



ENTERPRISE

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SOCIAL RESPONSIBILITY OF TOURISM ENTERPRISES

The article solves scientific issue on social responsibility as a factor of tourism development. Architecture of social responsibility of tourism was suggested: the society – the owner – staff of travel companies – consumer of tourism services. The analysis of implementation trends of ISO in activity of tourism enterprises was conducted. The organizational-economic mechanism of implementation of standards of social responsibility of tourism enterprises was suggested.

Keywords: corporate social responsibility, stakeholders, international standards ISO, social report.

Бойко М., Бабенко Е. Социальная ответственность туристических предприятий. Раскрыта научная позиция относительно социальной ответственности как фактора развития туристического бизнеса. Предложена архитектура социальной ответственности туристического бизнеса в формате триады: общество – собственник, персонал туристического предприятия – потребитель туристических услуг. Проведен анализ направлений имплементации международных стандартов ISO в деятельность туристических предприятий. Предложен организационно-экономический механизм имплементации стандартов социальной ответственности туристических предприятий.

Ключевые слова: корпоративная социальная ответственность, стейкхолдеры, международные стандарты ISO, социальный отчет.

Background. Ukrainian economy is influenced by global trends in fast changing social, economic and environmental trends that affect the vector of its development. Among the sectors of the national economy significant value has tourism – a sector of economic activity, which successfully combines economic and socially oriented goals of society development and influences: increasing the share of services in GDP

structure and filling the budgets of all levels; reducing of social tension in society; enhancing the tourist attraction of Ukraine; implementation of foreign policy objectives in the context of harmonization of relations between countries and peoples.

For analytical data of the World Tourism Organization (UNWTO), in 2014 the number of international trips reached 1.138 billion arrivals, which is 4.7 % more than in the previous year; in 2015 the average annual growth of international tourism was 3–4 %. Thus, despite the social, political and economic factors that affect the intensity of international tourist flows, the total number of tourists continues to grow.

Tourism, unlike other economic activities is diversified fields of economy, combining into a single consolidated system of different industries, forming a stable complex of horizontal economic ties. Because of this, it, besides a positive economic effect, provides social goals.

For the tourist industry social responsibility is relevant for two reasons. First, under current conditions it considers social responsibility (SR) with respect to the potential economic benefits, and secondly, through social responsibility program is able to influence the external and internal environment. In this sense, social responsibility of TB should be considered as administrative actions aimed at improving the socio-economic environment of management. Accordingly, SR together with other factors is responsible for the development of business in the long term goals, based on the harmonization of economic interests of stakeholders: society – the owner – staff of travel companies – consumers of tourism services. The economic interests of stakeholders reflect the range of contradictions inherent to economic relations, and set vector of the implementation of standards of SR. That refers to the balance of interests: business and society as a whole – macro level (taxes, duties, tariffs, charity, etc.) business and the immediate environment – mesolevel (the concept of interaction with consumers, partners, competitors, instruments which are quality, price and so on.) business and its internal environment – micro (staff) [1].

Thus, the object of this study is the formation of a scientific basis of social responsibility of tourism enterprises.

Analysis of recent research and publications. Theoretical analysis of scientific sources, research on the issue of corporate social responsibility of business, found out that main work on SR appeared in the 50s of XX century. H. Bowen in scientific work "Social responsibility of businessman" proved that "awareness of social objectives while making business decisions can bring social and economic benefits to society" [2, p. 163]. In the scientific field there were developed the basic ideas important theoretical and methodological provision of social responsibility also in the works of such authors as J. Blagov, F. Kotler, N. Sapa, M. Friedman [3–6] and others.

The research of status and prospects of development of corporate social responsibility in business activity of enterprises dedicated their publication O. Vorona, O. Solyanyk, I. Hryshova, V. Kuzhel, A. Boyarova, Yu. Burlakova, A. Mazaraki, E. Romat, T. Tkachenko, T. Hnatyeva, S. Melnyk [1; 7–15] and others. Scientists have determined that the social responsibility of business is its capacity for social interaction with stakeholders. However, in the scientific field, the problems of consensus positions on three sides were fragmental investigated (the owner – staff of travel companies – consumers of tourism services) within the model of socially responsible tourism business. Social aspects of the activity of tourism industry are not enough developed in scientific research, as SR is mostly seen in the dual plane, as a source of social responsibility and the resources for social investment.

The aim of article is to study the prerequisites of the scientific basis forming of social responsibility of tourism enterprises.

