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STAKEHOLDERS OF GREEN COMPETITIVENESS: INNOVATIVE APPROACHES FOR CREATING COMMUNICATIVE SYSTEM

Abstract. *The issue of stakeholder activity and collaboration for developing and promoting the green competitiveness of enterprises are nowadays relevant and play a significant role in creating competitive advantages. Systematization literary sources prove that economic activity is characterizing by specific relationships between a wide set of stakeholders, the effective communicative system can bring potential benefits to all parties and stakeholders have specific expectations regarding various aspects of the enterprises' operation: organizational, economic, social, environmental etc. The main objective of the article is creating the preconditions for building the stakeholder communication system for promoting the green competitiveness of the company and assessing by stakeholders the results of companies' activity. The paper used scientific methods are based on logical generalization and scientific abstraction for systematizing the prerequisites for the formation of a system of communications of green competitive stakeholders; typology of green competitiveness stakeholders; formal-logical for determining the determinants and principles of effective collaboration of stakeholders of green competitiveness. For investigating the stakeholders' assessment of the green competitiveness effects was undertaken Multidimensional scaling analysis and were estimated five outcome dimensions: consumer satisfaction in green goods; efficiency of green goods production; green goods quality and cleaner production; institutional partnership; community impact. For scaling responses in survey research was used a seven-point psychometric Likert scale. A general questioning is provided for five countries: Ukraine, Poland, Romania, Slovenia, Czech Republic, and include the results of the survey the 1236 stakeholders. The results of the assessment showed that in all groups (internal and external) of stakeholder, the employees assessed results of the environmental strategies as «success» – 22,3% and community from another group – 7,45%. The stakeholder opinion is the same. That is evidence that the processes of greening stakeholder's communication are becoming wider and involve more participants. The result of the research creates the background for improving the system of green competitiveness stakeholder interaction.*

Keywords: stakeholder, green competitiveness, interaction, stakeholder partnership, assessment.

Introduction. The content and structural features assessment of the stakeholders' interaction in the organization and environmentally friendly activities conduct create a basis for the enterprises' green competitiveness formation and development, provide opportunities to form additional socio, environmental and economic values (Bardach, 1998; Mills, 2002; Donaldson and Dunfee, 1999, Dzwigol et al., 2020; Kuzior et al., 2020; Kwilinski & Kuzior, 2020; Miskiewicz & Wolniak, 2020; Pimonenko, 2018a).

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Stakeholders effective collaboration is vital in the implementation for environmentally oriented projects and programs, development of innovation, social policy, resource conservation and environmental policies (Van Horn, 2001; Bryson, 2002; Chygryn, 2016; Dalevska et al., 2019; Kwilinski et al., 2020). The green competitiveness of the company is a complex category, represented by the economic, marketing, environment, social and corporate determinants, which reflect the results of enterprises activity on the market. At the same time, understanding and perception by all groups of stakeholder's essence and effects of companies' activity are vital for promotion their activity. The goal of the paper is creating the preconditions for a stakeholder communication system for promoting the green competitiveness of the company and assessing by stakeholders the results of companies' activity.

Literature review. According to R. Freeman (Freeman, 2010) stakeholder theory is based on three main points:

1. Economic activity is characterized by the presence of specific relationships between enterprises and their stakeholders. At the same time, there is a relationship between the stakeholders' activities.
2. Interconnection and interdependence can bring potential benefits to all parties.
3. Each stakeholder have their specific expectations regarding various aspects of the enterprises' operation: organizational, economic, social, environmental, etc.

The stakeholder theory study (Grimble, 1996; Scott, 2000; Pimonenko, 2018c; Chygryn, 2018b; Boiko et al., 2019; Saluga et al., 2020; Savchenko et al., 2019; Tkachenko et al., 2019) allowed us to identify key areas for research the stakeholder interaction characteristics in the context of their impact on the enterprises' green competitiveness. Thus, the important points are:

- empirical identification of existing relationships between stakeholders while ensuring the enterprises' green competitiveness;
- identification of approaches and directions for improving the stakeholders' constructive interventions;
- understanding the key stakeholders in the green competitiveness formation and development and assessing their interests;
- the identification of essential and substantive basis for mutual coordination of companies internal corporate goals, stakeholders interests and their motivation;
- tools formation for reconciling the stakeholders' green competitiveness interests, conflicts prevention and contradictions;
- formation of tools for managing green competitiveness on the constructive stakeholders' interaction basis.

