

Electronic scientific and practical journal
**INTELLECTUALIZATION OF LOGISTICS
AND SUPPLY CHAIN MANAGEMENT**

#17 (2023)
February '23



WWW.SMART-SCM.ORG

ISSN 2708-3195

DOI.ORG/10.46783/SMART-SCM/2023-17

ISSN 2708-3195



Electronic scientific and practical publication in economic sciences

Electronic scientifically and practical journal “Intellectualization of logistics and Supply Chain Management” included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

Field of science: Economic.

Specialties: 051 – Economics; 073 – Management

ISSN 2708-3195

DOI: <https://doi.org/10.46783/smart-scm/2023-17>

The electronic magazine is included in the international scientometric databases:
Index Copernicus, Google Scholar

Released 6 times a year

№ 17 (2023)

February 2023

Founder: Viold Limited Liability Company

Editor in Chief: Hryhorak M. Yu. – Doctor of Economics, Ass. Professor.

Deputy editors-in-chief: Koulyk V. A. – PhD (Economics), Professor.
Marchuk V. Ye. – Doctor of Tech. Sci., Ass. Professor.

Technical editor: Harmash O. M. – PhD (Economics), Ass. Professor.

Executive Secretary: Davidenko V. V. – PhD (Economics), Ass. Professor.

Members of the Editorial Board:

SWIEKATOWSKI Ryszard – Doctor of Economics, Professor (Poland);

POSTAN M. Ya. – Doctor of Economics, Professor;

TRUSHKINA N. V. – PhD (Economics), Corresponding Member of the Academy;

KOLOSOK V. M. – Doctor of Economics, Professor;

ILCHENKO N. B. – Doctor of Economics, Ass. Professor;

SOLOMON D. I. – Doctor of Economics, Professor (Moldova);

ALKEMA V. H. – Doctor of Economics, Professor;

Henryk DŹWIGOŁ – PhD (Economics), Professor (Poland);

SUMETS O. M. – Doctor of Economics, Ass. Professor;

STRELCOVÁ Stanislava – PhD (Economics), Ass. Professor, (Slovakia);

RISTVEJ Jozef (Mr.) PhD (Economics), Professor, (Slovakia);

ZAMIAR Zenon – Doctor of Economics, Professor, (Poland);

SMERICHEVSKA S. V. – Doctor of Economics, Professor;

GRITSENKO S. I. – Doctor of Economics, Professor;

KARPENKO O. O. – Doctor of Economics, Professor;

PATKOVSKYI S. A. – Business practitioner.

The electronic scientific and practical journal is registered in international scientometric data bases, repositories and search engines. The main characteristic of the edition is the index of scientometric data bases, which reflects the importance and effectiveness of scientific publications using indicators such as quotation index, h-index and factor impact (the number of quotations within two years after publishing).

In 2020, the International Center for Periodicals (ISSN International Center, Paris) included the Electronic Scientific and Practical Edition "Intellectualization of logistics and Supply Chain Management" in the international register of periodicals and provided it with a numerical code of international identification: ISSN 2708-3195 (Online).

Recommended for dissemination on the Internet by the Academic Council of the Department of Logistics NAU (No. 7 of February 26, 2020). Released 6 times a year. Editions references are required. The view of the editorial board does not always coincide with that of the authors.

Electronic scientifically and practical journal "Intellectualization of logistics and Supply Chain Management" included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

Field of science: Economic.

Specialties: 051 – Economics; 073 – Management

t.me/smart_scm
facebook.com/Smart.SCM.org
twitter.com/ScmSmart

DOI: <https://doi.org/10.46783/smart-scm/2023-17>
e-mail: support@smart-scm.org

тел.: (063) 593-30-41
<https://smart-scm.org>

Contents

INTRODUCTION	5
BUGAYKO D.O. Doctor of Science (Economics), Professor (Associate), Corresponding Member of the Academy of Economic Sciences of Ukraine, Vice - Director of ES International Cooperation and Education Institute, Instructor of ICAO Institute, Professor of the Logistics Department National Aviation University (Ukraine), REZNIK V. V. Postgraduate Student, National Aviation University (Ukraine), BORYSIUK A.V. Vice – Director of ICAO Institute Postgraduate Student National Aviation University (Ukraine), BUGAYKO D.D. Student of the Logistics Department National Aviation University (Ukraine)	
TRANSFORMATION OF THE ORGANIZATION OF MULTIMODAL TRANSPORTATION UNDER MARTIAL LAW	6 – 22
SAVCHENKO L.V. PhD of Technical Sciences, Associate Professor, Associate Professor of Logistics Department of National Aviation University (Ukraine), TSAPENKO O.A. Bachelor degree student, National Aviation University (Ukraine)	
<i>INTERRELATION OF EXTERNAL COSTS OF ROAD TRANSPORT AND FINANCIAL AND LOGISTICS INDICATORS OF THE EU COUNTRIES</i>	23 – 34
GRYTSENKO S.I. Doctor of Economics, Professor, Professor of Logistics Department, National Aviation University (Ukraine), HRECHKOVSKA A.I. Bachelor degree student, National Aviation University (Ukraine), KORDYAK M.O. Bachelor degree student, National Aviation University (Ukraine)	
<i>DEVELOPMENT OF INTELLIGENT TRANSPORT SYSTEMS OF UKRAINE</i>	35 – 42
OVDIIENKO O.V. PhD Student, Marketing Department, National Aviation University (Ukraine)	
<i>THEORETICAL AND PRACTICAL ASPECTS OF CORPORATE SOCIAL RESPONSIBILITY TOOLS USAGE BY AVIATION COMPANIES</i>	43 – 56
REVIEW	
AREFIEVA O.V. Review for a scientific monograph Doctor of Sciences (Economics) Yurii Kharazishvili, Doctor of Sciences (Economics) Dmytro Bugayko, Doctor of Sciences (Economics) Viachyslav Lyashenko "Sustainable development of air transport of Ukraine: strategic scenarios and institutional support", prepared at the Institute of Industrial Economics of the National Academy of Sciences of Ukraine	57 – 59
HRYHORAK M.Yu. Review for a scientific monograph Doctor of Sciences (Economics) Yurii Kharazishvili, Doctor of Sciences (Economics) Dmytro Bugayko, Doctor of Sciences (Economics) Viachyslav Lyashenko "Sustainable development of air transport of Ukraine: strategic scenarios and institutional support", prepared at the Institute of Industrial Economics of the National Academy of Sciences of Ukraine	60 – 62

UDC 005.3, 656.7

DOI: <https://doi.org/10.46783/smart-scm/2023-17-4>

JEL Classification: M14.

