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STRATEGIC DEVELOPMENT OF INTERNATIONAL CORPORATE SOCIAL RESPONSIBILITY IN AGRIBUSINESS**Olha Soloviova**

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Introduction. The identification of the interdependent development of society and business contributed to the introduction of corporate social responsibility in entrepreneurship as a guarantee of obtaining from its activity not only an economic effect but also the stimulation of social and environmental development. After all, the development of society requires constant changes in the consumption of various types of goods and services under the condition of a safe level of ecology and agriculture as the basis of food security in society, which necessitates the stimulation of productive activities of corporate social responsibility in agrarian business and its serving industries.

Aim and tasks. The aim of the study is an analysis of the strategic development of international corporate social responsibility in agribusiness. The main tasks are: to investigate the modern strategic directions of the development of corporate social responsibility, focusing on agrarian businesses, to identify problems and find resources to overcome them.

Results. Strategies for the development of corporate social responsibility in business are generally formed in relation to the goals and directions of the development of business activity and aim, as a final result, to increase the level of development of business activity, society, and preservation and protection of the environment. Social, ecological, economic, intra-economic, and external strategic directions of CSR influence have been identified, with implementation carried out directly by enterprise employees or with the assistance of interested participants, or "stakeholders." An analysis of CSR business strategies was carried out with the aim of forming the optimal option for obtaining mutual benefits for all interested parties. It was determined that the relevant strategies do not have permanence and need improvement, correction, and adaptation in accordance with evolutionary changes in the development of society.

Conclusions. The process of implementing CSR in business has a long-term nature and requires determining the optimal relationship between the chosen areas of social responsibility development in combination with the economic activity of business structures. The main directions of CSR development in agribusiness are assistance and promotion of the development and motivation of labor personnel; introduction of waste-free economic production; maintenance of relationships with clients; brand distribution; and environmental protection. The international direction of CSR is oriented in the direction of "green activity," affecting the reduction of the level of poverty and inequality.

Keywords: corporate social responsibility, financial performance, international economy, agrarian business, strategic development.

Introduction.

The rapid development of industry, motor vehicles, aviation, household chemicals, leads to irreparable environmental problems and encourages the development of the trend of atmospheric air pollution and its negative impact on humanity. In addition, the growth of unemployment and the expansion of the spectrum of social problems provoked the emergence of the need for a change in public perception and the implementation of a program to change the course of business development. Businesses must activate in their economic activity a harmonious combination of environmental, social, and ethical aspects along with economic ones.

In Ukraine, the transition to eco-business is aimed at reducing emissions of major pollutants, which remain at a fairly high level (Fig.1). That is, in the process of effective management, modern international business sets as its goal not only the obtaining of a financial effect but also the care and development of society and the protection of the environment, embodied not only in financial assistance but also in the investment of various social projects, information support, supply of technical means, and updating of technological processes for those in need, which, in the complex, forms corporate solace (Luhmann, Theuvsen, 2017).

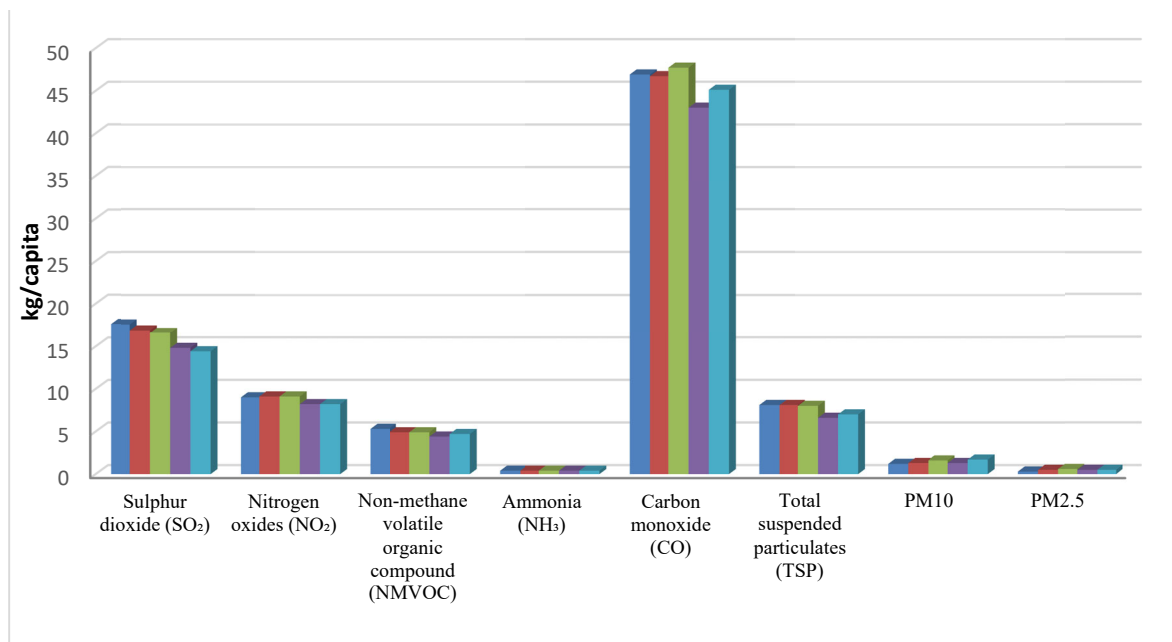


Fig. 1. Dynamics of emissions of major pollutants per person during 2017-2021 in Ukraine.
Source: State Statistics Service of Ukraine (2022).

