

ПІДПРИЄМНИЦТВО ТА ТОРГІВЛЯ

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INSTRUMENTS SET FOR MANAGING SUSTAINABLE DEVELOPMENT OF ENTERPRISES IN MODERN ECONOMIC CONDITIONS

The existing theoretical and methodological support for management activities is represented by a wide range of different tools, but modern practices, marked by global changes, reveal their shortcomings and determine the reasons for revising traditional tools and identifying new management tools, levers, methods, techniques, technologies, etc. that are a kind of catalyst for their economic growth – sustainable development. The article aims at systematizing modern instruments for managing sustainable development of enterprises. Research methods: comparative analysis, generalization, systematization. The article clarifies the definition of the tools for managing sustainable development of enterprises, which is proposed to be understood as a systemic set of methods, techniques, approaches, types of analysis and ways of influencing the socio-ecological and economic activities of an enterprise, which enables it to develop effectively and strengthen its stable position in the market. The article systematizes the tools for managing the sustainable development of enterprises by types of analyzes, methods, technologies and methods of influence. Clarification and systematization of sustainability management tools allow enterprises to expand the range of management actions, strengthen their business positions in the business world, and ensure efficient operation and future development.

Keywords: instruments, method, technology, approach, sustainable development, enterprise.

JEL classification: G23, B41, Q01

Problem statement. The main direction of restructuring Ukrainian enterprises in accordance with the new requirements of global and national development is the introduction of modern technologies and management systems. Domestic enterprises operating in the context of the economic crisis, in addition to the traditional ones, must master new effective management tools that emerge with the spread of globalization in the world economy and have proven themselves in the practice of foreign business entities. Focusing on best practices and technologies will increase the level of efficiency, innovation, digitalization and intellectualization of activities, and will help overcome the protracted economic crisis.

Analysis of the latest research and publications. The tools for managing the development of enterprises were considered by such scholars as: Babchynska O. I. and Sokolovska V. V. [1], Bilovol R. I. [2], Zapukhliak I. B., Zelinska H. O. and Pobihun S. A. [3], Kyrychenko O. S. [4], Klymchuk M. M., Ilina T. A., Klymchuk S. A., Khomenko N. Y. [5], Skopenko N. S. and Kohut O. O. [6], Kucha D. O. [7, c. 77], Khodyrieva O. O. [8], Zaika O. V. and Tkachenko V. V. [9], Karakash Y. A. and Malyk I. P. [10], Omelianenko O., Omelyanenko V. [11] and others.

In particular, Khodyrieva O. noted that the enterprise development management system is based on the following: enterprise development goals, organizational and

methodological tools, and available resources and limitations [8]. Zaika O. V. and Tkachenko V. V. note that the process of managing the development of an enterprise means managing its functioning, which includes various objects, tasks, and tools to achieve the set goals [9]. Thus, scientists state that tools are one of the fundamental elements of the enterprise management mechanism.

The existing theoretical and methodological support for management activities is represented by a wide range of different tools, but modern practices, marked by global changes, reveal their shortcomings and determine the reasons for revising traditional tools and identifying new management tools, levers, methods, techniques, technologies, etc. that are a kind of catalyst for their economic growth – sustainable development.

Formulation of the article's objectives. The article aims at systematizing modern tools for managing sustainable development of enterprises.

Research methods: comparative analysis, generalization, and systematization.

Summary of the main research material. Modern tools for managing the development of enterprises are represented by a wide range of different types of tools. Zapukhliak I. B., Zelinska H. O. and Pobihun S. A. understand the tools for implementing changes in an enterprise as means and methods of influence of the enterprise's man-

agement subsystem on the managed one to ensure effective implementation of the change management process [3].

Under the tools for managing sustainable development of enterprises, we understand a systemic set of methods, techniques, approaches, types of analysis and ways of influencing the socio-ecological and economic activities of an enterprise, which enables it to develop effectively and strengthen its stable position in the market.

