

## DIRECTIONS OF ENSURING SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE

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**Abstract:** The article considers the basics of defining sustainable development - its essence, components and indicators that characterize it. The definition of the direction of ensuring sustainable development at the enterprise level by improving the management systems of nature management taking into account the provision of environmental safety is considered; introduction of tools of the system "lean production"; improving the components of corporate social responsibility of business.

**Keywords:** Sustainable development, Enterprise, Economic component, Ecology, Resources, Social component

In modern business conditions, enterprises and other business structures face globalization processes that lead to intensive changes in the environment in which the business operates and, consequently, some uncertainty as to the resource component and the needs and interests of various market participants and intensification of competition between them.

The presence of enterprises in such complex and uncertain operating conditions requires a certain revision of approaches to managing their development, as achieving this goal only by ensuring economic stability and economic growth is insufficient, because achieving consistently high rates of operational and production activities and increase its efficiency can not to coexist both with a certain limited resources for this and the threat of the enterprise to the environment, and with the tense situation in society and the low level of efficiency of social processes taking place in it. This determines the relevance of the study of issues related to determining the directions of sustainable development of the enterprise in the current conditions of intensification of competition in world markets, limited resources and the presence of global environmental problems.

At the UN World Conference on Environment and Development (Rio de Janeiro, 1992), on the basis of many years of scientific, analytical and political work to clarify, agree, formulate and adopt a wide range of new conceptual ideas for the world economy, which were proposed by researchers of these problems [1], the definition of sustainable development was adopted as a development of society that meets the needs of modernity, without compromising the ability of future generations to meet their own needs [2]. Such approaches have been confirmed and developed both in the international agreement called the Kyoto Protocol (Kyoto, Japan, 1997), signed by representatives of 38 countries and the EU, and in the Political Declaration of the World Summit on Sustainable Development (Johannesburg, South Africa, 2002). On 25 September 2015, the UN General Assembly approved the Action Plan "Transforming Our World: The 2030 Agenda for Sustainable Development" (resolution (A / 70 / L.1)), which entered into force on 1 January 2016 and provides for by 2030, achieve 17 goals and solve 169 tasks in the field of sustainable development by means, the implementation of which should allow to maintain political balance, comprehensive nature and purposeful development of the world community in general and individual regions in particular. [3].

Thus, the paradigm of sustainable development contains requirements for economic development both in terms of environmental protection, social justice, absence of racial and national discrimination, and in terms of the focus on improving the living standards of the population. The harmonization of all components of the concept of sustainable economic development requires a comprehensive and balanced approach based on the so-called "triple result" ("threefold result"), which is reflected in the model 3 "P" (Profit, Planet, People). The economic component in this approach is associated with the creation of a certain consumer value and strengthening the financial performance of the business. The environmental direction is traditionally associated with waste disposal and preservation of so-called natural capital, and the social component includes effective management of social and national diversity, equal rights of gender, social and national groups and social justice, and so on. Particularly difficult are the problems associated with determining the

priorities of society in general and business, in particular, areas of sustainable development of enterprises, as well as the mechanisms of interaction of these three components of the concept of sustainable development.

There is a certain basic set of indicators that characterize the state and level of sustainable development, which can be divided into, in particular, the following four groups: [4]

- indicators of economic aspects of sustainable development that characterize international cooperation to accelerate sustainable development and related local policies; change in consumption characteristics; financial resources and mechanisms; transfer of environmentally friendly technologies, cooperation and capacity building, etc. As a rule, such indicators (there are 23 indicators) are divided into three blocks, namely: indicators of economic development; changes in the nature of consumption as well as changes in the state and dynamics of financial resources and mechanisms for their implementation;
- indicators of environmental aspects of sustainable development, reflecting (focusing on 55 indicators): water resources; land resources; other natural resources; atmosphere; waste;
- indicators of social aspects of sustainable development - 41 indicators were identified, which characterize: the fight against poverty; demographic dynamics; promoting education, training and public awareness; protection of public health; promoting sustainable settlement development;
- indicators of institutional aspects of sustainable development - indicators that characterize the consideration in the process of ensuring sustainable development, in particular such issues as: environment and development in planning and management for sustainable development; using national mechanisms and international cooperation to build capacity in developing countries; the state of the international institutional order; application of international legal mechanisms; availability and dissemination of information for decision making; strengthening the role of major groups in the development of civil society.

The economic component of the concept of sustainable development of society is the structural restructuring of the economy of the country (region) for the purpose of reorientation of material, labor, financial resources in favor of energy efficient, resource-saving, high-tech, knowledge-intensive and environmentally friendly industries. The basis for such a restructuring should be the sustainable development of both individual industries and economic activities that shape the economy of the country (region) in general, and individual business structures in particular. One of the leading directions in this way is to reduce the use of non-renewable natural resources through more efficient use, transition to renewable resources, as well as minimizing the harmful effects of production processes on the environment.

Thus, the peculiarity of the economic component of the concept of sustainable development is that its implementation undermines the fundamental basis of the traditional economy - unlimited economic growth and maximizing profits and consumer satisfaction in a market system, despite conservation of resources and environment, impoverishment of certain segments of the population. in society. The validity of the strategy of sustainable development from the economic point of view is that the orientation of the traditional economy on short-term profit maximization and satisfaction of a certain range of consumers ultimately leads to depletion of both natural and human resources, exacerbation of global environmental problems. This puts on the agenda the need to invent such schemes of economic existence and development, which would create conditions when any business activity and consumption will not conflict with the new needs of human development - preservation and improvement of society in close connection with the natural environment.