Materials and methods. The information base was the materials of the World Tourism Organization, the World Economic Forum, the State Statistics Service of Ukraine, the Department of Tourism and Resorts of the Ministry of Economic Development and Trade of Ukraine. The study used a systematic approach, methods of dialectics, comparative, systematic and structural analysis, scientific forecasting.

Results. Interdisciplinary character of tourism determines the appropriate focus of theoretical and methodological and practical-applied researches in the form of issues of social responsibility of enterprises.

We can agree with the scientific position of researchers [1; 7] that the problem that needs to be solved in the process of forming of the scientific basis of SR is to ensure consistency between the goals of the enterprise, consumer (tourist) and society. Extrapolating the findings to the scientific features of TB, it is appropriate to note that a travel company must make management decisions based on the interests of customers, staff and society based on the standards of social responsibility, which declare the basic principles of economic behavior of business entities in the form of civilized tourist market.

O. Solyanyk has made a proper statement [7], that competitive advantages of business entity based on the results of implementation of corporate SR can be reached due to:

- proper issuing of priorities and the directions of development concerning their social orientation;
- correct diagnosis of problems and realization of measures of their solution;
- reducing of manufacturing costs through implementation modern results of logistics, increasing the effectiveness of resources usage and reducing refusals;

- usage of benefits, adopted by the law for social responsible enterprises;
- receiving benefits during cooperation with other manufacturing and financial organizations;
- reducing of risks as for the loss (under reaching) the profit as a result of fair sanctions or restriction in activity;
- increasing of organization investing attraction;
- reducing of losses on the development of project documents, reconstruction and construction of environment protection institutions or implementation of new technologies through reducing of the amount of претензій of society and executive power;
- increasing of market segment due to information and desire of consumers use the production of the company;
- optimization of insurance costs.

Usage the concept of social responsibility in business surrounding, as I. Hryshova claims, reflects SR of some business enterprise for social interests of the country and the influence of maintaining activity on shareholders, suppliers, orders, staff, local public and natural environment [8]. Completely approved is a constellation that, unlike SR corporations, the idea of SR business received evolutionary development as a result of realization by the society deconstructive effect of business activity on the condition of natural environment.

Argument scientific position as for SR business is shown in the works [1; 9], where namely it is suggested to consider social responsibility as:

- *instrument* for achieving long-term goals of entrepreneurship;
- *method* of acquiring competitiveness of enterprise through accepting and satisfying social needs of the subjects of internal and external environment;
- *conception* of business running in the modern conditions of business activity, which predicts the existence of: subjects, objects, mission, strategic goals, principles, instruments, вимог and concrete results of SR;
- *object* studying and regulation in theory and practice of modern management, which is based on accepting and satisfying social needs;
- *principle* of theory general management of quality, according to which the relations with consumers are formed and the usage of technical, ecological, and other standards of quality is organized;
- *way* of effective management of social and business processes with the aim of supplementation of positive company influence on society;
- *duty* of personality, management, organization to make decisions and take measures, which increase the level of wealth, correspond to the interests of society, company, public;
- optimal variant of *common cooperation* of interests, rights and duties of social subjects.

For the arguments of scientists as for necessity of development of scientific basis of SR show the results of investigation, of the experiment conducted *IBM (Institute Based Management)*. Thus, on questionnaire results 250 leaders of world business, it was found out that 68 % describe cooperative social activity as a new source of profits; 54 % are sure that cooperative social activity has already given to their companies some advantages over their main competitors [10].

Described arguments as for necessity of forming of scientific basis of SR are very important for the activity of tourism enterprises. In the borders of classical market model consumers desire to realize their interest in purchasing of qualified goods on minimal price, the producers have opposite interest – realize their product (resources) on maximal price. But still this competition is dialectal. In long-term perspective one side realization of economic interests is impossible. In general, the usage of SR of tourism enterprises show such organizational economic management mechanism, which, on one hand, supply the competitive development of tourism enterprise, and on the other hand, help to minimize cooperation of interests of economic subjects due to reducing of harp competitiveness between them.

Implementation of social responsibility has to be maintained under the logics of managerial process, in which higher position occupies the analysis of macro conditions, which reflect social economic necessity of tourism. In this context it is necessary to show the results of investigation of tendencies of world tourism, which, starting from 1950, demonstrate huge growth—from 25 mln of tourists to 1.2 billions in 2014. According to *UNWTO forecasting*, the tourism branch by 2020 will continue to demonstrate positive tendencies:

- The amount of tourists will reach 1.6 billion people;
- Middle costs of tourist will be from 1000 to 1300 US dollars;
- Profits from international tourism will increase and show the results nearly 2 trillion US dollars.

