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A STUDY ON –"MANAGING COMPETITIVENESS WITH SUSTAINABLE BUSINESS GROWTH" "PLANET RECHARGE CONTRIBUTION FOR SUSTAINABILITY"

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ABSTRACT

According to UN Sustainable development means "meets the need of the present without sacrificing the ability of future generations to meet their own needs". Intention to continuously improve the standard of life and well - being of people for present and future generation leads to the emergence of sustainable development. Competitiveness race in the global economy has increased and tests the economies and gives opportunities for the mapping of the new competitiveness resources. Sustainability, for the time being, is only one option for most organizations – it is not imperative for short-term organizational survival. But it may just be the key to long-term staying power. Those organizations that chooses the sustainability route may in fact be the ones that are best positioned to face the tough competition in the market and for the well-being of society as a whole. This study aims at analyzing how organization can gain competitive advantage by adopting sustainable development as their policy and for this purpose secondary sources of data is used. This study found out that "Various sustainability initiatives are an opportunity for companies to differentiate themselves to their competitors in the industry, the environment, and society", enjoy "competitive, and operational advantages", and "enable long-term business success." And Sustainable Development also helps in creating brand loyalty, cost savings, enhanced stakeholder's relation, employee satisfaction and retention and so on. And further identify the need for the "Triple Bottom Line approach". And the study concludes that Sustainable Development is a powerful tool for the organization where it can look forward for individual as well as societal development which ultimately results in overall welfare of the economy.

Keywords: *Sustainable Development. Competitive Advantage, Triple Bottom Line Approach.*

Introduction

Corporate sustainability is a business approach that creates long-term consumer and employee value by creating a "green" strategy aimed toward the natural environment and taking into consideration every dimension of how a business operates in the social, cultural, and economic environment. It also formulates strategies to build a company that fosters longevity through transparency and proper employee development. The challenge for many businesses in this new field is to quantify the positive impacts of sustainability. Sustainability can increase revenue, reduce energy expenses, reduce waste expenses, reduce materials and water expenses, increase employee productivity, reduce hiring and attrition expenses, and reduce strategic and operational risks. Furthermore, sustainable business practices may attract talent and generate tax breaks.

According to the statistics of "The guardian" (scaling up the social enterprise)-There are now at least nine companies globally that generate a billion dollars or more in annual revenue from products or services that have sustainability or social good at their core.

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Sustainable growth is a growth path that allows future generations to enjoy at least as much welfare as the current generation. Sustainability includes sustainable building, design and operations. Sustainability is the collection of policies and strategies employed by companies to minimize their environmental impact on future generations. Ecological concerns, such as the environmental impact of pollutants, are balanced with socio-economic concerns such as minimizing the consumption of limited natural resources to maintain their availability for the future.

Market place is the highly domestic and competitive place. Businesses have to face tough competition from other independent entities that offer similar services or goods in the market place. This competition exists between the businesses in a number of ways. To ultimate aim of every business is to attract more and more customers. Competition exists in the market in terms of price, quality, features and offerings etc. It is due to the presence of rivals, that the price of products in a particular industry fluctuates. This is because the customers have a number of options to select the product which offers the best possible value for money. Thus, Business competitors are entities that have the capability to attract a business' customers and offer them greater value for money. Competition should be taken as a means of improving a firm's business and firm should strengthen its strategies and their unique preposition should be the tactic to beat the competitors.

Corporate sustainability is the emerging and widely accepted corporate management concept. All though the concept addresses the need for profitability, it is different from the conventional growth by emphasizing much greater need for environmental, social, and economic performance and public reviewing on this performance.

Literature Review

- **Lawrence and Khurama (1997) Green Accounting and Sustainability:Past, Present and Future**

This research was conducted in Superfund Liabilities and Governmental Entities: it was an Empirical Analysis. They investigated financial impact of municipal government landfill cleanup, and timing and amounts of environmental liability disclosure in financial statements issued by municipal governments. Then, the study found that relatively few municipalities accrued forecasted cleanup costs: disclosed these costs. This study was mainly focused on how green accounting can be advantageous to government and what could be its future while adopting the sustainability strategies.

