

THE RECIPE FOR STABILITY AND COMPETITIVENESS IN TIMES OF CRISIS - A SUSTAINABLE GLOBAL PERFORMANCE

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Abstract: This paper propose a solution in order to attenuate turbulences generated by the deepening of global financial crisis. In order to be efficient, a company must guided by a sustainable operational model. During the activity, the company is facing three types of challenges: economic, environmental and social. If we assign the three components to the performance, it results the concept of global performance. Besides economic responsibilities, global performance raises new responsibilities for the economic community, respectively for the environment responsibility and for the social responsibility. Enlarging the scope on social and environment elements too, is allowed the access to the entire community of users, meaning that is allowed the access for the users who included the social and environment elements in the selection criteria of business partners. Finding new unity elements, performance coordinates, can become the base for the business success.

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Key words: global performance, environment responsibility, social responsibility, "societal" responsibility, "societal" receptivity.

1. INTRODUCTION

On the background of widening the global financial crisis and the extend of the turbulences through emergent markets from which Romania is part of, the actual business scene is defined by severe absence of liquidities and financial blockage. Over the years, the economic life registered several fluctuations which left their mark over the economic conscience. The expanding of the companies on the background of the sectorial increases was made without providing sustainable operational pattern. When the market increases, few streamline the level and the structure of the costs, the supply and portfolio of customers, and the impact of a recession becomes resonant.

On this background, we suggest to bring in the fore the recipe for stability and competitiveness in times of crisis - **a sustainable performance**.

2. ANALYSIS AND SOLUTIONS

When asked what a company could do to serve its own growth, the answer should contain a solution regarding the insurance of "the sustainability" of competitiveness and stability, in the "volatile" economy.

What is required in a dynamic informational society? We believe that today it is required knowledge, velocity and accuracy into effects. The innovations which

gravitates around us as individuals - participants at the economic life, and around the company - ensemble of participants at the economic life, gathered under the umbrella of a mutual creed, provides opportunities. The capacity of response and relationship with these elements, significantly determines the baggage of resources which accompanies in "activity" the decision factor. The everyday challenges of the more and more complex economy in which we live, determine the companies to develop products and techniques of performance improvement. If, for the majority, the term "performance" is summarized only at obtaining a considerable profit, today, this term meets a significant evolution.

In the actual sense, still, every manager's purpose is to obtain profit. The question is "Why the managers want to obtain only profit?" What the managers do not realize is the fact that obtaining profit at the end of a financial year does not guarantee a similar success for the next year. Therefore, we consider that every manager should propose himself that his company should be performant, or, better said, to achieve performance. The performance allows that all the values that a manager aspires at, to be present in a clear and existing way. The term expresses the superlative of a management based on knowledge.

The concept "knowledge" has multiple connotations:

- The knowledge founded on professionalism in the specific field of activity of the firm;
- The knowledge founded on determining access at the sphere of interhuman relations, which is the foundation of the success based on the convergence of expectations of all the human factors that are participating at the activity;
- The knowledge founded on the correct acceptance of the geopolitical sphere in which the company carries out its activity.

Starting from these basic considerations we extract the three dimensions that should be compatible with the objectives and values of any company, concerning: economic, social and of environmental. Assembled under conceptual aspect they serve the societal responsibility of the company (Corporate Social Responsibility - CSR). Though, the concept is widespread in specialized, theoretic works, we consider that the application in practice opens the way through approaches generating global, sustainable performance. Initially, the concept of societal responsibility of the company was born in the American context, being assigned to Howard Bowen, in 1953, through his paperwork „Social Responsibilities of the Businessman”, and later the European approach extended the vision over this from simple philanthropic actions, foreign to economic activities of the company, to the definition of European Commission, according to which the CSR implies the voluntary enclosing of social and environmental concerns along with the commercial activities and relationships with the stakeholders. activities the integration towards the company of. Bringing into the practical field and corroborating the societal responsibility with the term performance, we consider that the latter one should not remain stucked in terms of theoretical-practical at the result of profit, it should become the standard of every company, standard that removes from "the comfort zone" of the politics and decisions applied and drives forward the company through new economic, social and environmental "lines of behavior", lines designed to absorb the feed-back of society.

A mutual, dynamic reaction between the company and the society at large meaning (the trio economic - social - environment) requires a type of company to

develop innovative strategies, regardless of the context in which it operates, a context that either helps it or hinders it. To generate reactions as "partnership" between company and society, it has to be identified the flexibility, controllable element between the two. Given all the levers that operate in the context that a company operates, we consider the society as an "yielding" element, which is why the "attitude" of the company becomes the main factor generating a positive feed-back. Continuous improvement is an important pillar of a leading company, and any company must make fine adjustments, to enrich the product and services line, be-developed, enriching its knowledge and skills. To achieve this desideratum, a company must be aware of a series of concentric responsibilities that are assigned to it. First of all, the responsibility towards the essential, basic functions of the company, related to production, employment and economic growth. Secondary, through expansion, the company must extend its responsibilities for the purpose of the perception of society needs-environmental protection, human relations, information regarding the actual and potential consumers. In the third place, continuing the suggested process of expansion the responsibilities, arisis "the action", implementation of decisions.

