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USING CORPORATE SOCIAL RESPONSIBILITY TOOLS WHILE FORMING THE ENTERPRISE INTERNATIONALIZATION MARKETING STRATEGY

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The article investigates the possibility of improving the marketing strategy by using new tools, among them the tools of corporate social responsibility at Ukrainian enterprises. The definition of the corporate social responsibility concept is generalized. The main tools of the corporate social responsibility as well as the relationship between these tools and the enterprise internationalization marketing strategy are determined. Feasibility of applying corporate social responsibility tools in the formation of the internationalization marketing strategy of enterprises is justified.

Key words: internationalization, internationalization marketing strategy, corporate social responsibility, tools.

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ВИКОРИСТАННЯ ІНСТРУМЕНТІВ КОРПОРАТИВНОЇ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ ПІД ЧАС ФОРМУВАННЯ МАРКЕТИНГОВОЇ СТРАТЕГІЇ ІНТЕРНАЦІОНАЛІЗАЦІЇ ПІДПРИЄМСТВ

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Досліджено можливості удосконалення маркетингової стратегії за рахунок використання нових інструментів, одними з яких для українських підприємств є інструменти корпоративної соціальної відповідальності. Узагальнено визначення поняття корпоративної соціальної відповідальності, а також визначено основні інструменти корпоративної соціальної відповідальності та взаємозв'язок інструментів корпоративної соціальної відповідальності та заходів маркетингової стратегії інтернаціоналізації підприємств. Обґрунтовано доцільність застосування інструментів корпоративної соціальної відповідальності під час формування маркетингової стратегії інтернаціоналізації підприємств.

Ключові слова: інтернаціоналізація, маркетингова стратегія інтернаціоналізації, корпоративна соціальна відповідальність, інструменти.

Problem statement

Present time is characterized by the processes of gradual globalization of national economies into a single global economic space. In fact, the market spaces are expanding to the world scale. Therefore, the problems of internationalization of the economy and formation of the strategy of internationalization are becoming increasingly important. The effectiveness of the entrepreneurial activity in foreign markets is directly dependent on the rationality and feasibility of marketing strategy. Thus, due to the high business competitiveness in the world markets only the development of appropriate market strategy can guarantee the improvement of the effectiveness of the entrepreneurial activity. In this case, the new instruments such as corporate social responsibility (CSR) play one of the key roles for Ukrainian companies.

Today the principles of CSR are more and more often being implemented in the activities of the domestic enterprises, particularly through the implementation of specific actions that take into account the interests of both internal and external stakeholders. The advantages of the implementation of CSR include creating a positive image of the company (brand), increasing its investment attractiveness, increasing sales, improving motivation system and productivity, etc.

Taking into account that in the current economic situation the majority of domestic enterprises are focused on the decisions related to the internationalization activities, it is of great importance to define the main CSR tools and their connection to international marketing strategy activities of enterprises.

Analysis of recent research and publications

Prerequisites for the formation of the concept of strategic management industry in Ukraine, its internationalization and the impact of internationalization on the competitiveness of Ukraine's economy are explored in the articles of M. M. Shevchenko [21, 22]. O. V. Kiforenko analyzed the causes of internationalization [11, p. 113] and internationalization stages [11, p. 114].

The characteristics of individual strategies, models and forms of internationalization for automotive industry are shown by T. Laduba [9], for retail – by L. O. Lihonenko [10] and for advertising industry – by O. Gohberg [5].

M. I. Golubov [4] and V. G. Popova [17] examined requirements for Ukraine's integration into the global capital markets and the internationalization features of Ukrainian capital market in terms of the transformation processes in the global economy.

Today, scientists do not pay much attention on opportunities and mechanisms of CSR tools in the formation of international marketing strategy of enterprises. There is a lack of assessment of the impact of the application of CSR tools on the result of financial activity of the enterprise that implements the internationalization strategy.

The concept of CSR has been and remains a subject of research in which one can find different approaches to the definition of this category (table 1).

