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SEARCH FOR NEW MODELS OF COMPANY MANAGEMENT AND THE CONCEPT OF «BUSINESS SUSTAINABILITY»

Summary

Nowadays business is faced with the need to search the innovative corporate management models in connection with new technological challenges associated with the accelerated transformation of all components of the company's business activities. The formation of business sustainability is considered in the context of the search for effective innovative models of the new technological order Industry 4.0. The key aspect in this perspective is the development and implementation of fundamentally new principles of change management, including the principles of ethics and corporate culture. The main objective of the article is to study both innovative and modified classical corporate management models developed according to new technological challenges, especially global digitalization, as well as taking into account the principles of sustainable development. The introduction of corporate models and sustainable development strategies implies both modern technological optimization of the organization and a radical restructuring of the management concept of «business sustainability». Elastic digital workspaces, telecommuting with an emphasis on culture, technology and communications used at great speed and scale, investing in hyper-automation to reduce the impact of system failures, freeing up human resources and streamlining IT staff management are the current trends in enterprise models. An urgent challenge for business processes is the need to quickly respond to the pace of global structural changes, which include not only internal changes that provide both increased efficiency and release of capital, but also collaboration with ecosystem partners to move to a model with limited resources and the least vulnerable dependencies.

Introduction

Recently, the responsibility of companies in relation to business sustainability has fundamentally increased. Now it is an important motivator for future successful development. Even 10 years ago, the concept of «business sustainability» was part of the resource theory of the firm (structure and combination of assets, sustainable competitive advantages, differentiation, and profitability). Today the situation has completely changed – the majority (93%) of the leaders of the largest companies consider sustainability as a serious economic responsibility, linking it to the essence of the business itself and its values [1]. Understanding that with the sustainability of a competitive business, the value of intellectual advantages in production (technology and know-how), exchange (marketing assets and investments, financial engineering) and consumption (solutions for loyal consumers) grows. Many companies are asking the question now: «How can our business contribute to solving problems that are important to society?». This paradigm shift has an impact on a variety of aspects of the activities of market participants. Moreover, a company may be profitable but not sustainable if these funds are not efficiently handled and funneled back into the company to promote growth and sustainable productivity.

Currently, there are many schools and trends in management that analyze corporate models that «compete» in novelty and dissimilarity of ideas – from «theoretically built sets of ideas» to «instructive statements» [2]. The purpose of the article is not to study the qualitative differences between them, the features of their application depending on the types of business and the effectiveness of their use. It is the search for innovative and modification of the «old» corporate management models in connection with new technological challenges (especially global digitalization) and the forms of their adaptation to the changing «landscape» of ecosystems developing on the principles of sustainability. This is primarily due to the accelerated transformation of all components of the company's business activities – from fundamentally new principles of change management to ethics and corporate culture.

Nowadays many works have appeared on the problems of business sustainability from the point of view of modern management theories [3; 4; 5; 6; 7]. However, here business sustainability will not be considered within a broad definition (also not from the point of view of international and industry standards for ensuring business continuity – for example, ISO 22301 and NIST SP 800-34), but in the context of searching for effective innovative models of a new technological mode Industry 4.0. Changing the role and place of consumers in the value chain of a company that is becoming more customer-oriented and customer-centric requires today constructive models and strategies as a formalized knowledge of tasks and ways to achieve them. On the other hand, it needs a balance of long-term and short-term goals, aligning functional and current efficiency, which supports business-sustainable competitiveness.

Today, the «unpredictability» of the development of digitalization requires top managers of companies, firstly, to apply models and strategies based on the «block» system of company business sustainability and situational approaches. Secondly, such processes force the adoption of non-standard creative management decisions and the integration of business models into more global systems along with the need for corporate sustainability in the short and medium term. The practical significance of the article lies in the fact that it can serve as a basis for further scientific research in the field of modern strategic management based on digital technologies.

