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THEORETICAL AND METHODOLOGICAL PRINCIPLES OF MANAGING ENTERPRISE SUSTAINABLE DEVELOPMENT

The article investigates theoretical position of the processes of enterprise sustainable development management, summarizes conclusions of the leading scientists in this field, and emphasizes importance of the stability development management on the systematic basis in modern corporations. Such scientific and methodological approaches as combinatorial, structural, resource, and of harmonious interaction ones have been used to determine the characteristics of the processes of sustainable development of enterprises. For implementation of the theoretical positions of the enterprise sustainable development in management practices there has been proposed a conceptual model which represents stages and tools the implementation of which will provide a systematic solution to the problem of sustainability.

Keywords: sustainability, development, concept, management, enterprise.

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Introduction. The concept of sustainable development of the society is gaining an increasing importance in the process of studying the features of modern enterprises' functioning. The issues of providing sustainable development of an enterprise gradually become an important subject of research of modern economics and an object of management in the real economics. According to the conclusions of McKinsey's company [9] more than 50 percent of the companies' managers which have been investigated by experts believe that business sustainability, environmental management and social responsibility are "very" or "extremely" important among other key tasks. Currently, a lot of companies, including the Ukrainian ones, especially those whose shares are traded on international stock exchanges, are trying to study the issue of stability systematically, and even make the appropriate reports. However, Ukrainian companies continue to use the indicators of profit as the main criterion of efficiency.

All this shows that the issue of stability of the company development will not disappear from the list of the objects of management. However, it is the issue of sustainable enterprise development

management that has not been studied because there are a large number of uncoordinated positions that relate not only to the conceptual apparatus, but also to the methodological approaches as for determining the stability study concept and choosing management methods. In addition, most companies do not pay the appropriate attention to the issues of sustainability, even when chiefs consider it important for the development. Only about 30 percent of executives believe their companies are actively seeking for opportunities for investment into development to incorporate these issues into their business practice [9].

It demonstrates the importance of implementing the theory of enterprise sustainable development into management practices of modern enterprises.

The analysis of the latest research and publications. The theoretical basis of scientific research on sustainable development of enterprises is formed by the works of many foreign and Ukrainian scholars, in particular, by the works of V.A. Vasylenko [2], R.M. Lepa, A.I. Pushkar [3], N.V. Shandova [4].

Studying scientific literature on management issues of the enterprise sustainable development makes it possible to outline three key directions of the research.

Firstly is the vision of sustainability through understanding the environmental problems. G. Atkinson, T. Hattie [6] is among the first to argue the importance of environmental responsibility of companies, and they suggested forming a system of the accounting and analytical support for environmental costs management. They noted that business is less stable under more adverse environmental effects, even if other conditions are the same.

Secondly is the understanding of sustainability as a complex process of interaction between such components of stability as economical, social and environmental ones. Currently, most scientists, for example, R. Baumgartner, D. Ebner [10] and T. Dyllick, K. Hockerts [12], including the Ukrainian ones N.V. Shandova [4], G.O. Shvydanenko [5] prove that enterprise development can be considered stable only while addressing problems of economic, environmental and social development of enterprise simultaneously.

Thirdly, the recognition of the need to form management system for sustainability of a modern enterprise is presented in the works of V. Vasylenko [2], R. Lepa [3], N. Shandova [4], and V. Sartakov [15].

The authors of the work [9] determine the task for the management theory to review the role of an individual company in the society not only from the standpoint of economics, but of the environmental and social importance as well. Summarizing the experience of more than 100 corporations in sustainability management, M. Epstein [13] attempts to develop the Corporate Sustainability Model.

Unsolved questions, which are part of the general problem. In general, among scholars there is a consensus on the need to form a company management system for providing sustainable development, but the question as for defining the criteria and the selection of management tools still remains open.

The purpose of the article is to systematize the core positions of the theory of sustainable development of the enterprise and to justify the components of the model of the process management.

Results. A clear understanding of the notion of "sustainable development" is important not only in the academic community, but also in the sphere of practical management, since it defines the subject area of management. In the result, this notion is the object of the scientific research with using different approaches.

The first approach (a combinatorial one) is based on the simple combination of two conditions of "stability" and "development", i.e. "static nature" and "dynamics". Quite complex research of the notion and types of stability is done by V. Artyukhov [1]. He characterizes stability as "properties of the system to coincide in terms of features before and after the changes which are caused by certain factors" [1, p. 97].

Therefore, stability or static nature describes a certain situation that is repeated and undoubtedly cannot be the goal for a company. The term "sustainability" can have positive characteristics if a

company receives stable positive results or they change (increase) at the same pace. In terms of the business process, the notion of "sustainability" can be explained more systematically as the company's ability to withstand changes in the environment and at the same time to maintain the ability to grow.