Table 1

The economists' interpretation of the concept of CSR

Economists	The interpretation of the concept of CSR
M. Mescon, M. Albert F. Khedouri [15, c. 101]	Voluntary participation of the company in dealing with social issues, which involves allocation of resources and efforts for the benefit of local communities and society as a whole.
P. N. Bloom, G. T. Hundlah [24]	The commitments of the company to its stakeholders – to people and groups that may be affected and who affect corporate policy of the company. These commitments are beyond legal requirements and responsibilities of the company to its shareholders, but fulfillment of these obligations minimize any adverse effects and at the same time maximize beneficial effects of long-term impact of the company on society.
L. N. Konovalov, M. I. Korsakov, V. N. Yakymets, [12, p. 41]	Set of voluntary commitments that are agreed on by the key stakeholders, which correspond to the level of specificity and development of the corporation and are aimed at the implementation (at the expense of the corporation) of internal and external social programs, the results of which will contribute to the development of the company, improve its reputation and image, establishment of corporate identity and promotion of constructive partnerships with government, business partners, local communities and community organizations.
L. A. Hrytsyna, [6, p. 7]	Voluntary activities of the company that exceed certain legislative requirements of the company and include environmental, social, labor and economic responsibilities to the environment, society, local communities, employees, suppliers, customers, shareholders.
O. J. Malinovska [14, p. 201]	Moral and ethical responsibility of businesses for the level of service they provide, their products quality, as well as the creation of the environment of harmonic relationships between employees, partners, customers and society as a whole in addressing social problems.

Source: authors summarized

Thus, foreign and domestic scholars, no matter how they define the basics of CSR – either as commitment, or an activity or policy, or the way of business process management – speak mostly about the type of achievements and results the main stakeholders are interested in.

As mentioned above, CSR is a complex and functional concept that is described by the basis of the principles, levels, types, directions and methods of its realization (table 2).

Table 2

Characteristics of CSR for individual elements

Items specifications	The characteristics
CSR objects	Stakeholders: owners, employees, suppliers, competitors, customers, government and local communities
Ways to ensure of CSR	Instructional, resources, information and legal support
CSR standards	Product quality standards, environmental standards, standards of the International Labour Organisation, standard ISO 26000 "Guidance on social responsibility," standard GRI (Global Reporting Initiative) G3, United Nations global compact
Areas of CSR	Social (social and employment), economic, environmental
CSR tools	КСВ-програми, соціальне партнерство, соціальні інвестиції, нефінансовий звіт
CSR principles	Добровільності, прозорості, звітності, етичної поведінки, економічності
Types of CSR	Internal and external CSR
Levels of CSR	Basic level (timely payment of taxes, payment of salaries, provision of new jobs), the second level (improving skills of employees, preventive care, housing, social development), the third (higher) level (charity).

Source: authors summarized

Analyzing individual features of CSR mentioned above we propose that CSR tools should be used in the formation of international marketing strategy of enterprises, because they allow bringing the reputation of the company (brand) to the expectations of the customers from the world markets. The CSR tools allow to complement the name of the company (brand) by additional positive characteristics in overseas markets. However, all the analyzed studies omit the opportunities and ways to use the tools of CSR in the formation of international marketing strategy of enterprises.

Objectives

The main objective of this study is to determine the main CSR tools and to explore the possibility of their use in the formation of international marketing strategy of enterprises.

Materials

It is very often insufficient for companies to produce and sell their products only in the domestic market of one country. The expansion of the enterprise activity beyond the domestic market is directly determined by its ability for internationalization.

Internationalization – is an adaptation activity of the enterprise to the economic conditions in foreign markets and its immediate implementation in these markets. Enterprises that manage to internationalize get a competitive advantage that guarantees a positive ultimate financial result. Foreign markets activity is implemented within an integrated component of the strategies at various levels.

It involves the formation of a strategic pyramid – wide strategy (corporate level), business strategy (strategic business units level) and functional strategies (functional units level) [13, p.17].

Strategy of internationalization – it is a set of actions and measures for activities of enterprises on foreign markets.

The need to form a strategy of internationalization appears due to the globalization of the world economy, i.e. by growing number of interconnections between national economies.

Within the internationalization strategies enterprises appear in foreign markets, making a choice between concentration and diversification activities of value chain, and ways of coordination all over the world in order to achieve local, regional or global benefits. It is therefore increasingly relevant to form the internationalization strategy of an enterprise.

Since the general form of an enterprise can be divided into three areas: production, marketing and finance, the internationalization strategies also consider it appropriate to divide the eligibility criteria for the direction of the activity of the enterprise into three types: 1) international production strategy; 2) international marketing strategy; 3) international financial strategy.

