

service, the reputation of the enterprise. However, the increase in the turnover costs amount should not exceed the increase in enterprise income [3].

The efficiency of cost management at the enterprise is analyzed on the basis of the cost indicator per hryvnia of net income and the coefficient method. In 2019, compared to 2018, the costs per hryvnia of net income from products sales at SPE "RIKo" have not changed significantly and amount to 0.99UAH. According to the results of the analysis by the coefficient method, it should be noted that the general trend of the enterprise performance ratio and costs of SPE "RIKo" for the studied period is negative, which requires finding ways to improve management at the enterprise.

To effectively manage the costs of SPE "RIKo" should pay attention to the implementation of the following areas: ensuring the trade's growth, optimizing its composition and structure; optimization of the number of employees of certain categories, employees professional development; formation of an effective system of incentives at the enterprise; optimization of current assets financing sources; trade and technological process improvement; application of new cost management methods.

Recommendations for the costs of SPE "RIKo" optimizing based on the criterion of minimizing their level in net income have been developed. The determined minimum costs level can be the point to which it becomes possible to reduce the level of costs per hryvnia of net income when forecasting costs. The optimal costs level of the studied year is calculated and the costs value for SPE "RIKo" next year is forecasted. On the basis of the received forecasted values of net income, enterprise's operating activity costs the financial indicators of the enterprise activity are defined and the comparison with financial indicators for the investigated year is carried out. The break-even point is forecast to increase by 4.71%; the margin of financial strength will increase and will be 9.4% of the financial strength margin ratio.

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### SCENARIOS OF CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION DEPENDING ON THE COMPANY'S GROWTH STAGE

In an increasingly complex world, businesses have a long-lasting and significant impact on people, on the planet, and on the ability to sustain the holistic development that we aspire to. The term Corporate Social Responsibility (CSR) provides a general framework to describe the responsible behaviour of a business and its social involvement. CSR can generally be defined as a

concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders voluntarily [1]. Over the last decades, CSR as a concept has attracted the attention of many researchers in the management sphere. Most of them have created different models and theories concerning the CSR concept, the matter that led to variant approaches for CSR. CSR has become one of the effective sustainable mechanisms hold by a corporation to adopt social, ethical, legal, ecological, and philanthropic responsibilities alongside economic responsibility. For several decades, dramatic events have harmed various societies and geographical areas as a result of irresponsible behaviours by international corporations and firms. For that, the CSR concept has been developed in a rapid way to rein the tacky impact of corporations. Several scholars in the economic and ethical field have strived to highlight responsible business practices, the matter that endows the CSR concept an academic and theoretical concept. Multiplicity and dispersion of classifications for CSR theories scattered corporations from implementing useful CSR approaches.

Indeed, CSR theories have classified common practices for implementation under main dimensions: economic, ethical, political, social, ecological and philanthropical. Actual improvement of business practices is to be achieved through engaging these spheres in the strategical decisions inside the corporation. However, there are different perceive toward challenges and barriers to implement CSR. Some refer it to institutional and managerial factors, some to an unclear relationship with various stakeholders, and others attribute it to unstable political and financial situations [2]. These papers suggest that there is always a possibility to apply a consolidated CSR framework that gradually implements the CSR dimension according to the growth level of a company.

Before we start to illustrate the implementation phase, it is crucial to note that every company could be categorized in one of these three economical organization stages: survival stage, stabilization stage, and growth stage. For that, a consolidated framework mechanism could be designed to clarify the CSR dimensions in every stage. Virginia Lewis and Neil Churchill have stressed that categorizing the growth pattern in a systemic way of a company is useful to entrepreneurs in anticipating the key requirements at various stages [3]. Regarding this issue, CSR responsibilities should match with the capabilities of the company and could gradually develop with its growth and expansion.

The survival stage possesses only minor survival chances as compared to older organizations because externally they need time to build significantly trusting relationships with a number of external suppliers, potential customers, financial institutions, and governmental regulations. On the internal side, it needs experience and budgets to satisfy crucial standards needs for employees [4]. Due to the limited financial capabilities, low experience, and duration needed to satisfy these challenges, the CSR framework provides managers in a company categorized in the survival stage should focus on the economic, ethical, and ecological dimensions. Economically the company adheres to expands its market shares and strengthen its competitiveness, ethically it complies with all human rights and labour rights standards and regulations regarding its employees and stakeholders, and ecologically it applies the minimum ecological requirements and regulations and the country operated in.

Looking across the stabilized stage, where it begins with implementing successful sustainable manners, the company is capable to achieve healthy marginal profits and securing and satisfying a critical mass of customers and stakeholders [5]. As for that, decision-makers could add the social and political approaches to their responsibilities. Socially, the company can expand its social and voluntary activities by cooperating with civil society organizations to fill current social gaps. Politically, the company can combat corruption through transparent practices and contribute to political reforms, that ensure a competitive and fair competitive market. Adopting such a scenario will give the opportunity to the company to develop its quality and services, comply with international certified managerial standards, and strengthen its competitiveness and reputation over other competitors.

Despite that philanthropic responsibilities have not been mentioned as a major responsibility in CSR theories and models, it represented a humanitarian incentive that pushed many of the flourishing companies in the 1950s to adopt significant responsibilities regarding their societies. The philanthropic responsibility is a voluntary responsibility associated with the stage of growth and maturity of the company, as material abundance allows to initiate generous financial contributions. Philanthropic approaches are the instinctive human drive that led to the CSR concept, for that it has been recognized as a superior and solemn approach that cannot be ignored and might be used in PR strategy of the company [6].

The concept of corporate social responsibility has always been coupled with the concepts of sustainability. The ethical dimensions lead to increased credibility and competitiveness, political dimensions facilitate the path to security stability and investment, social dimensions contribute to securing a healthy environment for employees and stakeholders, environmental dimensions reduce production cost and limit future environmental risks, which must be taken into account as a powerful contributor to company's performance [7]. Defining specific responsibilities have to be within the capabilities of the company and its stage of growth, so it is always essential not to charge companies with energy that exceeds their capacity, but rather, a balance must be made between their capabilities and the responsibilities arising from them. The introducing CSR approach has been tested in three different Ukrainian companies. The results show that due to CSR approaches, the companies were able to target several gaps in the products and services in local and international market, and they were able to motivate all other departments to innovate a niche products and services.

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#### СУЧАСНІ ІНТЕРНЕТ-ІНСТРУМЕНТИ В ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

Застосування підприємствами сучасних маркетингових Інтернет-інструментів у своїй діяльності дає можливість автоматизувати процес взаємодії зі споживачами, надаючи індивідуальне обслуговування, ефективно організувати зворотний зв'язок, отримувати актуальну маркетингову інформацію та здійснювати ефективні рекламні кампанії тощо. Завдяки використанню сукупності різноманітних засобів та інструментів в мережі Інтернет