Let's take a closer look at the components of the sustainability management toolkit. Zapukhliak I.B., Zelin-ska H.O. and Pobihun S.A. presented, in our opinion, a comprehensive classification of tools for managing the development of enterprises by characteristics [3]:

1. *By the nature of the impact: economic, socio-psychological, technological, and administrative.*
2. *By direction of impact: direct/indirect impact.*
3. *The way in which the interests of employees are taken into account: material, power, and moral influence.*
4. *By the form of influence: qualitative, numerical.*
5. *Functional focus: organizational, planning, coordination, control, regulatory, motivational.*
6. *By area of application: financial, marketing, operational, etc.*
7. *According to the degree of novelty: creative, adaptive, selective, standard, non-standard (innovative, creative, search).*
8. *By scale: special, general.*
9. *Time-based: static, dynamic (optimization, balance sheet).*
10. *Duration: long-term, medium-term, current (strategic, operational, tactical).*
11. *Form of expression: conceptual, analytical.*
12. *By direction of action: external, internal.*
13. *By radicality of action: bifurcation, adaptation.*

Skopenko N. S. and Kohut O. O. include the following tools to the management tools for ensuring sustainable development of enterprises [6]:

- economic (strategic and feasibility planning; accounting and auditing; financial and cost management, quality, risk, investment and innovation; budgeting; controlling system; incentives; effective marketing; benchmarking; outsourcing; reengineering; balanced scorecard; functional and cost analysis; SWOT analysis; PEST analysis);
- social (social responsibility; organizational structure; corporate culture; personnel management, motivation system, social policy; training and professional development; communication between different management levels; moral climate; human resources development);
- environmental (production of environmentally friendly products; resource and energy intensity of technological processes; environmental audit activities; environmental planning and control; waste management; modernization of technical equipment; certification and standardization; environmental insurance; environmental marketing).

Kucha D. O. systematized the following basic economic methods that are part of the mechanism of sustainable development of an enterprise [7, c. 77]:

- technical and economic planning, which determines the program of the company's activities;
- economic incentives based on the assumption that the company's personnel's income is based on their contribution to the overall performance;

- economic responsibility for the performance of the company's management bodies, including a method of compensation for losses that may arise through the fault of the management bodies.

Bilovol R. I. divides all methods of enterprise management into [2]:

- organizational and administrative,
- economic,
- social and psychological.

Therefore, we will summarize the instruments by the nature of their impact and categorize them:

- economic: budgeting, planning, forecasting, accounting and auditing, estimates, economic incentives, bonuses, financial rewards, sanctions, etc;
- to social and psychological: social plans, moral incentives, culture of relationships, establishment of group norms, responsibilities, general "rules of the game," etc;
- technological: technical and technological requirements, design documentation, etc;
- organizational and administrative: administrative and disciplinary documents (orders, instructions, regulations, plans, staffing lists, regulations, contracts, guidelines, strategic maps), controlling, regulation, monitoring, reengineering, promotion, outsourcing, etc;
- environmental: standards, requirements, etc.

Kyrychenko O. S. notes that in the field of management there is a gradual transition from traditional production and market management systems to management of technological development [4]. Thus, among modern enterprise management technologies, the following should be noted:

- ERP systems;
- business process engineering/reengineering;
- digitalization of controlling;
- grading, and others.

Kyrychenko O. S. notes that in the practice of European management three basic groups of technologies are used in management [4]:

- planning of management decisions;
- implementation (structuring) of management decisions;
- technologies for changing the organization's structure (adaptable).

Domestic enterprises can transfer the latest management technologies or implement their own innovative solutions.

Klymchuk M. M., Illina T. A., Klymchuk S. A. and Khomenko N. Y. focus on the rapid development of the digital economy and note the strengthening of the industrial Internet – a network of physical objects, platforms, systems and applications with built-in technologies for data exchange within the internal contour of the enterprise, with stakeholders and with the external environment in general (use of open virtual resources, databases, etc.). According to Accenture's forecast, by 2030, this sector will contribute to global GDP growth by USD 14.2 trillion (which for the world's 20 leading economies is an additional 1% to their projected growth rates) [5].

Thus, all management technologies can be systematized:

- by functional purpose (according to management functions: planning, organization, motivation, control);
- by management areas (human resources, finance, logistics, production, sales, strategic management of business processes, etc);

