

The case study shows that for the targets, with a deadline of the end of the financial year 2021/22, the management of Dormakaba continue to work. Given the current planning, the goal related to the energy management systems is a particular challenge.

The case study shows that sustainable reporting is an important issue of the nowadays management practice. It is based on the public company information.

The next case study presents sustainable reporting practice of another Bulgarian company, Orgachim JSC, located in the town of Ruse. Orgachim is an innovative, market-oriented company with history more than 120 years. It is one of the biggest and best equipped chemical enterprises in South-Eastern Europe, with a long history in the manufacturing of paints and coatings, with modern installations and significant resources. As a leading manufacturer, Orgachim provides a full satisfaction to its customers and partners, both with the quality, durability and efficiency of the products, as well as with the beauty of the colours (for details, see: <https://www.orgachim.bg>).

Table 1. Strategic targets of the Dormakaba Company

Target	Deadline	Financial year 2019/20
Meet target submission requirements as part of the commitment to the Science Based Targets initiative.	September 2020	Scope 3 carbon inventories developed; 92% Scope 1 and Scope 2 emissions reported.
Reduce Scope 1 and 2 carbon emissions by 5% tCO ₂ e (baseline 2017/18).	End of financial year 2020/21	-15%* (*Of which 9 pp. are attributable to increased purchase of green electricity and energy efficiency projects, and the rest due to various factors including the business impact of Covid-19).
Increase the share of ISO 14001 certified production sites to >50% (baseline 2017/18).	End of financial year 2020/21	36%
All manufacturing sites maintain health & safety management systems based on ISO 45001 or OHSAS 18001.	End of financial year 2021/22	73%
All manufacturing sites maintain energy management systems based on ISO 50001.	End of financial year 2021/22	21%
Increase the revenue share of products with environmental and/or health product declarations to >30%.	End of financial year 2020/21	19%
Operationalize a supplier audit system based on sustainability criteria.	End of financial year 2020/21	475 suppliers invited for Eco Vadis assessment; Procedures for non-participation and non-compliance approved.

Source: Company’s web: https://report.dormakaba.com/2019_20/strategy/, 10 March 2021

It is important to note that caring for nature is one of the main priorities of the company. Company’s clients could find some of the products have been marked with the logo of Eurofins Laboratory. These guarantees quantities of Volatile Organic Compounds below 1 g/L, which is 30 times below the maximum permissible standards of the market. The mentioned paints protect health and environment. A stronger future protection in this direction will be one of the main targets of Orgachim in the future. The management of the company takes as its important task to educate society and consumers about environmentally friendly products and practices. In 2018, they also

continue the preparation of the initiative with the National Association of Municipalities and with partner chain stores in order to educate people about the need to collect and store waste from chemical products. The company’s team keeps focusing on the certification of the product quality and safety. Adding the TÜV logo on the packaging, as a guarantee for international high standards is also a part of sustainable ideas management. (For details, see: <https://www.orgachim.bg/care-for-nature/?lang=en>).

Sustainability reporting of Orgachim provides information about their overall social and managerial performance. In 2017, Orgachim is implementing initiatives and projects that make the environment more colourful, welcoming and renovate. They donate over 12,900 kilograms of paints at a market value of nearly BGN 40 000 (ca. 20 000 Euro). Of these, 29.4% were donated to social centres, 20.6% to foundations, 18.9% to kindergartens, 17.9% to schools, 8.8% to town halls and 4.4% to improve the urban environment (for details, see: <https://rousse.info>). The idea is to provide an opportunity for stakeholders to understand the impact of Orgachim and its progress in sustainable development.

In 2016, Orgachim JSC organized a partnership initiative with the Transformers’ Association “Draw me a wall”. The platform supports implementation of artistic solutions for public urban spaces and interiors of socially significant buildings throughout the country. So, 34 artists from all over the country applied for the opportunity to decorate 4 main buildings in Sofia, Plovdiv, Pazardzhik and Gabrovo. BGN 30,000, 576 kg of paint and 28 full working days of work by four artists have been invested in the initiative. The initiative generates over 100 publications in national media and thousands of shares and likes on social media. It is a part of the sustainable reporting initiatives of the company Orgachim. The idea is to improve the reputation and brand loyalty and to show the ways in which organization influences and is influenced by the expectations in the field of sustainable development.

