

**M.S. Ponomarova**

**Ph. D. in economics, associate professor**

**Kharkiv National Agrarian University named after V.V. Dokuchaiev**

**SOCIAL RESPONSIBILITY OF BUSINESS AS A PREREQUISITE  
OF STRATEGIC MANAGEMENT IN THE ACTIVITIES OF THE FOOD  
INDUSTRY ENTERPRISES**

*In the article we aim to consider the role of the business social responsibility as a prerequisite for the strategic management in the activities of the food industry enterprises, to define the ideas and the role of the business social responsibility, to determine the main conditions of its realization and the obstacles for the integration of the business social responsibility into the activity of the food enterprises.*

**Key words:** *social responsibility, business, strategic management, enterprise, food industry.*

**The problem statement.** The modern realities indicate that the effectiveness of social processes depends directly on the fact how much the social management is embedded into the system of strategic management in the activity and on the business structures development, since these factors are dialectically related components of the social process. Let us remember that the indisputable goal of any state in the system of the national interests is to provide the food security, to ensure the effective functioning of the society, which emphasizes the importance of the food industry [1] and directly affects the social responsibility of the business.

**The analysis of the recent researches and publications.** A lot of scientific works are devoted to the formation and development of the state social policy and social responsibility of the business. Here belong the works of such famous scientists as Amossov O.Yu., Vlassova T.R., Diehtiar O.A., Gryshova I.Yu., Moroz O.S., Manuilov E.M. and many others. We also cannot pass over this question since its role under the conditions of modern management is growing more and more.

**Formation of the article's goals.** In the article we aim to consider the role of the business social responsibility as a prerequisite for the strategic management in the activities of the food industry enterprises, to define the ideas

and the role of the business social responsibility, to determine the main conditions of its realization and the obstacles for the integration of the business social responsibility into the activity of the food enterprises.

**Presentation of the main material of the research.** The definition and formation of the civil society and the legal state are inseparably linked with the problems of mutual responsibility of the state and the citizen, an important aspect of which is the category of the social responsibility. At the present stage this category acquires a slightly different social purpose. In the opinion of Manuilov E.M. the problem of the social responsibility is related to the degree of the man and the society integration and is determined primarily by the level of responsibility of the man as an individual who appears as a set of the social relations [2]. According to Vlassova T.R., both, the business in its decisions and the society in its social policy must be guided by common values; the decisions must satisfy both sides [3].

The socially significant problems have long been at the center of the public's attention; therefore, the business structures as well as the organizations as much as possible try “to behave well, not treading on the morbid corns” of the public thought. The economic indices of the organization’s activity are directly connected with the social importance of the enterprises. O.Yu Amossov asserts that the modern management suggests the transition to a socially oriented management concept (Total Responsibility Management, TRM), which means an increase in the attention to the requirements of various “interested parties” under the influence of which a commercial organization finds itself. This influence covers a number of issues, from the problems of the environmental protection to the problems of the civil society development both in the regions of presence and in the country as a whole. This is due to the fact that almost all spheres of the business activity of the organization include the socially significant components to a greater or lesser extent. The common commitments, clearness, specificity of the regulatory norms can stimulate different social relations, and also cover, separate and consolidate their main content. Due to their certain inertia, the regulatory actions of the state in the sphere of the economic relations are forced to rely on the corresponding social and cultural context, that is, they contain the actual norms generated by a certain social and cultural tradition. At the same time the standard, as a regulatory and coordinating means of the state actions, is manifested through the institutionalization of the social and organizational relations and behavior. The process of institutionalization of relations involves their formalization and standardization, otherwise the subject of the public life would not be able to predict the actions of other subjects associated with it, and it wouldn’t be able to

provide the interaction. One of the specific features of the human society is the formed institutional system that regulates the man behavior [4].

The legal mechanism includes a set of legal norms contained in the corresponding legislative acts and regulatory and legal documents aimed at the ensuring the agro-food policy implementation; they are the Constitution of Ukraine, the Law of Ukraine, “On Fundamentals of National Security of Ukraine”, “On Living Standard” etc. The importance of the social dialogue in Ukraine was highlighted in the process of norm forming activity, which resulted in the adoption of the Law of Ukraine “On Social Dialogue in Ukraine”. This Law defines the legal basis for the organization and procedure for conducting the social dialogue in Ukraine in order to develop and implement the state social and economic policies, regulate labor, social and economic relations and ensure the increase in the level and quality of the citizens’ life and social stability in the society.