Part 1. The concept of sustainable business development and corporate modeling

In modern management literature, there are classical interpretations of sustainability in a broad (socio-economic context, including environmental protection problems) and narrow (long-term well-being of the company against the background of its effective functioning) sense [8, p. 868–872]. Sustainability is formed at both the strategic and tactical management levels of the organization, including business processes and operations, catalyzing the capitalization of the company based on innovation and business culture. At the strategic level, it manifests itself in differentiation of long-term strategic goals, strong business reputation, brand value, innovative products and services, long-term strategic partnerships, and customer relationship management (CRM). At the tactical level of superiority, sustainability is formed based on sources of innovation (which change industry cost structures), reduction of transaction costs of business processes, development of new business models.

In today's digital revolution, traditional approaches to corporate governance have several important limitations that make it difficult to achieve and measure company sustainability. Even 5-7 years ago, the priority goal of the company's functioning was to maximize shareholder value, and the shareholders themselves often concentrated on maximizing short-term profits. In contrast, the new technological sustainability challenge requires revisiting the competitive advantage of a multi-layered perspective: giving up a certain degree of efficiency or performance today for more sustainable performance in the future. Companies have mainly focused on «working» business models, creating, and executing stable corporate plans, which is effective when the cause-and-effect relationships are clear, the situation is predictable and immutable. However, the concept of «business sustainability» deals with the unknown, changeable, unpredictable, and sometimes unbelievable, which has significant implications for a company's positioning in the market.

At the same time, under current corporate models, each company is treated as an «economic island» that needs to be optimized individually, which simplifies management and accountability. However, resilience is a property of systems: the resilience of an individual company means little if there is a disruption in the supply, customer base, or social system on which it depends.

In this regard, sustainability requires more than simply bringing new ideas or tools to known traditional approaches. This requires a fundamentally different mental model of business – one that includes complexity, uncertainty, interdependence, systems thinking and a multi-level perspective [9, p. 41–49].

Digital transformation is shaping the business landscape and technology scaling of companies today, with 45% of surveyed companies ready to invest in digital transformation and sustainability in the coming years, according to the study. About 40% of respondents are planning large investments in artificial intelligence (AI), 37% in cloud technologies, and 31% are structuring their investment programs to focus on sustainable business models [10, p. 1366]. How effectively companies cope with this «double transformation» will determine how effectively they will be able to develop: a) process innovation management and data analytics (business intelligence) in the medium term; b) integrated platforms to enable the free combination of digital technologies; c) the democratization of digital transformation as the dominant trend, which involves the involvement of a wide range of employees in process design, architecture, and new business models.

The following areas or vectors of implementation by companies of «double transformation» are the most promising. First, the development of ecosystem-based business models based on sustainability and providing technological opportunities and competitive advantages (today, about 15% of the income of leading companies is already generated thanks to this approach [11]). At the same time, opportunities for growth and technological innovation, which companies previously had to prepare for several years, are now available in a matter of weeks.

Second, the pooling of resources to scale the application of technology and implement sustainable practices (leading «double transformation» companies invest more in innovation, devoting more than 10% of their annual income to research and development [12]). Stress testing innovation in the short term will provide greater opportunities for rethinking ecosystem-wide implementation approaches.

Third, developing talent and empowering employees (especially high-responsibility transformation leaders) to turn this transformation into tangible business value based on DARQ (blockchain, AI, augmented reality and quantum computing) technologies.

Fourth, in the context of the changing role and importance of the digital experience of buyers (increasing the volume of e-commerce), the presence of corporate platforms for the formation of personalized content is turning into a factor in the company's competitiveness. In this case, companies provide buyers with the ability to manage their digital experience, which provides a quick way to get information about wants and needs.