The list of the above-mentioned areas of business development forms the basis of the main strategies for the development of corporate social responsibility in business. Developed social responsibility ensures a good reputation for business entities and contributes to the development of society and its worldview. This direction of business development is called corporate social responsibility. Modern business management without corporate social responsibility is a feature of non-competitiveness, backwardness, and non-

modernity. Therefore, gradually every year, companies invest additional resources to implement and increase the effectiveness of the development of their social responsibility.

The modern consumer prefers a product created within the limits of social responsibility. The latter is an inseparable component of modern life, uniting with a common life strategy all participants in socio-economic activity, starting with the planning of the production process and ending with the consumption of goods and services.

Literature review.

Corporate social responsibility (CSR) is a component of sustainable development, has a relatively non-innovative direction, but still lacks a clear definition of its understanding. Business reorientation began at the beginning of the 20th century with the establishment of the first CSR standards by large manufacturing companies, which attracted the attention of scientists, as confirmed by research in this area and an analysis of the problem of CSR formation (Bowen, 1953).

Subsequently, research was activated in the direction of obtaining long-term benefits by enterprises under the condition of strengthening the external environment. Thus, according to Davis (1973), before making any decision, the enterprise must assess its impact on the society that surrounds it. With the deterioration of the environment, business is left with customers and various kinds of relationships necessary for the effective development of entrepreneurship. At the end of the 90s, Carroll's (1979) pyramid became popular, which is still used by managers. In it, the author revealed the main areas of responsibility of international companies, according to which the profit obtained from their entrepreneurial activity should be a component of the expectations of international business, implemented within the limits of international legislation, standards and meet the needs of domestic communities. Subsequently, Carroll's pyramid was modified by Visser (2006), adjusting it for developed countries, in which, according to him, attention is still focused on economic responsibility.

At the end of the 20th century with the active assistance of Freeman (1984), became active in the direction of encouraging interested participants (stakeholders), that is, individuals or groups of people who, with the help of their work, investments, assistance in the dissemination of information, etc., ensure the successful operation of the enterprise in the direction of implementation social programs.

Nowadays, corporate social responsibility is an integral part of modern business and continues to be the focus of academic research (Nazzaro, Stanco, Marotta, 2020; Chiles et al., 2020). Socially responsible business should aim to obtain an economic effect along with the

implementation of actions in relation to the goals and values of citizens. In addition, as noted by Kotler (2005), businesses should have the maximum possible positive impact on society and minimize negative actions under the condition of ensuring social, economic, and ecological sustainable development. CSR determines the responsible attitude of the company toward the produced goods, services, consumers, labor personnel, and companions, being in continuous contact with customers and consumers, and contributing to solving the problems of society (Buffett, 2008). Social responsibility is formed within the framework of an ethical environment; that is, the implementation of decisions in all areas of business activity must be ethically determined in advance (Pachamama Alliance, 2022; Latifundist Media, 2022). The basic level of CSR is formed by the company's mutual relations with shareholders, suppliers, representatives of the financial sphere, personnel, and public organizations with which it directly interacts in the course of its economic activities (United Nations, 2022).

Aim and tasks.

The aim of the study is to analyze the strategic directions of the development of corporate social responsibility in business, focusing on the agricultural sector, with the aim of identifying the main restraining factors of development and finding ways to counteract them. In accordance with the aim of the main tasks are:

- examine the fundamentals of corporate social responsibility;
- to ascertain the mechanism of operation and growth of corporate social responsibility in business structures;
- to examine the strategic directions of corporate social responsibility development in Ukraine;
- consider examples of corporate social responsibility development in international agricultural enterprises;
- to look into strategies for increasing corporate social responsibility in domestic agricultural business;
- to draw conclusions about the advantages and disadvantages of the functioning of corporate social responsibility in domestic agricultural business.

Results.

Analyzing theoretical approaches to defining corporate social responsibility, it was found that it has its own direction and goals. It depends on the strategic directions of the company's development, namely, on what effect the business wants to get from the implementation of corporate social responsibility (Mercadé-Melé, Fandos-Herrera,

Velasco-Gómez, 2021). Large enterprises, having a higher level of financial independence compared to medium and small ones, can afford to invest in the development of several areas of CSR. Corporate social responsibility has the following strategic directions of influence on business: social, ecological, economic, internally and externally economic (Fig. 2).

