not only increases business efficiency, but also ensure sustainable growth, strengthening of reputation and trust by society, partners and state institutions [2].



Corporate social responsibility is interpreted as a set of voluntary business obligations to stakeholders aimed at minimizing negative impact and creating additional social value. It covers the economic, social and environmental aspects of the enterprise. The inclusion of CSR principles in the development strategy allows you to combine the desire for profit with the realization of socially useful goals.

Within the framework of this work, corporate social responsibility is appropriate to interpret as a concept, according to which enterprises voluntarily undertake to take into account social, environmental and ethical aspects in their activities and interaction with stakeholders (shareholders, employees, consumers, suppliers, local communities). The integration of the CSR into a development strategy involves the transition from a narrow focus to maximizing profit for shareholders to the creation of common value (Shared Value), which benefits both the company and society. The key aspects of such integration are: ethical responsibility (compliance with legislation and ethical standards); social responsibility (investments in human capital, support of local communities, ensuring decent working conditions); Environmental responsibility (reduction of negative impact on the environment, rational use of resources, introduction of «green» technologies) [6].

Corporate social responsibility is one of the key factors of competitive advantage. In the context of globalization and increased public consciousness, corporate social responsibility is one of the main tools of strategic management. Corporate responsibility strategic management can be seen on processes [4]:

- risk management: active implementation of CSR allows you to identify and minimize non -financial risks such as reputational losses, lawsuits, public protests or regulation stiffness;
- increasing reputation and loyalty: responsible behavior forms a positive image that helps to attract and keep consumers ready to pay a premium for ethical products, and facilitates access to funding;
- involvement and maintenance of talents: high-level CSR enterprises are more attractive to qualified personnel, especially young people, for which the ethics of the employer is a significant criterion for choice;
- innovation innovation: The need to solve social and environmental problems is often a driver for the development of new, more efficient and «clean» products, services and business models [1].

Strategic orientations of enterprise development on the basis of corporate social responsibility. The main directions of strategy formation are: introduction of environmentally oriented production technologies; development of staff support programs (training, social protection, career opportunities); formation of corporate culture based on ethical principles; strengthening relationships with communities, consumers and partners; Transparency of financial and nonfinancial reporting [3; 5].

Effective implementation of corporate social responsibility strategy requires a systematic approach. Table 1 shows the strategic management of corporate social responsibility.

Table 1

Stages of corporate social responsibility management

Stage	Content
1. Analysis and evaluation	Audit of current social and environmental activities. Definition of key stakeholders and their expectations. Analysis of sectoral CSR sizes and opportunities
2. The formulation of the strategy	Integration of CSR goals (for example, achieving carbon neutrality, ensuring gender equality) into the overall business and vision. Determination of priority directions of CSR that correspond to the main activity of the company
3. Implementation	Development of politicians, procedures and corporate culture supporting CSR. Allocation of resources, staff training, integration of CSR shows into business processes (supply chain, marketing, R&D)
4. Assessment and reporting	Regular monitoring of the KSW-goals. Use of international reporting standards (such as Gri - Global Reporting Initiative) for transparent stakeholders about nonfinancial performance

The implementation of CSR principles is possible through the use of modern strategic planning tools: scripting, benchmarking, BalanCed Scorecard, ESG Indicators. The key factor is the integration of sustainable development goals into a corporate strategy that allows you to reconcile domestic businesses with international standards.

Modern challenges of the global market undoubtedly prove that corporate social responsibility (CSR) has ceased to be an additional option, and has become a prerequisite for sustainable development and a key element of the companys strategic management.

Effective CSR integration provides businesses for a long-term competitive advantage because it allows you to achieve financial efficiency at the same time and implement socially useful goals, creating common value for business



and stakeholders. CSR system management, including strategic planning, risk management, staff investment, environmental responsibility and transparent reporting by international standards (such as Gri), strengthens reputation, increases customer loyalty and attractiveness to investors.

Thus, successful functioning in conditions of increased public consciousness and rigid competition requires modern companies a holistic and consistent inclusion of ethical, social and environmental aspects in their business office, ensuring the consistency of internal goals with sustainable development goals (SDGS). CSR is an investment in the future, not just costs.

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ІННОВАЦІЙНИЙ МЕНЕДЖМЕНТ У СИСТЕМІ СУЧАСНОГО БІЗНЕС-УПРАВЛІННЯ

УДК 658.012:005.96

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Анотація. Інноваційний менеджмент є ключовим фактором конкурентоспроможності сучасних компаній. Досліджено основні підходи, глобальні тенденції та практичні стратегії впровадження інновацій для підвищення ефективності бізнесу в умовах цифрової трансформації.

Ключові слова: інноваційний менеджмент, гнучкі інновації, відкриті інновації, інноваційні екосистеми, цифрова трансформація.



Annotation. Innovation management is a crucial factor for the competitiveness of modern companies. The study analyzes key approaches, global trends, and practical strategies for implementing innovations to enhance business efficiency in the context of digital transformation.

Keywords: innovation management, agile innovation, open innovation, innovation ecosystems, digital transformation.