Today, to ensure sustainability and respond to «digital challenges», modern companies are beginning to rebuild business decision-making processes, applying the principles that underlie the development of long-term «biological»

systems. First of all, it is about the diversity of decisions making, which helps to ensure that systems do not fail and create an environment that encourages the generation of multiple ways of thinking and doing business (provided by hiring employees of various specialties, including multidisciplinary and different cognitive profiles). At the same time, redundancy (for example, the creation of several factories that produce the same product) protects systems from market surprises, albeit at the expense of functional redundancy and short-term efficiency. For its part, modularity allows individual elements of the corporate governance system to «leave» without destroying the entire structure, and since a modular organization can be divided into smaller parts with well-defined interfaces, it is more understandable and can be transformed much faster. Using the adaptability function (the ability to develop through trial and error), companies induce a certain level of dispersion/diversity, combined with an iterative selection mechanism, which allows them to generate more ideas and choose the most effective ones. However, it should be noted that the processes and structures in adaptive organizations are designed to provide flexibility and learning, not stability and minimal dispersion.

In the context of the company's «business sustainability» concept is the development of systemic scenarios/contingency plans and stress tests that consider possible risks with significant consequences become very actual today [13]. Such risks may remain outside the scope of «strategic scenarios» (they are difficult to foresee and, moreover, to prepare for them) and require, on the one hand, separate monitoring of early warning signals, analysis of vulnerabilities of individual corporate management systems. On the other hand, the alignment of the goals and activities of the company with the tasks of broader systems, which is crucial in achieving long-term success (integration into supply chains, business and natural ecosystems) [14, p. 6–11]. Therefore, at present, the top management of many companies (and, above all, TNCs) is actively revising corporate business models in terms of increasing the sustainability factor by implementing the following actions:

- 1) in a period of unstable market conditions, companies concentrate not on minimizing damage and restoring previous volumes, but on developing system scenarios in anti-crisis management models when creating competitive advantages and innovative solutions. At the same time, operational actions should not be one-time, but a factor in accelerating long-term transformational changes in the company, including changes in priorities and key tasks for leaders in the context of accelerated shifts in the organization's time frame;

- 2) company managers today are developing a systematic view of maximizing productivity with a sustainable business model that includes:

- consideration of the relationship between the components of the business, between the business and its environment, between staff, customers and other interested subjects;

- flexibility of approaches to assessing and adapting the results of the company's activities in the process of building a sustainable business in the context of benefits or opportunities;

- the efficiency of «sustainability» measures, which depends on the ability to generate alternative ways of responding to situations (cognitive diversity is encouraged in high-tech companies);

- periodic adjustments in extreme conditions of the functioning auxiliary systems of the company, which are subject to constant changes and experiments (which is less risky than a massive one-time transformation).

To ensure sustainability, companies are making changes in strategic priorities and operational management. We are talking about the optimization of organizational structures, the center of gravity of which is transferred to the levels of centralization of business processes. It implies: a) changes in the composition of top managers (elimination of most complex operations and reduction of corporate functions), b) rethinking the role of the corporate center, c) creation of a «center of excellence» to use existing opportunities and continuously improve the company's activities, d) generation business segments that have greater opportunities due to economies of scale [15]. In parallel, there is a strategic redistribution of resources in terms of their cost and size according to strategic priorities and needs. This means creating a system that allows resources to be reallocated dynamically rather than annually through the budgeting process. It is an enterprise-oriented way of scenario thinking and effective change management that is critical to the company's progress. Moreover, today automation and active implementation of digital technologies with the help of advanced analytics, predictive modeling with the help of AI (implementation of ready-made solutions and development of individual ones) allows making optimized decisions in real time, reducing labor-intensive manual operations.

Accelerating the process of global transformation of jobs (Elastic Digital Workplace) is also changing the established models of company management. In this case it's necessary to recall, the COVID-19 pandemic, when during a few weeks 88% of workers around the world started to work at home, and the process of hiring a workforce was frozen [16]. Management was not ready for a new challenge – managing people working digitally and online (remotely, from home), for a «hybrid» work mode model when some of the employees are present in the office, while the rest perform their functions and communicate with colleagues remotely. This required a «reset» of the existing mechanisms of interaction between people, namely [17]:

- changes in the internal corporate strategy and guidelines for the team in the context of the «new normal» activities of the company in general and risk management functions in particular;

- reformatting existing business models, using available resources as efficiently as possible to increase market share, for example, by «clearing» the market from competitors;

– increasing the level of development of business continuity plans and monitoring continuity threats, as well as optimizing the company's costs (without reducing the cost of staff development and competency development).