Received: 24 January 2023

Ovdiienko O.V. PhD Student, Marketing Department, National Aviation University (Ukraine)

ORCID – 0000-0003-2770-4895

Researcher ID – S-6493-2018

Scopus author id: – 57224218209

THEORETICAL AND PRACTICAL ASPECTS OF CORPORATE SOCIAL RESPONSIBILITY TOOLS USAGE BY AVIATION COMPANIES

Oksana Ovdiienko. *"Theoretical and practical aspects of corporate social responsibility tools usage by aviation companies".* Corporate Social Responsibility (CSR) in aviation refers to the responsibilities and actions that airlines and other aviation-related companies have towards their social, economic, and environmental impacts. These responsibilities can include reducing carbon emissions, promoting sustainable practices, ensuring passenger safety and comfort, and supporting local communities. Airlines can also take part in philanthropic initiatives and volunteer work, such as donating to disaster relief efforts or supporting educational programs. By embracing CSR principles, aviation companies can enhance their reputation and contribute to a more sustainable and socially responsible industry. And the implementation of CSR instruments can positively impact the environment and local communities, while also improving the company's reputation and relationship with stakeholders. The article describes several CSR instruments that can be applied in the aviation industry, including social campaigns, socially responsible marketing strategies, corporate ethics programs, corporate volunteering, social reporting, and propaganda of reducing waste emissions, contamination, and greenhouse gases. The focus is on the practical and theoretical particularities of each instrument, and the article also highlights the increasing public scrutiny that companies are subject to, especially those that operate globally.

Keywords: corporate social responsibility, aviation industry, sustainability, instruments of corporate social responsibility.

Оксана Овдієнко. «Теоретичні та практичні аспекти використання інструментів корпоративної соціальної відповідальності авіаційними компаніями». Корпоративна соціальна відповідальність (КСВ) в авіації стосується обов'язків і дій, які авіакомпанії та інші пов'язані з авіацією компанії мають щодо свого соціального, економічного та екологічного впливу. Ці обов'язки можуть включати скорочення викидів вуглекислого газу, сприяння сталим практикам, забезпечення безпеки та комфорту пасажирів, а також підтримку місцевих громад. Авіакомпанії також можуть брати участь у благодійних ініціативах і волонтерській роботі, наприклад, робити пожертви на допомогу постраждалим від стихійних лих або підтримувати освітні програми. Дотримуючись принципів КСВ, авіаційні компанії можуть підвищити свою репутацію та зробити внесок у більш сталу та соціально відповідальну галузь. А впровадження інструментів КСВ може позитивно вплинути на навколишнє середовище та місцеві громади, а також покращити репутацію компанії та відносини із зацікавленими сторонами. У статті описано декілька інструментів КСВ, які можна застосувати в авіаційній галузі, включаючи соціальні кампанії, соціально відповідальні маркетингові стратегії, програми корпоративної етики, корпоративне волонтерство, соціальну звітність та пропаганду

зменшення викидів відходів, забруднення та парникових газів. Основна увага приділяється практичним і теоретичним особливостям кожного інструменту, а також стаття підкреслює дедалі більший громадський контроль, якому підлягають компанії, особливо ті, що працюють у всьому світі.

Ключові слова: корпоративна соціальна відповідальність, авіаційна галузь, сталий розвиток, інструменти корпоративної соціальної відповідальності

Оксана Овдиенко. "Теоретические и практические аспекты использования инструментов корпоративной социальной ответственности авиационными компаниями".

Корпоративная социальная ответственность (КСО) в авиации относится к обязанностям и действиям авиакомпаний и других компаний, связанных с авиацией, в отношении их социальных, экономических и экологических последствий. Эти обязанности могут включать сокращение выбросов углерода, продвижение устойчивых методов, обеспечение безопасности и комфорта пассажиров, а также поддержку местных сообществ. Авиакомпании также могут принимать участие в благотворительных инициативах и волонтерской работе, например, делать пожертвования на помощь в ликвидации последствий стихийных бедствий или поддерживать образовательные программы. Придерживаясь принципов корпоративной социальной ответственности, авиационные компании могут повысить свою репутацию и внести свой вклад в развитие более устойчивой и социально ответственной отрасли. А внедрение инструментов КСО может положительно повлиять на окружающую среду и местные сообщества, а также улучшить репутацию компании и отношения с заинтересованными сторонами. В статье описаны несколько инструментов КСО, которые могут быть применены в авиационной отрасли, в том числе социальные кампании, социально ответственные маркетинговые стратегии, программы корпоративной этики, корпоративное волонтерство, социальная отчетность и пропаганда сокращения выбросов отходов, загрязнения и парниковых газов. Основное внимание уделяется практическим и теоретическим особенностям каждого инструмента, и в статье также подчеркивается возрастающее общественное внимание, которому подвергаются компании, особенно те, которые работают по всему миру.

Ключевые слова: корпоративная социальная ответственность, авиационная отрасль, устойчивое развитие, инструменты корпоративной социальной ответственности.

Introduction. The implementation of CSR is a mutually beneficial tool, as society receives support in solving significant issues of an economic, social, and environmental nature, and business, in return, improves its reputation, thereby receiving an additional impetus for development, laying a reliable foundation for long-term development. Aviation companies are particularly interested in long-term benefits. After all, this sphere of economic activity requires significant investments with a long payback period (purchase of fixed assets, aircraft leasing, etc.). Thus, companies in the aviation business could receive significant benefits, from implementing CSR instruments. Such as

ensuring the public reputation, growth of the customs trust in the company's activities, its products or services, ensuring staff loyalty, compliance with norms and standards of the world economy communities, and the possibility of forming partnership relations with the authorities structures, public and mass media.

The **goals** in this research are:

- to determine the essence of CSR in the aviation industry;
- to learn the works of scientists in recent years in relation to the mentioned topic;
- to give the theoretical aspects of the most used CSR tools;

- to provide examples of the practical implementation of each mentioned CSR tool by aviation companies.