It should note that using the concept of «stakeholder management» is relevant. At the same time, scientists R. Freeman and D. Gidbert (Freeman, 1987) emphasize the importance of partnerships, building a system of management, not control. In this perspective, the process of managing the green competitiveness stakeholders interaction is a synthesis of stakeholder interaction, and it is designed to ensure the stakeholders' interests and needs in a systemic coherence with the corporate business interests. The system of communication and dialogue with stakeholders is studied in the scientific literature, primarily in the framework of stakeholder theory. However, as scientists S. Hart and S. Sharma were noted (Hart, 2004), current approaches do not consider «the potential to involve stakeholders in understanding» future changes «or to remove the radical uncertainty of the ongoing knowledge development». Accordingly, these and other scientists see stakeholder engagement as an organizational capacity formed in a resource-based data presentation mode. However, despite the growing popularity of the organizational capability approach among researchers, the capabilities themselves are often seen as «black boxes» because an understanding of relevant management and organizational processes, asset positions, and evolutionary pathways is still at an early stage. Constructive stakeholders involvement in internal corporate greening processes provides and strengthens the motivation of companies to cooperate

with external public and private institutions actively, develops trusting relationships with stakeholders (Bettinazzi, 2015; Yevdokimov, 2018; Chygryn, 2018a). It is important that the stakeholders' involvement and their collaboration will facilitate the exchange of knowledge, information, access to databases and experience of leading green companies, which in turn will allow companies to improve business procedures, to expand the implementation of the green initiative (Crilly, 2012; Kassinis, 2012; Chygryn, 2018c). In addition, it will be appropriate to overcome internal corporate contradictions associated with existing shortcomings in the implementation of the green innovation, inconsistent environmental information, lack of necessary knowledge and experience (Polonsky, 1998). Besides, when companies work closely with external stakeholders, it helps to increase internal self-control, increase external oversight, and, in some cases, involve stakeholders in an internal business transaction (Crilly, 2012). It raises stakeholder awareness of firms' environmental initiatives and makes information transfer more efficient. Management concepts based on the principles of stakeholder collaboration will focus companies on the widest possible provision of stakeholder requirements when the needs of other stakeholders are satisfied while meeting the needs of consumers. Relevant companies are characterized by greater flexibility of reactions to market needs, have a positive environmental image and could increase their productivity faster and more efficiently (Pimonenko, 2018b; Dzwigol & Dzwigol-Barosz, 2018). Their belonging largely determines peculiarities of stakeholder communications to a certain group. There are various approaches to the classification of stakeholders in the scientific literature. Scientists Porter, Clarkson and Savage (1991) identify «primary» and «secondary» stakeholders. Greenley and Foxal (1996) identify the following stakeholder groups: consumers; competitors; civil servants; shareholders; trade unions. Clarke and Clegg (1998) identify customers, employees, shareholders, and suppliers as stakeholders. Henriques and Sadorski (1999) proposed four main classifications of stakeholders: organizations; communities; regulatory authorities; mass media.

Methodology and research methods. The methodological basis of the study is the fundamental provisions of economic theory, management theory, stakeholder theory, communication theory, environmental economics. In accordance with the set of goal, the following research methods were used: logical generalization and scientific abstraction - in systematizing the prerequisites for the formation of a system of communications of green competitive stakeholders; typology of green competitiveness stakeholders; formal-logical - in determining the determinants and principles of effective collaboration of stakeholders of green competitiveness. We propose to undertake a dimensional analysis of how stakeholders of green competitiveness assess the results and effects of green strategies on the base of scientific approach represented by M. Chipulu (2019). In the process of investigation will study the five outcome dimensions are identified as consumer satisfaction in green goods; efficiency of green goods production; green goods quality and cleaner production; institutional partnership; community impact. For scaling responses in survey research, a seven-point psychometric Likert scale was used. It creates the background for examining relatedness among constituent measures on each dimension and allow obtaining the exact feedback on item transparency and user-friendliness. A general questioning is provided for five countries: Ukraine, Poland, Romania, Slovenia, Czech Republic and include the results of the survey the 1236 stakeholders. Data analysis is undertaking using the Multidimensional Scaling Analysis, which creates a map displaying the relative positions of several objects, given only a table of the distances between them. The map may consist of several dimensions. In the case of analysing the stakeholder assessment will be used five dimensions. This allowed creating a five-dimensional space common to all stakeholder groups of green competitiveness

Results. It should note that the prerequisite for constructive and effective stakeholders' collaboration to promote and develop green competitiveness are related factors to the following components.