By the results of analysis of condition of the development of national tourism condition it was shown, that the dynamics of tourist flows (*figure 1*) demonstrate the development of abroad tourism during 2010–2013 (average year surplus was 12.6 %), relatively stable development of abroad tourism (average year surplus was 3.8 %) and stable dynamics of internal flows (2.7 %), which shows the increasing of the level of Ukraine competitiveness on international area. Taking into consideration political instability in 2014–2015, tourism market of Ukraine was characterized by negative tendencies. The amount of foreigners, who visited Ukraine, reduced almost to 50 % and was only 12.9 mln of people. As a result, it was considerable reduction of profits of tourists' hotels, currency, investments in tourist infrastructure, working places. Positive dynamics is common only for one-day-tours (excursions), which grew in 2014 on 50 %.

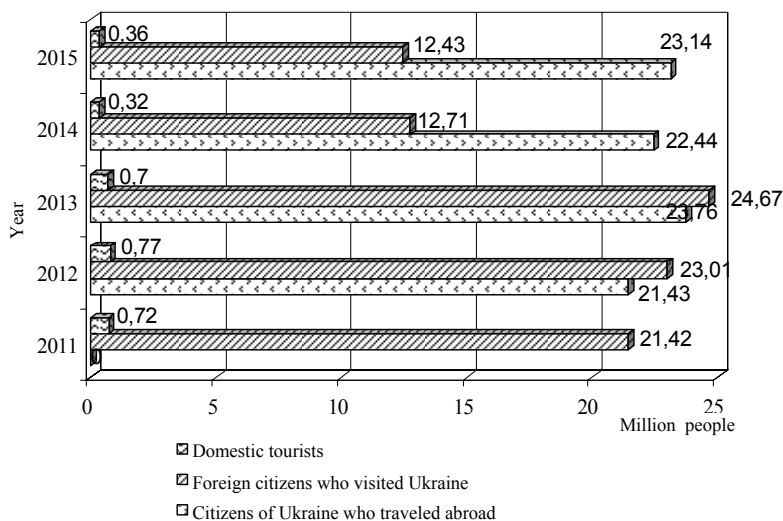


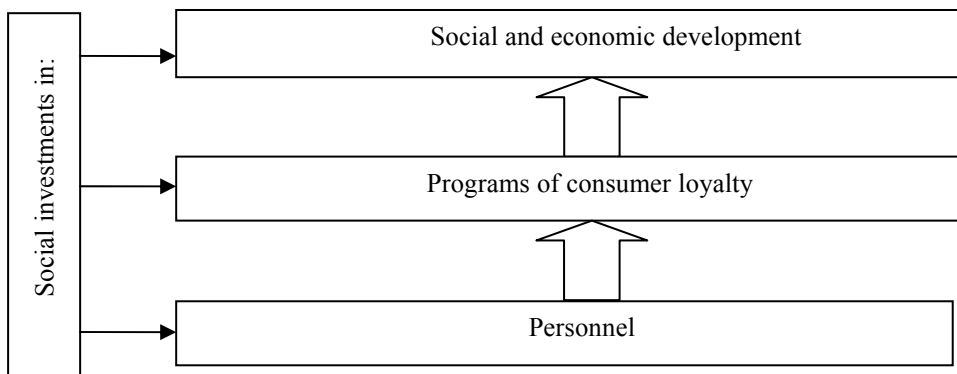
Figure 1. Dynamics of tourist flows in Ukraine in 2011–2015

Source: according to the data of Administration of State Border Service of Ukraine

Geopolitics situation in Ukraine strengthen the meaning of social direction of tourist business. That is why in the periods of crisis it is necessary to take into consideration the configurations of consumer expectations for their rationalization and address spending of resources according to the priorities of saving the tendencies of business activity development under the complex economic conditions. The experts of the World Bank made a conclusion, that for quick change of political, economic, social and cultural conditions most crises in developing countries have managerial character. Judging from this, a new concept of the evaluation of managerial appreciation was suggested from the position of social responsibility. That is "Good governance" – rational management (effectiveness, result and saving), supervisory, information exchange, it slow spread (transparence) and legal basis of development [16].