Formation of the internationalization strategy is a priority for the development of the national economy, because as noted by O. Pasichna “inclusion of the national economy or its constituent parts in the world economy should not be associated with waiting for a favorable moment, whereas national economic development must meet the trends of world markets and the national economy needs to integrate into the world economy without defining any conditions” [16, p. 37].

International marketing strategy should be defined as a set of actions and measures of enterprises promoting the products from producer to consumer in foreign markets. International marketing strategy has much narrower scope of application than the entire enterprise strategy. However, due to its role in the formation of the bid prices for the customers as well as in ensuring market competitiveness it is an important element of each type of strategy, including the one that defines the activity in emerging foreign markets.

Formation of the international marketing strategy is determined by many external and internal factors.

Factors of external nature that have impact on the formation of international marketing strategy are: those reflecting the peculiarities of economic activity (related to the level of internationalization of economic activity, to the level of competition intensity, to phase of the product life cycle, to the type of their customer, to characteristics of the product, to the consumer demands, to the level of profitability of economic activity and the level of legislative and regulatory impact of economic activity on businesses), correspondence of characteristics of the foreign and domestic markets, accessibility of the foreign markets and the risk of doing business there.

From the external factors key determinant of strategic activities that are formed within the international marketing strategy is the level of internationalization of economic activity. To characterize the level of internationalization of economic activity G. Yip proposed a certain qualitative model [25, c. 35–39; 26, c. 73–133].

The qualitative model of internationalization of economic activity is determined by a large number of factors, which are classified into four groups: market, cost, government regulation and competition. Due to the fact that internationalization is provided primarily by marketing activities in foreign markets, market group factors of internationalization of economic activity plays a major role.

The group of internationalization market factors of economic activity consists in: 1) correspondence between necessities and expectations of consumers; 2) the existence of global customers; 3) the existence of global and regional market channels; 4) development of markets and similarity in characteristics of different markets that would enable the transfer of marketing activities (including brand, sales promotion activities, etc.) [25, c. 35–37; 26, c. 80–98].

Among the important group of factors of the internationalization of economic activity that must be considered when forming the international marketing strategy of enterprises, are: 1) the existence of global competitors (internationalization can be caused by the need to stay ahead of global competitors) and 2) the ability to transfer a competitive advantage from one market to another [25, c. 38–39; 26, c. 122–128].

The intensity of competition of certain economic activity should be also taken into account. This is a factor of an external nature, which influences the formation and implementation of all kinds of activities within the international marketing strategy.

At the same time it is necessary to take into account the accessibility to foreign markets. Enterprises that have permanent positive image of socially responsible economic operator or enterprises that works with social investments can overcome much easier all the obstacles that are created just by the factor of the accessibility to foreign markets.

It means there are direct correlation factors that influence the formation of international marketing strategy of enterprises on one hand and CSR tools used by the enterprise on the other hand. In particular, the use of CSR tools makes an impact on the following international marketing strategy factors: correspondence between the needs and expectations of customers, similarity in characteristics of domestic and foreign markets as well as their accessibility.

D. G. Lukyanenko, A. M. Poruchnyk, L. L. Antonjuk and others scientists analyzed and summarized various strategies and marketing tools in foreign markets [19, p. 293–312]. U. V. Ilyasova explores different parts of the international marketing that should be taken into account when forming the international marketing strategy [8, p. 105].

The set of activities to form the strategy of internationalization of enterprises can be classified into two groups – foreign expansion activities and activities that assume presence in foreign markets, which are essential elements of the model of international marketing strategy.

The foreign expansion activities are the part of the enterprise-wide strategy, while the strategic activities that assume presence in foreign markets are carried out on the functional level (table 3).

Table 3

Types of activities that assume presence in foreign markets within the international marketing strategy

Activities that assume presence in foreign markets	Types of activities that assume presence in foreign markets		
Segmentation and target market selection	Presence in the market through “trading strategies”	Presence in the market through “cooperative strategies”	Presence in the market through “hierarchical strategies”
Setting targets for the selected product and geographic market	Global strategy		National strategy
Coordination of activities of value chain	Low level of coordination	The average level of coordination	A high level of coordination
Standardization and adaptation of marketing activities	Standardization		Adaptation

Source: authors summarized

Thus, the possibility of using CSR tools exists during the implementation of standardization activities and adaptation of marketing activities, which include activities that assume presence in foreign markets.

