

индикаторы устойчивого развития экспедиторских предприятий. В рамках разработанной модели транспортного рынка на базе понятийного аппарата теории игр сформулирована задача формирования стратегий устойчивого развития транспортно-экспедиторских компаний.

**Результаты.** Разработана модель рынка транспортно-экспедиторских услуг, позволяющая формализовать спрос на транспортные услуги как характеристики материальных, финансовых и информационных потоков, циркулирующих в логистической системе. Выделены численные технико-эксплуатационные и технико-экономические показатели, позволяющие охарактеризовать индикаторы устойчивого развития экспедиторских предприятий. Формализована функция выигрыша в игровой модели формирования стратегий экспедиторского предприятия, которая, с одной стороны, определяется на основании численных параметров спроса, а с другой – включает численные характеристики индикаторов устойчивого развития предприятия.

Предложена методика проведения работ, обеспечивающих практическую реализацию разработанных принципов формирования стратегий устойчивого развития для экспедиторских предприятий.

**Научная новизна.** В работе впервые предлагается подход к формированию стратегий поведения экспедиторских предприятий в среде рынка транспортных услуг, который, в отличие от существующих, позволяет определить стратегии, обеспечивающие устойчивое развитие предприятий.

**Практическая значимость.** Разработанная модель является теоретической базой для проведения экспериментальных исследований с целью определения стратегий поведения транспортно-экспедиторских компаний, обеспечивающих их устойчивое развитие.

**Ключевые слова:** экспедиторское предприятие, устойчивое развитие, стратегия поведения

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A. Yu. Zhulavskiy, Cand. Sc. (Econ.), Prof.,  
D. O. Smolennikov,  
N. M. Kostyuchenko, Cand. Sc. (Econ.), Assoc. Prof.

Sumy State University, Sumy, Ukraine, e-mail: arkadii.zhulavskiy@ukr.net; dos@management.sumdu.edu.ua; n.kostyuchenko@fpkv.sumdu.edu.ua

## SOCIAL AND ENVIRONMENTAL RESPONSIBILITY STRATEGIES OF BUSINESS

А. Ю. Жулавський, канд. екон. наук, проф.,  
Д. О. Смоленніков,  
Н. М. Костюченко, канд. екон. наук, доц.

Сумський державний університет, м. Суми, Україна, e-mail: arkadii.zhulavskiy@ukr.net; dos@management.sumdu.edu.ua; n.kostyuchenko@fpkv.sumdu.edu.ua

## СТРАТЕГІЇ СОЦІАЛЬНО-ЕКОЛОГІЧНОЇ ВІДПОВІДАЛЬНОСТІ ПІДПРИЄМСТВА

**Purpose.** The purpose of the article is to identify strategies for social and environmental responsibility of a company according to the existing business opportunities for implementing social and environmental responsibility and according to the readiness of an enterprise to introduce programs of social and environmental responsibility as well as to choose the strategic alternative according to the level of social and environmental security of the region in which the enterprise is located.

**Methodology.** The results were obtained with the following methods: matrix approach in creating a matrix of social and environmental responsibility strategies of a company; quantitative analysis in determining the capability of an enterprise to implement appropriate social and environmental responsibility; qualitative analysis in determining the readiness of a company to introduce these programs.

**Findings.** The authors proposed a list of criteria to identify the strategies for social and environmental responsibility of companies. Nine main strategies for social and environmental responsibility of companies were determined in the paper, namely, reactive, defensive, stabilization, minimum responsibility strategy, preventive, growth strategy, accommodative, capacity building, proactive. The authors proposed an algorithm to choose strategic alternatives according to the existing company's strategy of social and environmental security.

**Originality.** The authors suggested a two-level matrix of choosing the strategies for social and environmental responsibility of the enterprise according to the following:

1) basic selection criteria upon which it is possible to make conclusions regarding the available development strategy: the capabilities for the implementation of social and environmental responsibility programs as well as the readiness of enterprise to implement these programs;

2) criterion of strategic alternatives choosing, i. e. the level of social and environmental security of the region in which the enterprise is located. Based on this criterion, it is possible to draw a conclusion of prospects of an enter-

prise's development and required strategic alternative with the purpose of implementing social and environmental responsibility at an enterprise.