Thus, from the position of tourism business management, *firstly*, it is not a restricting factor of the development of economic activity, but on the contrary it gives additional impulses to the development; *secondly*, social investments are the result of successful business activity. The determination of items, which characterize social responsibility of tourism enterprises is shown by the fact, that any subject of business activity may function effectively and develop only when its social-economic policy is realized through socially oriented system of equity of economic interests of the subject, personnel, consumers and society (*figure 2*).

The attempts to form universal concept of social cooperative responsibility were described in standard ISO 26000 [17].



**Figure 2. Architectonic of social oriented system
of enterprise stakeholders' economic interests equity**
(author development)

These international standards should be described as scientific basis for the formation of methodic supplement of social oriented system of tourism enterprise management. Under the social responsibility adopted by the European Commission of strategy of social cooperative responsibility [18] such kinds of reports were recommended: "About corporate and social responsibility", "About constant development", "About social development".

But described standards of social responsibility are not involved in the activity of national tourism enterprises and tourism branch at all; exceptions are such tourism companies, as "TUI Ukraine" and "TPG". Nowadays the Department of tourism and resorts by Ministry of economic development and trade of Ukraine actively initiates: implementation of international standards *ISO* in the activity of tourism enterprises with the purpose: increasing the level of social responsibility; improving the quality of providing services in tourism sphere; strengthen of clearness of allowing and licensing systems; reducing of corruption risks; protection the rights of consumers of tourism services.

The directions and vectors of implementation of portfolio of international standards in the activity of tourism enterprises are shown in *table*.

Implementation of social responsibility standards in the activity of tourism enterprises targeted mostly at removing inter functional and inter branch barriers and forming long-term relations with stakeholders on the market of tourism services based of organizational economic mechanism (*figure. 3*).

Positive managerial decision for tourism business as for SR is implementation of corporate social report in business affairs. The formation of this document will help to improve the reputation of business subject on mesolevel, to increase investment attraction during evaluation of business activity for making investment decisions.

**The directions and vectors of implementation ISO
in the activity of tourism enterprises ***

Standard	Content	Vector of implementation in tourism business
ISO 14785		Creation of tourism informational offices provides the existence of the information as for services of tourist awareness
ISO 18065:2015		Tourism and common services. Tourism services on natural protecting territories
ISO 21101:2014		Adventures and ecologic tourism. Systems of safety management
ISO 13009:2015		Tourism and common services. Tourism services for sand rest. Demands and recommendations
EN 15565 2008		Tourism services. Demands to qualification preparation and qualification programs for guides of social responsibility
GRI	Economic, social and ecologic policy with response to the interests of stakeholders	Improvement of constant tourism development, which provides not only satisfying tourists' needs, but also social responsibility in the context of taking liabilities according to nature protection, acceptance of ecologic norms. Formulation of non-financial reports to tourism enterprises According to GRI standards we may distinguish such groups (levels) of stakeholders of tourism enterprises: 1st – shareholders, top management and personnel; 2d – consumers (tourists); 3d – other interested sides, which belong to the environment of functioning and business processes of enterprise
AA 1000	Increasing the effectiveness of social projects of enterprise	Determination of the results of business activity from the point of view of ethics, which gives them procedure and the set of criteria, with the help of which social and ethic audit of their activity may be maintained. Studying, the education of stakeholders according to the actuality of acceptance the principles of constant tourism development. Existence of social programs
SA 8000	Level of social responsibility of business system according to ecological demands to business processes	Providing of benefits (discounts) on tourism services. Supplementation of personnel loyalty forming, partners, suppliers. Development of different social programs, which improve wealth of employees of tourism enterprise and population
ISO 14 000	Social partnership	Boosting of consumers to the choice of trips, which show their responsible attitude and behavior as for nature protection. Supplement of optimal resource use of natural environment, which make key element of tourism development, maintaining main ecologic processes and helping to save natural heritage

* Developed on the basis of recommendations of the Department of tourism and resorts by the Ministry of economic development and trade of Ukraine and [19–21].

