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## TOOLS FOR MANAGING SUSTAINABLE INNOVATIVE DEVELOPMENT OF ENTERPRISES IN ORDER TO INCREASE COMPETITIVENESS IN THE CONDITIONS OF THE STATE'S EUROPEAN INTEGRATION COURSE

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**INTRODUCTION.** The basis of sustainable development management for enterprises to increase competitiveness in the context of the state's European integration course is the involvement and development of intellectual resources of personnel, which is the basis of the competitiveness of integrated business structures. The rules for managing sustainable development of enterprises are created on the basis of defining a certain toolkit that is appropriate for the state of development in economic, social, and environmental subsystems of activity. The management toolkit makes it possible to formulate the current problem of enterprise activity and predict problematic aspects and development options. In accordance with the analysis and state of enterprises, more attention should be paid to the development of financial, social, and environmental subsystems. However, the development of measures aimed at improving this area can have a comprehensive positive effect on the level of competitiveness and positioning in the international environment. The toolkit for managing sustainable development of the choice of vectors for the European integration processes of enterprises in the future, taking into account the availability of resources and the state of the market.

**THE HYPOTHESIS OF THE STUDY IS** to form a methodological toolkit for sustainable development management of enterprises.

**THE PURPOSE OF THE STUDY IS** the feasibility and justification of the toolkit for sustainable development management taking into account the state's European integration course.

**METHODS** OF systematization, generalization, comparison, analytical, situational.

**CONCLUSIONS.** Sustainable development of enterprises is based on the principles of systemic and process approaches and takes into account the developed management tools to increase competitiveness in the context of European integration processes.

The developed tools allow modeling various strategies for sustainable development of business entities in a competitive environment and achieving sustainable development goals, taking into account the situational approach, available resources, effectiveness, etc.

**KEYWORDS:** European integration; European integration course; development; sustainable development; competitiveness; commercialization; reputation; strategy; sustainable development goals.

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## ІНСТРУМЕНТИ УПРАВЛІННЯ СТАЛИМ ІННОВАЦІЙНИМ РОЗВИТКОМ ПІДПРИЄМСТВ З МЕТОЮ ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ В УМОВАХ ЄВРОІНТЕГРАЦІЙНОГО КУРСУ ДЕРЖАВИ

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**ВСТУП.** Основа управління сталим розвитком підприємств задля підвищення конкурентоспроможності в умовах євроінтеграційного курсу держави – це залучення та розвиток інтелектуальних ресурсів персоналу, який є основою конкурентоспроможності інтегрованих бізнес структур. Правила управління сталим розвитком підприємств здійснюються на основі визначення певного інструментарію, що є відповідним за стан розвитку в економічній, соціальній, екологічній підсистемах діяльності. Інструментарій управління дає можливість сформувати поточну ситуацію діяльності підприємств та спрогнозувати проблемні аспекти та варіанти розвитку. У відповідності до аналізування і стану підприємств, більше уваги приділяється питанням розвитку фінансової соціальної та екологічної підсистем. Однак, розробка заходів, орієнтованих на покращення цих сфер, може мати комплексний позитивний ефект на рівень конкурентоспроможності та позиціонуванні в міжнародному середовищі. Інструментарій управління сталості розвитку визначає вектори для євроінтеграційних процесів підприємств в перспективі, враховуючи наявність ресурсів та стан ринку.

**ГІПОТЕЗА ДОСЛІДЖЕННЯ** полягає у формуванні методичного інструментарію управління сталим розвитком підприємств.

**МЕТА ДОСЛІДЖЕННЯ** доцільність та обґрунтування інструментарію управління сталим розвитком з врахуванням євроінтеграційного курсу держави.

**МЕТОДИ** систематизації, узагальнення, порівняння, аналітичний, ситуаційний.

**ВИСНОВКИ.** Сталий розвиток підприємств ґрунтується на принципах системного і процесного підходів та враховує розроблений інструментарій управління, задля підвищення конкурентоспроможності в умовах євроінтеграційних процесів.

Сформований інструментарій дозволяє моделювати різні стратегії сталого розвитку суб'єктів господарювання в конкурентному середовищі та досягати цілей сталого розвитку, враховуючи ситуативний підхід, наявні ресурси, результативність та інше.

**КЛЮЧОВІ СЛОВА:** євроінтеграція; євроінтеграційний курс; розвиток; сталий розвиток; конкурентоспроможність; комерціалізація; репутація; стратегія; цілі сталого розвитку.

**Problem statement.** Sustainable development is a fundamental component of Ukraine's European integration, which involves harmonizing environmental, economic and social standards with EU norms. This includes economic modernization, energy security, environmental protection and improving the quality of life in accordance with the principles of the European Green Deal.

In conditions of martial law, the management of sustainable development of enterprises does not fully meet the requirements of the state's European integration processes. As is known, to ensure competitiveness and implement the goals of sustainable development of enterprises, an innovative basis of business entities is necessary.