Moreover, research on CSR instruments in aviation can provide valuable insights into the challenges and opportunities of implementing CSR initiatives in the sector. For example, it can help to identify the barriers and enablers of CSR adoption in aviation, as well as the role of stakeholders in promoting sustainable and responsible practices in the industry.

Aviation companies have several options for demonstrating their commitment to sustainability and social responsibility through CSR practices. By adopting sustainable practices, supporting community initiatives, promoting employee volunteerism, working with suppliers that share their values, and engaging with stakeholders, airlines can show their dedication to making a positive impact on the environment and local communities. These instruments of CSR can be tailored to each airline's unique values and goals to achieve the greatest impact.

Literature analysis. Corporate Social Responsibility (CSR) is a critical aspect of sustainable business practices, and its importance in the aviation industry cannot be overstated. As the aviation industry continues to grow and expand, there is an increasing need to address the environmental, social, and economic impacts of air travel. That is why many researchers have examined various aspects of aviation CSR, including the perceptions of travelers, the role of technology, the global airline industry, and the implementation of CSR practices. Their work has contributed to a deeper understanding of the challenges and opportunities for aviation companies to be socially responsible and sustainable.

Thus, the researches Nunkoo and Ramkissoon focused their article on the perceptions of travelers regarding airlines' CSR [1]. The study found that travelers value airlines that prioritize CSR, and that airlines can enhance their image and reputation by

engaging in CSR initiatives. However, the research also revealed that travelers have a limited understanding of the specific CSR initiatives undertaken by airlines, indicating the need for more effective communication and marketing of these initiatives. In general, the study highlights the importance of CSR in the airline industry and its potential impact on customer perceptions and loyalty.

Belobaba, Odoni, and Barnhart's book, "The Global Airline Industry," provides a comprehensive overview of the airline industry, including its economic, operational, and social aspects. In particular, the authors discuss the CSR concept and its importance in the airline industry [2]. The authors note that airlines have a significant impact on the environment and society, and as such, they have a responsibility to operate in a socially responsible manner. This includes reducing their carbon footprint, promoting sustainable practices, and investing in local communities. Belobaba, Odoni, and Barnhart also discuss the challenges that airlines face in implementing CSR initiatives, including the high costs associated with implementing sustainable practices, the need for regulatory support, and the difficulty in balancing social responsibility with financial performance.

The other thorough research of Aras and Crowther provides a comprehensive overview of CSR in the 21st century, covering debates, models, and practices across government, law, and business [3]. The book features contributions from leading scholars and practitioners from different fields and regions, offering diverse perspectives on the nature and role of CSR in contemporary society. The book covers a wide range of topics, including the historical evolution of CSR, the role of CSR in different sectors and industries, the challenges and opportunities of CSR implementation, and the emerging trends and innovations in CSR practice.

Simon Bennett's research, "Aviation and Corporate Social Responsibility", offers a comprehensive analysis of the relationship between the aviation industry and CSR. The historical evolution of CSR in the aviation

industry, the impact of aviation on the environment and society, the role of stakeholders in promoting CSR in aviation, and the challenges and opportunities of implementing CSR in the aviation industry are analyzed. Bennett's book also examines the emerging trends and innovations in CSR practice in the aviation industry, including the use of alternative fuels, carbon offsetting, and sustainable tourism [4].

"Consumer Awareness of CSR in the Aviation Industry", a paper conducted at Guru Nanak Institute of Technology by Giorgia Favero, examines consumers' awareness and perception of CSR in the aviation industry. The study explores the factors that influence consumers' decision-making when choosing airlines, including CSR initiatives related to environmental sustainability, social responsibility, and ethical business practices. It also evaluated the effectiveness of CSR communication strategies and the role of information and transparency in shaping consumer perceptions of CSR in the aviation industry [5]. Overall, the study provides insights into the complex relationship between consumers, CSR, and the aviation industry, highlighting the need for more effective communication and engagement strategies to promote sustainable and responsible practices in the sector.

Therefore, the aviation industry is a crucial sector that has a significant impact on the environment and society. In recent years, there has been an increasing emphasis on CSR in the aviation industry as well, with a growing recognition of the need for sustainable and responsible practices. However, despite the importance of CSR in aviation, there is a lack of research, devoted to the specific tools and instruments that companies can use to implement and measure their CSR initiatives.

This lack of information highlights the importance of the study on the theoretical and practical aspects of CSR tools usage by aviation companies. Such research can help to identify and evaluate the effectiveness of different CSR instruments in the aviation industry, including those related to

environmental sustainability, social responsibility, and ethical business practices.

Overall, research on CSR instruments in aviation is critical to the development of sustainable and responsible practices in the sector. By identifying and evaluating the effectiveness of different CSR tools and instruments, this research can help to promote more effective and comprehensive CSR strategies in the aviation industry, and ultimately contribute to the long-term sustainability and success of the sector.

Presentation of the main results. The concept of SCR has its theoretical foundation in the 18th century during the period of industrial revolutions and the emergence of modern entrepreneurship. Business owners, guided by their religious or ethical beliefs, assumed responsibility for their own employees at that time. However, enterprises faced increasing pressure from society and institutions, which led to the demand for compliance with certain standards and regulations. As a result, enterprises had to develop new targeted programs, particularly in the fields of ecology and labor protection, to meet the needs of their own activities and establish relationships with the state and society based on new rules. This development also brought the idea of the ethical factor in the economy, emphasizing that the responsibility of enterprises cannot be solely based on economic interests, and the level of ethics should be determined by the system of needs it generates [6].

CSR concept refers to a company's obligation to act in a way that benefits society, the environment, and the economy. CSR is implemented by instruments or tools because it allows companies to take specific actions that align with their values and goals, and demonstrate their commitment to sustainability and social responsibility. By implementing CSR instruments, companies can have a positive impact on the environment and local communities, while also improving their reputation and relationship with their stakeholders. These instruments can also help companies to

identify areas where they can improve their social and environmental impact, and to develop strategies to address those areas.

Aviation companies also have a responsibility to support the communities in which they operate. This can involve supporting local charities, sponsoring community events, and creating job opportunities. Furthermore, airlines have a duty to ensure the safety and well-being of their passengers and employees. This can be achieved through the implementation of safety programs, employee training, and effective communication with customers.

Finally, aviation companies are expected to adhere to ethical business practices, such as fair labor practices, anti-corruption policies, and human rights standards. These practices are essential to building trust with customers, employees, and other stakeholders, as well as enhancing the company's reputation.