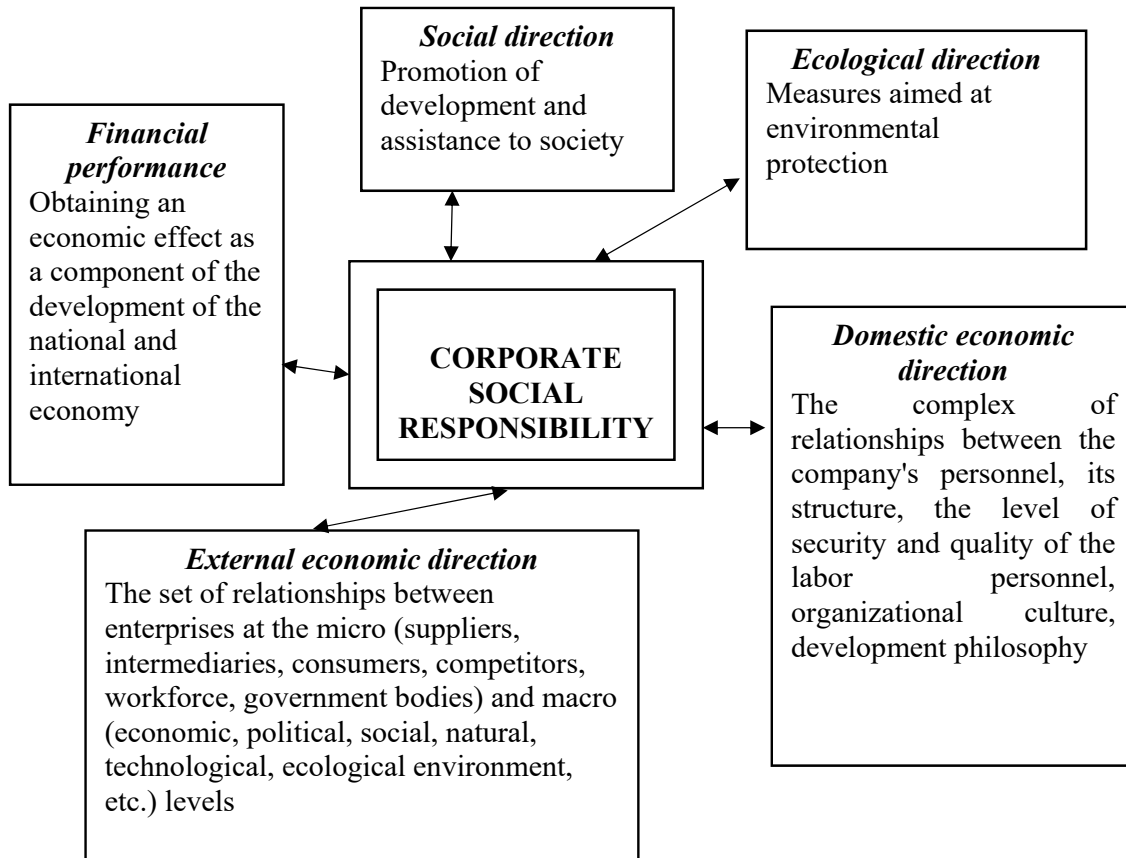


Fig. 2. Strategic directions of influence of corporate social responsibility business.

Presented in Figure 2, the strategic directions of influence of CSR business include not only the development of entrepreneurship, taking into account the satisfaction of one's own needs to obtain an economic effect from entrepreneurial activity, but also the focus of influence on inter-economic activity and the process of social change, that is, the formation of social entrepreneurship. Along with this, entrepreneurship must conduct its activities in

the context of environmental protection and the preservation of environmental safety.

Unfortunately, today, the vast majority of representatives of various economic activities have a negative impact on the environment (Fig. 3). Obtaining the effect of business activity with social responsibility is a long-term process and requires constant attention to its research because the development of society and its activity is a dynamic process (Belas et al., 2021).