**The purpose of the study is** to substantiate an appropriate toolkit for managing sustainable development of enterprises in order to increase competitiveness in conditions of European integration processes.

**Analysis of literary sources** Key aspects of sustainable development in the European integration process:

Environmental component: Implementation of EU environmental standards, transition to "green" energy, protection of biodiversity and implementation of the principles of the circular economy.

Economic modernization: Development of a competitive, energy-efficient economy, investment in innovation and modernization of agriculture in accordance with European standards.

Social development: Raising living standards, ensuring workers' rights, improving the health and education systems.

Institutional changes: Establishment of the rule of law, combating corruption and transparent public administration, ensuring sustainable development.

**Presentation of the main material** The advantages of sustainable development of enterprises in terms of productivity growth compared to an isolated location can be more important than the benefits in current productivity. Compliance with a sustainable development policy by business entities provides advantages in access to new technologies or management methods.

Sustainable development of enterprises allows the use of technologies, new management components, new concepts in service and marketing.

Sustainable development of enterprises involves the integration of economic, environmental and social goals for long-term success, minimizing harmful impacts on the environment. Key management tools are the introduction of innovative technologies, LEAN production, energy efficiency, environmental labeling and reporting (ESG), which increases competitiveness. The main tools for sustainable development management in the context of European integration processes are the following:

Operational tools:

LEAN production: reducing resource losses.

Kaizen: continuous process improvement.

Digitalization and innovation: implementing "green" technologies and automation.

Energy efficiency: optimizing the use of water, energy and raw materials.

Strategic and management tools:

ESG reporting: assessing environmental, social and management criteria.

Eco-labeling: confirming that products comply with environmental standards.

Management systems (ISO 14001, ISO 50001): standardizing environmental and energy management.

Corporate social responsibility: improving working conditions and social development.

Analytical tools:

Eco-balance: monitoring the movement of material and energy flows.

Product life cycle analysis (LCA): assessing the impact of a product from production to disposal.

The use of these tools allows to reduce costs, improve reputation and ensure sustainable development in the long term.

This is a paradox from the point of view of classical microeconomics, which states that it is impossible to constantly achieve competitive results. Sustainable development in the process of European integration involves the adaptation of Ukraine to EU norms through ESG approaches (environmental, social, governance responsibility), which is key to competitiveness and access to European markets. This combines economic growth with environmental protection, social welfare and the implementation of European non-financial reporting standards. The factors that make up a favorable competitive environment that allows enterprises to be sustainable and capable of significant innovation determine the following conditions for sustainable development: innovation, sustainable strategy and structure, green economy.

Europintegration of sustainable development of Ukrainian enterprises involves the implementation of European environmental, social and governance (ESG) standards, energy-efficient technologies and the principles of the "circular economy" for access to the EU market. This requires adaptation to the requirements of the Free Trade Area (FTA), increasing competitiveness through innovation and digitalization, as well as implementing the concept of "build back better" for post-war recovery.

Key European integration aspects of sustainable development:

Adaptation to EU standards (Acquis Communautaire): Bringing products and production processes into line with European requirements for quality, environmental safety and social responsibility.

Greening (Green Transition): Introduction of eco-technologies, bioenergy, focus on renewable energy and reduction of carbon footprint to comply with the European Green Deal.

Corporate Social Responsibility (CSR): Integration of sustainable development principles into business strategy, increasing transparency of reporting, respect for workers' rights and gender equality.

Innovative modernization: Use of modern tools, such as the "circular economy", for efficient use of resources.

Development of investment attractiveness: Attracting European investments through adherence to standards of transparent and accountable governance.

European integration processes stimulate the transition from a survival strategy to a sustainable recovery model, especially in the agricultural, energy and machine-building sectors.

**Conclusions and research prospects.** In the methodological aspect, sustainable development management determines the need for a holistic approach to the innovation process, its formation and implementation.

The main function of innovation processes is the production of new knowledge, various kinds of innovations, the use of innovations in practice. This function should also be performed by the organizational and economic mechanism of sustainable development – to form innovative potential and use it effectively.

A sustainable model of economic development is an expression of innovation priorities, directions, structures, motivations, strategies, mechanisms, etc., which are aimed at the formation of an innovative type of expanded reproduction of national economies. This development model can be used for individual territories, industries, and enterprises. It can be the basis for the expanded reproduction of all forms of ownership based on the use of innovative ideas and products. A sustainable model of enterprise development, by uniting economic interests, can form flexible knowledge-intensive production and a market for innovative products, integrate the joint efforts of the state and entrepreneurs to develop and implement a strategic innovation policy. The factors that make up a favorable competitive environment that allows enterprises to be sustainable and capable of significant innovations determine four attributes of a country: conditions for sustainable development; demand; related and supporting industries; a sustainable strategy and structure. They each separately and together form the basis of the country's competitive advantages, the space that each state creates and supports for its industries in the context of European integration.

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