The basis of the economy is the enterprise - a business unit of a market economy that produces products (provides services), uses the necessary resources, guided by the principle of maximizing income (profit) through the sale of consumer products (work performed, services provided), based on which social and economic demands and needs of both consumers of the results of this activity, as well as business owners and the workforce. At the same time, individual enterprises integrate and organize the economy at the micro level, and their totality determines the efficiency of the national, regional and world economy as a whole at the macro level.

A necessary condition for the transition to sustainable development is to solve the problem of rational use, protection and provision of conditions for the reproduction of natural resources. The concept of sustainable development and existing trends in society require the improvement of environmental management systems to ensure environmental safety, a harmonious combination of socio-economic and ecological-urban development priorities of cities and surrounding areas based on retrospective and operational information about the environmental situation. Thus, the company must ensure the use of such methods of use of natural resources, which are mutually economically and environmentally justified, namely, prevent the violation and pollution of the environment with minimal process costs. Environmental safety systems at enterprises should cover not only the space of the working area, but also the entire territory of land allotment, places of transportation and storage of products and waste on the basis of constant environmental control. The main forms of environmental control include: environmental expertise, environmental monitoring and environmental audit.

Management of environmental protection at enterprises should be carried out in accordance with the existing environmental requirements provided by regulatory documentation. The main elements that ensure this process are:

- Limiting activities within the framework of establishing harmful effects on the environment and man or restrictions on the use of natural resources.
- Licensing of activities - providing documents confirming the right to carry it out.
- Certification of activities - is carried out in order to control the safety of products for the environment, life and health of the population. \
- Ecologic certification of objects - collection by the business entity summarized in a specially established form of data on environmental performance of the facility, its use of natural resources, the degree of potential danger to the environment in order to prepare management decisions.
- Environmental audit - an integral part of the environmental management system, which is a systematic documented process of verifying the environmental aspects of the enterprise.
- Ecological and economic analysis of economic activity, which is an assessment of environmentally sustainable development of enterprises (territories, industries) and precedes the adoption of optimal management decisions in the field of nature management and environmental protection.

Ensuring the economic conditions necessary for the constant strengthening of competitive positions in the implementation of the concept of sustainable development in the enterprise (increasing the pace of development, expanding the scope of sustainable development, etc.) requires continuous improvement of operational activities. One of the most effective directions in this is the introduction of the concept of management, which would ensure the long-term competitiveness of the enterprise without significant investments and running costs. One of the effective areas of economical use of resources based on the creation of effective relationships between contractors and contractors of the enterprise can be a production and management system "lean production" [5]. Based on the ideas of Deming, Juran, Feigenbaum and their Japanese counterparts Ishikawa, Taguti and Singu, this system has found an effective practical implementation at Toyota thanks to the practical activities of its founder and fierce fighter against excessive losses, Tahiti Ono. The central element of lean production is the process of minimizing the necessary and eliminating unnecessary losses, and the key principle - the elimination of unreasonable costs and any processes in the enterprise that consume resources without giving any value to the product or service. The system of "lean production" consists of a set of its individual tools, which in themselves are quite complex systems.

The main tools of "lean production" include: [6]

- 5S system - acronym from Sort, Set in order, Shine, Standardize, Sustain;
- TRM system - an acronym from Total Productive Maintenance;
- SMED system - an acronym from the Single-Minute Exchange of Diesm;
- JIT system - an acronym from Just In Time;

- ER system - an acronym for Error Protection;
- Kanban system - ensuring a continuous material flow due to the fact that the products are "pulled out" by the customer, and not "pushed" by its manufacturer;
- Kaizen system - continuous improvement, continuous improvement of production processes (service provision), as well as ancillary business processes.

The introduction of the system "lean production" at the enterprise must be carried out by gradual and gradual implementation of its individual tools in accordance with a certain algorithm.

The concept of sustainable development, in addition to economic, environmental and resource aspects (Profit, Planet) takes into account a certain set of social aspects of business development (People), including its social responsibility to employees and the community of its location and society as a whole. Thus, taking into account the social component of sustainable development is not possible without implementing the concept of TRM (acronym for Total Responsibility Management), which is to increase attention and responsibility to the requirements of various "stakeholders" under the influence of business - from environmental issues to issues of civil society development, both at the enterprise and in the regions of business presence, and the country as a whole.

The development of socially responsible business can take into account the existing national and cultural traditions, certain historical experience and the nature of the relations prevailing in society, as well as many other factors. That is why there are many models (interpretations and approaches to implementation) of the concept of socially responsible business, among which the most appropriate to ensure sustainable development of the enterprise is, in our opinion, the model of corporate social responsibility, in which business, taking into account public interests, responsibility for meeting a wide range of interests, including: business owners; employees engaged in business activities; all business counterparties (consumers of the results of its activities and suppliers of resources); local communities and public associations; public authorities and local governments; other stakeholders.

Corporate social responsibility, as an integral part of its sustainable development, regardless of its model used by any business structure, is formalized in the form of its social policy - a set of measures to implement business development strategy in terms of its social responsibility. The social policy of the enterprise should be divided into internal (social policy aimed at regulating the relationship between business owners and employees) and external social policy (provides special methods of business, both in its presence and in relations with government and society) [7].

The formation of business social policy and its socially responsible attitude to the organization of business is a rather complex process associated with a number of contradictions and even certain conflicts of interest, in particular, during the formation of internal social policy there are some misunderstandings between business owners (their proxies. ) and employees (trade unions as representatives of their interests), and during the formation of foreign social policy of business there is a certain conflict of interests between business and public organizations, the community of the region of business presence, public administration and local government, etc.

Taking into account the above, we can conclude that among the areas of sustainable development of the enterprise can be identified:

- improvement of nature management systems taking into account environmental safety;
- introduction of tools of the system "lean production";
- improving the components of corporate social responsibility of business in general and its social policy in particular.

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