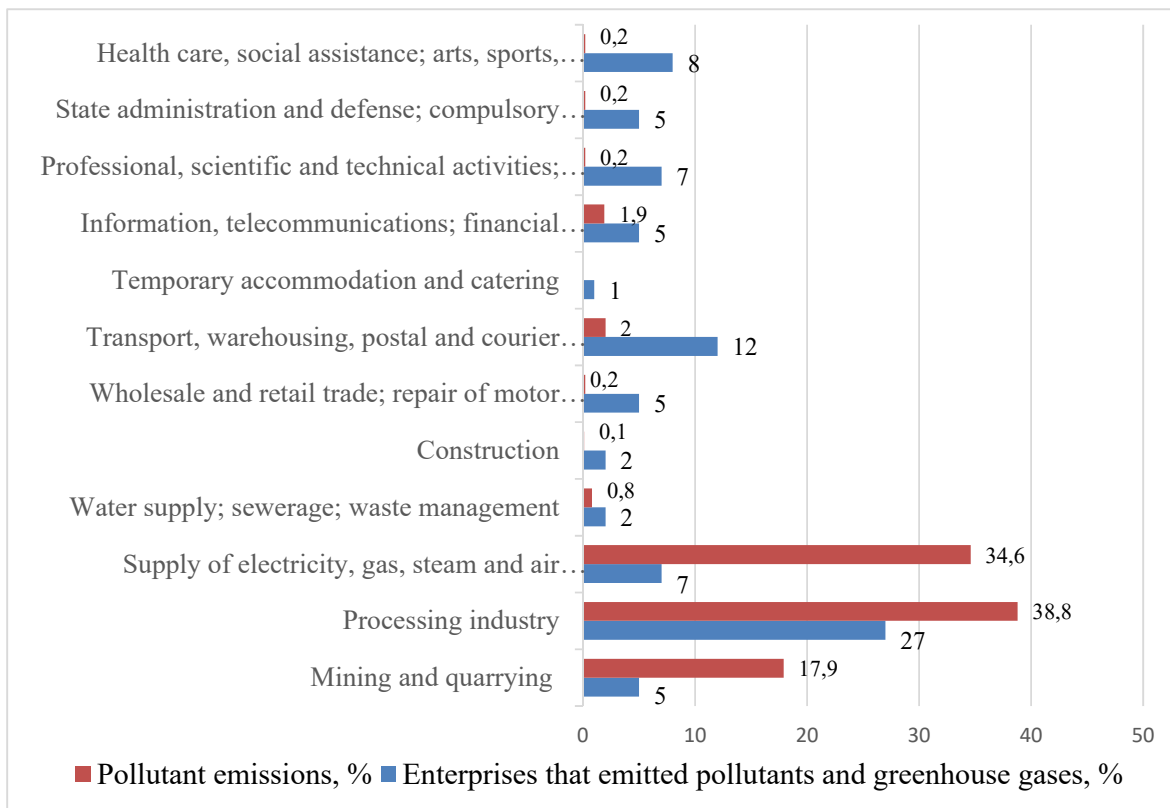


Fig. 3. Distribution of enterprises of Ukraine and the amount of their emissions of polluting substances by type of economic activity.

Source: based on State Statistics Service of Ukraine (2022).

Therefore, the implementation of CSR for enterprises is often a two-way process: first, it is the provision of a direct effect for the final recipient of the service (society, ecology, etc.) from the implementation of CSR by business; secondly, it is the enrichment of business information (for example, from the expansion of communications with customers due to the implementation of CSR, the company has a reference point for further work due to the expansion of its product range and the improvement of its quality level).

It is very important to determine the optimal relationship between the chosen areas of social responsibility in combination with the economic activity of business structures. The program of social responsibility should border on the direction of business activity. The implementers of the program are business employees who, within a certain period of time, implement the development plan for a certain direction, correcting it in accordance with the identified shortcomings and improving it. These

can be CSR managers within the framework of entire divisions or relevant issues that are included in the responsibilities of PR or HR departments (Fig. 4).

The main principle of corporate social responsibility is the inseparability of relationships between business and the development of society. Its essence consists in the implementation of measures of a non-economic nature, attention is focused on social significance, environmental protection.

Modern Ukrainian business, along with the standard criteria for conducting economic activity, in order to maintain stability in the domestic and foreign markets, develop its economic activity, is gradually introducing elements of corporate social responsibility, which include the expansion of the mechanisms of interaction of business activity with society. This contributes to the maintenance of business relations with consumers, the selection of highly qualified labor personnel, and ensuring the competitive stability of entrepreneurship.