- **MacKerron and Mourato "Life satisfaction and air quality in London" (2008) :**

This article studied regarding the material flows and transformation caused by different pollutants of the industries. Many were focused on solving just environment problems rather than focusing on sustainability for long term. Although the mentioned article about air quality in London connects ecological and economic measurements with social aspects, it has no theoretical discussion about ecological sustainability (MacKerron and Mourato 2008). Generally, ecological sustainability can be described as "Environmental protection". As examples of ecological sustainable research can be mentioned the book "Old Sins – Industrial metabolism, heavy metal pollution, and environmental transition in central Europe" (2000) by Anderberg et al. which focuses on material flows of heavy industries and environmental destruction in central Europe.

- **Priewasser "Ecological sustainability and personal behavior: relations demonstrated by the decision-making process of selecting a certain transportation mean"**

This study examines the various models for ecological-oriented traffic modes and different aspects for the car – use. The author made an attempt in understanding which mode of transport out of 10 modes is better for the environment. And also studied environmental and psychological theories on people's choice of transportation, but there is no theoretical discussion about what ecological sustainability is (Priewasser 1999)

- **Xu et al, "Modelling the Carrying Capacity of Urban Ecosystem" (2008)**

This paper highlights a more theoretical perspective on ecological sustainability. The authors explain ecological sustainability through the urban ecological system that connects social-economic-natural/ecological aspects to a complex system. It is this system that must be sustainable and in order to analyze that the authors use the concept of the carrying city, which for example means how much pollution a city can carry, to build a theoretical standard that can be used in analyzing urban ecological sustainability. This idea may be seen in connection with the utopian vision of the ecocity which connects all elements of sustainable development.

- **Blewitt’s book “Understanding Sustainability” (2008)**

The paper gives a preferred evaluate of sustainability and sustainable development and also over the ecological dimensions of these phrases. First of all, Blewitt categorizes the actors who define sustainable development into four groups, namely Market liberals, Bio-environmentalists, Institutionalists and Social Greens. Those groups differ much in their opinions about how to act sustainable and what measurements should be taken in order to create a sustainable society or sustainable development.

- **Basiago (1999) “Holistic view of economics in the core of sustainable development”.**

The author states that economic growth should not harm the natural resources, but produce a stable economy where the natural resources can renew themselves. Furthermore the author seems to have economic development and growth (for example job growth) as the basis for sustainable development. Later in his article he connects economic, social and ecological sustainability to urban planning. It is a good attempt, but the focus on economic sustainability can be criticized. It is particularly focused on capitalist financial development that foster criticizes in his book. He sees the economic capitalist device as a hassle and thinks that during today’s scenario a real sustainable society can’t exist. In the capitalist system economic growth and the use of natural resources are the main aspects. This leads almost automatically to the destruction of the natural environment and to an unequal society. The economic system is not able to deal with the social and environmental problems of today’s society.

Statement of the Problem

- Many organizations declare that sustainability is embedded of their DNA or sits on the coronary heart of their commercial enterprise. The truth is that very few groups have fully included or embedded sustainability into their business models. The need for incorporated sustainability is urgent; so one can deal with these days’ pressing international troubles inclusive of resource shortage, climate change and inequality, the private sector ought to combine environmental and social issues into every business selection. No longer all of the agencies presently join the principle of company sustainability. However, a few significant organizations have made public commitment to environmental protection, social justice and equity, and economic development.
- While Indian Companies are complying with the environmental norms, clear cut policies are yet to be introduced for ensuring level of compliance for sustainability.

Thus, it is necessary to identify the need of the sustainable growth and how it can help the organizations to sustain the competition and achieve competitive advantage by adopting global village concept of business world. Therefore, this study made attempt to achieve the above.

Objectives of the Study

- To study the significance of sustainability in organizational change.
- To find out the current scenario of “Managing competitiveness with sustainable growth”
- To suggest new ideas for managing competitiveness with sustainable business growth.

Research Methodology

For studying the contribution made by the organization towards the plant recharge, secondary data was collected and studied. Major 5 organizations from different sector were selected for this study.