The food industry is engaged in the processing of food raw materials and provides the population with the food products. By volumes of goods it constitutes a significant part of the industrial production. A large amount of raw material and the consumer’s demand for it in different parts of the country have led to the wide spreading of the enterprises’ diverse industries everywhere. In some places they provide the needs of the local population, while in the others they specialize in the productions that are delivered to other parts of the country as well as beyond its bounds. During the last decade the food industry has been substantially reconstructed, updated, and has achieved a significant variety of many kinds of products of quite high quality. Nowadays the sustainable development of the enterprises and conducting of the socially responsible business are the important issues of the further development of the leading branches in the food industry. The adherence to the mentioned directions of the business social responsibility development requires the orientation of the business towards the following principles:

*the responsibility of business to the consumer*, which consists in the right price formation, and the adherence to the norms of doing business. The substantiation of the choice and formation of the strategy of the enterprises and the consumer’s behavior on the basis of changes in the market conditions should be aimed at achieving the strategic coherence between the economic interests of the enterprise and the consumer needs, and it should correspond to the structure of the actual behavioral disposition of the market interaction between the buyer and the seller [5]. Marketing also provides an opportunity to understand how the enterprise should organize the process of selling its products, goods or services; in what way to carry out the market promotion, to form the advertising policy,

and to create the demand under the competitive pressure from other companies operating in the same market [6];

*social protection* of the employees of the enterprises in the form of keeping to the successful development of the production is an appropriate and corresponding conditions for labor safety. The labor conditions at all levels of production require the targeted and systematic management, which leads to the formation of an appropriate mechanism of the reverse effect, that is, the influence on the development of the organization of labor, techniques and technology [7];

*the attitude to human rights and to the environment.* This means the formation of the national policy and strategy for the development of the state, which is connected with the use of the environmentally sound technologies, the observance of the environmental safety requirements as for the rational use of the natural resources in the domestic market [8];

*partnership with the local community and the authorities* is also an obligatory condition of responsibility which consists in the participation of the business in the socio-economic development of the territories in the directions that affect the main activities of the companies or do not relate to their main activities (including the charitable programs of social and cultural development), and also in supporting the public initiatives and the institutes of the public society [9].

The key to the successful business, which aims at strengthening its competitive advantages, to a great extent depends on its staff potential. The stability of the business structure development and success in the market depend on the employees involved in it. Therefore, one of the main tasks that require business solutions is the formation of a stable staff of the professionals capable of producing and implementing the new ideas for improving the business processes and increasing the efficiency of business; and most important that these professionals would be able to bring the undertakings to their logical end. In this case, like any resource involved in the business, the use of this resource requires certain expenditures that are reflected in the results of the business activities [9].

Since the social responsibility of the business is beneficial for everyone, namely for the enterprise, society, and the state, that is why the implementation of the targeted social programs is not less valuable than the social deductions into the budget for the needs of the state. In the system of the strategic management in the sphere of the interrelation of the domestic food enterprises with the consumers and the society, along with the obligations of the general direction the following conditions should be provided:

- the systematic use of the product social labelling;
- the application of the methodology for assessing the life cycle of the product;
- the assessment and monitoring of the impact on the market environment;
- the determination and influence of the cultural specificity of the consumer;
- the dialogue and absolute interconnection with the consumers;
- providing the transparent information about the goods quality and safety of the production;
- the certification of the works and the rendered services conformity;
- the marketing of services and the consumer's behavior assessment;
- the support and social protection of the strategic development programs.

I.Yu. Gryshova and T.S. Shabatura think that the execution of the social obligations is possible only provided the availability of the resource flows and their effective use, which emphasize the role of the economic potential of the enterprise in ensuring the business social orientation by creating the preconditions for transferring the part of the economic resources to the development of the social sphere and social needs [10].

The main obstacles for integrating the social responsibility of the business into the activities of the food enterprises today are the imperfection and incomplete implementation of the regulatory and legal base that regulates the participation of the responsible professionals and the participation of the business in the implementation of the social programs. These obstacles also include the ineffectiveness of the system of the economic and moral encouragement of the responsible social subjects, the lack of the effective public expertise and the assessment of the stereotypes and the quality as for the business professionals training, and also the results of the social programs implementation. The social policy of the state can give real positive results only when it is carried out together with the market reforms and, based on the economic achievements, is aimed at ensuring the rational functioning of the public life [11]. It means the improvement of the social relations, the conditions for their self-reproduction and self-sufficiency, and first of all, the self-realization of social potential of the individual, peoples' security, their social protection as a whole and the perspectives for their development and growth.

**The conclusions.** The achievement of the socio-economic effect in the activities of the food industry enterprises is possible only as a result of the implementation of the specific actions and programs at the level of the given enterprise and organization. The determinants in this process should be the business responsibility to the consumer, marketing, social protection of the

employees of the enterprises, the attitude to human rights and to the environment. All these factors concern the formation of the national policy and the strategy for the state development, the partnership with the local community and the government. The maintenance of the above mentioned conditions will increase the social responsibility of the business as a prerequisite for the strategic management in the activities of the food industry enterprises.

