

світової кон'юнктури цін на сировину та енергоносії. Маючи ряд конкурентних переваг, Україна не достатньо ефективно використовує їх задля розвитку національної економіки і підтримки експорту.

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**DEVELOPMENT OF CORPORATE SOCIAL RESPONSIBILITY  
AS A COMPETITIVENESS FACTOR**

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The interest of science, politics, business and other areas representatives in corporate social responsibility (CSR) continues to grow and this goes on, in particular, for its impact on competitiveness and sustainable development. “A strategic approach to corporate social responsibility becomes increasingly important for enterprises on purpose to become more competitive” (European Commission, 2011). Corporate social responsibility has remained the subject of debate for decades. One of main issues of scientific literature is whether the implementation of CSR determines an increase of enterprises competitiveness (Carroll & Shabana, 2010). Many authors argue that competitiveness is one of the main reasons for CSR implementation, but the nature of CSR’s impact on competitiveness is still uncertain. CSR critics argue that it is costly to work responsibly and it may adversely affect the enterprise’s competitiveness. CSR supporters argue that the implementation of CSR can help the enterprise to create competitive advantages, to open opportunities for innovation, to reduce operating risks, to increase loyalty of consumers and workers, to improve relationships with stakeholders, to reduce operating costs and to improve company profitability. The debates on corporate social responsibility in terms of competitiveness particularly increased during the economic downturn, which occurred at the beginning of this century and is distinguished by a degraded business environment (Placier, 2011). The economic downturn of 2008-2010 presented new and unexpected challenges for enterprises seeking to remain in business. The economic recession adversely affected the financial situation of enterprises and productivity, employee motivation and loyalty. Not only the global economic and financial crisis, but also a crisis of business maturity decided an economic downturn. According to Hopkins (2008), the lack of responsibility led to financial turmoil and recession in most international markets. Business, like financial institutions, lost the

confidence of the public. CSR development was affected by the loss of trust in business, financial institutions and Governments. The enterprise found itself at a crossroad of decisions, how to deal with the implementation of socially responsible initiatives: to reduce the budgets for CSR implementation or more actively integrate CSR into the main activity, to take on responsible business practices, and how it will affect the competitiveness of enterprises. Competitiveness of industry and the whole country depends on the competitiveness of enterprises. Competitiveness is the base of the European Union economy (European Commission, 2016). Fluctuations in economic activity forced business to change traditional methods of organization and management, and to search for new tools, knowledge, resources and competences in order to strengthen its position and to ensure the competitiveness of the enterprises. This has particularly intensified debates on corporate social responsibility in aspects of competitiveness not only between business people, but also between representatives of Government and science. The ongoing global ecologic crisis quickened discussions. Is CSR a threat or an opportunity to improve competitiveness in the period of the economic downturn? With reference to some theoretical and empirical studies already carried out by different countries researchers, corporate social responsibility has a positive impact on micro-level competitiveness. Most of the research was performed during the period of economic upturn. Evaluations of CSR on competitiveness were mainly carried out at an abstract theoretical level, sometimes based on empirical data. It is necessary to assess the impact of CSR on micro-level competitiveness during the economic downturn in accordance with scientific arguments based on empirical studies as opposed to subjective opinion. A conception of CSR as a factor of competitiveness, based on the empirical facts and on the grounds of their formulated conclusions, is necessary in order to assess the impact of CSR on micro-level competitiveness and to introduce strategic decisions for companies during a period of downturn. The economic crisis is over and economic recession has passed. But, according to Krugman (2009), even a strong economy can be overtaken by recession. Suddenly varied public expectations and loss of confidence may adversely affect even the healthiest system. The possibilities to maintain or improve competitiveness of businesses during an economic downturn increase in good economic times. There are needful empirical solutions to assess the impact of CSR on micro-level competitiveness, no longer only theoretical arguments. The use of quantitative methods and empirical evidence would allow a more objective assessment of CSR as a factor of a competitiveness nature and its development opportunities. A variety of CSR definitions as a result of absence definite concept requires a theoretical integration and empirical examination. It is necessary to identify, investigate and evaluate new methods that reflect processes of CSR as a competitiveness factor that involve economic subjects, the results of which affect the achievement of its objectives and success of their life. Empirical arguments would allow the objective evaluation of the nature of corporate social responsibility and its impact on micro-level competitiveness. Quantitative indicators based on the correlation-relationship between CSR and competitiveness of enterprises would give solid evidence rather than simply theoretical considerations.

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## **ЗАСТОСУВАННЯ МАРКЕТИНГОВОГО ПІДХОДУ ДО ФОРМУВАННЯ ІННОВАЦІЙНОЇ ПОЛІТИКИ ПІДПРИЄМСТВ**

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В умовах ринкової економіки інноваційна політика підприємств є визначальним інструментом в конкурентній боротьбі, що забезпечує умови для реалізації запитів споживачів. Причому, найбільшого успіху досягають ті підприємства, у яких інноваційна діяльність та впровадження нового товару являють собою безперервний процес управління інноваційною активністю.

Управління інноваційною активністю підприємств спирається на маркетингові дослідження і оцінки. Місце і роль маркетингу, як координуючої і інтегруючої функції, в управлінні інноваційною політикою підприємств вивчалася і була представлена в роботах зарубіжних дослідників: Ф. Котлера,