The comparative analysis of the observed two cases can be summarized in the following table:

Table 2. Comparative analysis of the sustainable reporting practice: the cases of Dormakaba and Orgachim companies

Dormakaba	Orgachim
On the Bulgarian market for more than 20 years	An innovative, market-oriented company with history more than 120 years
Specializes in the production and installation of automatic sliding doors, soundproof partition walls, security and access control systems, door equipment	Specializes in the manufacturing of paints and coatings, with modern installations and significant resources
Sustainability is one of the two bases of the company’s business strategy	Sustainability reporting has to improve the reputation and brand loyalty and to show the ways in which organization influences and is influenced by the expectations in the field of sustainable development
The important managerial task is an open and clear dialogue with stakeholders to identify strategies and actions based on obvious goals and permanent improvements	The important managerial task is the education of society and consumers about environmentally friendly products and practices
Sustainability goals, especially about its commitment to reduce carbon emissions and the operation of the supplier's sustainability audit system	Sustainability reporting provides information about their overall social and managerial performance

Source: Own case study research

The analysis shows that the sustainable reporting of the two investigated industrial enterprises in Bulgaria is focused on their business specifics and business environment.

3. CONCLUSIONS

Many business organizations set the goal to achieve sustainability, but a relatively small number of them created systems for reporting and assessing the progress in this direction. This is because reporting and assessment of sustainable development are not fully accepted as a part of the strategic management process that provides feedback about the impact that the organization has on the economy, environment, and society. Their implementation can help measuring the progress of the organization, setting goals, and outlining areas that will work for its gradual change.

Enterprises can improve their sustainable reporting by monitoring and analysing measures that has a positive impact on the socio-economic development of the country and the region. The Bulgarian economy offers good examples on this topic that deserve to be analysed and promoted. This paper is a part of research on the topic of sustainable reporting in the industrial enterprises. It is an attempt to do an initial study on the topic and will be expanded in the future. Our vision on future research in this area is connected with search for trust in the sustainable reporting. This can be achieved by linking sustainable reporting to the internal control systems of organizations. Organizations should focus on integrating sustainable reporting into internal control activities and auditing. This will give confidence in the importance of sustainable reporting practice in the future and will provide an opportunity for stakeholders to understand the progress in sustainable development.

ACKNOWLEDGMENT

This research has been funded by the Scientific Research Project "2021-BM-01 Study of the business systems' adaptation to the conditions of a dynamically changing environment", funded by the Scientific Research Fund of the University of Ruse "Angel Kanchev", Bulgaria.

REFERENCES

- Arvidsson, S. Ed. (2019). *Challenges in Managing Sustainable Business Reporting, Taxation, Ethics and Governance*. Palgrave Macmillan.
- Băndoi, A., Bocean, C. G., Del Baldo, M., Mandache, L., Mănescu, L. G., Sitnikov, C. S. (2021). Including Sustainable Reporting Practices in Corporate Management Reports: Assessing the Impact of Transparency on Economic Performance. *Sustainability*, 13, 940. <https://doi.org/10.3390/su13020940>
- Denčić-Mihajlov, K., & Zeranski, S. (2017). Development of Sustainability Indicators: Approaches, Challenges and Opportunities. *Facta Universitatis, Series: Economics and Organization*, 14(4), 291-306.
- Chițimiea, A., Minciu, M., Manta, A. M., Ciocoiu, C. N., & Veith, C. (2021). The Drivers of Green Investment: A Bibliometric and Systematic Review. *Sustainability*, 13(6), 1-25.
- Dormakaba, *Strategy*, retrieved from: https://report.dormakaba.com/2019_20/strategy/, Accessed on: 10 March 2021.
- Eccles, R. G., & Krzus, M. P. (2010). *Challenges in Managing Sustainable Business Reporting. Taxation, Ethics and Governance*. John Wiley & Sons, Inc., Hoboken, New Jersey.
- Gilina, N. (2015). Guidelines for Institutional Changes in the Residential Real Estates Market. *Ikonomiceski i Sotsialni Alternativi*, (2), 101-112.
- GRI. *Our mission and history*, retrieved from: <https://www.globalreporting.org/about-gri/mission-history/>, Accessed on: 07 February 2021
- GRI. *Topic Standard Project for Tax*, retrieved from: <https://www.globalreporting.org/standards/standards-development/topic-standard-project-for-tax/>, Accessed on: 07 February 2021