Theoretical information on CSR instruments includes their ability to align company values and goals with specific actions that positively impact the environment and local communities, while also improving the company's reputation and relationship with stakeholders. These instruments can be tailored to the specific needs of each company and can take various forms, including sustainable operations, corporate philanthropy, employee volunteerism, supply chain management, stakeholder engagement, and more. The theoretical and practical particularities of the main CSR instruments, which could be applied as well in the aviation industry, are described below.

Social campaigns. A public social announcement, also known as a PSA, is a set of actions that involves mass media to change the attitude or behavior of a selected target group in order to achieve certain goals. This concept is related to social or commercial advertising, aimed at the mass consumer, to achieve socially desirable changes. The purpose of conducting a social campaign is to solve certain social problems by promoting voluntary actions of people to solve them. The

PSA is designed to inform the public about issues that are often considered to be in the public interest. Its main goal is to raise awareness and encourage people to take action to address social issues. Through the use of various media channels, such as television, radio, and social media, PSAs can effectively reach a wide audience and promote positive social change.

In today's world, all actions of companies regarding SCR are subject to increasing public scrutiny. This is especially true for large companies or those that operate globally, across several countries or continents (as is the case with companies in the aviation industry), as their decisions can affect the wider public. Therefore, PSA is the notification of the audience through the mass media about the company's CSR actions, which in turn improves its public image. Potential directions and ideas for PSAs include creating content on the importance and relevance of carbon offset tickets. After all, such tickets are more expensive, reducing the negative impact of the carbon footprint is not cheap, and air transport is already one of the most expensive. Therefore, it is essential to communicate with the consumer, to demonstrate the possible consequences of global problems that the company is trying to fight.

Delta Air Lines has Delta Force for Global Good: a long-standing commitment to CSR and has established the Delta Force for Global Good program to support this effort. The program focuses on three key areas: supporting education, promoting global health, and improving the environment. Delta employees volunteer their time and expertise to support these initiatives, and the company provides financial support and resources to make a positive impact on society [7].

Emirates Airlines has launched the "A Greener Tomorrow" campaign to promote environmental sustainability and reduce the company's carbon footprint. The program includes various initiatives, such as the use of biofuels, investing in fuel-efficient aircraft, and reducing waste and emissions. Emirates

also collaborates with local communities and organizations to promote environmental awareness and conservation efforts [8].

These are just a few examples of the social campaigns conducted by aviation companies, but there are many more initiatives underway that aim to make a positive impact on society and the environment.

Socially responsible marketing strategies involve promoting brands while advocating for social values that aim to improve the lives of individuals and society as a whole. These activities are typically related to issues such as ecology, medicine, and charity. Implementing these strategies can lead to increased customer loyalty, enhanced social awareness and motivation among employees, improved reputation and social image, and increased sales. Charity marketing is one possible approach, where a percentage of sales are donated to a charitable cause. Another approach involves promoting a socially significant issue by fundraising, partnering with non-profit organizations, and encouraging employee volunteering. Corporate social marketing can have a positive impact on companies by promoting campaigns that change consumer behavior and improve healthcare, the environment, and public welfare.

Emirates launched a "Hello 2020" campaign that celebrated the company's commitment to sustainability and reducing its carbon footprint. The campaign included a video highlighting the airline's efforts to reduce waste and promote sustainable practices [8].

Etihad Airways partnered with the UAE Red Crescent to provide relief to victims of natural disasters and other humanitarian crises. The company also promotes environmental sustainability through its Eco Residence program, which features a villa powered by solar energy [9].

Delta Air Lines has been recognized for its commitment to diversity and inclusion. The company's marketing campaigns feature a diverse range of employees and highlight its support for LGBTQ+ rights [7].

Qantas has launched a number of initiatives aimed at reducing the airline's carbon footprint. These include investing in renewable energy, reducing waste, and introducing more fuel-efficient aircraft. The company's marketing campaigns promote its commitment to sustainability and encourage customers to make more eco-friendly choices [10].

JetBlue has been recognized for its support of local communities and environmental initiatives. The company's marketing campaigns highlight its commitment to sustainability and social responsibility. JetBlue has also partnered with non-profit organizations to provide disaster relief and support for underserved communities [11].

Corporate ethics programs and corporate volunteering are two initiatives aimed at integrating employees around common values and corporate social responsibility. Corporate volunteering involves the company's support for charitable events and socially significant initiatives, which encourages employees to participate in various programs for the benefit of the local community. These initiatives not only benefit the local community but also bring numerous advantages to the companies themselves. They can help in developing employees' skills, creativity, innovative thinking and leadership, communication and teamwork skills. Research shows that corporate volunteering can support skill building and improve leadership, communication, and teamwork skills. 80% of employees say that corporate volunteering has helped them to improve their leadership, communication and teamwork skills [12].

Delta has a Code of Business Conduct that outlines ethical behavior for employees and a Corporate Responsibility Committee that oversees the company's sustainability and philanthropy efforts. Delta also has a program called Force for Global Good, which includes employee volunteerism and charitable giving [7].

Emirates has a CSR program that includes employee engagement, philanthropy, and sustainability initiatives. The airline has a volunteer program called Time for Giving, which allows employees to participate in community service projects [8].

United Airlines has a Code of Conduct and Ethics that outlines the company's commitment to ethical behavior and compliance with laws and regulations. United also has a CSR program that includes employee volunteerism, charitable giving, and sustainability initiatives. The airline partners with organizations like the American Red Cross and the United Way to provide volunteer opportunities for employees [13].

Air France-KLM has a sustainability strategy that includes reducing the company's environmental impact, promoting diversity and inclusion, and supporting local communities. The airline has a corporate volunteering program that allows employees to participate in community service projects [14].

Social reporting, also known as non-financial reporting, involves the collection and presentation of a company's social

impact and activities, typically through specially designed publications and documents [15]. This type of reporting showcases the company's responsible management and business practices in areas such as diversity among customers and employees, women's participation in high-level management, and working conditions for various employee groups such as cabin crew, airport handling, airline representatives, and more. Aviation companies can use social reporting to highlight a wide range of social issues.