**Practical value.** The suggested approach allows an enterprise to determine its development strategy to achieve social and environmental responsibility and a company's readiness to implement social and environmental responsibility programs as well as to choose a perspective strategic alternative.

**Keywords:** *social and environmental responsibility, strategy, stakeholders, strategic alternatives*

**Introduction.** At the present stage of society development under condition of environment pollution and the reduction of non-renewable natural resources the issue of social and environmental responsibility of enterprises is becoming more urgent, especially in the framework of the implementation of the concept of society's sustainable development. Social and environmental responsibility of the business involves the voluntary development and implementation of environmentally-oriented programs by companies.

For example, in most EU countries the state programs on the support and stimulation of the corporate social responsibility are designed in different forms and operate, as well as the programs on social and environmental responsibility of business. Since 1999 the United Nations Global Compact has been in force and enterprises of different countries of the world can join it voluntarily.

Since 2006, a local network of the UN Global Compact has existed in Ukraine. However, according to a survey conducted by the centre "Development of CSR", the share of Ukrainian enterprises which do not implement a policy of social responsibility makes 80.4 %. In addition, the share of enterprises involved in environmentally responsible activities is only 52 %, and has not increased in comparison with 2005, nor has priority of implementation of various measures for environmental responsibility changed. At the same time, the number of enterprises that are implementing such programs and activities has decreased significantly in Ukraine.

It should be noted that the implementation of programs and activities on social and environmental responsibility should meet the business development strategy rather than occur occasionally at the enterprise. Mentioned activities require additional resources and have an effect that is delayed in time. Therefore, there is a problem of determining the strategy of social and environmental responsibility, according to the available capabilities and the degree of an enterprise's readiness for the implementation of such programs, as well as a problem of choosing strategic alternatives.

**Analysis of the recent research and publications.** Economic science has never stood apart from the solution of the problem of formation of social and environmental responsibility of business entities and the development of strategies of its implementation in practice. Analysis of the existing theoretical achievements allows choosing a few approaches that have become the most widespread in the field of study of the relationship between the economic activity of the enterprise and the environment protection.

The first approach combines the concept of developing enterprises' environmental strategies in accordance with the institutional aspect, taking into account the socio-cultural factors, the influence of external stakeholders, government regulation [1].

In their research, S.L. Hart and G. Dowell, while studying the formation of sustainable business strategy, proved the need for three strategies of environmental sustainability: pollution prevention strategy, product management, clean technology [2].

In turn, R.J. Orsato suggested the methodological approaches to the creation of the classification of competitive environmental strategies types by highlighting eco-efficiency, eco branding, compliance with leadership positions, competitive advantages regarding the environmental costs [3]. This classification allows determining the company's positions in the market, taking into account the environmental factor.

A. Kolk and J. Pinkse focused on the study of the reaction of the enterprise on climate change. The scientists determined the climate strategies at different organisational levels, and gave evidence the strategies can be linked to the societal and competitive context that companies face showing that the combination of environmental strategy with the economic goals of the company is possible [4].

In their scientific work, scientists V. Albino, A. Balice and R.M. Dangelico [5] conducted deep analysis of the environmental strategies and studied various existing classifications. These scientists inclined to consider the environmental dimension of sustainable development and suggested to consider the product designing and the enterprise development strategies taking into account this aspect.

The second approach is based on the organizational aspects of business (both internal and external), and takes into account the enterprise's organizational culture, management methods, values and behavior of enterprise administration, etc. [1].

In his research, M. Wagner [6] emphasized the role of environmental management system while achieving the business economic goals and environment protection.

J. Pinkse together with T. Hahn, L. Preuss and F. Figge [7] offered strategies for corporate sustainability by highlighting the so-called strategies for acceptance and resolution, in accordance with individual and organizational behavior.

Strategies for voluntary environmental initiatives for business have been proposed by P. Christmann and G. Taylor [8]. In our opinion, this approach is the most similar to the strategies for social and environmental responsibility of business.

**Unsolved aspects of the problem.** However, for all the importance of existing research the scientists left the issue of choosing strategies for social and environmental responsibility of enterprise, the criteria for choosing these strategies without attention.

