

Sustainability and sustainable development

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Editor



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5.

SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY— ORGANISATIONAL LEVEL



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Abstract: Sustainable development and CSR are included in the strategies of most companies. To learn more what companies do for the environment and society—usually, one can visit their websites and read about their SD or CSR activities in reports. However—the quality of such reports differs—from minimum information to very deep immersion into explaining to stakeholders how an organisation understands its role in society.

The aim of this chapter is to explain how sustainable development (SD) and Corporate Social Responsibility (CSR) influence corporate strategy, both on a corporate level—mission, vision and its goals, and functional areas of organisation.

Keywords: business functions, corporate strategy, mission, objectives, organisational level, sustainable development, vision.

5.1. Theoretical background

The concept of SD has very strong influence on organisations, indicating the directions of strategic development for them. The global adoption of Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development has focused both governments and finance institutions on the need for more integrated sustainability strategies. In some organisations, it is reflected at the level of selected functions—e.g. in the area of logistics and in others, it permeates all spheres of business activity. A narrow or broad approach is conditioned by a number of internal and external factors. Among those internal, one should indicate the type of organisation, the approach of the company's owners to the idea of SD and the managers/board themselves to implement SD solutions. The external factors should include, first of all, economic, legal, political, socio-cultural and technological conditions. The implementation of SD goals is strongly connected with CSR, which may be perceived as the concept translating SD to business.

As far as CSR is concerned, it provides companies (small, medium and large) with a way to structure, manage and achieve SDGs (Sustainable Development Goals) and values. Large companies, due to their scope of business, owned capital and unique, rare and difficult to copy capabilities, initiate a large scope of initiatives of different kinds and on a big scale. Locally operating small companies, often family businesses, mark their presence in society by means of activities, noticeable and important for local communities. This is their advantage. Since they are closer to inhabitants, they have a better understanding of needs and their engagement positively influences business.

The idea of CSR is reflected both at strategic and operational levels. Strategic CSR influences all decisions and activities in all aspects, starting from defining core values, mission, vision, and the way they are implemented. Nowadays, these values have become crucial, because they are not only about defining business values, but also those general for society, the environment and owners (for example, social, moral and human values, as well as those more detailed: respect and responsibility, shared values, common good and others). Business cannot exist without such values. It is the declaration of an organisation—the promise to employees, shareholders, the whole society. However the attitude of a company towards CSR takes on such forms as: reactive, defensive, adaptive and proactive. It depends on the level of awareness regarding the overall influence of an organisation on the surrounding environment and stakeholders. The highest level—proactive means, that is a company initiates solutions to achieve CSR goals, while reactive means are oriented towards protection against threats. The type of strategy implies the level of involvement in activities aimed at achieving goals related to CSR.

In turn, operational CSR concerns the instruments and measurement of effectiveness and efficiency regarding activities undertaken in such areas as: relations

with decision-makers, human resources management, marketing, purchasing and logistics, finance as well as strategy (van Tulder et al. 2009, p. 8).

The idea of strategic CSR is reflected at every stage of strategy formulation, i.e. at the level of mission and vision, in defining stakeholders and their needs, defining goals and tools for their implementation. The mission is the company's obligation to behave in a specific way.

5.2. Elements of sustainable development at the corporate level

There are 3 levels in strategic management: (1) corporate, (2) strategic business units—SBUs, and (3) functional strategies in each unit. Each level is connected with other types of responsibilities and decisions.

The strategic general direction is defined and developed at the corporate level. In strategic management, the direction of the organisation's development is determined by its mission and vision which, at the same time, influences strategies and goals defined at the level of SBUs. Vision is a pattern of organisational values that underlies a unique visionary blueprint for an organisation's future. The management's strategic vision should be realistic when considering the market, competitive, technological, economic, regulatory and societal conditions the company is likely to encounter, and it ought to further be realistic about the company's resources and capabilities.