**Бібліографічний список:** 1. Пономарьова М.С. Регіональна складова розвитку харчової промисловості при забезпеченні національних інтересів / М.С. Пономарьова // Вісник ХНАУ. Серія: Економічні науки. – № 1. – 2017. – С. 270-277. 2. Мануйлов Є.М. Соціальна відповідальність особистості У правовій державі / Є.М. Мануйлов // Вісник Національної юридичної академії України імені Ярослава Мудрого. Сер.: Філософія, філософія права, політологія, соціологія. – 2013. – № 4. – С. 3-8. – Режим доступу: [http://nbuv.gov.ua/UJRN/Vnyua\\_2013\\_4\\_3](http://nbuv.gov.ua/UJRN/Vnyua_2013_4_3). 3. Власова Т.Р. Соціальна відповідальність бізнесу: сутність та тенденції / Т.Р. Власова // Вісник Чернівецького торговельно-економічного інституту. Економічні науки. – 2013. – Вип. 1. – С. 52-57. – Режим доступу: [http://nbuv.gov.ua/UJRN/Vchtei\\_2013\\_1\\_10](http://nbuv.gov.ua/UJRN/Vchtei_2013_1_10). 4. Амосов О.Ю. Зміст і суб'єкти державного регулювання аграрних відносин / О.Ю. Амосов, Г.П. Пасемко // Актуальні проблеми державного управління. – 2012. – № 1. – С. 10-17. – Режим доступу: [http://nbuv.gov.ua/UJRN/apdy\\_2012\\_1\\_3](http://nbuv.gov.ua/UJRN/apdy_2012_1_3). 5. Пономарьова М.С. Лавдир В.Є. Критерії та оцінка зміни споживчої поведінки в умовах стратегічного розвитку підприємства та ризику / М.С. Пономарьова, В.Є. Лавдир // Вісник ХНАУ. Серія: Економічні науки. – 2017. – № 3. – С. 158-166. – Режим доступу: [http://nbuv.gov.ua/UJRN/Vkhnau\\_ekon\\_2017](http://nbuv.gov.ua/UJRN/Vkhnau_ekon_2017). 6. Рябуха І.С. Маркетингова стратегія в системі удосконалення маркетингової діяльності / І.С. Рябуха // Теоретико-методологічні засади ефективного розвитку аграр. вир-ва: матеріали Міжнар. наук.-практ. конф. 24–25 квіт. 2014 р.: у 2 ч. Ч. 1 / ХНАУ. – Х., 2014. – С. 81–83. 7. Пономарьова М.С. Умови та безпека праці як важелі підвищення діяльності сільськогосподарських підприємств / М.С. Пономарьова // Вісник ХНАУ. Серія “Економічні науки». – 2012. – № 8. – С. 197-202. – 218 с. 8. Пономарьова М.С. Екологічний менеджмент як інструмент сталого розвитку / М.С. Пономарьова, Л.В. Головань // Вісник ХНАУ. Серія “Економічні науки». – 2013. – № 5. – С. 197-202. – 230 с. 9. Мороз О.С. Соціальна відповідальність бізнесу в Україні: проблеми та шляхи вирішення / О.С. Мороз // Економіка промисловості. – 2013. – № 4. – С. 135-143. – Режим доступу:

[http://nbuv.gov.ua/UJRN/econpr\\_2013\\_4\\_13](http://nbuv.gov.ua/UJRN/econpr_2013_4_13). 10. Імплементация принципів соціально-орієнтованого бізнесу в площину економічного розвитку потенціалу харчових підприємств / І.Ю. Гришова, Т.С. Шабатура // Економіка: реалії часу. Науковий журнал. – 2014. – № 3. – С. 44–48 – Режим доступу до журн.: <http://economics.opu.ua/files/archive/2014/n3.html/>  
11. Дегтяр О.А. Теоретичні аспекти формування та розвитку державної соціальної політики / О.А. Дегтяр // Держава та регіони. Сер.: Державне управління. – 2013. – № 1. – С. 54-59. – Режим доступу: [http://nbuv.gov.ua/UJRN/drdu\\_2013\\_1\\_12](http://nbuv.gov.ua/UJRN/drdu_2013_1_12).

**Пономарьова М.С. Соціальна відповідальність бізнесу як передумова стратегічного менеджменту в діяльності підприємств харчової промисловості.** У статті ставимо за мету розглянути роль соціальної відповідальності бізнесу як передумови стратегічного менеджменту в діяльності підприємств харчової промисловості; визначити думки та роль соціальної відповідальності бізнесу, визначити основні умови реалізації та завади інтеграції соціальної відповідальності бізнесу в діяльність харчових підприємств.

**Ключові слова:** соціальна відповідальність, бізнес, стратегічний менеджмент, підприємство, харчова промисловість.

**Пономарева М.С. Социальная ответственность бизнеса как предпосылка стратегического менеджмента в деятельности предприятий пищевой промышленности.** В статье ставим целью рассмотреть роль социальной ответственности бизнеса как предпосылки стратегического менеджмента в деятельности предприятий пищевой промышленности; определить мысли и роль социальной ответственности бизнеса, определить основные условия реализации и помехи интеграции социальной ответственности бизнеса в деятельность пищевых предприятий.

**Ключевые слова:** социальная ответственность, бизнес, стратегический менеджмент, предприятие, пищевая промышленность.

*Стаття надійшла до редакції: 19.08.2018 р*