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SPA & WELLNESS BUSINESS DEVELOPMENT: A TYPOLOGY OF SOCIAL RESPONSIBILITY ORIENTATIONS

The article discusses a typology of social responsibility orientations in the spa industry. The features of social responsibility perception by managers of the health-resort organizations are analysed. According to the core characteristics of socially oriented organizations the types of social responsibility orientations in the spa industry are identified and discussed. Given paper represents the research focused on development of methodology for investigation of the corporate social responsibility concept with the use of economic-mathematical methods of analysis. This research also seeks to adjust existing economic-mathematical methods of analysis for evaluation of the impact of social responsibility orientations on competitiveness of health resorts.

Key words: social responsibility, the typology of social responsibility orientations, competitiveness of health resort.

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К ВОПРОСУ О ТИПОЛОГИЗАЦИИ САНАТОРНО-КУРОРТНЫХ ОРГАНИЗАЦИЙ В СФЕРЕ РАЗВИТИЯ СОЦИАЛЬНОЙ ОТВЕТСТВЕННОСТИ

В статье представлены результаты типологизации санаторно-курортных организаций в сфере развития социальной ответственности. На основе использования ресурсно ориентированного подхода к анализу и оценке ресурсного потенциала санаторно-курортного комплекса Республики Крым проведена региональная типологизация санаторно-курортных организаций в сфере развития социальной ответственности. Новизна предлагаемого подхода обуславливается систематизацией данных об уровне развития социальной ответственности в деятельности санаторно-курортных учреждений региона по следующим группам критериев: состояние финансово-хозяйственной деятельности организации; особенности социальной политики; уровень заработной платы; качество социальной инфраструктуры; уровень квалификации персонала.

Ключевые слова: социальная ответственность, типологизация санаторно-курортных организаций, конкурентоспособность санаторно-курортных организаций.

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Introduction. The dominant trends in development of spa and wellness business cause the importance of social responsibility and its evaluation. Research on healthy lifestyle was a subject of numerous works of foreign scientists. For example, Aura, Ahonen and Iimarinen (2010) examined the scope of strategic wellness management in Finland. Omar, Wahlqvist, Kouris-Blazos, Vicziany (2005) established ‘Wellness Online Programm’ helping in personal wellness management. In turn, development of corporate social responsibility in hospital management in different countries is studied by Takahashi, Ellen and Brown (2013).

According to the Federal Law of 23 February 1995 N 26-FZ (as amended on December 28, 2013) “On natural healing resources, therapeutic areas and resorts” organizations (institutions) of any departmental affiliation and ownership which provide health resort, recreational activities are

called sanatorium organizations, which in addition to accommodation services provide services of recreational and therapeutic nature, spa services, and others., according to their orientation.

Therefore, works of domestic scientists focused on the following aspects. Vetitnev, Volynets (2007) interested in studying the influence of corporate image on the satisfaction of holidaymakers by quality of spa services. Razumov, Limonov and Semenov (2003) investigated the basic aspects of state regulation of spa market. The subject of research of Vetitnev and Antoshchenko (2006) are methods of pricing and consumer valuation of spa services, etc. Spas can be defined as ‘establishments that promote wellness through the provision of therapeutic and other professional services aimed at renewing the body, mind, and spirit’ (Global Spa Summit, 2014).

The discussions about the content and significance of social responsibility have been passing in leading academic and business circles since the 1950s. The stages of formation and development of term ‘corporate social responsibility’ are represented in surveys of the famous foreign scientists such as Bowen (1953), Blagov (2006), (Carroll (1999), Schwartz (2003), Steurer (2005), Van Marrewijk (2003), Velasquez (1992), Wood (1991) and others. Modern literature uses the CSR concept ‘as the base point, building block, or point-of-departure for other related concepts and themes, many of which embraced CSR-thinking and were quite compatible with it. CSP, stakeholder-theory, business ethics theory, and corporate citizenship were the major themes that took center stage...’ (Carroll, 1999). Corporate social responsibility is not the same as ethical behaviour, but it is ‘an important component of such action’ (Gail & Nowak, 2006). The European Commission has put forward a new, simpler definition of corporate social responsibility as ‘the responsibility of enterprises for their impacts on society’ (The European Commission, 2011).

CSR is one of the key factors for creating an effective dialogue between the government, business and civil society. The development of CSR displays the level of partnership between companies, governments and main persons of civil society in solving social problems and accelerating the quality development of society.