The mission of an organisation contains the main values important for the stakeholders and environment, and thus, valued by the company. Mission statements are related to the organisational culture of a company, i.e. they are expressed as a set of norms and principles that guide its relations with employees within it and entities around it. As with vision statements, mission statements must be based on the ethical values of the organisation. Those values normally include concepts such as honesty but become more specific in a mission statement. The mission statement answers questions such as: 'Who are we?', 'What do we do?', 'Who are our customers?', 'What is important for us?'. There are 9 detailed categories that mission statements often discuss, specifying general goals: target markets, principal products/services, geographic domain, technological advantage, economic goals, philosophy, identity, reputation, employee concern (Bowen, 2018). Not every mission statement contains all of these elements, as many are dependent upon industry, size of the organisation, consumer or business orientation, strategic publics/stakeholders, competitive market position, and so forth (Bowen, 2018).

One may find examples of organisations in which mission and vision defined at the top level strongly differs from implementation at the functional level (for example, in the case of Unilever's brands Dove and Axe).

Both mission and vision indicate the key and core values important for an organisation—employees, environment, reputation, etc. They determine its identity, organisational culture and its aspirations for the future. They also provide motivation for workers and synergy for the organisation. Defining them is not sufficient if they are not known to employees and translated into their tactical and operational activities. An institution is empowered by the commitment of its personnel to its shared principles and values.

To sum up, an interesting question is whether companies include sustainability and sustainable development in their core values and are expressed by mission and vision. Table 1 contains exemplificatory missions of selected Polish private companies, ranked by value in 2019 according to Forbes (Szeligowski, 2019) and selected, successful large Croatian private companies (Croatia.eu land and people, n.d.).

Table 1. Mission and vision of selected Polish and Croatian companies—examples

	Mission and vision statements. Values
Cyfrowy Polsat	<p>Mission: Our mission is to create and deliver the most attractive TV content, telecommunication products and other services for the home, as well as residential and business customers, using state-of-the-art technologies to provide top quality, multi-play services that match the changing needs of the market, while maintaining the highest possible level of customer satisfaction.</p> <p>Vision: (...) the permanent growth of the value of Cyfrowy Polsat for its Shareholders. We intend to achieve this goal by implementing the major elements of our operational strategy.</p> <p>Basic values (included in non-financial report)</p> <ul style="list-style-type: none"> – safety—thanks to state-of-the-art technologies, we offer safe products and services for households, and thanks to cooperation with rescue services, we take care of safety in the mountains and by the water; – aid to children—through activities of the Polsat Foundation, and the employees volunteering, we care for the health of children who occupy a special place from the point of view of the Group’s social impact; – promotion of sports and activities—we root for, promote and support volleyball, football and other sports disciplines through sponsoring, supporting amateur and professional events and television broadcasts.
LPP S.A.	<p>Mission “LPP is a socially responsible, Polish family company.” We help our customers express their emotions and realise their dreams through the way they look and feel.</p> <p>Vision Passion drives us forward, making our company the best fashion retailer in the world.</p> <p>Basic values:</p> <ul style="list-style-type: none"> – Fire-fuelled—We are fuelled by internal fire. – Ambition-driven—Ambition drives us in action. – Socially-responsible—We are responsible for what we do. – Team-oriented—As a team we are the greatest strength.