For example, Lithuanian Airports (a state enterprise that unites and manages Vilnius, Kaunas and Palanga airports) represents their social responsibility report [16]. They analyzed not only classical parameters, such as equal opportunities regardless of marital status, gender, age and other differences, employees' health and security (including accidents at working place). The entity decided to measure the level of implementing the employees' ideas on how they can improve and better facilitate their daily (Fig.1).

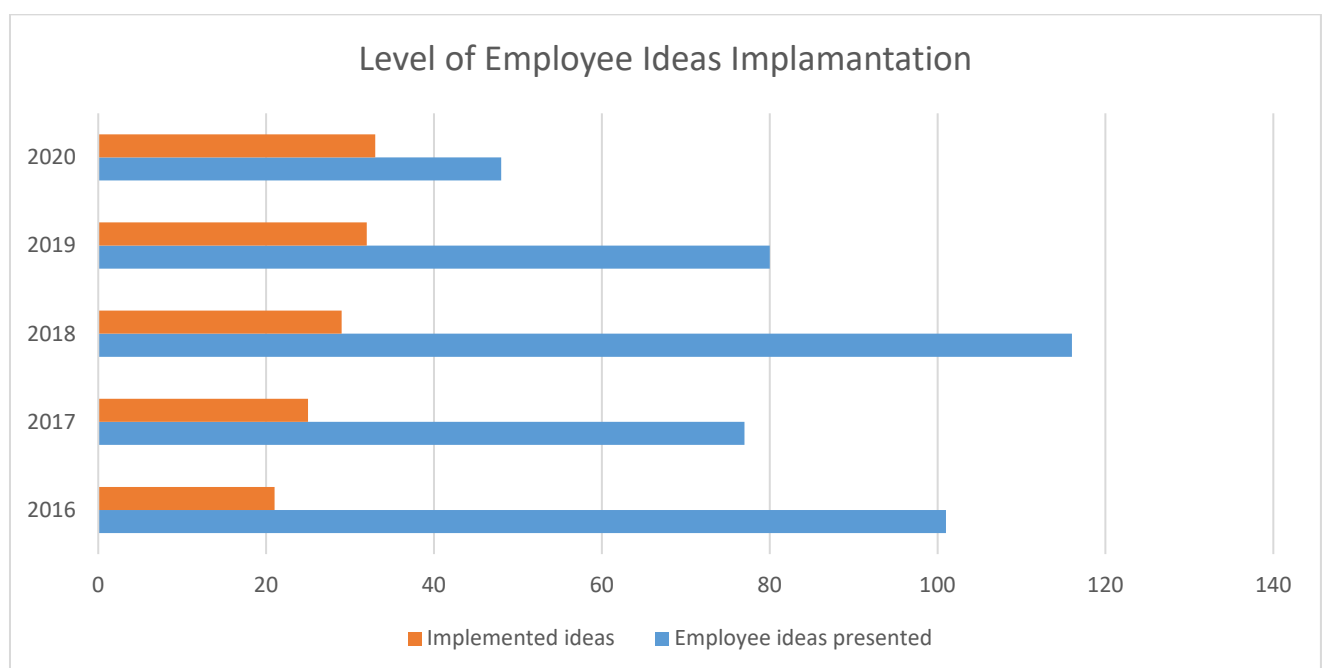


Figure 1 – Level of employee ideas implementation at Lithuanian Airports

According to the provided data, the level of implementation to the company's

operation activity ideas, generated by its own employees increased significantly from

approximately 21% in 2016 to 69% in 2020. Emirates Group publishes an annual sustainability report that highlights its performance in areas such as carbon emissions, fuel efficiency, employee engagement, and community outreach programs [8].

British Airways has a dedicated page on its website called "Our Approach to Sustainability" where it provides information

on its sustainability policies, initiatives, and performance [18].

Air France-KLM publishes a sustainability report that covers topics such as carbon emissions, fuel efficiency, biodiversity, and employee well-being [14].

Delta Air Lines has a sustainability page on its website where it provides information on its environmental, social, and governance initiatives, including its commitment to reducing carbon emissions (Fig.2).

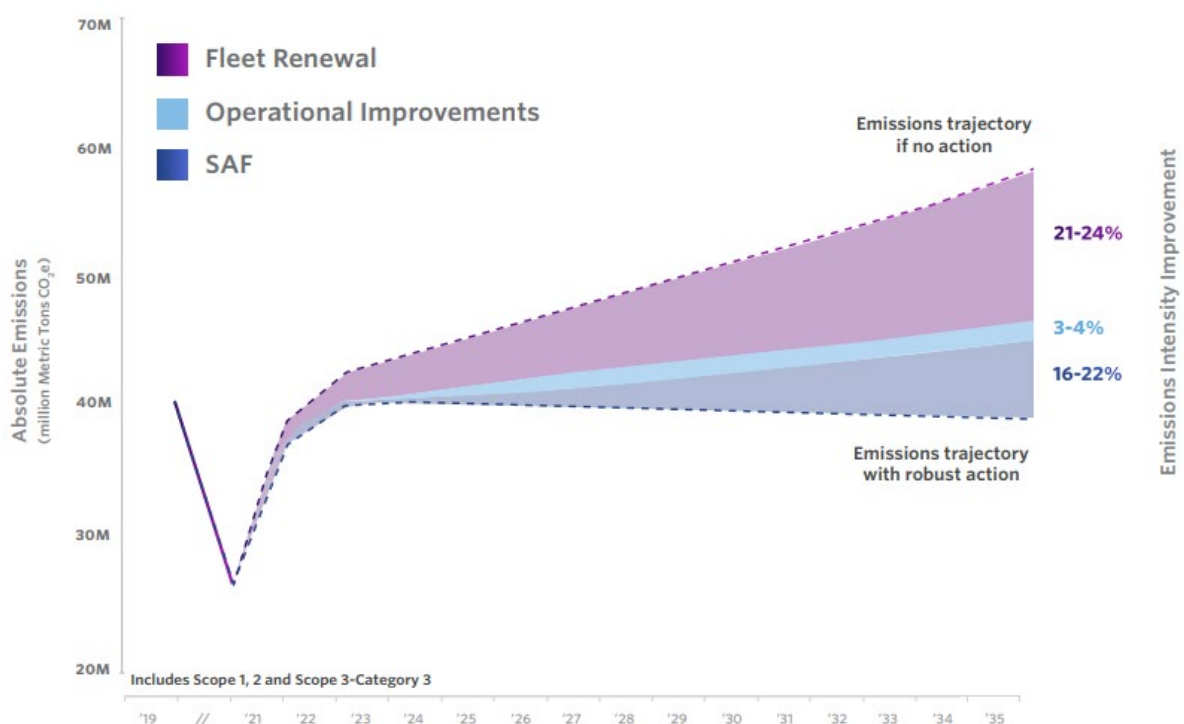


Figure 2 – Path to reduce absolute emissions and improve emissions intensity [7]