Besides, the above mentioned approaches do not take into account the existing capabilities of business entity for the implementation of programs and activities of social and environmental responsibility.

**Objectives of the article.** The objective of the article is to develop the strategies for social and environmental responsibility of the enterprise in accordance with the existing possibilities of their implementation, its readiness for the implementation of social and environmental responsibility programs, as well as to choose strategic alternatives according to the level of security of the region in which the enterprise.

**Presentation of the main research and explanation of scientific results.** To make a decision on the further direction of the enterprise’s activity on its social and environmental responsibility we consider it is appropriate to study possible strategies for social and environmental responsibility of the enterprise.

We consider the strategy for social and environmental responsibility of the enterprise as the sequence of actions to achieve the competitive advantages by means of social and environmental responsibility of business.

The authors [8] suggest five strategies for voluntary environmental initiatives for business. They are as follows proactive; accommodative; defensive; potential building strategy; reactive. Each of the strategies provides certain behavior of the enterprise, certain list of actions, has its advantages and risks.

We consider that the list of strategies for social and environmental responsibility of the enterprise is not limited by five mentioned strategies which can be adapted to the goals of social and environmental responsibility. There should be added such strategies as: preventive strategy (in the context of preventive actions), stabilization strategy, strategy for the implementation of the minimum responsibility (as the initial starting point of the enterprise behavior changes towards social and environmental responsibility), and strategy for growth (when additional opportunities to the implementation of programs and measures of social and environmental responsibility of business appear).

We suggest considering the matrix that is developed by us and consists of nine strategies for social and environmental responsibility of the enterprise (Fig. 1).

Reactive strategy (Strategy 1.1) provides the actions of enterprise with the purpose of meeting minimum legal requirements.

Defensive strategy (Strategy 1.2) consists in the implementation of social and environmental responsibility

programs in order to avoid more strict requirements on the part of external stakeholders and by the law that may cause significant additional costs in future.

Stabilization strategy (Strategy 1.3) provides the compliance with existing direction of enterprise activity [9].

Minimum responsibility strategy (Strategy 2.1) provides the reduction in production due to the inability to capture the market as a result of the absence of competitive advantages.

Preventive strategy (Strategy 2.2) is aimed at the prevention of adverse social and environmental effects of the enterprise activity.

The company provides in advance the signals of stakeholders on the need for implementation of social and environmental responsibility programs and implements such programs into its activity, at least at minimum level.

Growth strategy (Strategy 2.3) is aimed at the enterprise growth, often through penetration and capture of new markets by obtaining competitive advantages through improving company’s reputation by implementing programs of social and environmental responsibility of enterprises.

Accommodative strategy (Strategy 3.1) means matching the expectations of external stakeholders on the need for the implementation of social and environmental responsibility programs at the enterprise. At the same time the actions of the enterprise on the implementation of social and environmental responsibility programs is a response to stakeholders’ signal.

Potential building Strategy (Strategy 3.2) provides potential-building for the implementation of social and environmental responsibility programs at the enterprise through the study of the best practices for the implementation of social and environmental responsibility at the leading enterprises of industry and the prospects for the application of this experience at the enterprise.

Proactive strategy (Strategy 3.3) provides full awareness of the positive role of social and environmental responsibility for business by the enterprise administration. The mentioned strategy consists in developing the effective mechanisms for the implementation of social and environmental responsibility at the enterprise, which will be positively perceived by all stakeholders.

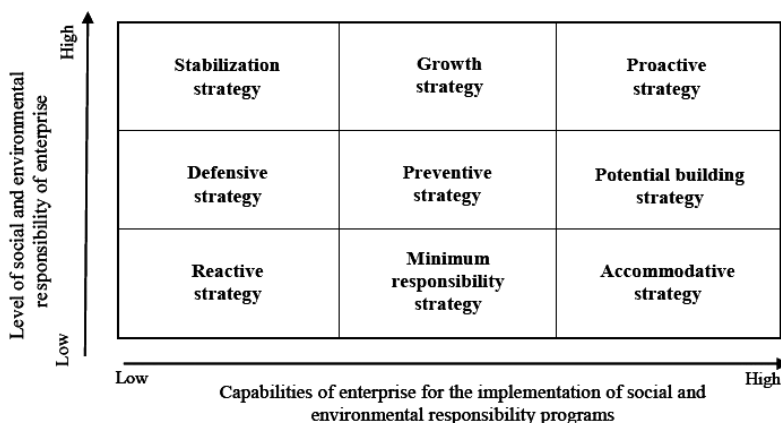


Fig. 1. Matrix of strategies for SER

At the same time, there appears an issue how the enterprise can choose one or another strategy for social and environmental responsibility (SER) and what criteria are used for the corresponding decision making.