Mission and vision statements. Values	
Polpharma Group	<p>Mission “We care”.</p> <p>In everything we do, we keep patients in mind, supporting them in health and treating them in illness. Every day, we support doctors, nurses and pharmacists in caring for patients. In our activities, we are guided by the motto “People helping people”. Corporate Social Responsibility is an integral part of our daily activities.</p> <p>Basic values</p> <ul style="list-style-type: none"> – respect – integrity – responsibility – solidarity – cooperation
Podravka	<p>Vision Dedicated to improvement of everyday, quality of life for our consumers, customers and employees by being innovative and international.</p> <p>Mission Providing innovative culinary experiences and healthy living solutions.</p> <p>Basic values Our basic values are:</p> <ul style="list-style-type: none"> – creativity—ideas that move the heart, because the heart moves everything else; – trust—as a stock of every good meal; – passion—what turns a meal into a feast; – consumer trust—we do not have consumers, we have guests at our table, and to everything, we do we add excellence.
Atlantic Group	<p>Vision The Atlantic Group’s vision is to be a modern, innovative and efficient company that produces and distributes high-quality consumer goods, contributing to the quality lives of consumers.</p> <p>Mission The Atlantic Group’s mission is to build and maintain long-term relationships with customers and consumers by offering them unique products and services tailored to their individual needs. The Atlantic Group creates added value by developing new products, constant innovation, recognising new business opportunities and setting market trends, while recognising and developing human potential.</p> <p>Basic values</p> <ul style="list-style-type: none"> – growth: we create a new value—because we always strive for progress, we never lose our appetite for steady and stable growth. We are coming out of our comfort zone, always hungry for new challenges, we strive to grow our brands, markets and profits, as well as the development of our employees’ potential. – passion: we create with enthusiasm—it is not just a matter of what we do, but the way we do it. Alike a special spice, the passion with which we refine our work makes a difference and helps to achieve better results. Commitment is the secret ingredient that makes our products better and the future brighter. – care: we are creating a better environment—we are an organisation that cares about each other, for the well-being of our colleagues, nurturing business relationships and caring about what kind of world we leave to future generations. – openness: we create a better open mind—whatever we do, we never cease to be curious, always fearless (and learn from mistakes!), and thirsty for fresh ideas and new experiences. We accept a variety of approaches and different opinions knowing that they will lead us to better solutions for everyday tasks and challenges.

Mission and vision statements. Values	
Adris Group	<p>Vision To be a regional leader in all aspects of business, relying on tradition, own potential and innovative as well as a dynamic approach to the market.</p> <p>Mission To ensure the development of all our strategic business units, taking the satisfaction of employees and end-consumers into account, in a way that guarantees the growth of the shared capital value, and which is in line with the interests of the community within which the Adris Group operates.</p> <p>Basic values:</p> <ul style="list-style-type: none"> – striving for the quality of all our products and services as a prerequisite for customer satisfaction; – creativity of the individual as a basis for business improvement; – teamwork and creating a stimulating work environment; – passion for success in all aspects of business; – an active role in the community; – preserving the environment and complying with all regulations in accordance with the general benefit.

Source: Own elaboration based on (Cyfrowy Polsat, n.d.; LPP, n.d.; Polpharma, 2020; Podravka, 2020; Atlantic Grupa, 2006, 2019; Adris, n.d.).

5.3. Incorporating sustainable development into corporate objectives

The mission and vision of any organisation should find expression in the company's goals. The goals are used to specify in which direction a company wants to develop. Subjectively or objectively, the defined goals are:

- understood as the future, desired state or result of the organisation's operation;
- possible and planned to be achieved within the time frame or period falling within the time range covered by the multi-annual or short-term action plan (...).

“The goals of the enterprise are certain distinguished and/or desired states and processes to be achieved by the enterprise in the course of its operations” (Krzakiewicz & Cyfert, 2006, p. 16). Typically, such goals are: profit, company value, growth, liquidity, management goals (e.g. sales volume), added value, ambitious goals or simply creating a workplace (Noga, 2009, p. 65).

In Table 2, there are some examples of companies' strategic goals.

Table 2. Sample goals of the companies from the Forbes ranking

The goals for Cyfrowy Polsat are:

- growth of revenue from services provided to residential and business customers;
- use of opportunities arising from advancing technological changes;
- growth of revenue from content;
- effective management of the cost base;
- effective management of the Group's finances.

The Dino Group's strategy calls for continued growth by focusing on 3 key areas:

- continuation of rapid organic growth in the number of stores;
- continued growth in LFL sales revenue in the existing store network;
- consistent improvement of profitability.

On the other hand, the strategic goal of the Maspex Group is formulated as:

- a constant organic growth and the implementation of acquisitions that may expand the portfolio of the company.

In its strategic plan, Podravka emphasizes its role in the development of agriculture in the Republic of Croatia, by providing its subcontractors with security in production and by monitoring the quality of the entire process from planting to safe purchase. The continuous aim of Podravka is to achieve synergistic effects by strengthening primary domestic production. In the strategic plan for the period from 2018 to 2022, the following goals are stated regarding this role:

- to significantly increase in the number of vegetable crops and fruits, both in development of experimental fields and in own production;
- to develop stronger connections with domestic subcontractors;
- to increase the share of domestic fruit of production to 90 percent;
- to increase the share of domestic vegetables, especially tomatoes, peppers, beans, dried root vegetables and cereals to 100 percent.