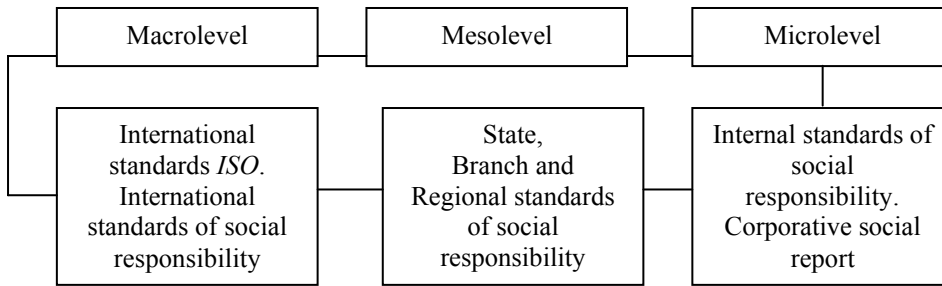


Figure 3. Organizational field implementation of standards of social responsibility (author development)

It is important in this context, that the periods of economic instability social responsibility may become a part of risk management system. It lets to integrate SR in managerial strategy, to influence positively on operation activity and market value of tourism enterprises in long-term perspective.

To make these managerial decisions it is necessary, to form a critical mass of tourism operators on the market of tourism service, which activate the implementation of social responsibility standards.

Conclusion. In conditions of instability of natural environment, unfavorable conjuncture, taught competition among tourism operators and agents rises the necessity to implement standards of social responsibility for saving market positions of tourism enterprises and minimizing contra versions between aims of functioning of tourism activity subjects and social-economic tendencies of tourism development. For tourism development, which combines market aspects of economic relations and social oriented aims of society development, this process must correspond to modern global processes of tourism market, take into consideration their main tendencies and contra versions for reducing negative influence of market externals and permanent renovation of restrictions of tourism demand.

Vector of further investigations of scientific basis of social responsibility in tourism should be targeted on the development: methodological basis of its social and economic results, forming the communicative net of stakeholders of tourism market. It lets to balance legal, economic, ecological, ethic, discretionary parts of business responsibility and helps correspondingly, to form stable competitive advantages of tourism enterprises.

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Бойко М., Бабенко О. Соціальна відповідальність туристичних підприємств.

Постановка проблеми. На відміну від інших видів економічної діяльності, туристичний бізнес є диверсифікованою сферою економіки, формуючи комплекс стійких горизонтальних господарських зв'язків суб'єктів економічної діяльності різної галузевої спеціалізації. Саме тому він, крім позитивного економічного ефекту, забезпечує досягнення соціальних цілей, що подвоює актуальність соціальної відповідальності туристичного бізнесу. Досліджено процес імплементації стандартів соціальної відповідальності туристичних підприємств, обґрунтовано вектор їх імплементації на основі міжнародних стандартів ISO.

Аналіз останніх досліджень і публікацій дозволив з'ясувати, що у науковому полі розвинуто базисні ідеї, проте вагомі теоретичні та методологічні положення, які розкривають моделі імплементації стандартів корпоративної соціальної відповідальності залишаються фрагментарно розробленими.

Метою статті є аналіз напрямів імплементації міжнародних стандартів ISO у діяльність туристичних підприємств та розробка організаційно-економічного механізму імплементації стандартів соціальної відповідальності туристичних підприємств.

Матеріали та методи. Інформаційною базою дослідження стали матеріали Всесвітньої туристичної організації, Всесвітнього економічного форуму, Державної служби статистики України, Департаменту туризму та курортів Міністерства економічного розвитку і торгівлі України. Використано системний підхід, методи діалектики, порівняльного аналізу, системно-структурного аналізу, наукового прогнозування.

Результати дослідження. У статті викладено теоретичні передумови та обґрунтовано доцільність імплементації міжнародних соціальних стандартів у діяльність туристичних підприємств. Розкрито наукову позицію щодо соціальної відповідальності як чинника забезпечення розвитку туристичного бізнесу. Запропоновано архітектуру соціальної відповідальності туристичного бізнесу у форматі тріади – суспільство – власник, персонал туристичного підприємства – споживач туристичних послуг. Проаналізовано напрями імплементації міжнародних стандартів ISO у діяльність туристичних підприємств. Запропоновано організаційно-економічний механізм імплементації стандартів соціальної відповідальності туристичних підприємств.

Висновки. Імплементація та застосування стандартів соціальної відповідальності у діяльність туристичних підприємств сприятиме формуванню стабільних конкурентних переваг туристичних підприємств, оскільки дозволить збалансувати правову, економічну, екологічну, етичну, дискреційну складові відповідальності бізнесу. Вектор подальшого наукового вирішення проблеми соціальної відповідальності туристичних підприємств повинен бути спрямований на розроблення методологічних засад оцінки економічної та соціальної результативності застосування стандартів соціальної відповідальності.

Ключові слова: корпоративна соціальна відповідальність, стейкхолдери, міжнародні стандарти ISO, соціальний звіт.