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Management of Business Projects of the Enterprise as a Factor of Increasing International Competitiveness in the Conditions of Global Sustainability

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ABSTRACT

The article is devoted to the substantiation of the conceptual aspects of business project management, which is caused by the aggravation of international competition in the context of the establishment of sustainable development. The purpose of the study is to substantiate theoretical and methodological principles of the business projects management of enterprises, which will contribute to increasing international competitiveness in the conditions of global sustainability. The research used resource and system approaches, as well as the principles of purposefulness, interaction and efficiency of business project management. The functional dependence of the business project management is substantiated. Directions for improving the business projects management in the area of critical deviations of the trajectory of the project state are proposed. It has been proven that the randomness and uncontrollability of events form the variability of the expected value of the result of the business project management and expands the range of searching for the goals achievement with the deviation minimization of the project execution trajectory from the planned one. It has been justified that taking into account and increasing managerial, methodological, financial, production, scientific and innovative and marketing potentials contributes to increasing the competitiveness of enterprises in the international market in the conditions of global sustainability.

1. INTRODUCTION

Modern globalization challenges increase the relevance of research in the direction of increasing international competitiveness in the conditions of the establishment of the sustainable development paradigm and require enterprises to constantly search for the identification of clear and latent competitive advantages. This leads to the fact that global market participants must pay attention not only to the efficiency and environmental friendliness of production activities, but also to the efficiency of the functioning and interaction with other business entities in the direction of finding new prospects for the development of the enterprise and business projects. The initiation and implementation of business projects contributes to the increase of international competitiveness by providing consumers with unique goods and services among other analogues, which provides an opportunity for a specific subject of economic relations to stand out in the international market. At the same time, for the implementation of business projects, special attention should be paid to their management, which determines the relevance of scientific research in this area.

The Project Management Institute defines the concept of "project" as the work that has an unstable temporary nature and is aimed at creating a unique work, service, product, taking into account time, budget, quality and result limitations.

This definition makes it possible to single out the principles of the business project management, including:

- purposefulness, which consists in the clarity of defining goals and their achievement;
- interaction, which involves the coordination of various actions and multi-vector processes;
- efficiency, which implies the use of various risk management tools to reduce the consequences of risks and conditions of uncertainty.

Purposefulness, interaction and efficiency as the basic principles of project management make it possible to increase the efficiency of management and the competitiveness of enterprises in the international market.

The purpose of the study is to substantiate theoretical and methodological principles of managing the enterprise's business projects, which will contribute to increasing international competitiveness in the conditions of global sustainability.

In order to achieve the goal, the following tasks were set and achieved in the research:

- the relevance of the study of the management of business projects of enterprises as a factor of increasing international competitiveness in the conditions of global sustainability is substantiated;
- the importance of information on business project management is substantiated;
- justified necessity of predicting the compliance and deviation of the trajectory of the dynamic state of business project execution processes over time;
- modeling of business project management is proposed, taking into account the space parameters and the deviation of the project execution trajectory from the maximum permissible limit, which makes it possible to quickly and with minimal use of time assess the trends of changes and make the necessary management decisions in a timely manner in the event of a critical deviation;
- the principles of managing business projects of the enterprise as a factor of increasing international competitiveness in the conditions of global sustainability are substantiated;
- the proven need to develop business projects in the direction of sustainable development in order to increase the competitiveness of enterprises on the international market;
- it has been proven that taking into account and increasing managerial, methodological, financial, production, scientific and innovative and marketing potentials contributes to increasing the competitiveness of enterprises on the international market in conditions of global sustainability;
- the analysis of the most successful practices of the implementation of business projects of Ukrainian companies was carried out in accordance with the triad of focus on the social, economic and environmental spheres of development;
- the conclusions and novelty of the study of the management of business projects of enterprises as a factor of increasing international competitiveness in the conditions of global sustainability are substantiated.

2. LITERATURE REVIEW

Many scientific publications are devoted to the peculiarities of the business project management of enterprises in the context of increasing competitiveness at the international level. Considering the published articles in this field of research, it should be noted that the first article on the specified issue was published in 1995. Over the past ten years, there has been significant publication activity of scientists in the direction of researching the peculiarities of enterprise business project management, namely: 2022 – 48 articles, 2021 – 58 articles, 2020 – 20 articles, 2019 – 48 articles, 2018 – 45 of articles, 2017 – 45 articles, 2016 – 35 articles, 2015 – 28 articles, 2014 – 6 articles (Figure 1). The highest scientific activity according to the Scopus database was observed in such countries as: China, England, USA, Czech Republic, Poland, Australia, Slovakia, Italy, Spain, Portugal, etc.

Within the scope of the article, the author Plattfaut [1] is convinced that practitioners should take the project management knowledge into account when working on the business process optimization and digitization initiatives. In his opinion, research should develop a deeper understanding of flexible and traditional project management as prerequisites for sustainable success and business project management capabilities.