Another aspect emphasized in Podravka is preserving health and contributing to the change of bad eating habits of modern citizens. Therefore, Podravka developed the Nutritional Strategy as a subsection of the business strategy. In this section, the following goals are stated:

- reducing the content of saturated and trans fatty acids, salt (sodium) and sugar in products;
- optimising products with nutrients that ensure health well-being;
- in the development of new products, focusing on children, the elderly population, consumers with special dietary needs, supporting the health of the digestive system, support in achieving and maintaining a healthy body weight and healthy lifestyle;
- providing consumers with accurate and valuable information about our products through packaging and promotional activities;
- educating and pointing to the importance of nutritional value of meals and serving sizes.

Source: (Maspex, n.d.; Cyfrowy Polsat, n.d.; Dino. Najbliżej Ciebie, 2020; Agrobiz, 2018; Lider, 2018).

The proposed goals, in the event of questioning the principle of profit maximisation, lead to their different definition, e.g.: satisfactory profit, maximising sales volume, market share, survival, maximising utility in relation to managers, Corporate Social Responsibility and enterprise growth (Noga, 2009, p. 114).

Concluding, the mission and vision statements are translated into strategic goals of different types. Traditionally, economic goals are the main ones, while social goals subordinate them.

To sum up what we have observed in 21st century, there is a strong trend towards including the SD concept into the organisation's strategy. There is strong pressure from stakeholders to change models of business to ones more ecological, ethically oriented and to do business in a way more accepted by societies. To make it more reliable—they have to be translated into business strategies—starting from goals, and then by choosing a combination of tools and technics which are in agreement with SDG—usually in the form of the Corporate Social Responsibility strategy (CSR). Integrating business goals with CSR still becomes a challenge, but it seems to be unavoidable in the next years.

5.4. Integrating corporate strategy with social development and Corporate Social Responsibility

The companies and examples discussed in previous chapters are strongly connected with SD or CSR, and many companies implement and follow SD or CSR values. However, it is often limited to selected aspects. The SD or CSR goals and corporate objectives or functional strategies are usually integrated on some level or in selected areas of business. What companies need is to include the CSR and SD concept into their integrated strategy by following some types of strategies and models.

The degree of SD and CSR integration corresponds to the following **strategies** (Bertezeno & Vallat, 2014):

- the reactive strategy refuses most or all kinds of CSR, and then does not implement what the stakeholders expect;
- the defensive strategy accepts the idea of some CSRs, but defines and implements only the minimum of what stakeholders expect (selected activities);
- the accommodating strategy integrates CSR and tries to implement what the stakeholders expect (this is the case of total CSR and the hybrid one);
- the proactive strategy anticipates the requirements and expectations of the stakeholders, defining objectives and implementing actions going beyond what stakeholders require (this is the case of linked and integrated CSR).

One very useful tool in designing strategic sustainability goals is A. Carroll's pyramid, in which 4 types of responsibilities are identified: economic, legal, ethical and philanthropic. To this base, numerous authors add environmental responsibility (Dahlsrud, 2008). According to Carroll's pyramid, in strategic goals, companies should address how they will ensure economic sustainability in the long-run, then how they adjust and address legal requirements regarding internal audience, close external stakeholders (customers and suppliers), towards local community as well as the general public. The stakeholders' approach is not only oriented towards a description of fulfilling legal requirements, but it should also address ethical standards regarding stakeholders, and philanthropic goals describing planned contribution to the local and global society. Ecological responsibility is added as a separate, newer aspect of SD and it suggests that the ecological objectives of a company should be implemented in business strategy as well. Those goals are oriented towards saving, water saving and reuse, waste management, recycling goals, decrease of gas emission and decreasing carbon footprint, etc.

Some authors suggest the application of SMART strategic planning, where "SMART" as an acronym points out that strategic goals should be: specific, measurable, achievable, relevant and time-bound (Bjerke & Renger, 2017). In Table 3, some examples are shown of SD goals which are developed in accordance to Carroll's extended pyramid.