1. The desire to communicate and collaborate. It will be ensured by clear responsibilities and powers delineation, organizational support, understanding of the important stakeholders' collaboration and communication.
2. Management and leadership features that are manifested in the interaction support between company managers and other institutions heads that make decisions about the cooperation content and areas.
3. A common goal and vision, which will be provided by a common vision and the common and agreed goals establishment for organizational activities and the green competitiveness development.
4. Transparency and trust, which will be ensured by clarity in stakeholder relations, shared responsibility and support.
5. Creating an enabling environment for cooperation, openness and understanding of the stakeholders' goals and motives.

Effective interaction of stakeholders in the formation of enterprises' green competitiveness will take place through various interaction forms (Rosokhata, 2020a). Thus, the scientific approaches generalization about the peculiarities of the stakeholders' involvement and cooperation (Bettinazzi, 2015; Crilly, 2012; Hart, 2004) allowed to identify the following forms of their interaction in the enterprises' green competitiveness formation and promotion: communications; consultancy; negotiation; collaboration (Figure 1).

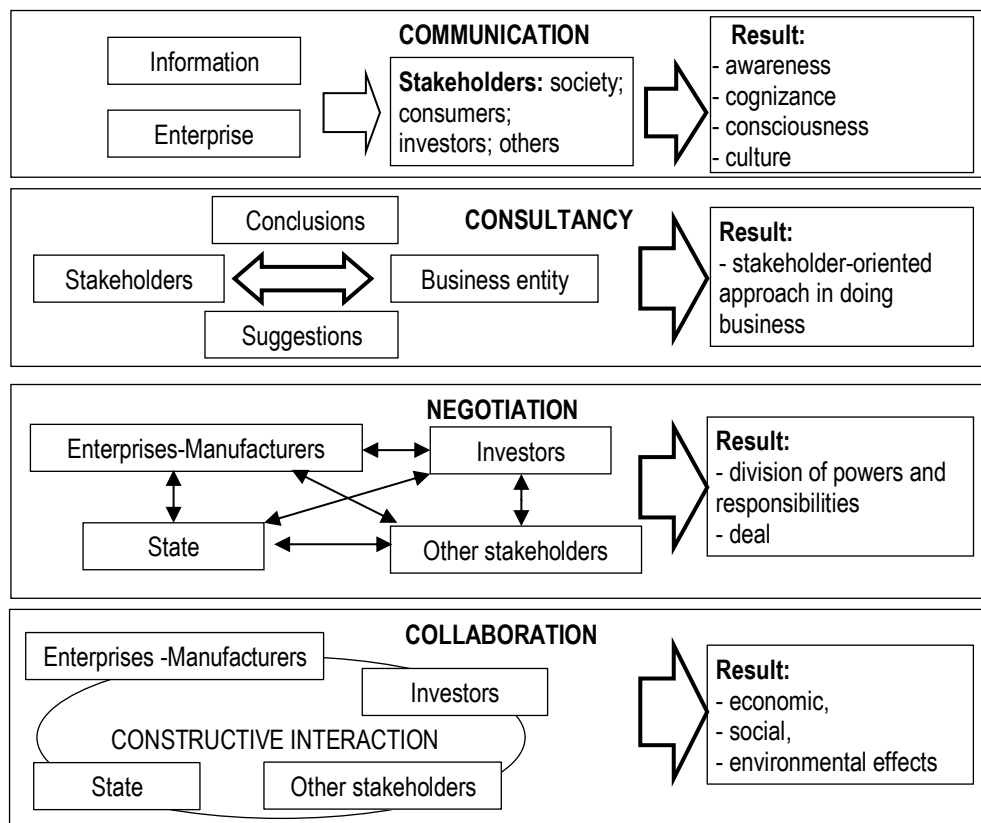


Figure 1. Forms of interaction green competitiveness stakeholders

Sources: developed by the authors.