Secondary Data Source:

For further analysis data was collected from:

- Annual Reports.
- Newspapers.
- Magazines
- Company websites
- Journals,

Operational Definitions

- **Competition:** In economics, competition is the conflict among sellers trying to achieve such goals as maximization of profits, increase in market share, and sales volume by integrating the elements of the marketing mix: price, product, distribution, and promotion, people, process and physical evidence.
- **Sustainability:** According to UN Sustainable development means “meets the need of the present without sacrificing the ability of future generations to meet their own needs”.
- **TBL:** Triple Bottom Line is a business performance approach where a business should concentrate on 3 p’s that is profit, people, and planet.

Limitations of the Study

- This study is limited to only 5 companies.
- Time Limit.
- Some of the findings cannot be generalized.

Findings

Table Showing Plant Recharge Contribution for Sustainability.

Area	TCS	INFOSYS	WIPRO	TOSHIBA	IBM
Carbon Emission	39% reduction in specific Carbon Footprint 55% reduction in business air travel emissions	Reduced by 4.32%.	Office space emission is at 1.74 tons per person per annum, a decreased state of 3.4%.	Reduced by 23.2%	Avoided 142000 metric tons of carbon-di-oxide
Electricity	42% reduction in specific Electricity consumption	Reduced per capita electricity consumption by 4.34%.	emissions intensity per employee Scope 1 and 2 2.8%	-	Avoided consumption of 325500 mega watt-hours of electricity
Renewable Energy	2.4% of total power from renewable sources	Invested in 15MW solar PV plant.	1.80 tons contributes over 21% of office consumption globally	20% increase in the amount of renewable energy	Aimed to produce 20% of its annual electricity consumption from renewable sources by 2020. For this it entered into contract for over 800000 MWH per year of renewable electricity supply.
Water	13% reduction in specific Water consumption	Implemented rain water harvesting in all the buildings.	Per capita consumption reduced by 7.1%	-	Achieved 3.3% savings in water use, resulting in a rolling 5year average of a 2.3% savings versus 2% goal.
Waste	100% paper waste is recycled	More than 50% of garden waste is composted.	195 tons of end of life and recycled E-waste collected	Waste disposal has been reduced by 21.7%	12.1% of IBM's total plastic purchases were recycled plastics
Supply chain	-	About 5 out of 14 supplier segments have been covered under assessment.	-	-	12.1% of IBM's total plastic purchases were recycled plastics
Sustainable engagement	The total training man-hours imparted this year on health, safety and environment was over 3,90,000	Employees were able to get learning credit and social competence.	In-house Health Centers 20 locations across India	-	It launched Faculty Academy to advance the culture and practice of leader-led employee development

- From the above study it is clear that 99% of the organizations are concentrating on sustainable growth concerned with betterment of environment.
- General area of sustainability are emission, waste, water, renewable energy, electricity etc. which identifies that organization can also concentrate on Forest Development, Sustainable cities, efforts towards climate change etc.
- Many organization implemented sustainability on environment alone and excludes department like HR and finance.
- Since the reports are unaudited data provided may not be reliable.
- Compared to service sector organizations, manufacturing sector organizations efforts are more.

Significance of Sustainability

Every company has its own reason for investing in sustainability. Broadly, the factors can be categorized as:

- Regulations
- Access to capital
- Expanded consumer base
- Social license to operate
- Innovation
- Brand and Reputation

Regulation

- Currently there are over 1700 regulations related to climate change worldwide, that are implemented, planned or have been superseded.
- The Indian regulatory scenario has witnessed significant activity in the past two years. Building on the base created by various voluntary initiatives to streamline corporate sustainability, the Securities and Exchange Board of India introduced a new reporting requirement in August 2012. It mandated the Top 100 listed companies on Indian bourses to include a report on their Business Responsibility towards Environmental, Social and Economic aspects, in their Annual Reports. Subsequently, in 2013, the Companies Act was revised. Section 135 of this Act requires companies meeting set eligibility criteria to spend 2 per cent of their annual profit on CSR activities. A progress report on the activities undertaken must form a part of the Annual Report and signed by a Director of the company.