Practical significance of the research of scientists Fajsi et al. [2] is to prove a decisive role of the project management in achieving business excellence in the new industrial paradigm. As a result of the study, using a maturity model of project management, the authors found a significant relationship between the project management maturity and business excellence. The authors are convinced that practitioners can implement them for more effective project management with the intention of bringing excellence to the activities and results of the enterprise.

The research of scientists Kafaji [3] is relevant, within which a conceptual basis was created for assessing individual and simultaneous contribution of formal and informal project management to the project success. The researchers assessed the impact of the project management practices on the relationship between top management support and project success, and examined the effects of using several environmental control variables.

The authors of the article Ferrari [4] examine the relationship between project management, operations management, and the organizational strategy, as well as organizational influence on projects. Within the article, scientists analyze the features and specific dynamics of family business, which can affect the practice of project management.

As a result of the study of scientists Bilal [5], it was found that according to the conducted correlation and regression analysis, there is a significant relationship between the business strategy, competitive qualities and focus on the elements of project management in the textile sector of Pakistan. The paper argues that in the textile sector of Pakistan, business strategy has a positive effect on the project management focus, while competitive characteristics positively moderate the relationship between the business strategy and the project management focus.

Scientists Xie et al. [6] proposed a structure of the organizational project management elements from aspects of management, methodology, knowledge management, talent management, etc. Three main directions for the strategy implementation are proposed: firstly, end-to-end process and revenue orientation, secondly, clarifying the hierarchical division of the project, thirdly, improving the information management mechanism, etc.

Within the scope of the article Zhao et al. [7], the design of the digital business center of the project management system of the enterprise based on information technologies is proposed. The authors proposed the data processing structure of the project management business center and built a general structure of the enterprise-level project management system.

In the study of scientists Jesus [8], the factors involved in the successful implementation of project management were identified. The authors believe that project management in the hands of its managers must focus on new elements related to leadership, knowledge management, work flexibility strategies, management ethics, and employee team morale to ensure success of their operations.

Scientists Lagodiienko et al. [9] consider the peculiarities of managing the foreign economic activity of enterprises in modern conditions of sustainable development. The authors considered and characterized the management system of the foreign economic activity of the enterprise, revealed and outlined the features of the enterprise's foreign economic activity in current conditions.

As a result of the study Teslia et al. [10], a conclusion was

made about the need to revise the project management methodology of management support tools, such as means of procurement and delivery of resources according to the project plan, budgeting, management of communications with external management entities, management of operational activities, implementation of administrative procedures, training and the use of management methods.

Within the framework of research Shaposhnykov et al. [11], Viknianska et al. [12], Zybareva et al. [13], an organizational and economic mechanism for the development and promotion of IT products in Ukraine was developed within the framework of the implementation of innovative business projects, a methodological approach to the economic analysis and management of enterprises in the conditions of the transformation of economic systems was proposed, and economic and legal issues, aspects of the network readiness of Ukrainian enterprises in the context of business improvement were analyzed.

Within the scope of the article Marhasova et al. [14], the authors prove the importance of taking into account, during project management the environmentalization of production as a direction of ensuring sustainability of the production activities of enterprises, increasing their economic security and international competitiveness. After all, the environmentalization of production is one of the priorities of modern innovative projects.

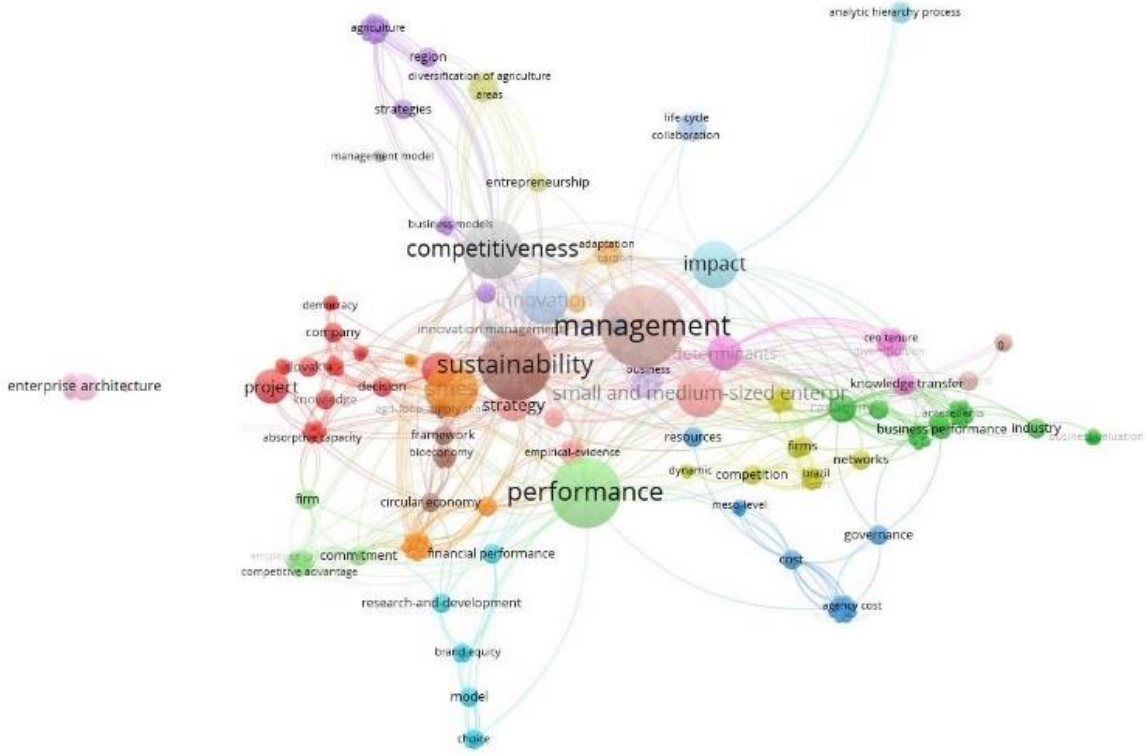
Through practical experience, the author Ahmad [15] has found that project management is a core component of many services delivery and productivity improvement projects, and this is seen in many large projects, especially those that are time-constrained or dependent on the specific projects that may be proposed. This helps to increase the competitiveness of enterprises both at the national and international level.