In this case, the communication process is a one-way information transfer from the enterprise (organization) to the interested audience (society as a whole, certain groups of consumers, investors, other stakeholders, etc.). Consultation and negotiations are a bilateral mutual process, but the results expectations of these communications are different. Thus, the participants of the consultations expect their opinions, conclusions and proposals will be heard and taken into account in the formation of green strategies and development programs, in planning the implementation of environmentally friendly innovation projects, in promoting green technologies and industries etc. In turn, the negotiators expect from the interaction process of mutually beneficial agreements and a clear responsibilities division that will ensure the joint effect and results in the future. In this case, negotiations are an interactive form that will be accompanied by the contractual relations emergence. Collaboration in promoting green competitiveness is a fairly mature and comprehensive form of stakeholder interaction, where various parties plan to actively participate in certain projects and activities and seek to achieve appropriate results. It will be expressed in socio-environmental and economic effects. Accordingly, the process of collaboration differs from negotiations because negotiations can have some certain contradictions and conflicts. Thus, approaches to cooperation and collaboration often have more stable and long-term perspectives than negotiations (Rosokhata, 2020b).

In addition, it should note that the effective interaction of green competitive stakeholders is impossible without reaching a consensus. It is important in today's interconnected society, as several interrelated issues affect different segments of society with different interests. Consensus mechanisms allow many stakeholders to take an active part in decision-making processes, without leaving complex conflicting decisions to experts or others (Pfeffer, 1998; Jones, 1995; Mitchell, 1997). Stakeholders should have a systematic, broad understanding and perception of the economic activity ecological problems. At the same time, ensuring mutual communication and consensus helps them to establish a common understanding and appropriate basis for developing a solution, the results of which should satisfy all (Susniene, 2006; Mills, 2002). The practical implementation of the conceptual foundations of the interaction of green competitiveness stakeholders should be determined by specifying the appropriate ways to attract stakeholders. Table 1 shows the applied aspects of the basic form's implementation of green competitiveness stakeholders' interaction.

Table 1. Applied aspects of the green competitiveness stakeholder's interaction

| Green competitiveness stakeholders | Features of interaction |
|---|--|
| Company management | Analysis and assessment of the environmental culture level and awareness of the company's management, greening of company development strategies, promotion of green business projects and programs, informing shareholders and staff about the results of environmental activities, conferences, round tables for the media, publishing reports on corporate websites. |
| Company employees | Assessment of the involvement level and awareness of the enterprise green values, environmentally oriented goals discussion and results of environmental activities in the main areas, promotion of staff environmental culture. Conducting weeks of environmental ethics, quarterly meetings with the company's board, holding regular environmental conferences, organizing hotlines for appeals, meetings with speakers on environmentally oriented topics. |
| Business partners | Involvement in joint environmental programs and activities, economic tasks planning related to activities greening, involvement in training programs, public declaration of stakeholders' involvement in environmental activities. |
| Suppliers | Declaration of green values, holding joint promotions about environmental and resource-saving topics, creation of sectoral green associations, promotion of environmentally responsible procurement, green logistics introduction. |

Continued Table 1

| | |
|----------------------|--|
| Communities | Promotion of green and resource-saving community development projects, partnership aimed at preserving the environment, support and implementation of local environmentally oriented projects, volunteering, businesses excursions. |
| Customers | Implementation of joint programs to promote green values, implementation of trade marketing green campaigns, cooperation in programs and projects related to health and sustainable development, formation of teams for cooperation with key customers, joint business planning of environmentally friendly projects, creation centers for cooperation with green customers and consumers, creation of joint environmental platforms, assessment of customer satisfaction. |
| Consumers | Assessing the consumer education level on environmental issues, research of target focus groups, use of omnichannel marketing approaches in integrated communications, conducting green enterprise products promotions, creating hotlines for consumers, displaying green topics for the corporate website, conducting enterprises tours. |
| State institutions | State programs promotion to support eco-business (granting benefits, guarantees, etc.), consultations, public discussions, dialogues with state regulatory agencies, advising on foreign investment in eco-activities. |
| Public organizations | Holding conferences, consultations, public discussions, partnership in the implementation of joint environmentally oriented programs, membership in industry and business associations. |

Sources: developed by the authors.

Thus, in the assessing context, the processes of greening economic activity, the classification system of stakeholders in the green competitiveness formation and development will look like this. It should not that the basis for the appropriate typology formation is the features and degree of certain stakeholders influence the manufacturers' activities, the green competitiveness formation and development.