Access to Capital

- Public disclosures on sustainability performance are utilized by analysts to benchmark historic performance, establish linkages between financial and non-financial parameters and evaluate trends
- The major indices include the Dow Jones Sustainability Index, FTSE4Good Index series, MSCI Sustainability Index and STOXX. Research shows that being added to a sustainability index doesn't increase a company's share price, but when a company is removed, firms were shown to lose more than 1.2 per cent of their market values in only two days following the announcement of their removal15. This trend is widespread even in rapidly developing countries like India, where BSE has launched two new indices S&P BSE Greenex and S&P BSE Carbonex16. Whereas S&P BSE Greenex lists the top 25 companies among S&P BSE 100, in terms of their quantitative and objective performance indicators on energy efficiency, S&P BSE Carbonex is a tilted version of S&P BSE 100 on the basis of commitment to mitigating climate change.

Expand consumer Base

- Consumer awareness in this aspect is also evident from the rising number of anti-green washing drives initiated at various scales. Tapping into this growing pool of knowledgeable buyers will become critical to achieving exponential growth numbers. While incorporating sustainability into product design and operations has been welcomed by stakeholders as well.
- In a carbon-aware world, it is more important to analyze the risks and opportunities in the sector, and clearly differentiate between bearable, viable and sustainable initiatives

Social License to Operate

- By identifying the needs and concerns of key stakeholders, companies are able to anticipate future conflicts and asses prospects for expansion. This is especially true of certain industrial sectors where resource intensity significantly impacts the availability or quality of shared resources like air, water and land for other users in the vicinity.

Innovation

- Companies can redefine their organic growth plans by designing more effective, efficient, sustainable **products**, or operations that cater to changing social and economic challenges of a region. Solutions where the value generated accrues to society primarily, rather than meeting individual needs might attract government support as well. Innovation could be bidirectional, both in operations and product design. For example, the environmental concerns of a country could inspire companies to launch eco-friendly products or buying methods. Similarly, solutions to the neighborhood's social problems could resolve an organization's pertinent human resource issues.

Brand and Reputation

- The uptake of sustainability can significantly boost brand value and increase customer connectivity. As company's initiatives continue to grow, the discussion around sustainability, including corporate credibility should continue to rise. This enhanced participation of all kinds of stakeholders would occur partly due to various drivers discussed earlier, and benefit organizations in many different ways.

Scope of Sustainability

Embedding sustainability into business is most effective and also allows to secure a sustainable future, however it also advantages corporations, enabling them to prepare for destiny dangers, act on opportunities and create extra value for the business and its stakeholders. The company can achieve sustainability by considering the following factors:

- Environmental protection
- Maintenance of ecological balance
- Survival of future generation
- Conservation of energy
- Improving the quality of life
- Pollution control
- Commitment to equity

Current Scenario

- **Managing Competitiveness with Carbon Finance & Offsets**

Carbon finance investment instruments include renewable energy certificates and carbon credits. Carbon finance articles also focus on carbon offsets used to reduce carbon footprints to meet government regulatory requirements. Carbon finance and offsets are both ways businesses address the financial implications of regulatory and other constraints placed on carbon emissions.

- **Managing Competitiveness with Sustainable Facilities**

Sustainable facilities focuses on efforts to make facilities such as office buildings, warehouses, and hospitals more sustainable. More sustainable buildings reduce the environmental impacts of energy, water, greenhouse gas emissions, and waste. And focuses on energy efficiency, recycling, the greening of buildings and reduction pollution.

- **Managing Competitiveness with Sustainable Supply Chain**

Sustainability can be maximized throughout the supply chain, beginning with concept and development then continuing through all phases of production and final customer distribution. It focus on efforts by materials suppliers, product manufacturers and retailers to increase sustainability. These increased sustainability efforts are made to decrease the impact of the supply chain on future generations.

- **Managing Competitiveness with Quality Human Resources**

Right here the principle consciousness has been given to top level management. CEOs of the corporation having a sturdy instructional basis in spotting enterprise opportunities in the shape of MBA they are more likely to be open about environmental disclosure than CEOs with different instructional backgrounds along with law degrees according to research achieved by using "the instances of India group" discovered out that CEOs with greater strength clearly do higher in using their organizations toward sustainable effects particularly if the supply of that energy is routed in understanding on sustainability issues or while company face robust stress from activist shareholders.