Leading scientists Grigoraș-Ichim et al. [16], Grosu et al. [17] consider the processes of forming the perception and vision of business entities from the border zone of Romania - Ukraine - Moldova regarding interim financial reporting and propose a conceptualization of the model of financial management in agriculture in Romania.

The authors Ronnie et al. [18] conducted a study showing that the project management methods have a positive effect on the chances of a startup's success. Researchers recommend that small and medium-sized business owners use certain project management techniques, including checklists, communication plans, and contingency plans, to increase business success. Within the framework of the research of Shkarlet et al. [19] the transformation of the development paradigm of business entities in the digital economy is considered.

Features of the regional sustainable development and the country as a whole, as well as the activities of enterprises within the framework of the concept of sustainable development, have been highlighted in many studies. In the articles of scientists Popelo et al. [20], Tulchynska et al. [21], Marhasova et al. [22], a systematic approach to the assessment of the regional sustainable development was revealed, monitoring of the ecological state of regional economic systems in the context of sustainable development was carried out, and harmony modeling of the regional economic development in the context of sustainable development was carried out, which is of great practical importance.

The research of scientists Kryvda et al. [23] is devoted to the actual problem of the harmony of ecological development in the conditions of the circular economy formation. Within the framework of the article, the basic principles of the circular economy concept are defined, a step-by-step methodological approach to assessing the harmony of environmental development is developed, and the proposed findings are tested on the example of the regions of Ukraine.



Source: compiled by the authors based on the analysis of the Scopus database and using the tools of the VOSviewer program

Figure 1. Graphic map of keywords in publications, in which titles the word “Management of business projects of the enterprise”, “Sustainability” is met

Scientific studies by the authors Britchenko et al. [24], Filyppova et al. [25], Shmygol et al. [26] made a significant contribution to the study of the various aspects of the enterprise activity in the context of the sustainable development concept. Within the framework of the research, a system for evaluating the effectiveness of the sustainable development strategy of the enterprise in the conditions of decentralization was proposed, system-integrated means of enterprise management were developed in order to ensure sustainable development, and the policy of the nature use was analyzed for the purpose of the rational management of enterprises and effective regional management.

The authors of the papers Zhavoronok et al. [27], Zybareva et al. [28], Dubyna et al. [29] analyze digital technologies in the context of the development of the national innovative economy, the ICT sector in economic development and also give an assessment of the spatial problems of the system of economic security of industrial enterprises.

Despite a significant number of publications, the peculiarities of the enterprise business project management as a factor in increasing international competitiveness, taking into account the conditions of global sustainability, require further research and analysis.

3. METHODOLOGY

The management of business projects of the enterprise today involves the use of information as a resource at the entrance to the system in the management of business projects and at the same time acts as a value.

By the management of business projects of enterprises, the authors mean management activities with the aim of timely implementation of tasks, which gives an opportunity to increase the competitiveness of enterprises. Business projects management of the enterprise today involves using it as a resource at the entrance to the system in the business projects management, and at the same time acts as a value. Management takes place in a certain information environment, which affects decision-making when achieving the planned performance indicators of the business project. Using information as a resource makes it possible to cover all components of business project management systems.