The use of CSR tools is of particular relevance for Ukrainian companies where this practice is quite new. This is based on the fact that CSR tools are traditionally used by the companies that work in the countries with developed economies. In developed economies the fraction of companies that consider social responsibility as a priority is constantly growing and reaches 90 %. In particular, about 10 % of the corporate management investments done by the US companies can be considered as “social responsibility” investments [18].

Under this circumstances Ukrainian enterprises appear in the economic environment where the use of CSR tools is proved to be effective for creating a corporate identity of the enterprise (brand) and deliver positive information about enterprise to consumers in foreign markets. Considering factors mentioned above domestic enterprises should use the tools of CSR and improve the effectiveness of their application to ensure the effectiveness of internationalization activities.

The schematics of CSR tools related to the formation of enterprise internationalization strategy is shown in fig. 1. Fig. 2 presents the direct application of CSR tools in the development of international marketing strategy in conjunction with its activities.

The main goal of using the CSR tools is to ensure the effectiveness of the international marketing strategy, however using the CSR tools will also improve the financial results. Some studies show a positive correlation between enterprise financial indexes and scale of their socially responsible activities [18].

The common practise of the enterprises whose main purpose is to maximize profits is using the CSR tools to improve their efficiency, in particular by improving the financial indexes. The founder of the proof of the relationship of increasing financial results as indirect objective measures of CSR and CSR tools, was a prominent American economist Milton Friedman, who published his work “The social responsibility of business is to maximize the profit” in 1970 [23].

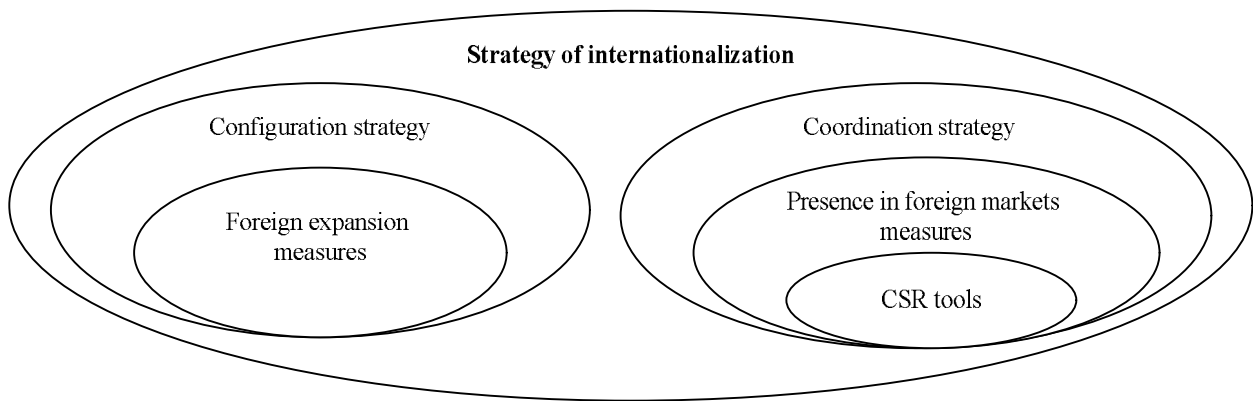


Fig. 1. Place of using CSR tools during the formation of enterprise strategy of internationalization (authoring)