In order to differentiate the strategies for social and environmental responsibility of the enterprises the following criteria are suggested to be applied:

- 1) capabilities of the enterprise for the implementation of social and environmental responsibility programs;
- 2) level of social and environmental responsibility of enterprise.

We consider capabilities of the enterprise for the implementation of social and environmental responsibility programs as the existence of appropriate resources for the implementation of social and environmental responsibility programs at the enterprise. To determine this indicator, we suggest using comprehensive approach to the formation of the integral index based on the indicators of investment potential, labor potential and the qualitative index of social and environmental activity of the enterprise.

We consider the level of social and environmental responsibility of enterprise as the enterprise’s readiness for the implementation of social and environmental responsibility programs. We suggest determining the level of social and environmental responsibility of the enterprise by using the integral index of social and environmental responsibility of enterprises, which is calculated on the basis of such indicators as: environmental load, occupational safety and social protection, social capital, the volume of production, the costs of environmental protection measures.

At that, we offer to carry out the division into “low” and “high” levels in view of the average value of the integral indexes for enterprises in a particular industry.

Thus, the above suggested integral indexes can be the basis for determining the existing strategy for social and environmental responsibility of the enterprise.

At the same time, a decisive role in the choice of strategy for social and environmental responsibility of the enterprise has another criterion, i.e. the general level of social and environmental security in the region where the enterprise is located (Fig. 2).

|              |              |              |
|--------------|--------------|--------------|
| Strategy 1.3 | Strategy 2.3 | Strategy 3.3 |
| Strategy 1.2 | Strategy 2.2 | Strategy 3.2 |
| Strategy 1.1 | Strategy 2.1 | Strategy 3.1 |

Fig. 2. Choice of strategy for SER by level of social and environmental security in the region where the enterprise is located:

– low;    – average;    – high

The level of social and environmental security is a state of safety that is formed in the field of the regulating the environmental activities of the society and the state, the implementation of environmental law, freedoms and legitimate interests of citizens and ensure the safety of functioning the surrounding environment and minimizing social and environmental threats [10].

In accordance with the level of social and environmental security of the region in which the studied enterprise is located, certain strategy can be either effective or ineffective, and its use can be inappropriate under existing level of social and environmental security of the region.

At that, strategies may be grouped into blocks (Fig. 3).

Numbering of the strategies demonstrates the degree of compliance with the above mentioned criteria. Thus, Strategy 1.1 is used on conditions that the enterprise has no resources for the implementation of social and environmental responsibility programs. Also this strategy is applied under a low level of readiness for the implementation of programs of social and environmental responsibility, as well as the low level of social and environmental security in the region where the company is located. Accordingly, Strategy 3.3 is used in case of high level of all three criteria.

Taking into account which strategy for social and environmental responsibility (i.e. the existing strategy) the enterprise has chosen for present moment we suggest considering the possible direction of strategy changing in future (strategic alternatives) with the purpose of achieving the goals of social and environmental responsibility of the enterprise (Fig. 4).

As is evident from Fig. 4, each of existing strategies for social and environmental responsibility has one or more strategic alternatives. At that, the transition to higher level of social and environmental security (e.g., from survival strategy to stabilization one; from stabilization strategies to the strategies for social and environmental responsibility) is preferable while choosing an alternative strategy.