Evaluation of the effectiveness of the business project management can be carried out thanks to constant monitoring and control of the deviation degree of the relevant state of the business project from the indicator of the vector of goals. There can be many reasons for the deviation of the state of the business project from the planned goals, but they can be described by changes in the quantity or quality of resources, as well as changes in process parameters. Chains of cause-and-effect relationships in the interaction with the elements of project tasks are not unambiguous, they are influenced by dynamic and statistical parameters of processes, as a result of which the sensitivity values of processes in the business projects change and changes occur in the influence of the business project management.

Another feature of the business project management is that deviations (errors, so to speak) are non-deterministic, and the values of intermediate and final results of achieving goals can have significant deviations with a certain probability of their occurrence. Deviations most often occur not only at the end of a business project, but at any stage. Deviations and their significance from the planned trajectory of the business project's implementation act as information about what happened. But, at the same time, such deviations do not reveal the reasons for their occurrence. Most often, such deviations can be demonstrated using a graphical method, which compares the execution time and the volume of planned tasks on the actual date, as well as their deviations from the planned values.

For the business projects management, this information is valuable, as it makes it possible to make certain timely decisions, but it is also necessary to determine the reasons for such deviations. Business projects that are a factor in increasing international competitiveness in the context of global sustainability are unique in nature and consist of unique single situations, which means that they cannot be evaluated by statistical methods.

In the research related to the business process management, it is necessary to pay more attention to predicting the compliance and deviation of the trajectory of the dynamic state of the processes of the business project execution over time.

Since there are certain deviations in the business projects execution, it makes it possible to assume that the business projects management has uncertain as well as uncontrollable management components. To establish such components in the business projects management, we will investigate the mathematical dependence of the scope of these projects implementation, taking into account the components of objective uncertainty in the management, which should be written in the following form:

$$Z = f\begin{cases} Y, \\ X, \\ L, \\ D \end{cases} \quad (1)$$

where, Z – initial results of the business project, as well as intermediate and final volumes of the business project;

Y – input resources of the business project, intermediate execution volumes;

X – resources needed to achieve the goals and tasks of the business project;

L – parameters of the processes of achieving goals in the business projects execution due to uncertainty;

D – deviation of the work scope (expenditure of resources) from the expected planned execution (expenditure), management error and/or use of resources.

In this function (1), the components of the vectors of the input resources of business projects are known, and the X resource in case of deviation is given in the form of the following restriction: X≤X add.

Forecasting Z (the initial results of the business project, as well as the intermediate and final volumes of the business project) can be obtained with the accuracy up to the parameter L, for which it is known that the parameter lies in a certain set: $L \in \Omega$. The parameter L represents the natural state of the uncontrolled behavior of the business project.

If in the process of the business project management, the value of the uncontrollable parameter L is neglected, then its accumulation can lead to the fact that over time the deviations will increase, which will lead to greater losses of time and resources in achieving the goals of the business project.

The trajectory of the dynamic behavior of the process of achieving goals in the business projects management can have a significant accumulation of so-called errors and going beyond the limits of deviations, which are accompanied by an

increase in the cost of resources and an increase in the time it takes to achieve the goals of the business project. As a result of the accumulation of uncontrolled errors, the deviation can reach volumes that cannot be compensated for in this business project, which leads to a critical level and the threat of its non-fulfillment. This situation makes it necessary to improve the management of business projects precisely in the area of critical deviations to ensure effectiveness and efficiency in achieving the set goals.

The goal of the business project is a justified quantitative value of the parameters or indicators of the expected result of the business project (*Z*). When managing business projects, the indicator *Z(t)* must reach a certain area, but when the general goal of the business project is achieved, intermediate goals can be distinguished in time, according to which the trajectory of movement *Z(t)* of the business project's progress occurs. In Figure 2 presents a visualization of the model, which takes into account the space parameters and the deviation of the business project from the maximum allowable limit during planning during its execution.

The coordinates of the presented model (Figure 2) reflect the resources laid down for implementation and the execution time to achieve the goal of the business project, as well as intermediate goals. Changes in the state of the business project implementation are represented by trajectories in space that deviate from the target direction of management and may go beyond the limits of the maximum permissible deviation. Dynamic changes in the state of the business project implementation reflect the trajectory, for example, the transformation from the state "as it is at this time" *So* to the state "as it should be" *Sn* is carried out.

The state of "as it should be" in the business projects management is assessed thanks to such indicators and parameters as resources and the compliance of their costs with the established budget of the business project and the time of a specific stage and completion of the project.

Based on the use of target management functions, the identification of the values of the current state of the business project and the dynamics of the processes in space, the expected, current values and maximum permissible limits of deviation are calculated. Modeling and visualization of the state and trajectory of the business project implementation make it possible to quickly and with minimal use of time assess the trends of changes and make necessary management decisions in a timely manner in the event of a critical deviation.

The target function makes it possible to more effectively achieve the goals of the business project, taking into account the achievement of intermediate goals at various stages of the business project implementation. The objective function has the following form:

$$FSk(x) = \left[f_k(x_k) + F_{k-1}(x - x_k) \right], \quad (2)$$

where, $fk(xk) = Sk$ – indicator of the intermediate status of the business project at the *k* step.