- GRI. *Topic Standard Project for Waste*, Retrieved from: <https://www.globalreporting.org/standards/standards-development/topic-standard-project-for-waste/>, Accessed on: 07 February 2021
- Kirova, M. (2018). *A new approach to identify risks in innovations, based on their graphic time comparisons*, Book Series: International Management Conference, Proceedings of the 12-th International Management Conference "The Role of Management in the Economic Paradigm of the XXI-st Century" November 1st-2nd, 2018, Bucharest, Romania, pp. 233-240.
- Kocmanová, A., Němeček, P., & Dočekalová, M. (2012). Environmental, social and governance (ESG) key performance indicators for sustainable reporting. In *7th International Scientific Conference Business and Management 2012*. Vilnius Gediminas Technical University, Lithuania. <https://doi.org/10.3846/bm.2012.085>
- Kwarciańska, A. (2020). Reporting problems of corporate social responsibility. *Ekonomia i Prawo. Economics and Law*, 19(3), 523–532. doi:10.12775/EiP.2020.035
- Lukic, R., Lalic, S. M., & Matovic, I. (2015). The role of sustainable reporting to performance management in the retail food. In *Sixth International Scientific Agricultural Symposium "Agrosym 2015", Jahorina, Bosnia and Herzegovina, October 15-18, 2015. Book of Proceedings* (pp. 1848-1854).
- Man, M., Bogeanu-Popa M-M. (2020). Impact of Non-Financial Information on Sustainable Reporting of Organisations' Performance: Case Study on the Companies Listed on the Bucharest Stock Exchange. *Sustainability*, 12(6), 2179. <https://doi.org/10.3390/su12062179>
- Masum, M. H., Latiff, A. R. A., & Osman, M. N. H. (2020). Voluntary Reporting, Sustainable Reporting and Transition Economy. *International Business and Accounting Research Journal*, 4(2), 81-88. <http://dx.doi.org/10.35474/ibarj.v4i2.138>
- Niculescu, M-A., Platagea Gombos, S., Lazar, V., & Buzoianu, O. (2020). Sustainable Development from the Perspective of the Heritage Management of the Sarata Monteoru Tourist Resort. *Proceedings of the International Management Conference*, Faculty of Management, Academy of Economic Studies, Bucharest, Romania, vol. 14(1), pp 235-241.
- Orgachim JSC. *Sustainable Solutions with Care for Nature*, retrieved from: <https://www.orgachim.bg/care-for-nature/?lang=en>, Accessed on: 20 March 2021
- Orgachim JSC. *Annual corporate social responsibility report*, retrieved from: <https://rousse.info>, Accessed on: 28.02.2017
- Paksiová, R. (2017). Sustainability reporting in the Slovak republic. In *Sustainability Reporting in Central and Eastern European Companies* (pp. 143-155). Springer, Cham.
- Radulescu, C. V., Nastase, M. (2012). Sustainable development projects-management and involvement in the European Union. *Ekonomika Poljoprivrede*, 59(3), 232.
- Rahman, S., & Yadlapalli, A. (2015). Sustainable practices in luxury apparel industry. In *Handbook of sustainable luxury textiles and fashion* (pp. 187-211). Springer, Singapore.
- Suttipun, M. (2015). Sustainable development reporting: evidence from Thailand. *Asian Social Science*, 11(13), 316-326.
- Stanković, J., Tomić, Z., & Stanković, J. (2020). Socio-economic Impact of Natural Disasters in the Republic of Serbia. *Economic Analysis*, 53(2), 20-38.
- United Nations Global Compact. *The Ten Principles of the UN Global Compact*, retrieved from: <https://www.unglobalcompact.org/what-is-gc/mission/principles>, Accessed on: 07 March 2021.