The airline has formulated a decarbonization strategy to promote climate objectives. The diagram portrays a conceivable route and its likely effects on emissions intensity and absolute emissions until 2035. Despite significant enhancements in fuel efficiency, the diagram indicates that there will be a surge in absolute emissions in the foreseeable future due to projected growth in capacity. The goal is to realize a decline in absolute emissions in the medium-to long-run, as the company transitions towards 2050 and as more economically feasible low-carbon technologies become accessible.

Ryanair has a dedicated page on its website called "Responsible Business" where it provides information on its sustainability policies and initiatives, including its efforts to reduce carbon emissions and increase fuel efficiency (Fig.3). [18].

As shown on the fig.3, the focus of the company is on operational safety and security, cyber security, training and development, emissions and occupational health and safety. The company paid attention to each of element of CSR (economic, social and environment).

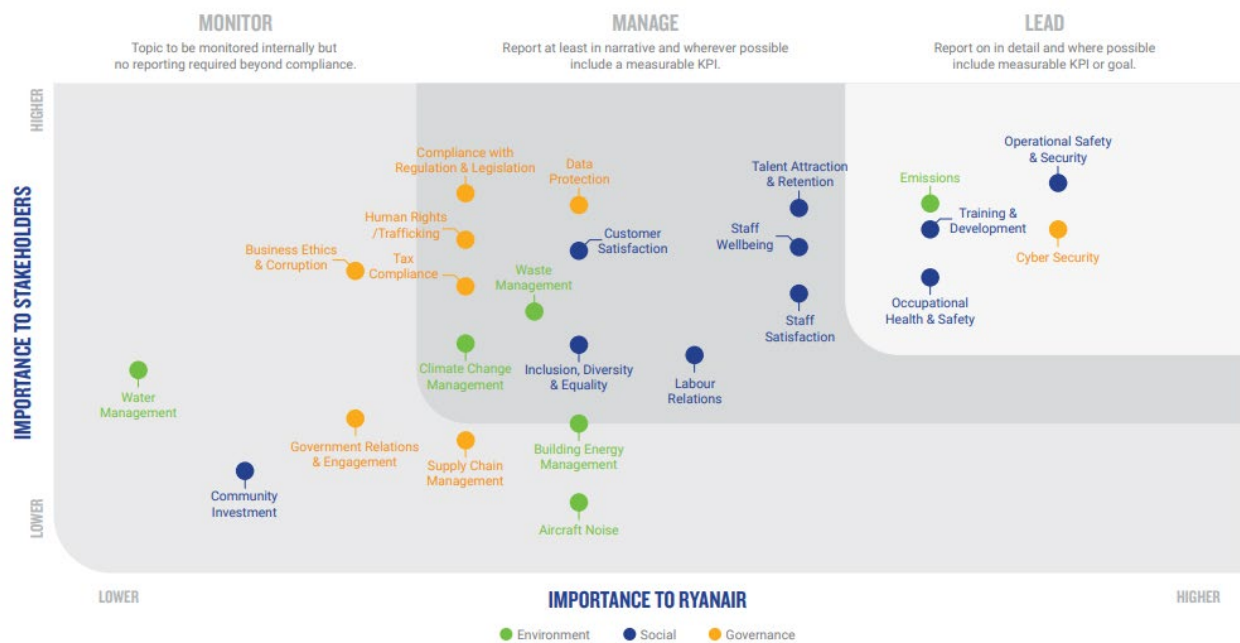


Figure 3 – Ryanair conducted a materiality assessment [18]

Propaganda of reduction of waste emissions, contamination and greenhouse gases ideas. It is a set of actions aimed at promoting the importance of reducing emissions and promoting environmentally friendly behavior to reduce the negative impact of human activity on the environment. This type of propaganda is used to raise awareness among individuals and organizations about the harmful effects of pollution and greenhouse gases on the environment and to encourage them to take action to reduce their carbon footprint.

In the aviation industry, propaganda of reduction of waste emissions, contamination, and greenhouse gases can take various forms, such as the promotion of sustainable aviation fuels, the adoption of new technologies and practices to reduce emissions, and the implementation of carbon offset programs. Airlines can also engage in public awareness campaigns to educate passengers about the importance of reducing their carbon footprint when traveling. Overall, the propaganda of reduction of waste emissions, contamination, and greenhouse gases is an important tool for promoting environmental sustainability and reducing the negative impact of human activity on the planet.

Boeing, one of the world's largest aerospace companies, has committed to reducing greenhouse gas emissions from aviation by developing and promoting sustainable aviation fuels. In 2020, Boeing launched a plan to deliver 1 billion gallons of sustainable aviation fuel by 2030. This initiative aims to reduce aviation-related greenhouse gas emissions by up to 80% [19].

Airbus, another major player in the aviation industry, has set a goal of developing a zero-emission commercial aircraft by 2035. The ZEROe initiative includes three concept designs for a hydrogen-powered aircraft, which could potentially reduce aviation emissions significantly [20].

Delta Air Lines has set a goal of becoming carbon neutral by 2030. To achieve this goal, the company has implemented a carbon reduction program that includes investing in sustainable aviation fuel, increasing energy efficiency, and purchasing carbon offsets [7].

United Airlines' Eco-Skies program is aimed at reducing the airline's environmental impact by investing in sustainable aviation fuel, reducing waste and emissions, and promoting sustainable practices throughout its operations. The program also includes partnerships with organizations focused on

sustainability, such as the Environmental Defense Fund [13].

Qantas, the flag carrier of Australia, offers a Fly Carbon Neutral program that allows passengers to offset the carbon emissions associated with their flights. The airline also invests in sustainable aviation fuel and has set a goal of reducing its net emissions to zero by 2050 [10].