Suggestions

- **New ideas for sustainable growth.**
  - **Tradable Energy Saving Certificate:** Each designated consumer (industry) has been prescribed a target percentage reduction in its specific energy consumption to be achieved in a financial year. Those who exceed targets would receive tradable energy saving certificate for their excess savings, which could be used for compliance by other designated consumers who find it expensive to meet their targets through their own actions.

- **Chief Sustainable Officer:** For every firm it is suggestible to have Chief Sustainability Officer (CSO). Organization structure normally have space for lots of chiefs whether it's chief executive officer (CEO), chief financial officer (CFO), chief operating officer (COO) or even chief technology officer (CTO) — to signify positions of senior responsibility for large areas the organizations' day-to-day and strategic operations But firms which can be making an specific commitment to more sustainable enterprise practices have not yet granted the identical seniority to the person in position of those sustainability initiatives. The fist CSO was appointed by DuPont in 2004.
- **Climate Change:** Climate change is arguably the greatest marketplace failure the arena has ever visible, and it may affect generations to come. Therefore, there is important identify the marketplace leaders and define an industry benchmark, in terms of carbon emissions mitigation strategy, and normal commitment towards moving to a low-emissions economic system.
- S&P BSE CARBONEX, the first of its kind index in India that takes a strategic view of organizational commitment to climate change mitigation. S&P BSE CARBONEX is a world class index that holistically incorporates strategies, disclosures, performance and action in areas of carbon emission to create a comprehensive benchmark that identifies a company's commitment to mitigate risks arising from climate change. The awareness of climate change due to emission of green houses gases in the corporate world and their initiatives to offset its adverse effects are going to be considered as one of the greatest and widest ranging market parameter which will be factored progressively in stock pricing in the years to come by the modern day efficient markets.

- **Environmental Accounting**

Environmental accounting is a field that identifies resource use, measures and communicates costs of a company's or national economic impact on the environment. Costs include costs to clean up or remediate contaminated sites, environmental fines, penalties and taxes, purchase of pollution prevention technologies and waste management costs. Environmental accounting practices should be made mandatory. A universally accepted environmental performance indicator should be developed to render data in a more Understandable and comparable manner.

- **Triple Bottom Line Approach for achieving competitiveness with sustainable growth.**

The phrase “the triple bottom line” was first coined in 1994 by John Elkington, the founder of a British consultancy called “Sustainability”. His argument was that companies should be preparing three different (and quite separate) bottom lines. One is the traditional measure of corporate profit—the “bottom line” of the profit and loss account. The second is the bottom line of a company’s “people account”—a measure in some shape or form of how socially responsible an organization has been throughout its operations. The third is the bottom line of the company’s “planet” account—a measure of how environmentally responsible it has been. The triple bottom line (TBL) thus consists of three Ps: profit, people and planet. It aims to measure the financial, social and environmental performance of the corporation over a period of time. Only a company that produces a TBL is taking account of the full cost involved in doing business.

- **Five Pathways to Integrate Sustainability into their Businesses**
  - Employing business model thinking: Build an understanding of how the business creates value by creating a visual map of the business model
  - Putting materiality to use: Focus and act upon key issues in ways directly tied to core business activity
  - Applying a sustainability lens to products and services: Add a sustainability lens at decision-making points in product and service design life cycles
  - Tapping into culture: Understand aspects of the company’s culture that can drive sustainability outcomes
  - Leveraging transparency: Use transparency—and integrated reporting specifically—to drive and reflect integrated thinking.
- **Others**
  - Professional bodies must create an accounting standard for sustainable code of
  - conduct and reporting practices and should be made compulsory for all manufacturing industries.
  - Audit of sustainability efforts should be made mandatory.

Conclusion

- From the above study it can be concluded that embedding sustainability into business not only helps to secure a sustainable future, but it also benefits companies, enabling them to prepare for future risks, act on opportunities and create more value for the business and its stakeholders.
- The general purpose of the study was to find out how an organization can contribute towards sustainability without compromising on its profit and it can be conclude that most of the organization are following widely acceptable way of achieving sustainability in the area of carbon emission, electricity, water, waste, renewable energy etc.
- And further this study identifies the need for CSO, Energy Saving Certificates, Concentrate on Climate Change, S&P BSE CARBONEX etc…

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