The state of the business project implementation Sk at each *k*-th step of management depends on the state that was available on the previous step, i.e. S_{k-1} and management actions of the business project implementation (M_k) on the *k*-th step. The state of the business project implementation can present as:

$$S_k = M_k(S_k - I, x_k), k = I, n \quad (3)$$

where, M_k – managing the business project implementation at a certain *k*-th step.

Achieving the goal of the business project coincides with its completion and is achieved due to the performance of management actions that take place in the time (*T*) specified in the business project. Summarizing intermediate states and intermediate goals of the business project, the achievement of the final state and goal of the business project can be described by the following function:

$$Sz = F(S_o, x) + \sum_{i=1}^{n} \left[f_{k-1}(x_{k-1}) + F_k(x - x_{k-1}) \right] \quad (4)$$

When performing this function, the main condition is the following business project management, in which the value of the controlled variable x leads from the initial state *So* to the final *Sn* in a certain time (*T*) with minimal deviation from the expected values:

$$So, x(0) = x0 \rightarrow S_n, x(T) = xT. \quad (5)$$

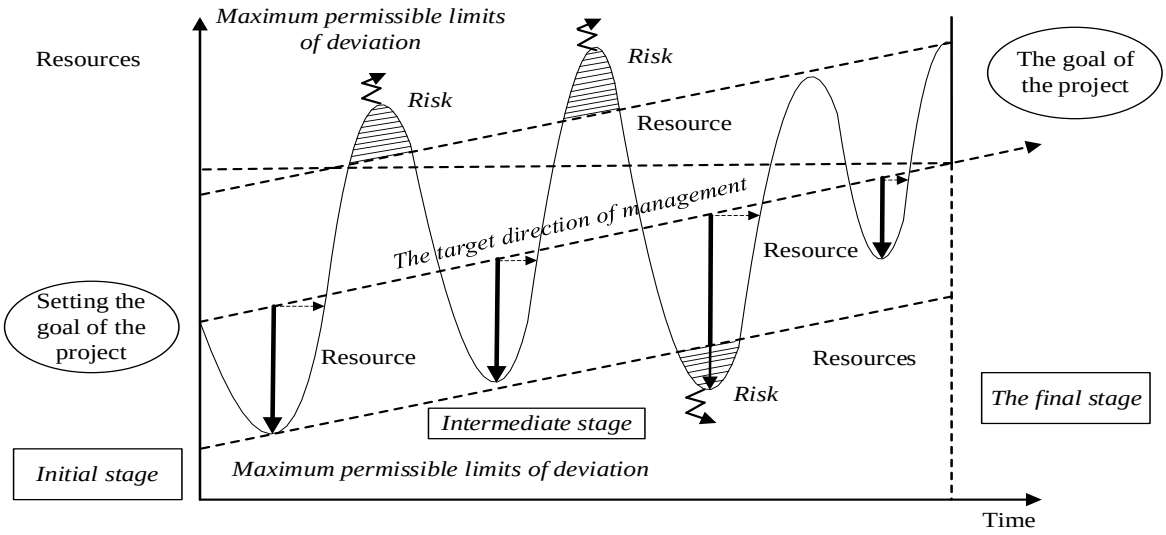


Figure 2. Modeling of the business project management taking into account space parameters and deviation of the project execution trajectory from the maximum permissible limit

The randomness and uncontrollability of events form the variability of the expected value of the result of business projector management and expands the range of searching for the achievement of goals with the minimization of the deviation of the project execution trajectory from the planned one.

4. RESULTS

Thus, the current management of business processes, taking into account the goal setting in each phase and making timely management decisions at the exit of the trajectory, which describes the project state beyond the maximum allowable limits, will contribute to increasing the international competitiveness of enterprises in the conditions of global sustainability. The process of the business project execution, as well as the processes of identifying deviations, are subject to constant monitoring to obtain timely relevant information. Relevant information about dynamic changes in the state of the business project implementation makes it possible to identify the very essence of the reasons for deviations of the project management results from the planned state of achieving goals. Uncertainty of states and riskiness regarding the achievement of goals accompany all business projects, but the sufficiency of information contributes to the reduction of deviations in the state of business projects due to appropriate timely management. A schematic presentation of the process of the business project management with the aim of timely achievement of the set goals is presented in Figure 3.