Global digitalization, in fact, has become a catalyst for revising the views on the development of the labor market – on the role of the corporation, remote work, retraining of personnel, principles of recruitment and corporate governance. Many companies have already begun reshaping corporate training. Companies such as Amazon, SAP (software), Walmart, AT&T (telecommunications), PriceWaterhouseCoopers (consulting and auditing) and Guardian Life Insurance (life insurance) are already implementing their own online retraining systems for large groups of workers [18].

Although cyber risk is a relatively new factor in sustainability planning, companies are predicting and proactively developing disaster recovery and crisis management models to ensure business continuity. These plans, while effective for a range of business disruptions, are not always able to provide a comprehensive response and maintain their flagship products and services. Today, two powerful tools protect critical data and resources, as well as threats: 1) IBM Backup as a Service (BaaS) offers end-to-end data protection management for any backup, storage, and retrieval needs; 2) Zero Trust for multi-cloud solutions, individual devices (BYOD) and technologies that help resist intruders by both creating analytics and automating monitoring solutions and identifying security breaches based on situational intelligence of possible cyber threats. 77% of CIOs believe that a unified platform for cyber resilience and IT resilience coordination based on cloud computing, data and AI is critical to long-term success [19].

Nowadays many company managers, analyzing business models, are revising approaches and factors influencing the transformation of business models, considering them a more important source of competitive advantage compared to product innovations. We are talking about loyalty marketing (the formation of customer loyalty to the company's brand) in an environment where companies and customers have changed places – now brands need to demonstrate loyalty to their customers, and not vice versa [20, p. 517–522]. If earlier, when making purchases, the client accumulated points and received additional bonuses and discounts, now the business needs to «run» after the client and constantly correspond to his values so that he stays with him. A quick solution to the market, providing more favorable conditions to customers, remote financial transactions, safe delivery for a certain time become competitive advantages.

Each company responds to threats in its own way: some follow a pre-designed contingency plan, others develop plans spontaneously, preferring to make decisions depending on the development of the situation. A new trend in the modern practice of transforming sustainability management business models is the formation of «operational situational (anti-crisis) centers» within the corporate structure, regardless of the strategy for responding to emerging threats

[21]. This allows corporate leaders to: make prompt and creative decisions, coordinate their actions in the current non-standard and difficult situations; ensure business stability and, if necessary, involve alternative suppliers for supply chains to effectively plan functions that involve a large volume of transactions; continuously analyze the changing business and social context; meet the needs of employees by motivating successful work in the new reality.

The concept of «flexibility» is also fully implemented in the concept of business «sustainability».

First, we are talking about flexible forms of labor organization. This refers to flexible work schedules, full-time, part-time employment of staff, the formation of remote teams and freelancers, the involvement of outsourced consultants on a temporary or permanent basis.

Secondly, let's talk about flexible organizational structures with a rapid change in functions, processes, responsible and performers. The basis of their functioning is a departure from the unified organizational structure of the company and the formation of different types of organizational structures in each business area, depending on the specifics of the work. Cross-functional project teams are created with their own clear goals, which are quickly transformed in accordance with the specific business objectives for a given period [22]. At the same time, the life cycle of a team is determined by the life cycle of the product that it creates.

Thirdly, it's about a flexible system of personnel recruitment. Traditionally, to attract staff, the company uses the employer's reputation brand and the company's brand as an integral part of recruiting marketing. However, today, in the context of growing demand for related competencies (innovations are created at the intersection of sciences, areas, and functions), companies create special cross-functional groups for hiring personnel [23]. Their emphasis is more on attracting skilled labor through an assessment of compliance with the company's values (including online tools for finding or buying talent).