Thus, in terms of governance, achieving sustainability means maintaining the functioning of an enterprise in the "normal" operative mode preserving the pace of dynamics, but the problem of justification of the criteria for evaluating the performance of a company still remains unresolved.

Development is a notion that in a broader sense, compared with the terms of "growth" or "increase", describes the evolution of a company. The company may grow without any development, but on the other hand, development can occur but be accompanied by the deterioration in indicators of dynamics (growth). Primarily, it is the task of the development that must be the target object of the enterprise management.

The second approach (a structural one) based on the research of "sustainability" notion in terms of the economic, environmental and social components is mentioned in the works of many scholars, in particular, R. Baumgartner, D. Ebner [10] and T. Dyllick and K. Hockerts [12].

The authors T. Dyllick and K. Hockerts emphasize that "at any time economically sustainable companies guarantee cashflow which is sufficient to ensure liquidity while producing a persistent above average return to their shareholders; ecologically sustainable companies do not cause emissions that accumulate in the environment at a rate beyond the capacity of the natural system to absorb and assimilate these emissions. Socially sustainable companies manage the social capital in such way that stakeholders can understand its motivations and can broadly agree with the company's value system" [12].

Applying the concept of sustainable development in practice requires the companies to donate profits and, perhaps, shareholder values for the benefit of the public. Scilicet, providing stability in terms of solving problems of environmental and social sustainability may occur at the expense of losing dynamics of economic indicators.

Therefore, the inclusion of sustainability questions into the management system determines the necessity to form a set of indicators that characterize the economic, environmental and social spheres of a company.

The third approach (of harmonious interaction) describes the importance to achieve effective interaction between the internal and the external environment of an organization that can provide sustainable development of an enterprise.

For instance, V. Sartakov [15] concludes that sustainability and sustainable development are largely conceptual notions that characterize the ability of an organization to develop and exist in harmony with the environment.

Having applied a systematic approach, the scientist comes to the conclusion that sustainability depends on connecting the elements of the internal environment of an enterprise with the external ones, as well as on the ability of the element to perceive necessary changes.

Accordingly, the conclusion of the Ukrainian scientists [5] as for the need to study internal and external stability is absolutely logical.

The fourth approach (a resource one) is based on understanding the importance of providing resources in volumes that meet the needs of development and provide the necessary pace of dynamics.

Giving a definition of corporate sustainability, M. Epstein characterizes it as "inputs (resources), processes, outputs, and outcomes that are necessary to implement a successful sustainability strategy; the inputs include the external context, the internal context, the business context, and the human and financial resources" [13, p. 26].

Overall, sustainability of development is a comprehensive characteristic of the company evolution that embodies stable dynamics of quantitative indicators of the company's activities and innovative transformation of functional areas.

Generalization of the approaches to research problems of sustainable development is outlined in the scientific literature (V.A. Vasylenko [2], N.V. Shandova [4], G. Atkinson, J. Newcombe [6], Business strategies for sustainable development [7], T. Gladwin, J. Kennelly, T. Krause [8], R. Baumgartner and D. Ebner [10], L. Dvořáková and J. Jitka Zborková [11]) allow us to distinguish a number of features

which should be considered during the management process:

- a long-term character of research – the process of sustainable development is a long-term one and thus cannot be an object of monitoring in a short period of time because, for example, the current economic efficiency is not a guarantee of the long-term sustainability and vice versa;

- difficulty and complexity – a traditional macroeconomic approach which regulates the economic, environmental and social aspects of sustainable development determines the diversity of development at the micro-level and difficulties of securing the necessary pace of dynamics;

- contradiction – the notion of “sustainable development of a company” has certain internal contradictions. In our view, the key ones of them are as follows:

Firstly, they are contradictions that arise among constituent elements of sustainability. In the research by L. Dvořáková and J. Jitka Zbořková [11], the attention is paid to the existence of structural contradictions, i.e. the purpose of any enterprise to get profit for the owners is inconsistent with the idea of environmental sustainability, since sustainability is a reduction in emissions and minimal impact on the environment from the environmental point of view.

Secondly, they are contradictions based on the comparison of “stable” and “unstable” notions. Taking into consideration the fact that the development of an enterprise as a complex industrial and economic system is more unstable than stable, it should be highlighted that it is more important to ensure accelerated development from a practical point of view.

The complexity and versatility of the sustainable development processes determine difficulty in identifying effective mechanisms for the implementation of the issues of sustainable development in practice of management. The main issues are the following: changes in the organizational structure, development of the strategy, reporting, etc.

To solve the problem of sustainability, some enterprises make their top managers responsible for these issues. R. Strand [16] emphasizes that the formalization of sustainable management processes is aimed at implementing external opportunities and requires attention and coordination at the strategic level.