Table 2. Typology of green competitiveness stakeholders

| Classification criteria | Stakeholders types | Stakeholders |
|--|--------------------|--|
| By influence degree on the processes of economic activity greening | Explicit (active) | Consumers of green goods and services, owners, management, regulating and controlling institutions |
| | Latent (passive) | Environmentally oriented competing companies, green non-governmental organizations |
| | Primary | Manufacturers of green goods and services, local non-governmental organizations |
| | Secondary | Chambers of commerce, suppliers, retailers, media, scientific and educational institutions |
| By subject orientation | Market | Consumers, competitors, traders, investors |
| | Social pressure | Non-governmental environmental institutions, social and other associations, societies, clubs |
| | State | Regulatory and controlling state institutions |
| By belonging to economic activity | Internal | Company owners, management, employees of enterprises |
| | External | Commercial institutions, state institutions |
| By influence level | International | Commercial and non-commercial institutions, foreign competitors, green international associations and unions |
| | National | National eco-oriented producers, domestic consumers, state regulators |
| | Local | Competitive local businesses, local communities |

Continued Table 2

| | | |
|--------------------|----------------------------------|---|
| By terms of impact | Financial | Green investors, creditors, financial intermediaries, environmental banks, insurance companies, stock exchanges |
| | Technological (innovative) | Technology parks, business incubators, research and scientific institutions |
| | Environmentally friendly (green) | Green consumers, businesses that have a sustainable green image, non-governmental environmental organizations |

Sources: developed by the authors.

The theoretical basis generalization of the stakeholder collaboration theory allows forming the main determinants of their effective interaction for the green competitiveness formation and promotion.

1. Stakeholders must be interdependent and mutually interested. It is determined by the need to interact to achieve a common goal (that is none of them will be able to achieve on their own what the group can achieve through cooperation). Thus, it is necessary to encourage people to work together and cooperate.

2. Clear and constructive definition of values and motivation of each stakeholder in promoting environmentally friendly activities. It means that differences in values, needs and interests should not be an obstacle to meeting goals. They should be recognized, worked with and adhered to.

3. Joint or clearly differentiated responsibility for the fulfilment of obligations and for the decisions taken results. Thus, stakeholders in the implementation of environmentally oriented projects and programs should reach a consensus in the formation of final decisions and be ready to implement them.

4. Stakeholder cooperation. Thus, building consensus or cooperation must be an emergent process. In other words, decisions and results of stakeholder cooperation should be implemented flexibly.

Building effective interaction of green competitiveness stakeholders should be based on the following principles: transparency; voluntary; integration; joint targeting; mutual benefits; ecological and economic efficiency; constructiveness; equality; responsibilities; motivation; prevention. Figure 2 shows the interaction system of green competitiveness stakeholders.

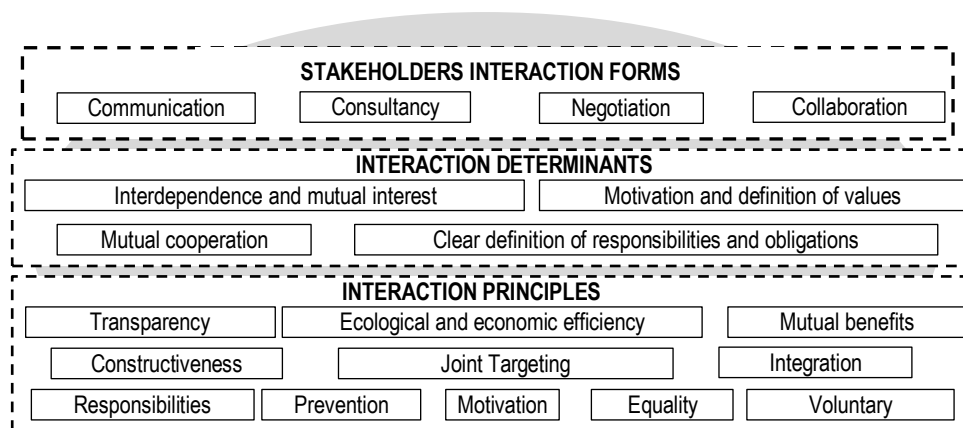


Figure 2. The interaction system of green competitiveness stakeholders

Source: developed by the authors.

It should note that the constructive interaction of green competitiveness stakeholders and reaching a consensus between them will ensure the protection of all parties in the environmentally friendly and resource-saving projects and programs implementation. It is possible if all participants make final decisions voluntarily and each party has a chance to make sure that its interests are represented. To assess the results and effects of green strategies were gathered valid data from 1236 stakeholders when were classified on groups by belonging to economic activity: internal and external (Table 3).