Table 3. Setting goals and targets in organisations based on Carrolls' pyramid

Dimensions	Possible goals	Selected examples of measurable solutions applied by organisations
Economic	Continuous growth of a market share/revenues/profits; Ensuring solvency and liquidity in the long-run; Achieving standard business goals and increasing business performance, but from a long-term perspective!	<ul style="list-style-type: none"> – in the next 5 years, an increase market share by 5%; – in the next 20 years, an increase revenues/profits by 30%; – decrease ratio of long-term credits and loans in overall expenses by 5%.
Legal	Conformity to legal standards on the market of operation; Being a proactive partner in professional associations by discussing and improving the legal framework in the field of workers' rights, health, safety, environment protection, market protection; etc.	<ul style="list-style-type: none"> – in the next year—participating in 5 educational actions regarding consumer protection organised by Universities or Chambers of Economy or by Associations for consumer protection; – becoming a member of 3 professional associations on local and regional levels in the field of interest, actively contributing to their work and actively promoting SD practices; – continuous, active participation in public debates regarding workers' rights (or some other topic of SD).
Ethical	Promoting high ethical standards towards internal and external stakeholders; Perceiving and treating suppliers/customers/buyers as long-term partners; Striving to enhance long-term loyalty of employees.	<ul style="list-style-type: none"> – organisation of annual events for long-term suppliers; – loyal consumers/buyers are rewarded with an annual discount of 2%; – each 3 years, employees are granted an additional bonus of 3% of their annual salary; – every 5 years, employee may go on a 3-day family vacation at the expense of the company; – increasing purchases from local suppliers by 15%.
Philanthropic	Contributing to local community development by supporting local sports, culture, science, humanitarian work and the work of NGO (in financial and other resources).	<ul style="list-style-type: none"> – food manufacturer decides to donate 0.5% of produced food to local social supermarket, food bank or soup kitchen; – supporting local handball teams with 10.000 EUR per year; – buying equipment for 3 playgrounds in the next 3 years; – playing an active part in improving health-wellbeing in the local community by reducing sugar in products by 5% and saturated fat by 10% by 2022.
Environmental	Saving energy, improving water management, decreasing gas emission, implementing waste management solutions, increasing recycling, decreasing carbon footprint, etc.	<ul style="list-style-type: none"> – by 2025, reducing the usage of diesel cars in the fleet by 20%; – in the next 5 years, fully switching to the machines with the highest energy efficiency available on the market; – increasing investments in water cleaning solutions by 25%; – in cooperation with suppliers, implementing 100% recyclable packaging in supply chains by 2025; – in the next 2 years, digitalising all business documents and communication regarding procurement (this can decrease the overall paper usage at a company by more than 30%).

Source: Own elaboration.

5.5. Sustainable development at a functional level of organisations

The model of integrating economic values with social values underlined in CSR was developed, among others, by Porter and Kramer (Porter & Kramer, 2006, p. 8; Porter & Kramer, 2011). They developed a model of the value added chain, enriched by social value (added to economic). According to them, there is a balanced co-existence in which enterprises require society and society requires enterprises. The chain of value is comprised of processes within the enterprise, but is also co-created by all stakeholders. In a classic chain of creating value by an enterprise one can distinguish primary and support functions performed in the enterprise. The primary functions include: inbound and outbound logistics, marketing and sales, and service activities, the support ones embrace: managing finances, managing human resources, procurement and technology development. Unique abilities in the field of managing resources and also competences and unique skills, make it possible to make an enterprise offer so distinct that the risk of competitors copycatting the solutions is minimised. What is more, in such a presented chain of value, each sphere offers a possibility to implement solutions characteristic of SD. Table 3. shows SD examples of initiatives undertaken within the particular functions of the enterprise.

As a result a company that has decided to build corporate economic and social value in accordance with the idea of sustainable development translates it into functional strategies. For managers, usually CSR is a guideline in developing a company's strategy in relation to the sphere of business functions (Figure 1).