Socially responsible events refer to events that are designed, planned, and executed with the goal of promoting social and environmental responsibility. Such events take into account the impact that they have on the community and the environment, and aim to minimize negative impacts while maximizing positive ones. Socially responsible events often involve the following practices: sustainable event planning (using environmentally friendly materials, minimizing waste, and reducing energy consumption), socially conscious event design (designing events with the intention of promoting social responsibility, such as using local vendors and supporting minority-owned businesses) and others.

Delta Air Lines organized a Sustainable Biofuels Summit in 2018 to discuss the use of sustainable aviation fuel in the aviation industry. The event brought together stakeholders from across the industry to discuss the benefits of using SAF, and to develop a roadmap for its future use [7].

JetBlue arranged a "One Thing That's Green" campaign in 2019 to encourage its employees and customers to adopt sustainable practices. The campaign involved a series of events, such as beach cleanups, and provided information on ways to reduce environmental impact [11].

Emirates Airlines organized a "Clean Up Dubai" campaign in 2018 to clean up beaches and promote environmental sustainability. The event was part of the airline's broader efforts to reduce waste and promote sustainable practices [8].

Etihad Airways held a "Beat Plastic Pollution" campaign in 2018 to raise awareness about the impact of plastic on the

environment. The campaign involved a beach cleanup and educational events for employees and customers [9].

These events demonstrate how aviation companies are increasingly taking social and environmental responsibility seriously, and are working to promote sustainable practices within their industry and beyond.

Cross-industry cooperation is also a powerful tool for companies to achieve their CSR goals. CSR refers to the responsibility that companies have to create positive social and environmental impact, in addition to generating profits. By collaborating with other companies and organizations from different sectors, companies can leverage their collective resources and expertise to address social and environmental issues. Cross-industry cooperation can help companies achieve their CSR goals in several ways:

- Addressing complex social and environmental issues. Many of the social and environmental issues that companies are expected to address, such as climate change, require a coordinated effort across multiple sectors. Cross-industry cooperation can bring together the resources and expertise needed to tackle these complex issues.

- Sharing knowledge and expertise. Companies can learn from each other's experiences and expertise, and apply this knowledge to improve their CSR strategies. For example, a company may partner with an NGO or government agency to gain a better understanding of the social and environmental issues that are most relevant to their business.

- Enhancing brand reputation. Companies that engage in cross-industry cooperation to address social and environmental issues can improve their brand reputation by demonstrating a commitment to social responsibility. This can help to build trust with stakeholders, including customers, employees, and investors.

- Creating new business opportunities. Cross-industry cooperation can create new business opportunities for companies by

leveraging the strengths of different sectors. For example, a technology company may partner with a healthcare organization to develop new medical technologies that can be commercialized.

Overall, cross-industry cooperation can be an effective instrument for companies to achieve their CSR goals by leveraging the collective resources and expertise of different sectors. By working together, companies can address complex social and environmental issues, share knowledge and expertise, enhance their brand reputation, and create new business opportunities.

Thus, in 2019, Boeing and BMW announced a partnership to collaborate on research into carbon fiber recycling and investigate ways to reduce carbon emissions in aviation [19]. In 2016, Airbus and Siemens announced a partnership to develop electric aircraft for use in commercial air transportation. The two companies worked together to develop hybrid-electric propulsion systems that can reduce emissions and noise levels [20]. Delta Air Lines partnered with the Georgia Institute of Technology to develop a new system for air traffic control. The system uses machine learning and artificial intelligence to optimize air traffic flow and reduce delays, which can help to reduce fuel consumption and emissions [7]. In 2019, United Airlines announced a partnership with Fulcrum BioEnergy to develop a sustainable aviation fuel (SAF) production facility. The facility will convert waste into low-carbon aviation fuel, which can help to reduce emissions [13].

These examples demonstrate how cross-industry cooperation can bring together different sectors to develop innovative solutions that address environmental and social issues in the aviation industry. By collaborating with partners from other industries, aviation companies can leverage their collective resources and expertise to create a more sustainable and efficient aviation system.

Charity and sponsorship are commonly used by companies as instruments of CSR.

These activities involve supporting social, environmental, or humanitarian causes through financial donations, in-kind contributions, or sponsorships of events or activities. Charity and sponsorship can be effective instruments of CSR for several reasons:

- Positive brand association. By supporting a cause that is aligned with the company's values and mission, companies can create a positive association with their brand in the minds of consumers, employees, and other stakeholders.

- Improved brand reputation. Supporting charitable causes and events can improve a company's reputation and build trust with stakeholders. This can help to attract and retain customers, employees, and investors.

- Increased social impact. Donations and sponsorships can have a direct impact on the communities and causes that they support. This can help to address social and environmental issues and contribute to the overall well-being of society.

- Employee engagement and motivation. Supporting charitable causes can help to engage and motivate employees by giving them a sense of purpose and meaning beyond their day-to-day work.

The Emirates Airline Foundation is a charity organization established by Emirates Airline in 2003 to support disadvantaged children around the world. The foundation partners with local organizations to provide education, healthcare, and other essential services to children in need [8]. Delta Air Lines has been a sponsor of the Breast Cancer Research Foundation since 2005. The airline donates a portion of the proceeds from its "pink plane" flights to support breast cancer research [7].

United Airlines is a global sponsor of the Special Olympics, providing financial support and volunteers for events around the world. The airline also supports the organization's Unified Champion Schools program, which promotes inclusive education for students with and without intellectual disabilities.

Boeing supports various charitable organizations and causes through its Global Engagement program. The program focuses on education, environment, health, and human services, and supports organizations around the world [19].

These examples demonstrate how aviation companies can use charity and sponsorship activities as instruments of CSR to support social and environmental causes, engage employees, and build a positive brand reputation. By partnering with organizations that align with their values and mission, aviation companies can make a positive impact on society and contribute to a more sustainable and equitable world.

Public relations (PR) is the practice of managing the communication between an organization and its stakeholders, including the media, customers, employees, and the general public. As an instrument of CSR, PR can be used to communicate a company's commitment to social and environmental issues, and to build trust and credibility with stakeholders. It could be applied by aviation companies in the following ways:

- Transparency and accountability. By communicating openly and transparently about their social and environmental impact, companies can build trust and credibility with stakeholders. This can include reporting on sustainability metrics, disclosing information about supply chain practices, and sharing progress on social and environmental initiatives.