After identifying the existing strategy of the company with taking into account the strategic goals of the enterprise, i.e. increasing of social and environmental responsibility of the enterprise, an assessment of nearby strategic alternatives is carried out. And the corresponding strategic alternative of the highest priority is chosen among them (Table).

| Strategies for SER                             |   |  |
|--|---|--|
| Survival strategies under stakeholder pressure | Stabilization strategies (compliance to stakeholder requests) | Strategies for social and environmental responsibility |
| Strategy 1.1<br>Strategy 1.2<br>Strategy 2.1   | Strategy 1.3<br>Strategy 2.2<br>Strategy 3.1                  | Strategy 2.3<br>Strategy 3.2<br>Strategy 3.3           |

Fig. 3. Strategies for SER grouped by blocks

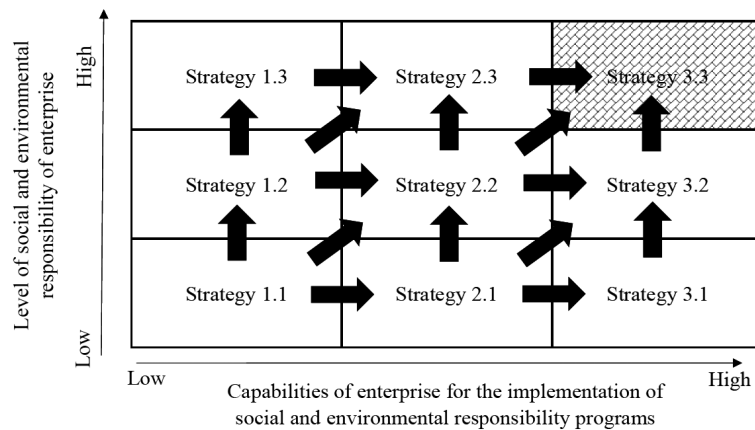


Fig. 4. The possible directions of strategic alternatives

Table

Priority options of SER strategies

|              |   |              |   |              |
|--------------|---|--------------|---|--------------|
| Strategy 1.1 | → | Strategy 2.2 | → | Strategy 3.3 |
| Strategy 1.2 | → | Strategy 2.2 | → | Strategy 3.3 |
| Strategy 1.3 | → | Strategy 2.3 | → | Strategy 3.3 |
| Strategy 2.1 | → | Strategy 3.2 | → | Strategy 3.3 |
| Strategy 3.1 | → | Strategy 3.2 | → | Strategy 3.3 |

Thus, choosing strategic alternatives depends on the resources, available at the enterprise, primarily financial ones, as well as on the degree of awareness of strategic role of social and environmental responsibility for the enterprise, i. e. readiness of the enterprise for the implementation of social and environmental responsibility programs.

**Research conclusions and recommendations for further research in this area.** The authors have expanded the list of strategies for social and environmental responsibility of the enterprise, which, in addition to the existing ones, include preventive, stabilization, growth strategy and minimum responsibility strategy. The proposed strategies can be applied by enterprises in case of minor capabilities (low and medium) to implement the programs and activities of social and environmental responsibility.

The authors suggested two-level matrix of choosing the strategies for social and environmental responsibility of the enterprise according to the following:

1) basic criteria of choosing, on the basis of which it is possible to make a conclusion concerning the existing strategy of enterprise development: the capabilities for the implementation of social and environmental responsibility programs as well as readiness of the enterprise to implement social and environmental responsibility programs;

2) criterion of choosing strategic alternatives, i. e. the level of social and environmental security of the region in which the enterprise is located. On the basis of this criterion, we can conclude about the prospects of the enterprise development and the desired strategic alternatives with the purpose of implementing social and environmental responsibility at the enterprise.

On the basis of the research on the process of choosing strategic alternatives, which is implemented in order to improve social and environmental responsibility of business, the strategic alternatives are suggested for each of the existing strategies for social and environmental responsibility of the enterprise. At that, a proactive strategy is considered to be of the highest priority strategic alternative.

A further direction of scientific research can be aimed at the determination of the degree of influence of various stakeholder groups on the implementation of a strategy for social and environmental responsibility by the enterprise.

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**Мета.** Розробка стратегій соціально-екологічної відповідальності підприємства відповідно до наявних можливостей їх впровадження, його готовності до втілення відповідних програм, а також у виборі стратегічних альтернатив згідно з рівнем екологічної безпеки регіону, в якому розташоване підприємство.