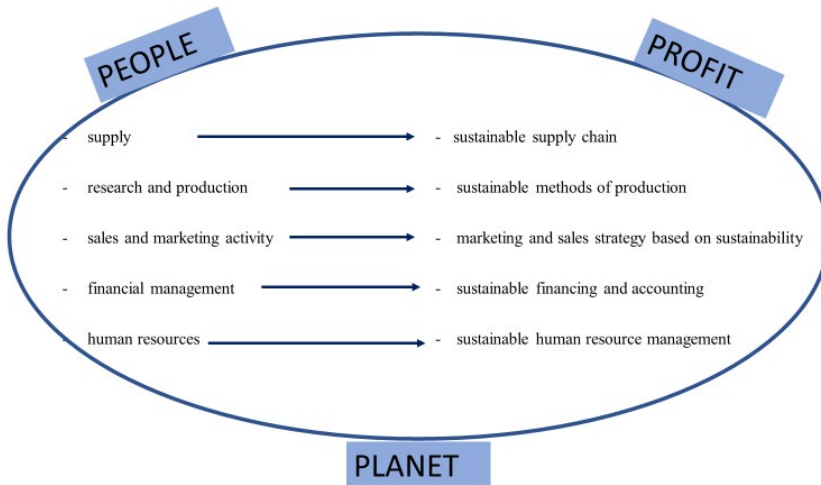


Figure 1. 3P model and business functions

Source: Own elaboration.

Table 4 includes examples how SD goals can be implemented by organizations in their functional areas.

Table 4. The role of SD in particular spheres of the added social and economic value chain

SD enhanced area	Sample strategic goals
Financial management Practices of reporting on CSR Transparency Using lobbying Practices of corporate governance	Respecting deadlines of payments to suppliers, employees Gaining financial support from investors seeking stable investments Increasing the share of innovative sustainable investments in corporate portfolio Responsible financial and nonfinancial reporting
Human resources management Recruitment Diversity Equality Education and training Work safety Medical care Whistleblowing policy Code of conduct	Place of work: Transparent recruitment procedures Prevention and safety requirements Training and inclusion in awareness-raising programs among employees about potential threats and safety goals Medical care Implementation and continuation of accident reduction programs at work Communication and employee involvement: Implementation of instruments and procedures for dialogue with employees and consistent correction of activities (research of the work atmosphere among employees, communication downstream, group interviews, etc.) Improvement and extension of the scope of application of internal communication tools Making employees aware of the goals of the organization. Achieving the “working climate” index at the designated level Career path and skills development: Strengthening the learning process within the organization and sharing knowledge Support for the process of generating technological and organizational innovations to improve processes Promotion of the development of managerial skills necessary to function in a competitive environment Development of individual career paths
Procurement Timely payments Training for suppliers Diversity of suppliers Replacement of specific components Code of conduct	Training for suppliers Supporting local suppliers Developing sales channels for suppliers Respecting commercial network’s internal requirements

SD enhanced area	Sample strategic goals
Technology development Relations with universities and research centres Product safety Developing research methods	Analyses of the product's impact on the natural environment Decreasing usage of conventional sources of energy Reduce your environmental impact by doubling your energy consumption from renewable resources by 2025 Circular production Increase in energy production through the use of renewable resources in cogeneration by 30% Reduction in the amount of waste disposed of in landfills (by 18% in 2025) Development of the waste sorting system (60% in 2025) Promoting certified quality, safety and environmental management systems. Increasing the share of renewable sources of energy to 80% in 2025
Inbound and outbound logistics operations Limiting the number of collective packages Recycling Streamlining transport to protect the environment	Optimization of logistics by networks Green transportation Green fuel Efficient order processing Facilitating communication Introducing innovation to streamline business processes Code of conduct
Marketing and sales Ethical advertising Sales promotions Fair handling of complaints Dialogue with customers Charity	6P—These are often defined among others in the codes of ethics Sustainable packaging Ethical values in brand core Fair pricing Ethical communication Sustainable sources of energy in stores Location of the business in regions to improve quality of life and access to education, products

Source: Own work based on (Porter, 1992).