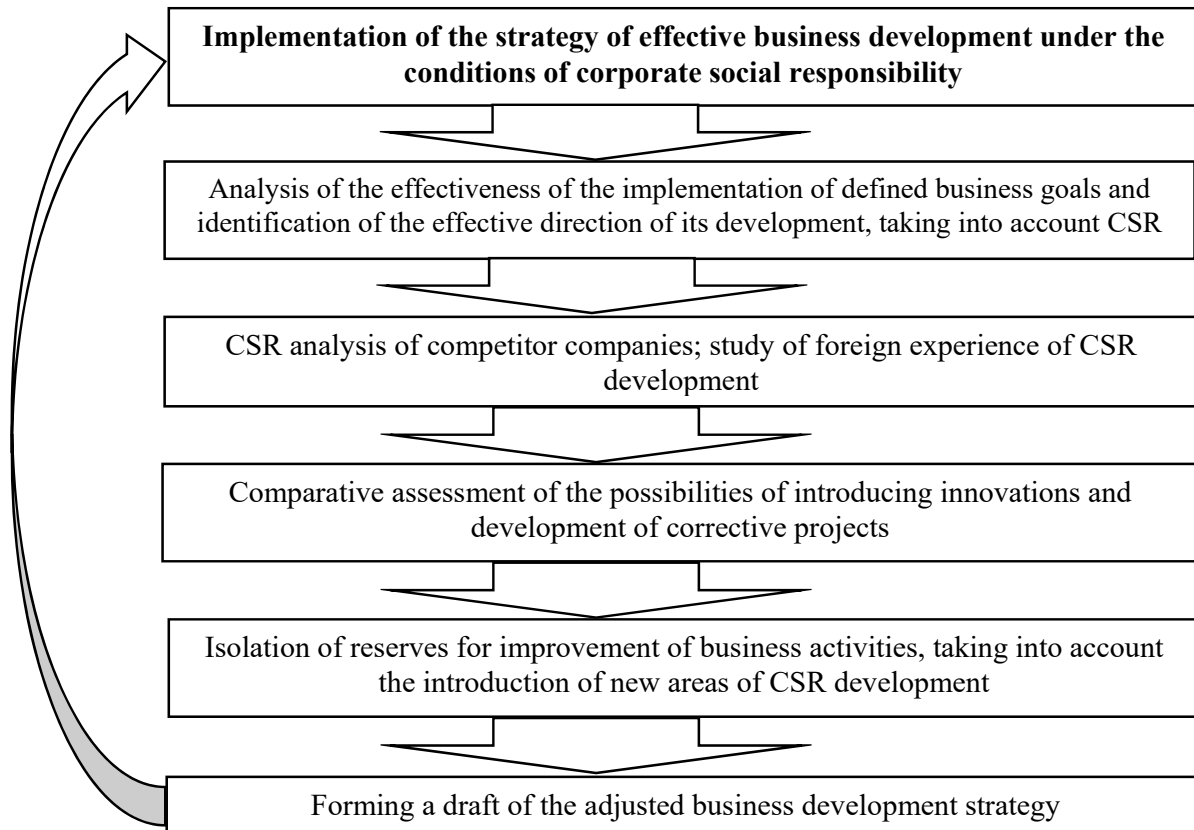


Fig. 4. Algorithm of functioning and development of corporate social responsibility in business structures.

The development of corporate social responsibility in Ukraine is at an initial stage. The state plays a significant role in the development of Ukrainian business in the appropriate direction. Thus, in 2019, the Decree of the President of Ukraine "On the goals of sustainable development of Ukraine for the period until 2030" was issued (The Presidential Office of Ukraine, 2019), and in 2020, the Cabinet of Ministers of Ukraine issued the order "On the approval of the Concept of implementation of state policy in the field of promoting social development responsible business in Ukraine until 2030" (Cabinet Ministry of Ukraine, 2020).

There are companies in Ukraine that are relatively actively and successfully developing their activities through the application of corporate social responsibility. Their following concepts can be singled out: spreading an inclusive approach to entrepreneurship (Popova

et al., 2020) and employment among Ukraine's small and medium-sized business, reducing food waste and combating plastic, and lowering the carbon footprint (French supermarket chain Auchan (2021); spread of social advertising, introduction of new standards in the field of health care, social and gender development (Ukrainian media group in the field of television StarLightMedia (Makuha, 2021); the development of a "green" image, that is, a successful combination of the implementation of the company's plans along with the promotion of the development of environmental protection – the manufacture of electric poles with built-in structures for storks within the framework of the launched special environmental protection program "Stork" (energy company "Prykarpattiaoblenergo" (Zamoroka, 2011). In general, the main directions for the development of corporate social responsibility in domestic business activities were determined (Table 1).

Table 1. The main emphases of the development of corporate social responsibility by enterprises of Ukraine.

| CSR directions | Content of direction |
|---|--|
| Policy of equality and diversity | - dissemination of an inclusive approach to entrepreneurship among small and medium-sized businesses of Ukraine. |
| Implementation of the National Strategy for the creation of a barrier-free space in Ukraine | - exchange of achievements of successful business management; - promotion of employment of people with disabilities. |
| Promotion of socialization of people | - employment of people with mental disabilities. |
| Promotion of motivation and development of enterprise personnel | - increasing the level of interest of the staff in increasing the effectiveness of the enterprise's activity; - carrying out measures to unite the staff, forming the unity of the team regarding the joint strategic direction of the company's development. |
| Development of waste-free production | - development and implementation in practice of complex processing of raw materials; - waste processing; - promoting the reduction of actions in the direction of environmental pollution; - increasing the level of environmental friendliness of goods. |
| Continuity of the "manufacturer-client" relationship | - conducting a survey to determine changes in user needs for the company's products and services; - identification of directions for correction of manufactured goods and services and expansion of the assortment. |
| Continuity of the company's development | - organization of activities in the direction of updating the knowledge of labor personnel regarding possible improvement of product quality, production process, etc.; - development of a comprehensive program and acceleration of adaptation of new personnel. |
| Distribution of the Ukrainian brand | - involvement of domestic producers in cooperation with infrastructure formations of the Ukrainian market. |
| Environmental Protection | - combination of obtaining the effect from the production activity of enterprises with environmental protection; - transition to renewable electricity; - optimization of logistics processes, taking into account the change of vehicles, routes and truck filling volumes; - waste sorting. |

Source: based on Report on CSR (2021), Makuha (2021), Zamoroka (2011).

In today's difficult wartime times for Ukraine, the development of CSR has not only not lost its relevance but has even adopted a renewed strategy for its development, adapting to the correspondingly formed needs of society (assistance to refugees, low-income families, soldiers, etc.). According to the results of the meeting of the ESG Hub of the European Business Association on corporate social responsibility in 2022, it was noted about the cohesion and concentration of Ukrainian business in the direction of helping the state and society in the difficult war days of Ukraine's life. Almost every company implements the main principles of sustainable development: "No poverty", "Zero hunger", "Good health and

well-being". The main directions for implementation of the CSR of international companies in the direction of assistance to Ukraine in wartime are as follows:

- social support of migrants and refugees abroad (Parimatch Tech);
- promotion of employment of Ukrainians by foreign companies (as part of the "Give a job for UA" initiative);
- information and consultation assistance in evacuation issues, informing on logistical and financial issues of the Ukrainian population abroad (AmPmHelp project);
- development of the "Be" platform, which helps Ukrainian women to try to work in the IT field and the creative industry (ELEKS);

- updating libraries, promoting the development of children from orphanages ("Library of Dream" project);

- encouraging drivers to be aware of their attitude towards the use of their own cars in the direction of fuel savings for defenders and medical personnel, farmers and other companies that help the society and defense of Ukraine (BDO Ukraine, 2022).