**Методика.** Результати отримані за рахунок застосування таких методів: матричний підхід – при складанні матриці стратегій соціально-екологічної відповідальності підприємства; кількісний та якісний аналіз – при визначенні наявних можливостей підприємства для запровадження відповідних програм соціально-екологічної відповідальності; якісний аналіз – при визначенні готовності підприємства до втілення таких програм.

**Результати.** Розроблено перелік критеріїв для визначення стратегій соціально-екологічної відповідальності підприємств. На основі обраних критеріїв та індикаторів, за якими вони оцінюються, визначені дев'ять стратегій соціально-екологічної відповідальності підприємств, а саме: реактивну, оборонну, стабілізаційну, стратегію мінімальної відповідальності, превентивну, стратегію зростання, адаптивну, стратегію нарощування потенціалу та проактивну. Запропоновано алгоритм вибору стратегічних альтернатив з огляду на наявну стратегію соціально-екологічної відповідальності підприємства.

**Наукова новизна.** Розроблена дворівнева матрична система відбору стратегій соціально-екологічної відповідальності підприємства відповідно до:

1) основних критеріїв відбору, на базі яких можна зробити висновок щодо наявної стратегії розвитку підприємства: наявні можливості підприємства до запровадження програм соціально-екологічної відповідальності, а також готовність підприємства до втілення таких програм;

2) критерію відбору стратегічних альтернатив – рівень соціально-екологічної безпеки регіону, в якому розташоване підприємство. На основі даного критерію можна зробити висновок щодо перспективи розвитку підприємства й бажаної стратегічної альтернативи з метою запровадження соціально-екологічної відповідальності на підприємстві.

**Практична значимість.** Запропонований підхід надає можливість підприємствам визначити стратегію їх розвитку з урахуванням можливостей забезпечення соціально-екологічної відповідальності й готовності підприємства до втілення програм соціально-екологічної відповідальності, а також обрати перспективну стратегічну альтернативу.

**Ключові слова:** соціально-екологічна відповідальність, стратегія, стейкхолдери, стратегічні альтернативи

**Цель.** Разработка стратегий социально-экологической ответственности предприятия в соответствии с существующими возможностями их внедрения, готовности предприятия к внедрению соответствующих программ, а также в выборе стратегических альтернатив в соответствии с уровнем экологической безопасности региона, в котором расположено предприятие.

**Методика.** Результаты получены за счет применения таких методов: матричный подход – при составлении матрицы стратегий социально-экологической ответственности предприятия; количественный и качественный анализ – при определении имеющихся возможностей предприятия для внедрения соответствующих программ социально-экологической ответственности; качественный анализ – при определении готовности предприятия к их внедрению.

**Результаты.** Разработан перечень критериев для определения стратегий социально-экологической ответственности предприятий. На основе предложенных критериев и индикаторов, по которым они оцениваются, определены девять стратегий социально-экологической ответственности предприятий, а именно: реактивная, оборонная, стабилизационная, стратегия минимальной ответственности, превентивная, стратегия роста, адаптивная, стратегия наращивания потенциала, проактивная. Предложен алгоритм выбора стратегических альтернатив, учитывающий имеющуюся стратегию социально-экологической ответственности предприятия.

**Научная новизна.** Разработана двухуровневая матричная система отбора стратегий социально-экологической ответственности предприятия в соответствии с:

1) основными критериями отбора, на основе которых можно сделать вывод об имеющейся стратегии развития предприятия: имеющиеся возможности предприятия к внедрению программ социально-экологической ответственности, а также готовность предприятия к внедрению этих программ;

2) критерием отбора стратегических альтернатив: уровень социально-экологической безопасности региона, в котором расположено предприятие. На основе данного критерия можно сделать вывод о перспективах развития предприятия и желаемой стратегической альтернативе с целью внедрения социально-экологической ответственности на предприятии.

**Практическая значимость.** Предложенный подход позволяет предприятиям определить стратегию их развития с целью обеспечения социально-экологической ответственности и готовности предприятия к внедрению программ социально-экологической ответственности, а также выбрать перспективную стратегическую альтернативу.

**Ключевые слова:** социально-экологическая ответственность, стратегия, стейкхолдеры, стратегические альтернативы

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