The majority of the health-resort organizations in Crimea is not aware of their role and responsibility in the social-economic development of the region. The social partnership between organizations, business, government and community is characterized by fragmentariness and lack of systematicness. Nevertheless, the most successful health-resort organizations start to pay attention to aspects such as company’s reputation, corporate brand, corporate loyalty of staff, sustainable development. The managers suggest that social activity can improve the company's reputation but deny the necessity of realization of CSR programs on a voluntary basis.

Methodology. It should be noted that fundamental researches of development in social responsibility haven’t been held in the health-resort organizations of Crimea. The majority of researches were initiated by community organizations. The results of these researches are characterized by declaritiveness and lack of practical orientation. That’s why the display of social activity by organizations is not the part of their strategy for improving the level of competitiveness. The main reason of that is misunderstanding by top-managers of the impact of corporate social responsibility on company's business reputation. Therefore, it is important to make a typology of social responsibility orientations in spa and wellness business of Crimea.

Making a typology of social responsibility orientations in the spa industry can be divided into three parts, and each of them can be treated as hypothesis:

- *Hypothesis 1:* “The integration of social responsibility into corporate practices can play a major role in improving long-term competitiveness of health resorts.
- *Hypothesis 2:* “Strategy of corporate social responsibility aims to create conditions favourable to sustainable growth of the region.
- *Hypothesis 3:* “The impact of CSR orientations on competitiveness of health resorts should be evaluated with the using of economic-mathematical methods of fuzzy sets”.

Main text. First of all, a subject of study should be defined. Term ‘corporate social responsibility’ has many various definitions which are a topic for many social science disputes. To

be correct, let's note that under 'corporate social responsibility' we understand the form of purposeful activity, which is made by organizations to integrate social and environmental concerns in their activity and in their interaction with the strategic stakeholders (consumers, partners, employees, local community, public institutions). The main task of this cooperative activity is to provide legislative implementation of organization mission and vision by voluntary and targeted social investments to solve social problems in the long-term perspective.

The development of modern spa industry is aimed at providing the sustainable economic growth by achieving social, economic and environmental priorities of society. The interaction of social and economic components requires to achieve fairness (equal distribution of wealth among groups or individuals) and legal assistance for poor people. The integration of ecological and economic components requires assessing the anthropogenic impacts on the environment. These components contribute to human welfare, both directly and indirectly, and therefore represent part of the total economic value of the society. Integration of science and business seeks to integrate the economic, environmental and societal aspects to achieve sustained financial success, safeguard the environment and develop the company's reputation as a respected corporate citizen.

Corporate reputation is the concept that focuses on held company's profit based on its effective partnership with internal and external stakeholders. Corporate reputation is formed by the company's various publics on the basis of information and experience. The company may have a slightly different reputation with each stakeholder according to their experiences in dealing with the organization or in what they have heard about it from others. Many companies put the importance of a good reputation to the back of their minds while they attend to more hard-edged, day-to-day urgencies. On the other hand, many organizations consider their greatest asset to be their good name or reputation. This is especially true in knowledge-based organizations such as professional services firms in the consulting, legal, medical and financial sectors. They work actively to build their good reputation, to develop their core competencies.

The approaches to the interpretation of term 'corporate social responsibility' by managers of different organization levels were analyzed in this paper. This study is based on results of activities of 57 health-resort organizations (Table 1 about here).

T a b l e 1. — The features of social responsibility perception by managers of the health-resort organizations

| The components of social responsibility | Organizations (%) |
|--|-------------------|
| Concordance with social standards in the sphere of employee payment and personnel safety | 66,5 |
| Training and staff development | 50,8 |
| Meeting the needs of customers for product quality | 43,5 |
| Payment of taxes and fees to the state budget in time | 38,6 |
| Creating new jobs | 16,8 |
| Reliability in relations with partners and customers | 19,9 |
| Openness and transparency of activities | 18,6 |
| The implementation of environmental programs | 11,8 |
| Charity | 8,9 |
| Meeting the demands of shareholders and investors | 28,5 |
| The development of social infrastructure | 19,5 |

Source. Author's calculation.