At the expense of business projects, the competitiveness of economic systems in the international market increases, in this context, the potential of enterprises is important, namely:

- managerial potential, characterized by the totality and creative competences of labor potential, which is involved in the development and implementation of business projects;
- methodological potential, containing the methodological justification of the business project management, including, during the implementation of projects in the direction of ensuring the assessment of trends in changes in space parameters and the trajectory deviation of the project execution from the maximum permissible limit, which enables a quick response to the deviation of the project trajectory from the planned current goals and management decisions;
- financial potential, which ensures the business projects implementation and provides for the possibility of attracting diversified investment resources;
- production potential, the structure of which ensures the production of products, the provision of services for the possible volume of production and includes the latent production capabilities of economic systems due to the use of creative and innovative approaches;
- scientific and innovative potential, which provides for the possibility of using scientific research and innovative developments for the business projects implementation;
- marketing potential, which, using modern information technologies, makes it possible to assess the market situation and predict further development trends to ensure the development of business projects and their implementation in the direction of increasing the competitiveness of the enterprise in the international market.

Business projects are connected with all elements of the management system, and taking into account and increasing managerial, methodological, financial, production, scientific and innovative and marketing potentials and their effective use contributes to increasing the competitiveness of enterprises in the international market in the conditions of global sustainability (Figure 4).

Today, consumer demands are rapidly changing in the market, which requires rapid development and implementation of new business projects from enterprises in order to quickly adapt to changes and ensure competitiveness in the international market. When developing business projects and managing them, it is necessary to take into account five classical competitive forces in the market:

- rivalry between sellers of the same field of activity;
- potential penetration of enterprises from other spheres of activity with substitute goods;
- potential entry into the activity sphere of new enterprises of competitors;
- market power and control under the conditions of agreements on the part of resource suppliers;
- market power and control under the conditions of agreements on the part of consumers of the international market.

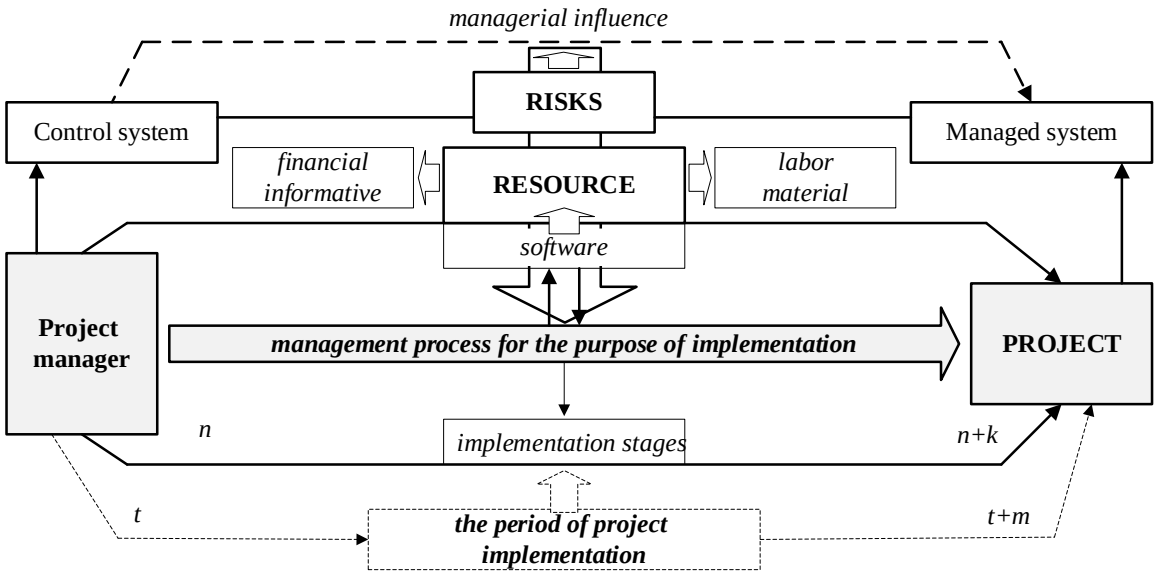


Figure 3. The process of the business project management in order to achieve the set goals in a timely manner