The barrier-free direction of the development of enterprises within the framework of corporate social responsibility enables all citizens to fully participate in the socio-economic life of society, raising the standard of living of people, their health and reducing the level of social tension, which contributes to the economic growth of the country as a whole. In Ukraine, accessibility is usually implemented in the form of assistance to people with disabilities and low-income families. Abroad, the corresponding direction has more extended manifestations, which are expressed in helping older people, single mothers with young children, young people; protection of national minorities; implementation of measures to resist discrimination and promote equality among different groups of social life; infrastructure development for representatives of less mobile groups (Zubchenko, Kaplan, Tyshchenko, 2020).

CSR in international business is at a stage of development with a number of issues that need clarification, adjustment, and research. Therefore, its implementation by representatives of business structures differs depending on their understanding of the essence of CSR, opportunities, qualifications, and the moral principles of labor personnel who directly participate in its implementation. Companies that have implemented one project and are actively involved in the development of the researched field are considered socially responsible.

Economic transformations take place in the conditions of climate change on every continent (strong thunderstorms, hail, gusty winds, tornadoes, drought, unstable weather conditions, etc.), which are the result of business activities, especially those involved in the agricultural sector. Agriculture itself is the

main producer of carbon dioxide. Aware of the development of the corresponding negative phenomenon, since 2020, agricultural producers around the world have begun the transition to "green activity," which involves reducing the level of poverty and inequality in the population. The conditions for the development of corporate social responsibility of entrepreneurial structures in the agrarian sphere include relevant provisions for the strategic development of agrarian business.

The agrarian sector of Ukraine makes a significant contribution to the country's economy (more than 10% of the country's GDP), is a source of attracting foreign investment and an exporter of agricultural products to foreign markets. The industry is represented by a complex of large, medium and small producers of goods, which differ in the areas of activity and the respective possibilities of contributions to the national, local and regional economies.

Ukraine's agriculture has an extensive nature, that is, with a low level of fertilizers per hectare of crops, compared to some EU countries that actively use intensive farming methods. This is facilitated by sufficient financial resources, which leads to environmental pollution; examples are Spain and Britain. Unfortunately, due to the low level of technical and technological equipment of domestic farmers, there is no full-fledged study of the quality of soils or their need for the introduction of a certain type of fertilizer in the appropriate amount and during a certain period. Farmers steadily continue applying fertilizers in order to increase productivity, which negatively affects the quality of products and the state of the environment (Table 2).

The majority of representatives of agricultural businesses in Ukraine practice CSR development, openly demonstrating the directions of started projects (in accounting documents, on company websites, etc.). Unfortunately, all of them lack an analysis of CSR, implementation problems, and failures, which would make it possible to attract dissidents in the relevant field with the aim, nevertheless, of solving the opposition to the solution of the set tasks.

Table 2. The trend of mineral and organic fertilizer application rates for crops during 2017-2021, %.

| Indicator | 2019 / 2018 | 2020/ 2019 | 2021/ 2020 |
|---|-------------|------------|------------|
| The area of agricultural land in the country | 100,0 | 100,0 | 100,0 |
| including area of agricultural land, in agricultural enterprises | 100,0 | 99,5 | 100,0 |
| Use of inorganic fertilizers | | | |
| Use of nitrogen fertilizers | 104,5 | 119,7 | 102,8 |
| Use of nitrogen fertilizers per unit of agricultural land | 104,6 | 120,2 | 102,8 |
| Use of phosphate fertilizers | 89,5 | 120,6 | 103,9 |
| Use of phosphate fertilizers per unit of agricultural land | 89,8 | 121,1 | 103,8 |
| Use of potash fertilizers | 91,8 | 113,1 | 106,6 |
| Use of potash fertilizers per unit of agricultural land | 91,5 | 113,6 | 106,5 |
| Total use of inorganic fertilizers | 99,7 | 118,9 | 103,5 |
| Use of inorganic fertilizers per unit of agricultural land | 99,7 | 119,4 | 103,5 |
| Area treated with inorganic fertilizers | 101,9 | 100,0 | 102,4 |
| Share of area treated with inorganic fertilizers in total agricultural land | 101,8 | 100,5 | 102,5 |
| Use of organic fertilizers | | | |
| Total use of organic fertilizers | 97,7 | 100,3 | 104,8 |
| Use of organic fertilizers per unit of agricultural land | 97,7 | 100,8 | 104,8 |
| Area treated with organic fertilizers | 100,0 | 125,0 | 100,0 |
| Share of area treated with organic fertilizers in total agricultural land | 100,0 | 125,6 | 100,0 |

Source: calculated for State Statistics Service of Ukraine (2022).

The practice of publicizing CSR failures is already being implemented by foreign companies. An example is the producer of organic chocolate, Alter Eco (2020), which published a report with ESG in which it noted that it had set a goal and did not achieve it in the direction of developing packaging that is fully recyclable and compostable.