We suggest the inclusion of these goals in **an operationalization model of the global performance** developed on three pillars (dimensions) with fair contributions to sustainable development of the company, as follows:

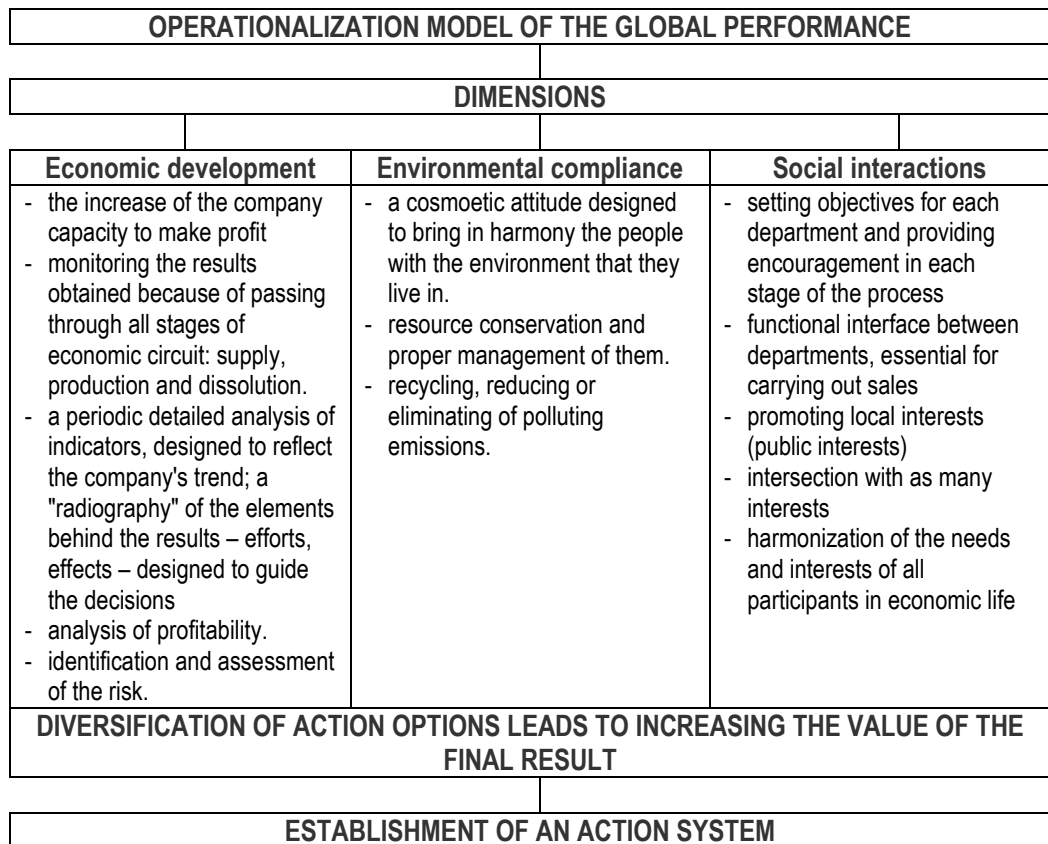


Figure no. 1

The involvement of the company in CRS activity creates "complex" benefits under the form of global performance (financial performance, social performance and environmental performance). The way that the company manages these levers determines the way as perceived within all subsequent interactions. The position of the company regarding the external environment is essential for understanding and cultivation of a competitive commercial fund. The management of the company, by decisions taken, must lean towards the elements generating global performance. And, elementary, a global performance results when the effects obtained are significantly higher to the efforts involved. The "juggling" with the three levers - financial, social and environmental - within action strategies of the companies allows intervention by decisions in the sectors generating results depending on the permissibility of the context that it carries on its activity in.

We consider that the actual economy is "exhausted" of "hosting" companies leaded by old energies, and this idea is confirmed by its natural selection which determines the maintenance and the affirmation of efficient companies.

3. CONCLUSIONS

The active maintenance of the levers in manager's consciousness generates obtaining benefits designed to ensure a sustainable global performance. Therefore, the adaptation of strategies, depending on the context, highlights "the current position", the point where the company is located, with its plans and activity. The common point, informationally, and of interest that the dimensions presented march on, allows the elimination of manifestation of informational asymmetry phenomenons, existing at national and international level. The adoption of a decisional behavior, guided by the aspiration through a global performance, is a long-term "non-degradable" strategy, in terms of the obtained results.

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