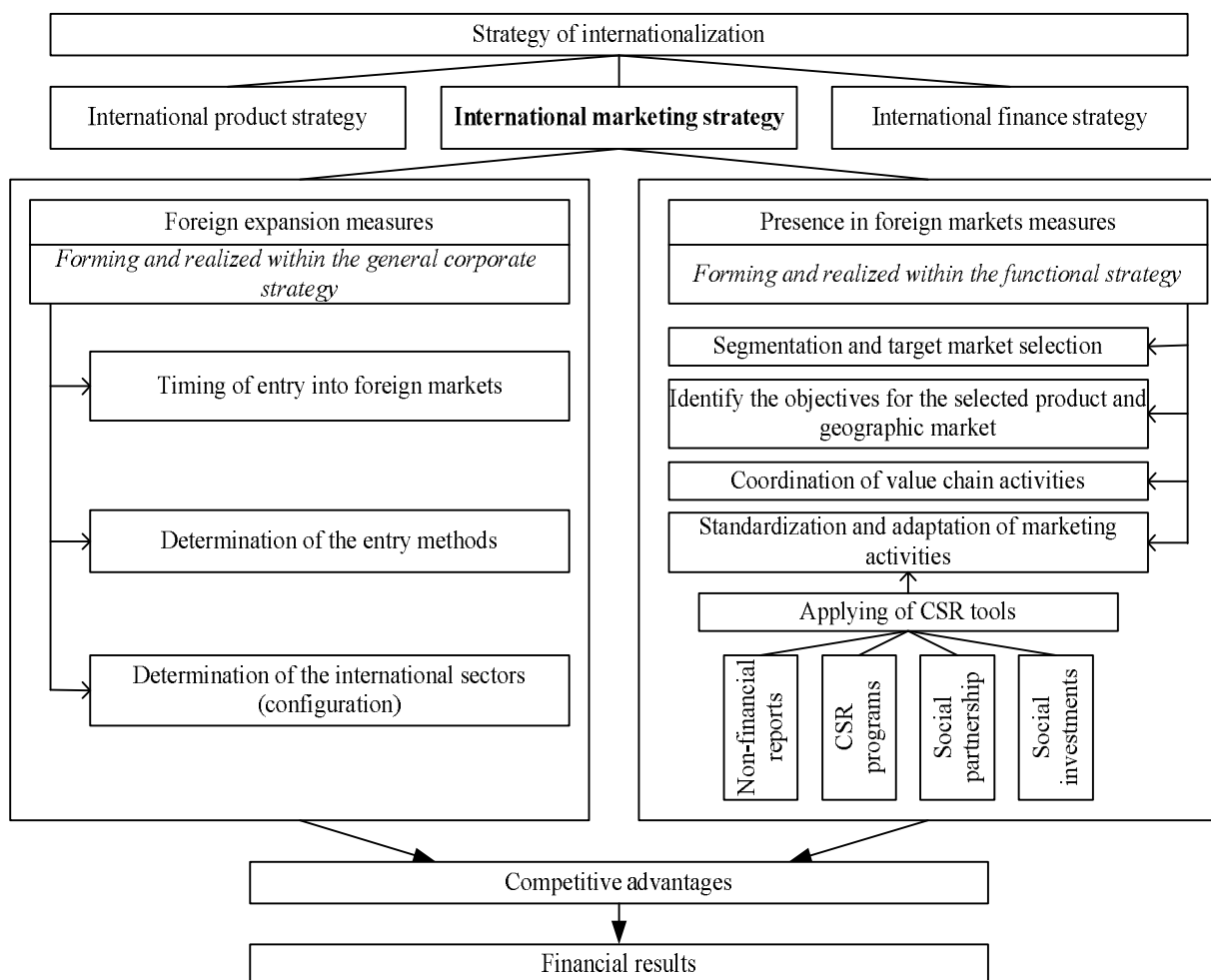


Fig. 2. Relationship of CSR tools and international marketing strategy measures of enterprises (authoring)

The results of the survey about the necessity the CSR tools implementation into business that considered various enterprises has shown that only half of the respondents (53.3 %) consider it necessary to introduce a business policy and practice social responsibility, 41.1 % did not consider it necessary and latest 5.6 % of companies indicated no need for implementing social responsibility [1; 7, p.17]. Besides, comparing the types of companies that actively implement CSR practices, it was noted that the share of state-owned enterprises fell by 39.5 % at a time when the share of private companies practicing CSR increased from 62.1 % to 74.9 % [1; 7, p.18].

32.7 % of Ukrainian companies reported that they do not practice social responsibility activities. For the most of them social responsibility programs/activities are not relevant, because of the lack of funds (61.4 %). Every tenth company that is not taking part in social responsibility activities, claimed that it is a function of the state, not the business [1; 7, p. 25]. Only 29.6 % of companies have certain social responsibility strategy [1; 7, p. 29]. More than the half of Ukrainian companies (55 %) who were taking part in the survey are implementing CSR activities constantly, almost every tenth company (9 %) – more than once in six months, the rest of Ukrainian enterprises – from time to time [1; 7, p. 22].

It should be also noticed that a fraction of companies that report on the results of social policies or make social statements is relatively low (31.4 %) [20, p. 166]. This reflects both the lack of knowledge of the method of its formation, as well as a frivolous attitude to the corporate social responsibility issues.

The main CSR tools are non-financial reports, CSR programs, social partnership and social investment.

Non-financial reports are one of the most commonly used CSR tools used by the domestic and foreign enterprises.