In the report, Alter Eco (2020) specialists accurately report on the actions aimed at achieving the goal: from finding the best ways to grow cocoa with the aim of reducing the carbon footprint to the direction of the company's social responsibility, including compliance with fairness, diversity, and inclusion.

The corresponding act forms the competitiveness of CSR, stimulates other companies to "get things done," and ultimately receives the advantages of a leader-product manufacturer with the appropriate characteristics and gains the attention of consumers who support the company's aspirations.

The topic of CSR implementation in business can be an appendage of its economic activity or an additional direction. That is, the directions of development of corporate social responsibility in entrepreneurial activity may not coincide with the vector of activity of the enterprise itself (for example, the company "Favbet," which promotes the digitalization of rural libraries within the framework of the national project for the development of digital literacy, "Action. Digital Education," participates in the transformation of libraries into modern digital education hubs and provides the opportunity to learn digital skills for free). For large agricultural companies that aim to produce competitive products on domestic and international markets, the development of social responsibility is an integral part of their activities. The results of their work in the direction of CSR development are presented in open access on enterprise websites, and in the vast majority, with a separate section indicating the company's projects and areas of sustainable development or social responsibility (Table 3).

Table 3. Strategies for the development of corporate social responsibility in agrarian business.

| Development strategies | Company practicing the implementation of the relevant strategy |
|--|--|
| - striving to provide customers with high quality products using modern technologies | Delta Wilmar |
| - reduction of emissions into the environment | |
| - support for combatants | Tetra-Agro |
| - development of local orphanages | |
| - assistance in the construction of sports grounds | |
| - overcoming hunger, achieving food security, improving nutrition and promoting the sustainable development of agriculture | MHP, agro-industrial holding |
| - ensuring the openness, safety, viability and ecological sustainability of cities | |
| - measures to combat climate change and its consequences (implementation of environmental policy, control of CO ₂ emissions) | |
| - creating conditions for the self-development of rural residents, promoting the improvement of public health, supporting medical institutions | |
| - formation of eco-awareness, smart waste management | |
| - sustainable development of communities through intersectoral partnership | IMC |
| - permanent financial assistance in the repair work of schools, kindergartens, paramedics and midwives | |
| - repair of roads, water pipes, lighting of settlements | |
| - purchase of equipment and medical vehicles for district hospitals | |
| - financial support for sports in the regions (help for football teams) | |
| - construction of logistical (bridges), educational (boarding school) and cultural infrastructure (monument to Afghan soldiers) | |
| - formation and implementation of the social investment program | |
| - support of territorial communities | SVAROG WEST GROUP |
| - provision of targeted assistance | |
| - providing landlords with effective resources and tools that will help them receive high-quality and timely medical care for insurance cases | |
| - promoting the education of the young generation of farmers | Syngenta |
| - taking care of the company's employees | |
| - assistance to rural communities | PepsiCo |
| - the development path for reducing greenhouse gas emissions to 0% throughout the production chain by 2040 | |
| - support for a number of environmental initiatives: "Torbynka", "Clean Water", "Worldwide Cleaning", School recycling | |
| - reduction of CO ₂ emissions | Nestle |
| - water and environmental friendliness of packaging | |
| - support for the creation of a system of extended producer responsibility | |
| - development of the "Mayak" pilot project for waste collection, sorting and processing in the Kyiv region | |
| - development and support of talented rural women farmers | Corteva Agriscience |
| - effective management of agriculture | AB InBev Efes Ukraine |
| - consumption of "green" energy | |
| - ecological packaging | |
| - water conservation | |
| - promotion of innovations and availability of their use by farmers | |
| - increasing the share of recycled materials in packaging (up 99% of its waste) | |
| - reduction of plastic | |

Source: based on Social responsibility (2022); Dsnews (2022).

Analyzing the CSR of agrarian business, we identified three directions of its action:

1) internal influence (programs of development and assistance to the labor personnel of the enterprise);

2) external influence (aid to communities, social investment, local aid to specific individuals or structures, etc.);

3) a mixed form of CSR implementation – a combination of internal and external influences.

Most often, in practice, the third form of influence of social responsibility is used, which is the most effective from the point of view of realizing an effective balance of agribusiness development both from the inside and from the outside. The development of corporate social responsibility in agricultural business has the potential to create great prospects for agricultural enterprises. In addition to increasing the investment attractiveness of the enterprise, optimizing management and intra-organizational relations and processes, increasing the competitiveness of goods and services, increasing economic efficiency, etc., CSR opens wide informational opportunities for representatives of the agricultural sector. The corresponding perspectives are expressed in the experience gained from the continuity of research in accordance with social and environmental needs. This gives product manufacturers a high level of stability in the face of sudden changes and the maneuverability of economic processes, allowing for the timely prediction of relevant negative effects on business.

In addition, effectively forming and implementing CSR in business provides it with: growth of economic efficiency; expanding the range of competitive products; reducing the risks of managerial activity; optimization of production processes; a guarantee of the interest of labor personnel in achieving the goals of business activity; expanding the clientele of compatible cooperation; attraction of new consumers.

The complex situation of the development of CSR is observed in medium and small agricultural enterprises. Lack of financial resources for extended development excludes interest in and promotion of the implementation

of additional types of activities that do not have an economic effect.