- Crisis management. When a company faces a crisis related to social or environmental issues, effective PR can help to mitigate the damage and rebuild trust with stakeholders. This can include communicating openly and transparently about the situation, taking responsibility for any harm caused, and outlining steps to prevent similar incidents in the future.

- Stakeholder engagement. Effective PR can help companies engage with stakeholders on social and environmental issues, and build support for their initiatives. This can include using social media, events,

and other channels to communicate with stakeholders, and soliciting feedback and input on sustainability initiatives.

- Thought leadership. By positioning themselves as thought leaders on social and environmental issues, companies can build credibility and influence in their industry and beyond. This can include publishing thought leadership articles, speaking at conferences, and engaging with experts and stakeholders on social and environmental issues.

Overall, PR can be an effective instrument of CSR for companies looking to build trust and credibility with stakeholders, engage with them on social and environmental issues, and position themselves as leaders in their industry. By communicating openly and transparently about their sustainability practices and initiatives, companies can demonstrate their commitment to social responsibility and contribute to a more sustainable and equitable world.

Southwest Airlines has a long-standing commitment to supporting the communities it serves through its "Heart of the Community" program. The program partners with local artists and cultural organizations to create public art installations and events that celebrate the unique culture of each community [21].

Emirates Airline's "Hello Tomorrow" campaign emphasizes the airline's commitment to innovation and customer service. The campaign includes advertisements featuring the airline's luxury amenities and world-class service, as well as partnerships with sports and cultural events around the world [8].

These examples demonstrate how aviation companies can use public relations as an instrument of CSR to build a positive brand reputation, engage with stakeholders, and communicate their commitment to social and environmental issues. By showcasing their values and initiatives through effective communication strategies, aviation companies can demonstrate their commitment to social responsibility and

contribute to a more sustainable and equitable world.

Conclusions. The growing importance of CSR is changing the way businesses operate, as they are increasingly expected to contribute to social and environmental goals, beyond generating profits for their shareholders. CSR allows companies to build trust with their stakeholders, enhance their reputation, and attract and retain talent. It also enables them to address pressing global challenges such as climate change, poverty, and inequality, which require collective action from all sectors of society. As such, CSR should be seen as a strategic opportunity for businesses to align their interests with those of society, and to create long-term value for all stakeholders. Ultimately, companies that embrace CSR and embed it into their core business practices are more likely to succeed in the long term, as they are better able to navigate risks, seize opportunities, and contribute to a sustainable and equitable future.

Thus, CSR is an essential concept for companies operating in the aviation industry to consider. It involves implementing instruments or tools that allow companies to act in a way that benefits society, the environment, and the economy, while also demonstrating their commitment to sustainability and social responsibility. Aviation companies have a responsibility to support the communities in which they operate, ensure the safety and well-being of their passengers and employees, and adhere to ethical business practices. CSR instruments that can be applied in the aviation industry include social campaigns, socially responsible marketing strategies, corporate ethics programs, social reporting, and propaganda of reduction of waste emissions, contamination, and greenhouse gases ideas.

By implementing these instruments, aviation companies can have a positive impact on the environment and local communities, while also improving their reputation and relationship with their stakeholders.

First, CSR instruments help aviation companies address social and environmental issues, which have become increasingly important to stakeholders such as customers, investors, and employees. By adopting CSR practices, aviation companies can show their commitment to sustainability, human rights, and ethical business practices.

Secondly, CSR can have economic benefits for aviation companies. For example, reducing energy consumption and emissions can lead to cost savings and improve the efficiency of operations. Additionally, CSR initiatives can improve the company's reputation and brand image, which can attract more customers and increase customer loyalty.

However, there are also challenges associated with the implementation of CSR in the aviation industry. The industry is heavily regulated and faces complex operational and technical challenges. Moreover, the implementation of CSR can require significant financial investments and resources, which can be difficult for companies to justify in the short-term.

Despite these challenges, the use of CSR instruments in the aviation industry is becoming more widespread. Many companies are voluntarily adopting CSR practices, and governments are implementing regulations that require companies to address social and environmental issues. Overall, the implementation of CSR in the aviation industry can bring benefits not only to companies themselves but also to society as a whole.

References

1. Nunkoo, R., & Ramkissoon, H. (2011). Travelers' perceptions of airlines' corporate social responsibility. *Journal of Travel Research*, 50(4), 431-443.

2. Belobaba, P., Odoni, A., & Barnhart, C. (2015). The global airline industry. John Wiley & Sons.
3. Aras, G., & Crowther, D. (2016). Corporate social responsibility in the 21st century: Debates, models and practices across government, law and business. Springer.
4. Bennett, S. (2016). Aviation and Corporate Social Responsibility. Routledge.
5. Favero, G. (2019). Consumer Awareness of CSR in the Aviation Industry. Guru Nanak Institute of Technology.
6. Okhrimenko O.O., Ivanova T.V. Social responsibility. - Study guide - National Technical University of Ukraine "Kyiv Polytechnic Institute". - 2015. -180 p.
7. Delta Air Lines. Official website. <https://www.delta.com/>
8. Emirates. Official website. <https://www.emirates.com/>
9. Etihad Airways. Official website. <https://www.etihad.com/>
10. Qantas Airways Limited. Official website. <https://www.qantas.com/>
11. JetBlue. Official website. <https://www.jetblue.com/>
12. James Lloyd (2010). More Than CV Points: The Benefits of Employee Volunteering for Business and Individuals. Social Marketing Foundation.
13. United Airlines. Official website. <https://www.united.com/en/us>
14. Air France–KLM Group. Official website. <https://www.airfranceklm.com/en>
15. Mikulska T., Michalczukna G. (2014) Raportowanie społecznej odpowiedzialności przedsiębiorstwa //Zeszyty naukowe uniwersytetu Szczecińskiego nr 827 Finanse, Rynki Finansowe, Ubezpieczenia nr 69 (2014) pp.209-219
16. State Enterprise Lithuanian Airports (2020). Social responsibility report. Available at: <https://cutt.ly/A8BxG2m>
17. British Airways. Official website. <https://www.britishairways.com/>
18. Ryanair DAC. Official website. <https://www.ryanair.com/gb/en>
19. The Boeing Company. Official website. <https://www.boeing.com/>
20. Airbus. Official website. <https://www.airbus.com/>
21. Southwest Airlines Co. Official website. <https://www.southwest.com/>