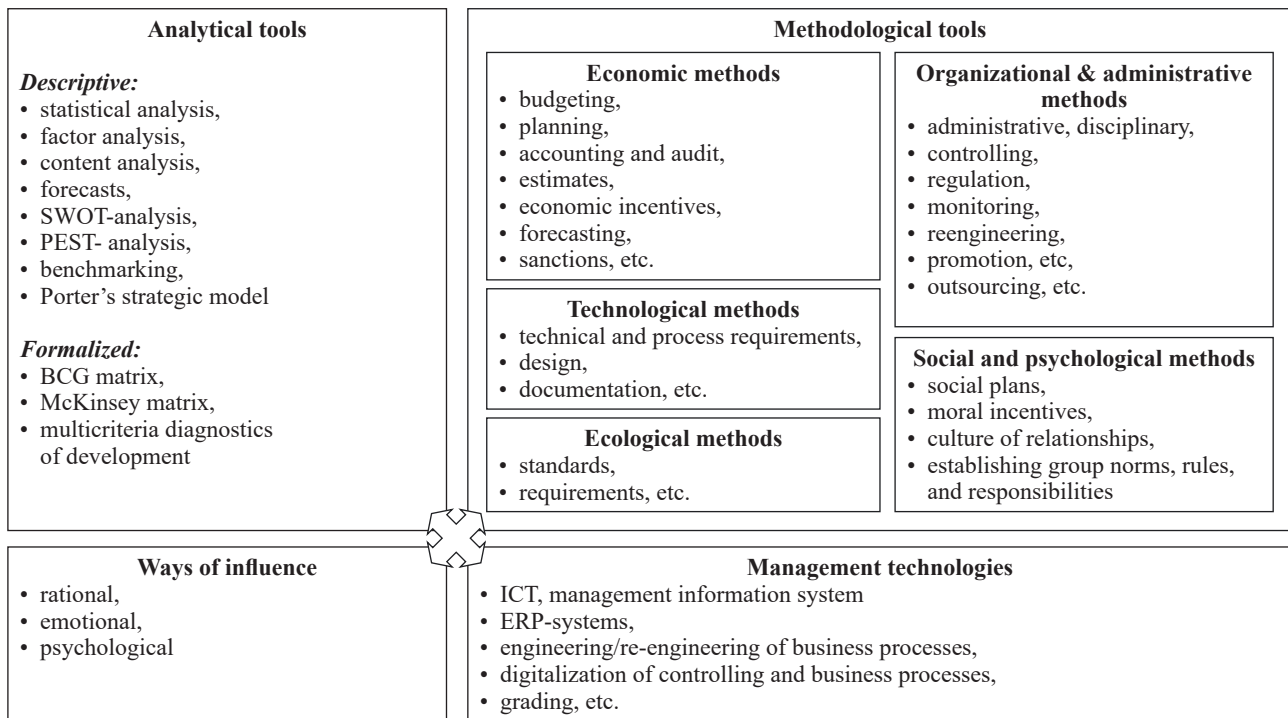


Fig. 1. Tools for managing sustainable development of enterprises

Source: compiled by the author

- by management objects (quality, production, deliveries, contracts, costs, resources, development, team, environmental protection, risks);
- by the level of technology (traditional, state-of-the-art).

The system of available tools for managing sustainable development of enterprises is summarized in Fig. 1.

Systematization of the tools for managing the sustainable development of enterprises allows solving an important scientific and practical task of providing enterprises with modern effective tools that can influence the increase of efficiency and significant renewal of activities.

Conclusions and prospects for further research in this area.

The following conclusions and results were obtained from the study:

- clarified definition of the tools for managing sustainable development of enterprises;
- the tools for managing the sustainable development of enterprises are systematized by types of analyzes, methods, technologies and methods of influence;

Clarification and systematization of sustainability management tools allow enterprises to expand the range of management actions, strengthen their business positions in the business world, and ensure efficient operation and future development.

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ІНСТРУМЕНТАРІЙ УПРАВЛІННЯ СТІЙКИМ РОЗВИТКОМ ПІДПРИЄМСТВ У СУЧАСНИХ УМОВАХ ГОСПОДАРЮВАННЯ

У статті уточнене визначення інструментарію управління стійким розвитком підприємств, під яким запропоновано розуміти таку системну сукупність методів, прийомів, підходів, видів аналізу і способів впливу на соціо-еколого-економічну діяльність підприємства, яка надає можливість йому ефективно розвиватись та посилювати стійкі позиції на ринку. Систематизовано інструментарій управління стійким розвитком підприємств за видами аналізів, методів, технологій і способів впливу. Уточнення та систематизація інструментарію управління стійким розвитком дозволяють підприємствам розширити спектр управлінських дій, посилити бізнес-позиції у діловому світі та забезпечити ефективне функціонування і майбутній розвиток.

Ключові слова: інструментарій, метод, технологія, підхід, стійкий розвиток, підприємство.