There are two standardized forms of non-financial reports:

1) Communication on Progress (COP) - is a must for companies that have pledged to adhere to the principles of the UN Global Compact (UN Global Compact are required to publish its first Communication on Progress within one year from the date of joining this initiative and will continue to annually prepare such reports, during the first 5 years; the report should disclose the implementation of at least 2 of the 4 units of the principles of UN Global Compact at the company's choice (human rights, labor relations, environment, anti-corruption activities); after 5 years of membership in UN Global Compact the Communication on Progress has to have all the blocks of the principles of UN Global Compact displayed [3, pp. 11–12]);

2) Global Reporting Initiative (GRI) – report that provides economic, environmental and social performance of the company [3, pp. 11–12].

In 2012, Ukraine has almost doubled the number of non-financial reports: from 15 in 2011 – to 35 in 2012. Most of the reports prepared in the form of Communication on Progress of the UN Global Compact, 2 – in free format, 5 companies (“Obolon”, SCM, “Ernst & Young”, “ArcelorMittal Kryvyi Rig”, Platinum Bank) prepared a report according to the GRI standard [2]. Today about 200 domestic enterprises in various sectors (ranging from real to financial) perform non-financial reporting. For example, based on information posted on the official websites of “ArcelorMittal Kryvyi Rig” PJSC and of “Metinvest Holding” Ltd., that according to the index of transparency are leading the heavy industry of Ukraine in implementing the principles of CSR issues, we can find a format of non-financial reports which they published during the 2008–2012 (table 4).

Table 4

Forms of non-financial accounts of leaders of CSR implementation in heavy industry in Ukraine in 2008–2012

Enterprises	2008 year	2009 year	2010 year	2011 year	2012 year
“ArcelorMittal Kryvyi Rig” PJSC	-	-	COP	GRI	GRI
“Metinvest Holding” Ltd.	GRI	GRI		GRI	

Source: authors formed on the basis of <http://www.metinvestholding.com/ua> and <http://www.arcelormittal.com/kryviyrih/?lang=ua>

Various social programs that are developed and implemented by enterprises in the form of economic, environmental and social actions is another CSR tool.

For example, in 2012 “Metinvest Holding” Ltd. together with Mariupol government developed and approved at the session of the City Council the “Program of protection and environmental sanitation of Mariupol for the period of 2012–2020”. The main objectives of this program are the reduction of the negative impact on the environment and the improvement of the environmental education of the population. Estimated funding of the program is \$800 million including \$600 million from “Metinvest Holding” Ltd.

Also deserves attention the local automated system for emergencies identification and informing the personnel introduced in 2012 by “ArcelorMittal Kryvyi Rig” PJSC. This system provides continuous automatic control of parameters of potential danger sources and automatically informs the operator about the critical values of monitored parameters. In the emergency case the working personnel is immediately informed.. The above mentioned enterprise invested more than 17 million UAH in this project.

The use of CSR programs is influenced by the existing relations between employees and employers with the intermediary role of the state. These days creation of complex CSR programs that would take into account various social activities and ensure social development of the company become more and more important.

Social partnership as a CSR tool is used to adjust interests and to resolve conflicts in social and labor issues. Its main task is to prevent possible future conflicts and to resolve current and existing social and labor conflicts that take place in the enterprise.

Financial support for CSR is directly connected with such its tool as social investments, namely with funding lines and financing the maintenance and implementation of CSR. Based on non-financial reporting of "ArcelorMittal Kryvyi Rig" PJSC and "Metinvest Holding" Ltd. we systematized information about the amount of investment in environmental protection and labor protection for 2009–2012 (fig. 3).

