

Секція 1
СОЦІАЛЬНІ, ЕКОНОМІЧНІ ТА ПРАВОВІ АСПЕКТИ
СТАЛОГО РОЗВИТКУ ЕКОНОМІКИ НА ЗАСАДАХ
ЦИФРОВІЗАЦІЇ, КОНКУРЕНТОСПРОМОЖНОСТІ,
ІННОВАЦІЙНОСТІ ТА ЗБАЛАНСОВАНOSTI

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**CAN WE UNITED CORPORATE SOCIAL
RESPONSIBILITY AND BUSINESS PROCESS? CSV – THE CASE
FOR WIN-WIN CONDITIONS**

The paper aims to explore how Porter and Kramer's concept of Creating Shared Value (CSV) supports companies' business model to transform social problems into business opportunities. Creating Shared Value (CSV) is a sustainable growth opportunity for SMEs that involves the joint achievement of social and business value [6].



Fig. 1. CSV as an umbrella term of concepts that unite social and business values

Currently, there are several practical approaches that confirm the importance of CSV and investigate which variables have a positive impact on SMEs.

Creating shared value (CSV) is currently one of the most relevant and interesting concepts in business management. Porter and Kramer [6]

proposed CSV as a new goal for organizations where cultural transformation plays a key role in achieving it. Creating shared value means, in turn, achieving social and business value. However, we believe that if organizations emphasize social value, this will lead to business value creation. Companies that adopt a CSV strategy will succeed; within a theoretical framework, we explore in detail how shared value offers the greatest opportunity for growth currently open to organizations.

Contributions by Porter and Kramer [6] offer a framework that emphasizes the connections between the company and society. Shared value is defined by operating policies and practices that improve the company's competitiveness and help improve economic and social conditions. Both economic and social progress must focus on value creation. CSV is based on the idea that a company's purpose should be redefined. CSV could be defined as the enrichment of a part of society through specific improvements that are monitored and measured in one or more social dimensions [7].

Conceptually, the paper uses the CSV framework to argue that evaluating business models in different social contexts (geographically, culturally, and economically) can shed more light on a company's societal needs [3; 4].

The results show that CSV outlines a strategy for companies to uniquely integrate social issues into their business models, rather than treating them in isolation. However, the business model results derived from these company-society connections may differ in an emerging market versus a developed market. Regulatory compliance is another factor that determines how well CSV can be applied. Given the conflicting perception of CSV in the corporate governance literature, the study empirically establishes its theoretical value in explaining the actions and success of strategic decisions made by large multinational companies. The interaction between the main attributes of the four CSV strategies, regulatory compliance and business model success is formulated in the form of propositions and an integrated structure of CSV. Given the comparative analysis of the two cases in the article, the generalizability of the identified attributes of the four CSV strategies is limited, and therefore requires future research with larger samples of firms practicing shared value perspectives [1].

Corporate and international business leaders can use the research findings and the proposed framework to understand scenarios beyond business systems and apply CSV as a tool to meet market needs in accordance with environmental and social concerns.

Aren't CSR and CSV the same as doing good by doing good? We

believe that CSR is a distinct – but potentially overlapping – concept with CSV from creating shared value. Corporate social responsibility is widely perceived as a cost center rather than a profit center. In contrast, shared value creation refers to new business opportunities that create new markets, increase profitability, and strengthen competitive positioning. Whereas CSR is a responsibility; CSV is about creating value.

Of course, the phrase "doing good by doing good" coined by Porter and Kramer [5] covers both shared value initiatives like the Chevy Volt, a new product we see as shared value, and more traditional CSR activities like GRI reporting that responsible companies embrace as costs of doing business. But they represent very different strategic and managerial decisions.

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