The results of top managers' questioning displayed that 8,7% of top managers defined the social responsibility as a way to increase the competitiveness of organizations. Also 56,5% of the respondents considered the social responsibility as the approach to implementing the social

programs to improve working conditions; 50,8% of people emphasized the importance of human resources development; 43,5% of the respondents noted the importance of socially oriented politics towards to customers; 28,6% of people declared the obligatory to pay taxes and other duties to the budget in time. Thus, the majority of organizations perceive the social responsibility as the direction of internal social programs. Such social programs aim to meet the needs of staff for providing decent wages, health and safety personnel, training and development of human resources.

Each company tries to achieve success in business. However, not all the companies are successful. Each of the successful companies has own success secret. One of the most important things in business success is the organization philosophy, mission, vision, credo, clear goals and objectives which would display the forming of core competencies of organization. In this research we analyzed the approaches to understanding the mission and CSR goals of the health-resort organizations by top managers. The results of analysis allowed defining some tendencies in understanding of the importance of mission by the top managers of surveyed organizations. Due to the research, 18% of respondents identified the mission of organization as CSR program in regard to its strategic stakeholders; 46% of persons formulated the mission as the strategy to get a profit in short period; 36% of respondents couldn't define the sense of organization' mission. In addition, the role of top-managers in CSR strategic planning was analyzed. According to results of survey, 37,7% of top managers are actively involved in CSR strategic planning of companies; 25,5 % of respondents thought that they took part in the process of forming mission informally; 36,8 % of persons declared that they have never been involved in CSR planning. Table 2 presents the results of a study of regional specialization spa complex organizations in Crimea by type of disease taking into account the therapeutic effect of natural factors.

Key factors which limit the development of social responsible management in the health-resort organizations were analysed in this research. According to survey, we have found out that the main obstacles for the development of social responsibility are lack of financial resources, absence of the acceptable legislation and low level of motivation in business. In addition, the lack of appropriate tax incentives in state leads to loss of interest in the health-resort organizations to implement the social responsible programs. The factors which limit the development of business social responsibility of the health-

Despite of the significant difficulties in the development of socially responsible management in the health-resort organizations, we have identified the possible prospects of socially responsible business in Crimea. These results showed that tax optimization, reduce of regulatory and administrative pressure are the most important incentives to develop the social responsible business in Crimea.

The results of researches allow making a conclusion that the implementation of CSR principles in spa and wellness business practice is a privilege of big organizations. Thus, the majority of top managers consider that social problems must be resolved by government structures. Furthermore, the main goal of business is to provide a profit and pay the taxes in budget. Despite of the dominance of certain negative tendencies in CSR development in the health-resort organizations, the representatives of big organizations emphasize the advisability of participation in companies for solving social problems in society.

According to the researches, socially oriented organization can implement the principles of sustainable development in its activities to ensure the harmonization of social, economic and environmental priorities with the stakeholders' interests. Evaluation of social orientation can be made on the basis of bringing into proper correlation between the harmonization of organization's goals and the expectations of managers, staff, investors and other strategic stakeholders. We analyzed the kinds of the obligatory social activity of the health-resort organizations and forms of social activity on a voluntary basis. As a rule, the obligatory social activity of the health-resort organizations includes such social payments: social payments for mandatory state social insurance; social payments for mandatory state pension insurance and social payments for pension insurance on a voluntary basis; social payments for obligatory state social insurance for unemployment cases.

Table 2. — Features of regional specialization of spa complex organizations in Crimea by type of disease on basis of resource potential*

