представники державних органів та експертного співтовариства, а й пересічні громадяни – бенефіціарії бюджетних послуг.

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STRATEGIC SUSTAINABILITY UNDER INFLUENCE OF CSR

Many people heard of corporate sustainability due to the huge presence of the topic in most public discussions. No matter what product we buy, no matter what we consume or use, every corporation shapes our environment in some way or the other. We are consumers and the need to consume is what makes the economic world run, therefore we are small gear-wheels in a tremendous and huge system. Corporate Sustainability is not only a footprint of every corporation that contributes to this system, but also the capability of corporations to make themselves sustainable in order to increase longlivety of a corporation.

We will take a look on how a corporation makes itself sustainable, what factors are important and what tools corporations posses to influence these footprints on environment and society. Furthermore, we will discuss the financial aspect of corporate sustainability on examples of various corporations.

Corporate social responsibility tremendously affects the strategic sustainability of a corporation. First of all why would any corporation decide to pay attention e.g. if they produce a vast amount of pollution. Based on that example it is quite easy to understand. Countries and governments can force corporations to pay environment based fees if a corporation produces superior amount of pollution. Fuel and resources might be cheaper but cost will increase in waste disposal. As we see, only with one example, a corporation might decide to get a «green-thumb» not only because of the reputation on various marketing goals, but also due to cost efficiency and cost reduction.

We can look upon systems of basic point of views concerning strategic corporate sustainability (fig. 1).

Figure 1

System basic point of views of understanding strategic corporate sustainability

	Systematic approach	*Market approach*	*Conception approach*	*Complex approach*
Representatives	O.V. Arefiev [1], O.O. Voronov, S.I. Rubanov, M.M. Shpak	O.M. Zagorulkin, U.A. Simeh [5]	O.V. Каspirov, V.S. Mityushin, O.A. Matushevska	M.M. Ermoshenko, O.S. Dubrova [3]
Main issues	Strategic stability is a complex system, its principles are integrity, plurality, dynamic ability to analyze components in particular relationship and coherence.	The main objective of strategic stability – the ability to adapt to dynamic market environment, which is the main threat to the enterprise.Effective policy management is not only able to neutralize the deleterious effects of dynamic environment, but also benefit from it.	**S**trategic stability is generalizing the concept of integrated enterprise capacity to meet consumer needs while achieving maximum benefits and neutralizing the negative impact factors.It should be added that the strategic stability – not just ability, is a state of development where inherent socio- economic parameters for any negative economic factors remain the guarantor of balance and industrial and economic activity	Strategic stability – a comprehensive description of the company ‘s ability to support its functioning in a competitive environment in the long term, which is the foundation of sustainable competitive advantage. A comprehensive description indicates the availability of components that need to be clearly defined and should be appropriate (e.g. not appropriate for the chemical industry as a priority component to environmental sustainability, etc.).

Upon managing corporations the management levels are assigned to implement corporate social responsibility into the agenda. Social, environmental and economic demands are the pillars of sustainability. However, the goal of sustainability requires a more extended timeline for return on investment but once initial investments are made, they can actually lead to increased profitability.

One example is free cooling for data centers, which takes advantage of naturally-occurring phenomena to control temperatures, e.g. groundwater cooling or passive coolers in colder regions. Although the technologies involved may require initial cash outlay, the renewable resources they rely upon are freely available and reliable, which will eventually pay off [2].

«Nearly half of the people who took part in our survey thought that sustainable practices would definitely improve profitability for their companies. One respondent whose company has a long-running program reported that for every dollar they are spending, they are getting $1.50-2.00 back, while another told us, with complete confidence, that «...all issues of sustainability will be solved by innovation» [1].

Corporations realize that they are responsible not only for the profit they make, but also for the environment they shape; and by shaping it they create longlivety for their own corporation, but only when they contribute to the society and environment.

E.g. FedEx: «In its efforts to increase its fleet's fuel efficiency, FedEx has lobbied the US government to set fuel economy and greenhouse gas regulations for commercial vehicles. The goal was not only to aid internal efforts to reduce consumption, but also to help create a market for more efficient vehicles, as the firm alone doesn't have the purchasing power to transform the market. «We felt the best way to [have an impact] was through a regulatory approach, as it created a market for manufacturers to produce and sell these efficient technologies», says Mitch Jackson, FedEx's Vice President for environmental affairs and sustainability. But as Mr. Jackson acknowledges, different companies will have different reasons for trying to shape the legislative agenda. «In some cases they're trying to bring their greener innovative products to market and so they need legislation in order to do that, whether it's a price on carbon or something else. In other cases, certain industries or businesses are trying to actually put the burden upon other sectors of the economy». This unequal burden is an important point, and highlights the fact that the ongoing drive toward tougher regulations will help some firms, just as it hinders others. On the one hand, significant numbers of executives think new rules on climate change, for example, would provide fresh incentives to innovate and create new products (40 percent), or encourage companies to adopt more wide-ranging sustainability initiatives (39 percent» [3].

Huge corporations like BMW Group understand the needs and reasons for corporate sustainability and file a report every year in their progress, while creating innovative strategies to dominate the market.

Who would have thought that a corporation that produces pollution and a lot of it, consumes a lot of resources, and creates products that create polution itself is so interested and enagaged in reducing polution and still creating high quality (and fast) products while making itself more sustainable due to lower production costs.

Another example is Google. Well, if your search something 100 times in Google it equals the same energy needed to iron a shirt. Google used 2.675.898 MWh in 2011, the costs to pay the electricity bill would be more then $ 300 million. No wonder that Google invested over $ 900 million dollars into renewable energy over the years. This is just a tiny part of what a corporation is doing to make itself sustainable in the long run.

Many big corporations, too many to notion here, which have brand names and global influence make corporate sustainability their agenda. Sustainability is achived by providing for the environment, for their employees and the corporations therefore financial aims. Corporations try to create independent environments and influence goverments and consumers alike to take a new path (e.g. FedEx). Of course the main goal of every corporation is to make profit, but you cannot pick apples of trees whithout providing and making sure these same trees will grow and bear fruit the next year.

All in all, strategic corporate sustainability impacts every corporation and no matter the size coporations try to survive the harsh economic world. While doing so

the corporations make themselves sustainable. Implementing strategies for sustainability involving social responsibility.

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