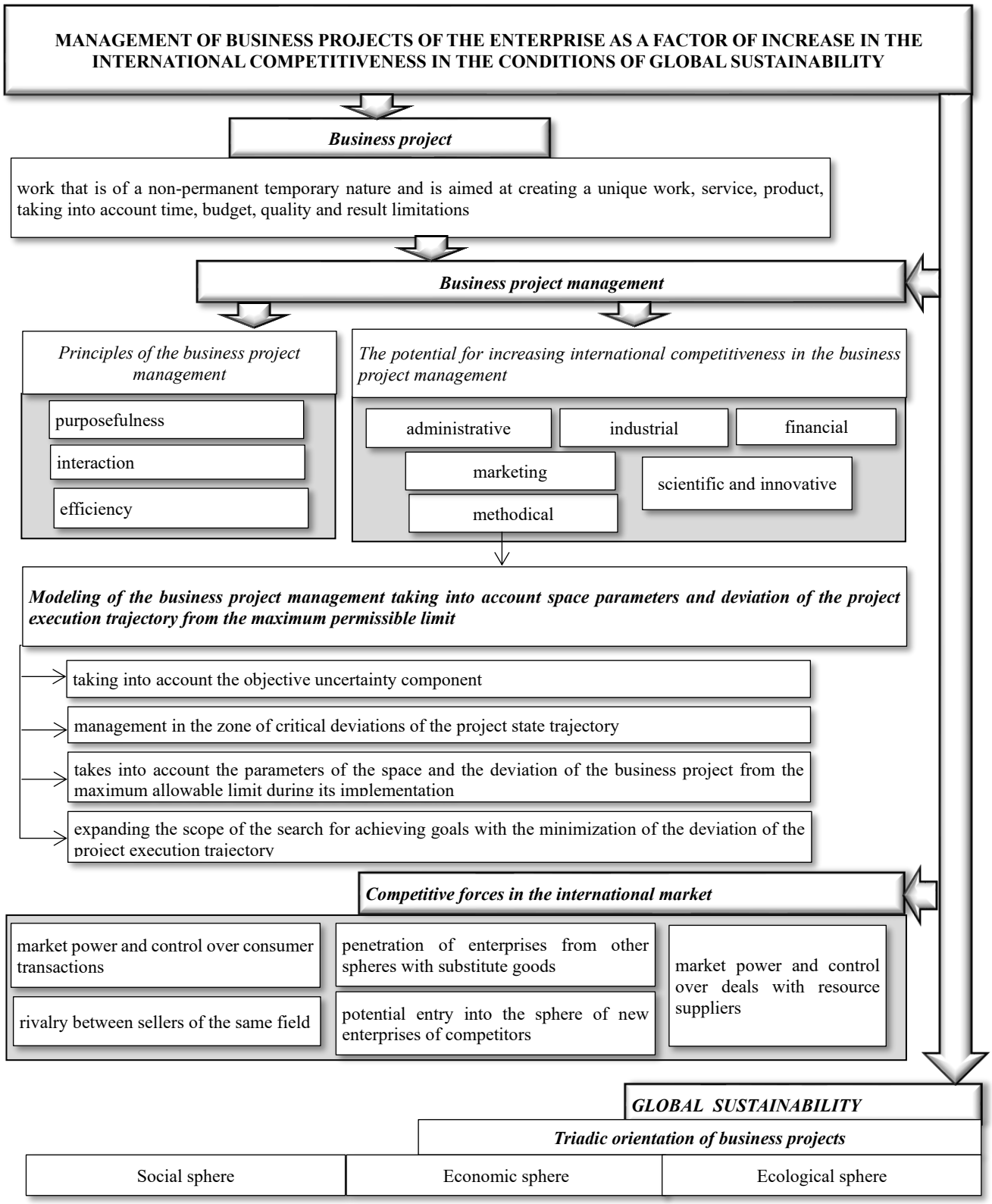


Figure 4. Business projects management of enterprises as a factor in increasing international competitiveness in the conditions of global sustainability

A business project is aimed at achieving a certain goal, current conditions of the development of international relations determine the trend of developing business projects in the direction of sustainable development, which has a positive effect on the competitiveness in the international market. The triadic focus of business projects on the social, economic, and environmental spheres contributes to cost reduction, resource and energy efficiency, and environmental sustainability of economic development (Table 1).

The presented in the Table 1 data is not complete, as many other companies are engaged in the business projects implementation in accordance with the goals of sustainable development. The conducted analysis shows the urgency of implementing business projects in the direction of ensuring global sustainability. Such projects have an impact on increasing the competitiveness of companies in the international market. Thus, scientific studies of the Boston Research Group emphasize that the return on sales of

companies implementing corporate social responsibility practices increases by 3%, the return on assets by 4%, and the return on shares by 10%. The data presented in Table 1 provide an overview of the triadic focus of business projects on the social, economic and environmental spheres in accordance with the paradigm of sustainable development.

Table 1. Individual business projects of Ukrainian companies that initiated the most successful project implementation practices in the context of the global sustainable development