The works by R. Baumgartner and D. Ebner [10], R. Pojasek [14], J. Theodore [17] suggest using the strategic approach to sustainable management. J. Theodore builds a clear logical algorithm: for the corporation to be able to fulfill its mission and achieve its goal, it is necessary to use a strategic approach; working out a strategy requires taking into account the environment development trends, and the dynamics of changes of the environment determines the need to initiate complex changes and the effectiveness of their implementation on the enterprise. R.B. Pojasek [14] shares this opinion and believes that the stability of business is dependent on a lot of spheres of the enterprise, including organizational behavior, business strategy, operation management, accounting, finance, economics, environmental science, ethics, social psychology, and others. Some scholars, such as R. Baumgartner and D. Ebner [10] suggest applying the algorithm of developing strategies of the enterprise sustainable development and describing their typology.

Thus, the study of the development of the external environment based on the concept of sustainable development determines the need to form the internal environment on priorities of the sustainable development.

The experience of the leading companies in different countries shows that management of sustainable growth has become a systematic process.

For instance, the Council adopted the Sustainability Code [18] in Germany on 13 October 2011. As a result, companies and organizations apply the Sustainability Code, but only voluntarily. In response to the Code's 20 criteria, companies in Germany submit a summary declaration of the measures relating to the environmental, social and economic dimensions of sustainability they have undertaken. Quantifiable performance indicators support these data and increase the comparability of the declarations of conformity.

General Motors, Toyota, Volvo Car Group, Volkswagen, Henkel, Adidas Group, and other –there are many companies in different countries, which have a sustainable management as a systematic process and form a sustainable report.

For Volkswagen, sustainability means pursuing economic, social and ecological objectives simultaneously and with equal energy. The main aim of company is to create lasting values, offer good working conditions, and conserve resources and the environment [19].

Toyota aims to achieve a sustainable growth. It has been announced as a clear statement to Toyota's customers and society as a whole. The Five Main Principles of Toyoda (head of Toyota), the Guiding Principles at Toyota and the Toyota Way have played a role of the backbone values of all Toyota operations. Company will strive to implement a positive cycle of making ever-better cars that exceed customer expectations, contributing to Enriching the Lives in communities, and being rewarded with the smile of customers and communities. Only this leads to a Stable Business Base [20].

The key areas and indicators, which are used by enterprises in sustainability management, are given below (table 1).

Table 1 – The key areas and indicators of sustainability management (experience of Volkswagen and Toyota) [19, 20]

Volkswagen		Toyota		
Key areas	Direction	Key areas	Direction	Indicators
Strategy	Strategic Analysis and Action	Ever-Better Car	Overall	Sales
	Materiality			Research and development expenses
	Objectives		Quality	Good Design Award
	Depth of the Value Chain		Safety	No. of models with NCAP 5-star safety rating
Process management	Responsibility			No. of vehicles with units capable of providing and gathering traffic information
	Rules and Processes			
Stakeholder Engagement	Control	Enriching lives of communities	Environment	New Vehicle Zero CO ₂ Emissions Challenge
	Stakeholder Engagement			Life Cycle Zero CO ₂ Emissions Challenge
	Innovation and Product Management			Plant Zero CO ₂ Emissions Challenge
				Challenge of Minimizing and Optimizing Water Usage
Environment	Usage of Natural Resources			Challenge of Establishing a Recycling-based Society and Systems
	Resource Management			Environmental Management
	Equal Opportunities			Dealers / Distributors and Suppliers
	Climate-relevant Emissions			Social Contribution Activities
	Employment Rights			
Society	Qualifications	Stable base of business	Employees	Local employees comprising management at overseas affiliates
	Human Rights			Non-Japanese CEOs/COOs in major overseas subsidiaries
	Corporate Citizenship			Female managers
	Political Influence			Frequency rate of lost workday cases
	Conduct that Complies with the Law and Policy			Full-time employees
				Average age
			Financial information	Net revenues
				Operating income (Operating income ratio: %)
				Net income
				Shareholders' equity
				Total assets
				Net asset
				Dividend per share
				Capital expenditures

To provide the implementation of the theory of the enterprise sustainable development in management practice, we suggest outlining several stages of the implementation which will ensure the management process of sustainable development on the systematic basis (fig. 1).