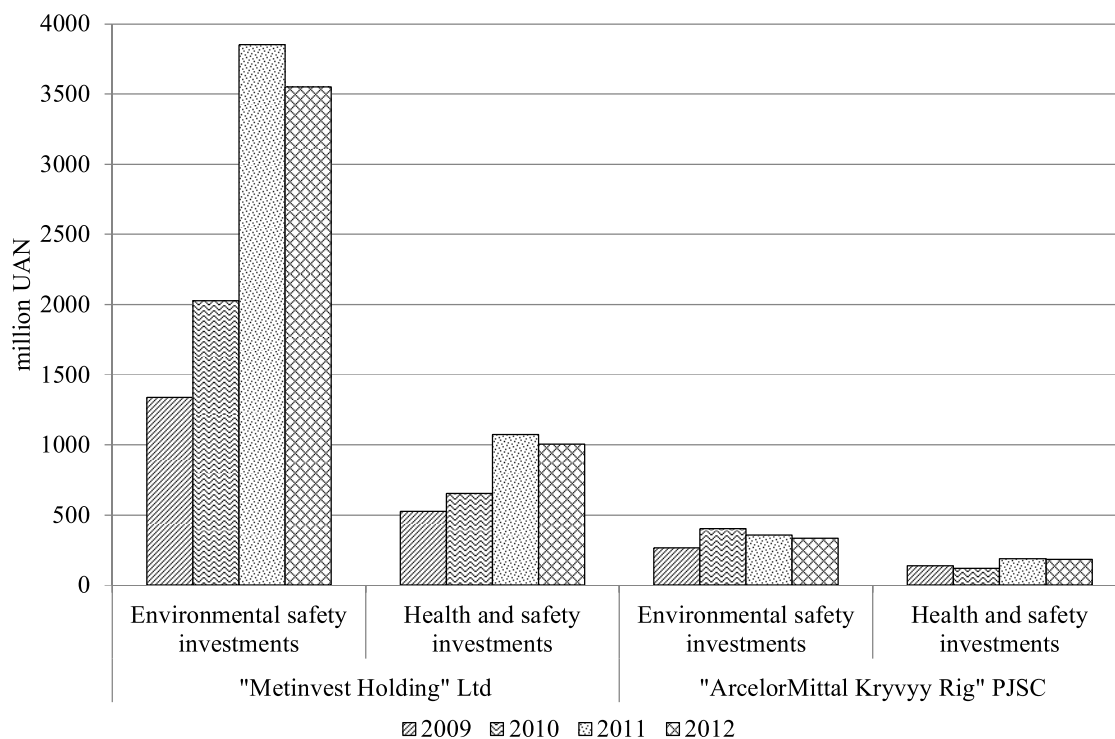


Fig. 3. Dynamics of social investments of “ArcelorMittal Kryvyi Rig” PJSC and “Metinvest Holding” Ltd. for 2009–2012

Source: authors formed on the basis of <http://www.metinvestholding.com/ua> and <http://www.arcelormittal.com/kryviyrih/?lang=ua>

In fig. 3 one can observe the largest investments increase in “Metinvest Holding” Ltd. in 2011, as well as the investment of “ArcelorMittal Kryvyi Rig” PJSC in environmental protection in 2010 and in health and safety – in 2011. One can notice the significantly greater proportion of funding of the environmental programs.

The use of CSR tools in the formation of international marketing strategy of companies has internal organizational and methodological implications that consist in:

1) establishing of the separate management units or areas of CSR as integral structural units (eg, steering committee on corporate responsibility in “ArcelorMittal Kryvyi Rig” PJSC) in the organizational structure of the enterprise, either as a separate official person (eg, sustainable development

manager in DTEK) or a specialist in corporate social responsibility and sponsorship and head of corporate communications at METRO Cash & Carry Ukraine);

2) the development of internal methodological and explanatory documentation in the form of instructions, regulations, etc. regarding the company's approach to the production of socially responsible activities (eg, "CSR policy of DTEK" and policies and standards developed by individual departments, agencies and experts of "ArcelorMittal Kryvyi Rig" PJSC).

3) the implementation of activities in certain CSR areas, where the content and results are published as non-financial reports. They are submitted either in the form of Communication on Progress, or in the form of Global Reporting Initiative, or in a separate report on social indicators, self-determined by enterprise.

Conclusions

The usage of the CSR tools by companies that build their international marketing strategy will bring the image of the company (brand) to the expectations of consumers along with additional positive characteristics.

For example, consumer expectation from the company that produces products for children would be the maximum support of children's development. This is why the use of social partnership tools with institutions of child development (of sportive, educational, scientific and artistic nature) or social investment in the form of various grants and scholarships for gifted children complements the image of the company (brand) that deals with the development of children.

An additional advantage of using the CSR tools by the companies that form their international marketing strategy is the ability to use them in foreign markets even if they are not used by the company in the domestic market.

Prospects for further research

In further studies, it is advisable to focus on the development of CSR programs, their implementation instruments and financial support in the context of enterprises that are doing business in foreign markets. One should clearly separate and identify CSR tools according to the level of internationalization, and design guidelines to incorporate CSR principles in the development and implementation of the international strategy of the company.

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