Table 3. Representation of stakeholders by role and success-failure type

| Category of stakeholder | Type | Type frequency by type, % | | |
|-------------------------|----------------------------|---------------------------|-------------|--------------|
| | | Success | Failure | Total |
| Internal | Stuff | 275 (22,3%) | 178 (14,41) | 523 (42,31%) |
| | Manger | 150 (12,15%) | 77 (6,27) | 217 (17,56%) |
| | Board of derectors | 38 (3,12%) | 33 (2,69) | 174 (14,08%) |
| | Chairman of the Board | 67 (5,45%) | 31 (2,51) | 75 (6,07%) |
| External | Consumers | 50 (4,08%) | 168 (13,65) | 383 (30,99%) |
| | Community | 28 (7,45%) | 67 (5,42) | 87 (6,96%) |
| | Institutional Stakeholders | 95 (2,31%) | 21 (1,92) | 99 (8,01%) |
| Total | | 703 (56,86%) | 533 (46,86) | 1236 (100%) |

Source: developed by the authors.

According to Table 3, most stakeholders represented by the internal respondents – 56,86%. In all groups of stakeholders, stuff is assessing results of the environmental strategies as «success» – 22,3% and community from another group – 7,45%. Figure 3 shows the results of Multidimensional Scaling Analysis for the five dimensions: consumer satisfaction in green goods (D1); efficiency of green goods production (D2); green goods quality and cleaner production (D3); institutional partnership (D4); community impact (D5).

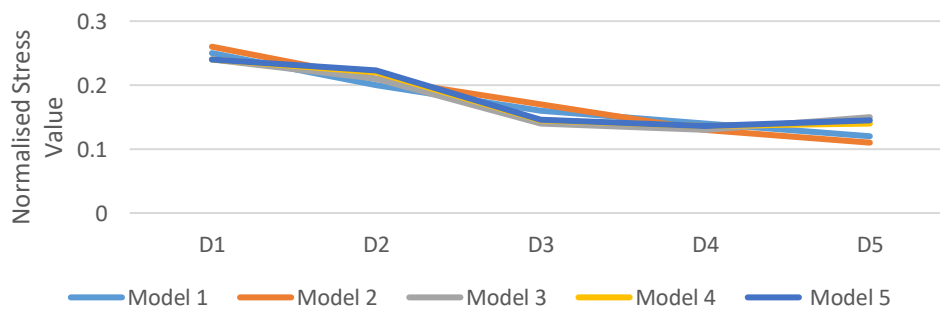


Figure 5. Results of normalized stress per MDS dimension

Source: developed by the authors.

The results in Figure 5 show that for all dimensions, the stakeholder opinion is the same. That is evidence that the processes of greening stakeholder's communication are becoming wider and involve more participants.

The formation and promotion of enterprises' green competitiveness are possible if there are clearly defined criteria for assessing its level by stakeholders. Thus, from the point of view of consumers, the basic criteria should be:

- product quality, its environmental characteristics, the possibility of recycling the product and packaging, environmental friendliness of production technology;
- features of pricing, availability of discount and bonus programs, the possibility of obtaining discounts for disposing of goods or packaging (containers);
- features of logistics and goods delivery, the possibility of purchasing online, the availability of green platforms for consumer communications;
- availability of different green goods service system.

Employees of enterprises also form a group of stakeholders interested in certain enterprise results. For assessing the level of green competitiveness, this category will act as an indicator of relevant environmentally oriented processes. So, the following will be important for employees of enterprises:

- the competitive level of wages;
- job satisfaction, faith in the corporate mission of the company, understanding of belonging to the positive changes in the environment;
- environmentally safe working conditions;
- environmentally oriented motivation.

Today, society is an active stakeholder in terms of monitoring the enterprises' impact processes to the environment. So, there are the next actual steps in this direction for society as a whole:

- enterprises environmentally oriented behaviour;
- promotion of innovative nature and resource-saving activity principles;
- quality and safety of the company products and services;
- green infrastructure development.

Conclusion. The development of innovation and green competitiveness formation is possible via the conditions of relevant green projects and programs implementation. It requires a strong additional financial support. Investors and lenders are forming a powerful stakeholders cluster. They are interested in: the level of return on green investment, which is characterized by indicators of profitability, investment profit; the level of environmentally oriented corporate responsibility; the company rising share price; features of marketing policy for the green goods and services promotion.