| Types of diseases | Type of the resort area | | | | | |
|--|--|--|---|--|---|--|
| | Southern Coast of Crimea (Big Yalta, Big Alushta) | | Western Coast of Crimea (Yevpatoria, Saki) | | Eastern Coast of Crimea (Sudak, Feodosia, Kerch) | |
| | Number | Methods of treatment | Number | Methods of treatment | Number | Methods of treatment |
| 1. Non-specific respiratory diseases | 63 | aerotherapy, heliotherapy, thallassotherapy, halotherapy, aromatherapy | 20 | aerotherapy, heliotherapy, thallassotherapy, halotherapy, aromatherapy | 6 | aerotherapy, heliotherapy, thallassotherapy, halotherapy, aromatherapy |
| 2. Diseases of the central nervous system | 5 | pelotherapy, balneotherapy, dolphins therapy | 10 | pelotherapy, balneotherapy, dolphins therapy | — | — |
| 3. Diseases of the peripheral nervous system | 16 | pelotherapy, climatotherapy, balneotherapy | 14 | pelotherapy, climatotherapy, balneotherapy | 1 | pelotherapy, climatotherapy, balneotherapy |
| 4. Diseases of the loco-motor apparatus | 6 | pelotherapy, balneotherapy, dolphins therapy | 26 | pelotherapy, balneotherapy, dolphins therapy | — | — |
| 5. Cardio-vascular diseases | 24 | pelotherapy, climatotherapy | 4 | pelotherapy, climatotherapy | 2 | pelotherapy, climatotherapy |
| 6. Gynecological diseases | 3 | pelotherapy, galvanopelotherapy, balneotherapy | 17 | pelotherapy, galvanopelotherapy, balneotherapy | 1 | pelotherapy, galvanopelotherapy, balneotherapy |
| 7. Diseases of the digestive organs | 5 | balneotherapy, pelotherapy | 11 | balneotherapy, pelotherapy | 4 | balneotherapy, pelotherapy |

*resource potential is considered in relation to the use of natural resources such as brine, mineral water, mud.

Source. The Ministry of Tourism and Resorts of Crimea (2014). *Treatment in Crimea — sanatoriums in Crimea*. Retrieved from <http://minkurort.ru/lechenie-v-krymu-sanatorii-kryma> .

The additional social costs refer to the costs that are linked with a particular social mission. In social organizations with an employment mission, these costs are often related to providing the extra training, supervision and support those enable individuals with significant barriers to employment to become successful employees. In social enterprises with an environmental mission, the social costs might be related to materials or technologies that are not yet mass-produced.

The results of researches allowed defining and systematizing the core characteristics of socially oriented organizations:

1. The harmonized management system which includes values and strategic goals of social responsible activity. This statement characterizes the capabilities of organization to harmonize its activity with the strategic interests of stakeholders. The harmonization should assess the needs of staff, owners and investors.

2. The positive dynamics of key financial and economic performance of companies must take place over the past 3 years.

3. Implementation of social responsible policy in development of organizations. Such policy must be aimed to the providing of mandatory social benefits and the additional social payments.

4. Meeting social needs of workers by improvement of life-limiting conditions, benefits of long-term housing loans, payment of financial assistance, getting health insurance, medical care and many other needs.

5. Development of infrastructure for charities and social enterprises. The social infrastructure of organization must support training, advice, information, mentoring and support-services that address needs in the areas of strategy development; general management (human resources, operations, financial and accounting, information and communications technologies, and other management areas), regulation; fundraising and funding. The social infrastructure can include medical centres, recreation and health centres, kindergartens, cultural institutions, housing and other social centres.

6. Effectiveness of corporate policy in health and safety personnel, including comprehensive technical and organizational measures, appraisal jobs, training and testing of employees, reducing the number of accidents and fatalities and so on.

7. Training and staff development through a variety of training activities, including training as individual learning, training of various categories of staff, coaching, mentoring and other forms of training.

8. The financing of social projects related to the charity, sponsorship and patronage. Implementation of this component describes the development of philanthropic responsibility of the enterprise in regard to internal and external stakeholders.

9. Effective environmental policy of the company. The policy must be aimed to make environmental policy a key and integral part of our business strategy. Spa and wellness business must be committed to recycling glass, cans and plastic bottles; using energy saving bulbs and recycled paper wherever possible; sourcing food locally and trying to use local suppliers whenever possible; informing visitors about differences they can make to minimise the environmental impact of their stay and so on.

These characteristics can be used in the process of making a typology of social responsibility orientations. We used the A. Shyhverdiyeva and A. Seryakova's (2012) approach to determine the quality index of social investments. Thus, the quality index of social orientation of an enterprise (SOI_i) can be calculated by formula:

$$SOI_i = \left(\frac{1}{m} \cdot \sum_{i=1}^m X_{ij} \right) \cdot 100\% , \quad (1)$$

where X_{ij} — a boolean variable, which can be used to estimate the availability of any characteristics ($X_{ij} = 0$ if a characteristic available; $X_{ij} = 1$ if a characteristic is not available);

m — number of characteristics of social orientation of the organization.

The calculation of degree of availability j -th characteristic in the statistical sample of companies can be made by formula:

$$SOI_j = \left(\frac{1}{n} \cdot \sum_{i=1}^n X_{ij} \right) \cdot 100\%$$

The calculation of these indexes allows determining the appropriate level of social orientation of organization. As set out in the table 3, we propose three types of social orientation of organizations.