The goal of sustainable development	The company name	Project
Goal 1. Overcoming poverty. Overcoming poverty in all its forms and everywhere	Alfa-bank	Bank of goodness! Give a happy and dignified childhood to those who need it
	GK Liga and MBF Let's Help	All-Ukrainian flash mob #letshelpbabusya
Goal 3. Strong health and well-being. Ensuring healthy lifestyles and promoting well-being for all at all ages	Data Group	«Dataheart: sport for life»
	EVA Shops network	«orange days at eva: help for premature babies»
	Kyivstar PrJSC	"child's hope"
	Nestle	Development of canister therapy in Ukraine
	Prykarpattiaoblenergo	As a "relay of good deeds" teaches employees to rest actively
	Goodwills of Ukraine	A course on a healthy lifestyle
	Luksoptika	National project "healthy vision"
Goal 4. Quality of education. Ensuring inclusive and equitable quality education, and promoting lifelong learning opportunities for all	Astarta	"rise" leadership and project management workshop for young people
	DTEK Academy	"Society and the State" project
	Coca-Cola beverages Limited Ukraine and GS «Osvitoria»	Ilearn – is an educational gamified platform
	ERAM	Expansion of the ekids social project
	Metinvest Holding	The book "metallurgical kitchen"
	Nova Poshta	The project is cool
	PUMB	The career of young people in Ukraine: there are opportunities in challenges
	IT-Integrator	The career of young people in Ukraine: there are opportunities in challenges
	Lifecell	Upgrade yourself with lifecell
	Softserve	Improvement of it-education
	Watsons Ukraine	B2s is a social educational project
Goal 8. Decent work and economic growth. Promoting progressive, inclusive and sustainable economic growth, full and productive employment and decent work for all	Pavlenko legal group, Advocacy Union	"Pavlenko Legal Group"
	Syngenta	#happywithsyngenta – with care for everyone
Goal 9. Industry, innovation and infrastructure. Creating sustainable infrastructure, promoting inclusive and sustainable industrialization and innovation	Energoatom	Competition of innovative ideas in spring school - 2019
Goal 10. Reducing inequality. Reducing inequality within and between countries	Isobar Ukraine	Internship and employment of deaf and hard of hearing people in the field of advertising and IT
Goal 11. Sustainable development of cities and communities	1+1:	The relay is good
	Deloiite in Ukraine	"Watch Ukrainian - create your future!" partnership of business and society
	PJSC «Zaporizhstal»	Competition of social initiatives "we are the city"
Goal 12. Responsible consumption and production. Ensuring openness, safety, vitality and ecological sustainability of cities and settlements	Agrofort	Life without garbage
	Achain	Campaign to reduce the use of plastic bags
	Metro Cash and Carry Ukraine	Metro waste collection point: separate waste collection point
	Concern Galnaftogaz	Collecting waste paper to support a children's rehabilitation center
Goal 15. Protection of terrestrial ecosystems. Protection and restoration of terrestrial ecosystems and promotion of their rational use, rational forest use, combating desertification, stopping and reversing the process of land degradation and stopping the process of biodiversity loss	GK Foxtrot	Corporate rating of eco-responsible employees "far-sighted people work here" for the 10th anniversary of the "green office" corporate movement
Goal 17. Partnership for sustainable development. Strengthening means of the implementation and activation of work within the framework of global partnership in the interests of sustainable development	PrJSC «Kyivstar»	Formation of a culture of innovative development in summer and after-school camps
	Metro Cash and Carry Ukraine	"you can - metro will help" initiative aimed at fighting hunger and reducing the amount of waste in the food industry

Source: compiled by the authors based on data csr-ukraine https://csr-ukraine.org/research/praktiki-ksv-v-ukraini-2019/

It should be noted that before the war period, the number of such projects grew steadily and in 2021 compared to the previous year, it increased by 79%. However, since February 2022, military actions have been taking place on the territory of Ukraine as a result of aggression by the Russian Federation, such events will certainly have a negative impact on all economic processes, and especially on investment business projects. Such a situation once again emphasizes the relevance of research and justification of business project management, taking into account the parameters of the space and the deviation of the project execution trajectory from the maximum allowable limit, which makes it possible to quickly and with minimal use of time assess the trends of changes and timely make the necessary management decisions in case of critical deviation.

5. CONCLUSIONS

Scientific novelty of this study is the substantiation of theoretical and methodological principles of the business project management of enterprises, which contributes to increasing international competitiveness in the conditions of global sustainability, and is based on: first, improvement of the business project management in the area of critical deviations of project execution trajectories from the maximum permissible limit for ensuring effectiveness and efficiency in achieving set goals; secondly, the basic principles of project management; thirdly, taking into account and increasing managerial, methodological, financial, production, scientific and innovative and marketing potentials.

Since the trajectory of the dynamic behavior of the process of achieving goals in the business project management can have a significant accumulation of so-called errors and going beyond the lines of marginal deviations that cannot be compensated can lead to a critical level, and the emergence of a threat of the business project non-fulfillment, it is proposed to perform management actions at intermediate stages.

It has been proven that when managing business projects of enterprises as a factor of increasing international competitiveness in the conditions of global sustainability, the following should be included: triadic orientation of business projects in accordance with the paradigm of global sustainability; take into account competitive forces in the international market; modeling of business project management taking into account space parameters and deviation of the project execution trajectory from the maximum allowable limit; to be based on the potential of increasing international competitiveness in the management of business projects and the principles of purposefulness, interaction and efficiency of business project management.

The triad focus of business projects on the social, economic and environmental spheres contributes to cost reduction, social orientation, resource and energy efficiency, environmental sustainability of economic development, and increases the competitiveness of companies in the international market.

Aspects of developing a conceptual methodological toolkit for risk management of business projects of microeconomic systems require further research.

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