It should note that the company's owners (shareholders) largely determine the characteristics and effectiveness of companies. There is a theoretical approach, according to which the activities of companies' owners and managers are considered in terms of «nanoeconomy». Thus, important in green competitiveness development are:

- the gaps assessment between the shareholders and managers personal interests and the team interests, and objectively the best and most effective for this company ways to realize its environmentally friendly competitive potential;
- gaps assessment in the managers and performers remuneration;
- shift of managerial interests towards short-term. Because there is instability, which is supported by artificial means;
- high corruption level;
- market competition restriction, creation of barriers for green competitiveness development.

Thus, for assessing the greening processes and the green competitiveness level, the owners of the company will analyze company green image and green brand; company greenwashing; growth of the company's shares market value, including green shares; investment level to green projects and programs, including green investments; resource and energy intensity of economic activity.

The key guidelines definition for the main stakeholders will allow approaching the formation of various strategies and roadmaps for enterprise development, under considering and concretizing of marketing components.

Stakeholders effective interaction is possible with a clear definition of the main stakeholders' functions, which should include:

- economic, they ensure the effective profitability of environmentally friendly companies. It is important to assess the production processes of energy, material and resource intensity, the green pricing using, evaluation of environmentally friendly business projects and programs;
- managerial, it consists of the economic activity process organization, implementation environmental issues to the company strategy and policy, the environmental management system implementation, conducting an independent environmental audit;
- marketing, which are determined by using a modern tools system for the green competitiveness formation and development, green goods and services existing and potential consumers analysis, environmental products promotion, the company green image and brand formation, avoiding greenwashing.

Thus, the organizational and economic foundation formation of green competitiveness stakeholders interaction would create a basis for their constructive and effective collaboration. It would ensure the formation and strengthening of green competitive positions in the market, as well as form the environmentally friendly enterprise positive image, expand the range of green goods and services consumers.

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Стейкхолдери зеленої конкурентоспроможності: інноваційні підходи в створенні комунікаційних систем

Діяльність та взаємодія стейкхолдерів розвитку та просування зеленої конкурентоспроможності підприємств є актуальними сьогодні і відіграють важливу роль для створення конкурентних переваг підприємств на ринку. Систематизація літературних джерел доводить, що економічна діяльність характеризується специфічними взаємовідносинами між широким колом зацікавлених сторін. При цьому ефективна комунікативна система може принести потенційну вигоду всім сторонам. Авторами відмічено, що у даному випадку самі стейкхолдери мають власні конкретні очікування щодо різних аспектів функціонування підприємств: організаційних, економічних, соціальних, екологічних тощо. Основною метою статті є формування передумов для побудови системи комунікації зі стейкхолдерами для просування зеленої

конкурентоспроможності підприємств та оцінки зацікавленими сторонами наслідків діяльності компаній. В роботі використовуються наукові методи, засновані на логічному узагальненні та науковій абстракції для систематизації передумов формування системи комунікацій зелених конкурентних стейкхолдерів; типологізації стейкхолдерів зеленої конкурентоспроможності; формально-логічний для визначення детермінант та принципів ефективної співпраці зацікавлених сторін зеленої конкурентоспроможності. Для дослідження оцінки зацікавленими сторонами ефектів зеленої конкурентоспроможності було проведено багатовимірний аналіз масштабування та оцінено п'ять вимірів отриманих ефектів: задоволеність споживачів зеленими товарами; ефективність виробництва зелених товарів; якість зелених товарів та чисте виробництво; інституційне партнерство; вплив громади. Для масштабування відповідей в ході опитування використовувалася семибальна психометрична шкала Лікерта. Загальне опитування проводиться на основі даних п'яти країн: України, Польщі, Румунії, Словенії, Чехії та включає результати опитування 1236 стейкхолдерів. Результати оцінки показують, що у всіх групах (внутрішніх та зовнішніх) стейкхолдерів, працівники підприємств оцінюють результати екологічних стратегій як «успішні» – 22,3% та громади, з іншої групи, – 7,45%. Висновки стейкхолдерів є практично ідентичними. Таким чином, це свідчить про те, що процеси екологізації комунікацій із зацікавленими сторонами стають ширшими та залучають більше учасників. Результати дослідження створюють передумови для вдосконалення системи взаємодії зацікавлених сторін зеленої конкурентоспроможності.

Ключові слова: стейкхолдер, зелена конкурентоспроможність, взаємодія, партнерство стейкхолдерів, оцінка.

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