Table 3. — A typology of social responsibility orientations

| Types | The type of social responsibility orientation | The characteristics of type of social responsibility orientation |
|-------|---|---|
| 1 | <i>Unsatisfactory</i> SOI_i [1–30], (%) | <ul style="list-style-type: none"> – Organizations do not have the value priorities during the introduction of socially responsible activities; – Unsatisfactory financial and economic performance of organization; – Ineffective social policy; – Reducing the incentive role of wages; – The ineffectiveness of social infrastructure; – Low efficiency of health and safety staff strategy; – Low quality of educational programs; – Low level of funding for social programs and projects; – Lack of the clearly formulated environmental policy in regard to reducing destructive environmental impact. |
| 2 | <i>Acceptable</i> SOI_i [31–60], (%) | <ul style="list-style-type: none"> – The formalized approach for defining the value priorities during the introduction of socially responsible activities; – Financial and economic stagnation of business development; – Lack of institutional support for social policy of company; – The functioning of company's social infrastructure; – Periodic attestation of workplaces, enforcement of the safety requirements; – Periodic training of human resources; – One-time financing of social projects, the lack of an effective system of long-term social programs and projects. |
| 3 | <i>Optimal</i> SOI_i [61–100], (%) | <ul style="list-style-type: none"> – Development and implementation of value priorities of socially responsible activities to ensure the harmonization of interests with the interests of stakeholders; – Positive dynamics of key financial and economic indicators; – Effective institutional provision of social policy; – An effective system of remuneration and compensation; – Development of social infrastructure; – Implementation of monitoring safety and health systems; – Implementation of competency models in the system of knowledge management; – - Active participation of company in the financing of social projects which aim to meet the expectations of consumers, community development, environmental protection and others. |

Source. Author's calculation.

Thus, the process of development of values and principles in socially responsible management takes place in the health-resort organizations. The characteristics of socially orientated organizations which are proposed in this research display the methodological basis of impact of corporate social responsibility on company's reputation.

The creation of conditions for socially-oriented management in the health-resort organizations requires the researches of measuring the CSR impact on business reputation. Due to the fundamental scientific researches in the area of social responsibility, the business reputation is a valuable treasure. Some people make the argument that company's profit is one of the factors that

gives a company a positive reputation. However, a company's reputation is often one of the factors that contributes to its ability to make profits on the first place. When companies are known to be reputable, customers feel more comfortable doing business with them. Consequently, shareholder value rises along with a company's bottom line. Companies who invest in social projects, such as development local communities, can expect a very positive return on this investment.

CSR evaluation process is one of the main conditions in effective simulation of impact of social indicators on business reputation's level. In economics, a model is a theoretical construct that represents economic processes by a set of variables and a set of logical and/or quantitative relationships. We identified a set of quantitative and qualitative indicators which can estimate the level of socially-oriented spa and wellness business management. To evaluate the impact of quantitative and qualitative indicators of CSR on competitiveness of health resorts it is worth applying the correlation analysis to the evaluation of mutual influence of quantitative and qualitative indicators.

Let us suppose that $x_i, i = 1, \dots, n$; are the quantitative indicators and $y_j, j = 1, \dots, m$ are the qualitative indicators. The quantitative indicators include: the market penetration index (x_1); the average rate index (x_2); the revenue generated index (x_3); gross operation profit per available treatment hour (x_4); number of beds (x_5); average length of stay (x_6); liquidity (x_7); number of employees (x_8); labour costs (x_9); salary (x_{10}); net revenue per employee (x_{11}); the share of voluntary social costs in net income (x_{12}); the share of social costs in total costs (x_{13}).