It's necessary to add in that place, that although the Porter and Kramer's model is well known, it's also criticize for few reasons (Beschoner & Hajduk, 2017; Crane, Palazzo, Spence, & Matten, 2014, Sarpal, Teck, & Fong 2013). For example it is highly doubtful that the tensions between business goals and social and environmental goals can create both public and private value simultaneously. In order to do so, it would require the investment of corporate resources with uncertain and 'distant payoff'. Another point is, that organizations are obligated to build value for shareholders and social goal investments, if not profitable or not enough profitable. Maybe the reason is that owners blame managers for poor business decisions and losses for shareholders. Next, CSR must be integrated within the firm's value chain. But since no firms have infinite resources and therefore, they should carefully and strategically select the specific area of value chain that they wish to integrate CSR and gain sustainable competitive advantage. Porter and Kramer's model provides very little guidance on how a firm should precisely decide which value chain (stage of it) exactly that precious resource should be set on. According to Weitzner and

Darroch (2009) that approach to CSR fails in providing guidance on the boundaries of ethical behaviour for corporations, as well that it does address on how to develop ethical activities into meaningful value chain social impacts. Hence Weitzer and Darroch stated, that Porter's value chain model lacks an ethical core and limits the prospective development for ethical initiatives as compared to the virtue-based approach to ethical positioning.

At the end, it should be emphasized that the role of managers in the implementation of strategies based on the CSR concept is crucial—they decide its choice as the direction of the company's development and implementation (Hemingway & Maclagan, 2004, pp. 33-44). However, there is great number of valuable initiatives from employees who often voluntarily dedicate their time and resources to implementing social goals at the organisation for which they work. As a result, social capital is developed, which further has positive effects on human relations and management processes.

The SDGs are a guide for companies on how they can align their strategies as well as measure and manage their contribution to them (GRI, UN Global Compact, WBCSD, 2015). Thus, the idea of sustainable development has to be reflected in strategic, tactical and operational decisions. Goal setting is critical in business success, helping to foster shared priorities and better performance across the organisation. By aligning company goals with the SDGs, the leadership can demonstrate its commitment to sustainable development. Directions of the development set up at the top management level are translated into goals at lower levels—in SBU and in the organisation's functional areas.

The SDG's aim is to redirect global public and private investment flows towards the challenges they represent. In doing so, they define growing markets for companies that can deliver innovative solutions and transformative change.

Whilst the business case for corporate sustainability is already well-established, the SDGs may, for example, strengthen the economic incentives for companies to use resources more efficiently, or to switch to more sustainable alternatives, as externalities become increasingly internalised.

Questions / tasks

1. Explain the relationship between SD and CSR.
2. Please, provide the mission and vision of sustainable organisation for the chosen examples. What would their goals be?
 - a) Retail sector;
 - b) Manufacturer of artificial fertilizers;

- c) University education;
 - d) Manufacturer of organic food;
 - e) Manufacturer of ethical products.
3. Go to websites of organisations, the missions, visions and also values of which are presented in Table 1. What kind of activities would you expect in their reports or websites to convince you. Please, check this.
 4. When talking about corporate responsibility, consider the following on a chosen example from your country:
 - what type of responsibility is taken by employees and what by managers and owners?
 - to whom or whose liability should be considered?
 - what is the source of responsibility?
 5. Find the ranking of the best SD companies in your country. How is the idea of SD and/or CSR included in their strategy (mission, vision, goals)? Please, compare with other leading companies in your country.
 6. What does it mean to take economic responsibility? Use A. Carroll's model to discuss.
 7. What does it mean to take legal responsibility? Use A. Carroll's model to discuss.
 8. Promises or truth. Prepare a critical analysis regarding mission and vision statements of selected companies.
 9. How do we integrate the SD strategy into corporate strategy, SBUs and functional strategies in the case of companies which operate in sectors:
 - retailing fast-fashion sector;
 - tourist sector;
 - IT sector;
 - automobile sector;
 - energy sector.
 10. Is the criticism of Porter's and Kramer's added social and economic shared value chain justified?
 11. Check on websites what B-Corps are. What kind of business model is it? Is it the solution to the dilemma between social and economic goals? Find examples of B-Corps in your own country. <https://bcorporation.net/>

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