Having analyzed the development of the practical implementation of CSR in agrarian business, we identified certain difficulties that slow down the process of rapid development in the relevant field:

- lack of clear understanding of social responsibility;

- there are no criteria and indicators for evaluating measures of the effectiveness of the implementation of social responsibility;

- low level of financial security (especially in medium and small businesses);

- lack of time to conduct research and implement CSR;

- lack of political stability in the country;

- flaws in CSR legal support;

- low level of informational and advisory assistance to agricultural enterprises;

- the perception of social responsibility as a fashionable trend of development, which disorients farmers in the vision of the final result from the implementation of CSR.

An important influence on the development of corporate social responsibility in agrarian business is the rapid growth of the implementation of digital tools. They make it easier for landowners to conduct in-depth analyses of the quality of soils based on their type. An example is the agri-industrial holding Astarta-Kyiv, which for the first time in Ukraine created a laboratory for agrochemical analysis of soils with the aim of managing their fertility. Laboratory analysis allows determining indicators of potassium, phosphorus, nitrogen, soil pH, and other microelements in dynamics and is sufficient information for the introduction of precision farming technology, which ensures rational use of soils.

Similar studies are actively used in the practical activities of agribusiness in the USA, where the topic of counteracting the absorption of carbon from the atmosphere and its accumulation in the soil is actively raised among farmers. Along with this, American farmers, in order to protect the environment:

- increase the amount of organic substances in the soil (use no-till technology, plant cover crops);

- rationalize field routing in order to reduce trips to save fuel;
- rational use of knowledge about plant varieties;
- practice high communication with labor personnel.

The competitiveness of agricultural production requires innovative changes, which are possible thanks to the attraction of additional finances for the modernization of production processes, the introduction of new technical and technological equipment. The peculiarities of the functioning of the agrarian sector, which is characterized by the seasonality of production and, accordingly, the periodicity of obtaining profits from its activities, require a special approach on the part of financial institutions in the direction of crediting the corresponding direction at each stage of its development: production, logistics, processing and sales of products.

In modern conditions, social responsibility is possible only through "open and transparent" relationships. The analysis of financial indicators is only part of the research, direct communication with representatives of agrarian business, a clear understanding of the latter's business model and its further development are also very important. Agricultural holdings achieved the greatest success in public communication activities with banks, compared to small and medium-sized farming enterprises. This is a more recent problem, as the banking system is open to all customers. In recent years, the trend of agricultural business requests for bank assistance has been increasing. It is possible to single out the main requests of agrarians regarding assistance in financing their activities (Lupo, 2021):

- investing in production modernization;
- introduction of modern technologies in order to increase the level of business competitiveness on the world market. In accordance with this request, banks offer companies special conditions for the purchase of machinery, technologies and equipment;
- modernization of elevators;
- purchase of equipment for sunflower processing, harvesting, irrigation systems.

Unfortunately, practically, not all representatives of the agricultural sector (and especially medium- and small-sized businesses) receive financial assistance from banks.

This is due to their lack of clearly defined business strategies and imperfectly formed business plans for further directions of development in relation to the requested financial assistance.

5. Conclusions.

As a result of the conducted research, it was determined that corporate social responsibility is an integral component of the development of modern business. A correctly formed and organized CSR development strategy is a guarantor not only of the development and improvement of the level of competitiveness of business activity, but also a source of renewal, restoration of social functioning (also of the individual, in particular, as a structural unit of social activity), and ecology. Appropriate business strategies are long-term in nature and frequently incur costs to the enterprise in the early stages. The effectiveness of the implementation of CSR in business is mainly expressed in the moral satisfaction of the needs of management structures and labor personnel.

Along with the above-mentioned humane function, the CSR of a business also performs an informational one. During the continuous implementation of CSR, the business becomes more adaptable to forecasts of possible environmental changes. Being in constant interaction with society and periodically analyzing the types and consequences of negative impact on the environment makes it easier for representatives of business activities to identify and prevent possible crisis consequences from planned innovations; the opportunity for more optimal formation of corrective measures for renewal and production of competitive products increases.

Having analyzed the development of CSR implementation in agrarian business, the advantage of its operation was revealed precisely in large business structures, which are characterized by the presentation of publicly relevant reporting of already functioning projects.

Using international practice, it is advisable to show planned projects that have not yet been implemented and those that the enterprise cannot implement for some reasons in the

reporting on the implementation of social responsibility in agrarian business. This increases the competitiveness of CSR and makes it possible for other companies to achieve the desired result.

Modern financial opportunities for medium and small agrarian businesses mostly exclude opportunities for CSR development in them. The situation requires state intervention through improved regulatory and legal regulation and financial support. As an option, the development of medium and small agrarian business can be a component of the corporate

social responsibility of large agrarian enterprises. Having gained relevant practical experience from the implementation of CSR, for example, agrarian holdings can during a long initial period, provide advisory services and coordinate the beginnings of the implementation of relevant activities in medium and small agricultural enterprises. This will accelerate the development of CSR in agrarian business as a whole, ensure the strengthening of the positions of scale and accelerate the way to its effective functioning within the framework of the unified vector of development in all business structures.

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