The qualitative indicators can include such as: social policy of the organization (y_1); quality of corporate management system (y_2); level of top management competence (y_3); system of training and staff development (y_4); implementation of environmental programs (y_5); corporate culture (y_6); informatization of social programs implementation (y_7); quality of spa and wellness services (y_8); correspondence with legislation of country (y_9); accessibility of destination (y_{10}); quality of work life of employees (y_{11}); participation in regional social development programs (y_{12}); hospitality programs for visitors (y_{13}); quality of general infrastructure (y_{14}). We have analyzed key performance indicators of the health-resort organizations in Southern, Western and Eastern coasts of Crimea for 2010—2015. The complex and ambiguous dependency between different groups of quantitative and qualitative indicators was defined. In such way, we decided to use the methodology of fuzzy sets in the analysis of parameters that have indirect statistical relationships among the indicators of measuring of corporate social responsibility. In fact, the fuzzy set theory allows for approximate values and inferences as well as incomplete or ambiguous data (fuzzy data) as opposed to only relying on crisp data (binary yes/no choices). Fuzzy logic is able to process incomplete data and provide approximate solutions to problems other methods find difficult to solve. The correlation analysis to the evaluation of mutual influence of quantitative and qualitative indicators was made. In addition, the input data have the set of autocorrelation relationships. It should be noted that some coefficients in the matrix of pair correlations are linearly depended. In this way the determinant of matrix is equal to zero.

The qualitative indicators can include such as: social policy of the organization (y_1); quality of corporate management system (y_2); level of top management competence (y_3); system of training and staff development (y_4); quality of work life of employees (y_5); corporate culture (y_6); quality of general infrastructure (y_7); quality of spa and wellness services (y_8); correspondence with legislation of country (y_9); accessibility of destination (y_{10}); implementation of environmental programs (y_{11}); participation in regional social development programs (y_{12}); hospitality programs for visitors (y_{13}); informatization of social programs implementation (y_{14}).

All things considered, there are key factors which make the significant impact for the competitiveness of health resorts: quality of corporate management system, level of top management competence, quality of spa and wellness services, quality of work life of employees, participation in regional social development programs, hospitality programs for visitors, quality of general infrastructure. However, these social factors must not deny the priority of economical interests of the organization. In this way the results of our researches confirmed our hypothesis that impact of CSR orientations on competitiveness of health resorts should be evaluated with the use of economic-mathematical methods of fuzzy sets. Thus, a typology of social responsibility orientations are characterised by validity and trustworthiness.

Conclusions. In the twenty-first century the health systems are failing to meet the challenges of caring for a growing number of aging patients and chronic diseases. From region to region, specific problems vary but mainly involve widespread problems with cost, accessibility of destination, and quality of care. The dominant trends in development of spa and wellness business cause the importance of social responsibility and its evaluation. CSR-oriented management aims to create conditions favourable to sustainable growth and employment generation in the medium and long term. The survey has succeeded in gathering data from a wide range of the health-resort organizations in Crimea and has gathered opinion of managers and employees of the spa industry. The results of regional specialization spa complex organizations in Crimea by type of disease taking into account the therapeutic effect of natural factors are discussed. According to survey, we have found out that the main obstacles for the development of social responsibility are lack of financial resources, absence of the acceptable legislation and low level of motivation in business. In addition, the lack of appropriate tax incentives in state leads to loss of interest in the health-resort organizations to implement the social responsible programs. Despite of the significant difficulties in the development of socially responsible management in the health-resort organizations, we have identified the possible prospects of socially responsible business in Crimea. These results showed that tax optimization, reduce of regulatory and administrative pressure are the most important incentives to develop the social responsible business in Crimea.

The results of researches allowed defining key characteristics of socially oriented organizations. These characteristics can be used in the process of identifying the types of social orientation of the health-resort organizations. We identified a set of quantitative and qualitative indicators which can estimate the level of socially oriented spa and wellness business management. The results of the integral indicators calculating of socially oriented management allowed defining the coefficients which show the level of competitiveness of health resorts. The most important social responsible orientations which impact on the competitiveness of health resorts are quality of corporate management system, level of top management competence, quality of spa and wellness services, quality of work life of employees, participation in regional social development programs, hospitality programs for visitors, and quality of general infrastructure. However, these social factors must not deny the priority of economical interests of the health-resort organizations. The presented research represents only one stage in the analysis of types of social responsibility orientations in the spa industry. We have listed some of the main dimensions and indicators only. The first aim of this paper was to make a typing of social responsibility orientations which can be used in the process of classification of spa and wellness businesses in Crimea. There is a need to explore the relative importance of the different dimensions of corporate social responsibility of the health-resort organizations in the region. Thus, for example, how important are the natural resources compared to quality of services, how important is the quality of services compared to prices. Moreover, there is a need for more detailed empirical studies of rational using of natural resource potential in the framework of social responsible development of spa and wellness business.

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