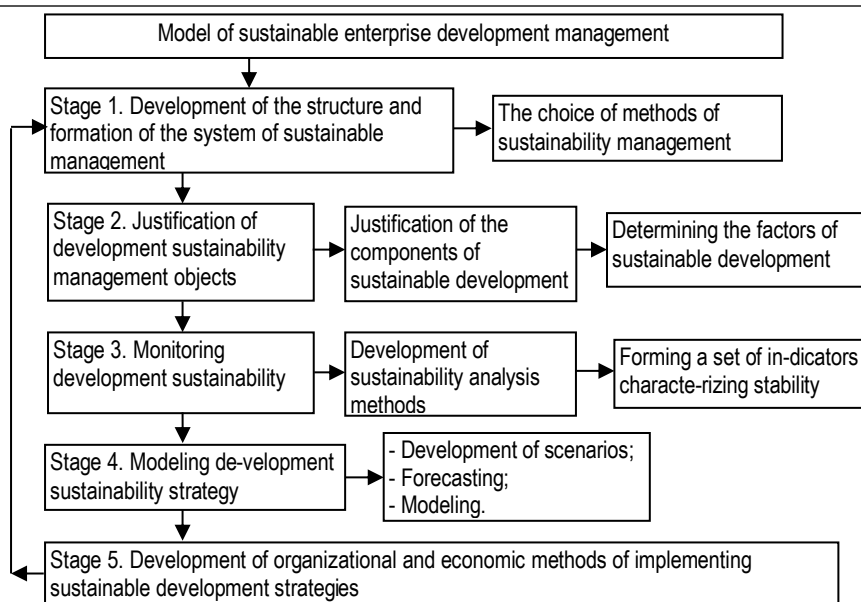


Figure 1 – Structural and logical scheme of the enterprise sustainability development management model (authors' development)

The first stage implies formation of the structure and management system aimed at implementing sustainable development and consolidation of the efforts of leadership of the enterprise on these tasks.

The second stage is to form the list of the objects of sustainability management which is recommended to carry out on the basis of identification of the components formed with using the approaches mentioned above, i.e. the structural, resource, combinatorial and other ones.

The third stage involves the formation of information database for management solutions in the field of sustainable development which will be possible only with developing the appropriate methods of analysis.

The fourth stage is directed at taking into account the time to design the system of sustainable management by developing the strategy that would be based on predictive calculations and would be developed on the optional base by developing scenarios and models.

The fifth stage ensures the implementation of strategic decisions in practice of management by justification of effective organizational and administrative measures, the main of which, in our view, should be the following: studying the experience of enterprises in the design of sustainability management systems; building the system of cause-and-effect relations and identifying key factors for sustainable development of a company; constructing necessary conditions to achieve sustainability; developing sustainability indicators set for an integrated analysis, and others.

Conclusions and prospects for their future studies. In recent years there has been significant development of the theory of sustainable development at the micro-level. The theory determines the need for construction of sustainable management system on real companies. Generally, this is due to the following circumstances:

1. The environment and, therefore, environmental issues fall into the sphere of interests of a company, since the depletion of natural resources and significant environmental deterioration directly affect the population and, as a result, the demographics of the region, i.e. the number of consumers.

2. There is also a change in understanding the effectiveness of a company in a purely economic sense and, as a result, the indicators of value and stability become more important than profitability while

making management decisions.

3. Sustainability management is a difficult scientific, methodological and practical problem which requires a comprehensive and systematic solution. As a result, the problem of sustainability is increasingly implemented in the strategies which are developed by leading corporations.

The research of sustainable development of a company has allowed offering a complex of measures to create an effective system of sustainability management in accordance with the proposed procedure. This will enable providing theoretical position transformation into practice on a systematic basis. The methodology of monitoring the sustainability of a company is of great importance for further research.

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Теоретичні та методичні принципи управління стійким розвитком підприємства

У статті досліджується теоретична положення процесів управління стійким розвитком підприємства, узагальнено висновки провідних науковців у цій галузі та підкреслюється важливість управління стійким розвитком на системній основі для сучасних корпорацій. Для визначення особливостей процесів стійкого розвитку підприємств використано такі науково-методологічні підходи, як комбінаторний, структурний, ресурсний, гармонійної взаємодії. Для імплементації теоретичних положень концепції сталого розвитку підприємства в практику управління запропоновано концептуальну модель, яка являє собою етапи та інструментарій, реалізація якої забезпечить системне вирішення проблеми стійкості.

Ключові слова: стійкість, розвиток, концепція, управління, підприємство.

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Теоретические и методические принципы управления устойчивым развитием предприятия

В статье исследуется теоретическая положения процессов управления устойчивым развитием предприятия, обобщенно выводы ведущих ученых в этой области и подчеркивается важность управления устойчивым развитием на системной основе для современных корпораций. Для определения особенностей процессов устойчивого развития предприятий использованы такие научно-методологические подходы, как комбинаторный, структурный, ресурсный, гармоничного взаимодействия. Для имплементации теоретических положений концепции устойчивого развития предприятия в практику управления предложена концептуальная модель, которая представляет собой этапы и инструментарий, реализация которой обеспечит системное решение проблемы устойчивости.

Ключевые слова: устойчивость, развитие, концепция, управления, предприятие.

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