Fourth, we are discussing a flexible system of training and development of personnel. Flexibility stands in the introduction of modular online learning, learning through mentoring and coaching (individual and team), systems of free transition from one project team to another. This approach enhances diversity in teams and is the basis for the formation of individual growth paths and learning matrices, stimulates the constant self-development of employees, and promotes horizontal and vertical internal mobility of the company's personnel.

Fifth, about a flexible system for evaluating work. Evaluation of work based on the results of completed plans (once a year or once every six months) is not actual. Today, the evaluation process is based on the results of work in projects in the form of live comments. This provides, on the one hand, constant feedback, makes it possible to analyze both achievements and mistakes for each project. On the other hand, it is more efficient, in real time through special mobile applications, correcting errors, increasing the efficiency of organizing work, and most importantly, improving the company's products and evaluating

the daily actions of personnel by values [24]. At the same time, each employee, client, or partner can leave a review or comment on the work of any of the company's employees.

Sixth, about a flexible wage system. On the one hand, it is envisaged to revise the remuneration system two or three times a year, depending on the «zones of influence» of the position. On the other hand, the transition to a system of bonus payments based on the results of work in specific projects and the avoidance of paying annual bonuses based on the results of the company's work (bonuses are tied to the complexity of the work and the expansion of areas of responsibility). At the same time, the level of wages and all payment for the same work is unified, which eliminates the discrepancy in payment for the same work [25].

A new understanding of the role of general intellectual models is associated, as a rule, with Shell's «scenario of planning», i.e. method of generalization of alternative development trends and documented forecasts. Today, the traditional dogmas of classical management are being replaced by corporate management based on: a) social goals; b) system of moral and ethical values and norms of business relations; c) intelligent models [26]. Indeed, practice shows that the innovative management model in business does not tolerate dogmas and standards, and in order to increase the competitiveness of the company, it is necessary to understand the content and meaning of the innovative approach. The basis of the intellectual model is the understanding of interdependencies and patterns of change, the tools of systemic thinking, computer modeling and the so-called «soft systems» with important multiple variables [27]. The latter include the level of awareness, entrepreneurial spirit, the ability to quickly adapt to changes, the close connection of the goals of companies with the vital interests of their employees, customers and society as a whole.

Part 2. Global challenges and six main building blocks of a company's systemic resilience

In modern conditions, the new challenges of globalization and the systemic priorities of the «total» digitalization of the world economy are pushing companies to quickly change their approaches to commercial activities and subject the sustainability of various systems to a serious test. We are talking about such challenges as: sudden quantitative and qualitative changes in product markets and service markets, the need for generation and decision-making in real time, changes in labor productivity indicators, threats to corporate security and adequate operational actions of top management of companies [28, p.158–172]. In responding to these systemic challenges to corporate sustainability, the management structures of companies are simultaneously laying the foundation for the future of their organizations. Therefore, the level of stability of companies is becoming one of the key success factors. The analysis made it possible to identify six main blocks of the company's systemic stability: corporate

experience, operational business processes, commercial activity, client structure, supply chains, top management.

In the context of the transition from the industrial economy of product «push» (push economy) to the post-industrial economy of consumer «pull» (pull economy), these blocks of stability allow the company to quickly and adequately respond to modern significant system vulnerabilities.

So, as far as the new «corporate experience» is concerned, we are talking about an elastic digital workplace, remote work with an emphasis on culture, technology and communications used at great speed and scale. This requires, on the one hand, the creation of a working group on an elastic digital workplace with the participation of top managers of the company, HR, IT and security. On the other hand, the adaptation of employees and the scaling of collaboration tools, especially when working with a remote connected workplace (for example, equipping traditional desktop computers with mobile solutions for virtual desktops). In the context of identifying bottlenecks and prioritizing, many companies are investing in hyper-automation to reduce the impact of system failures, free up human resources, and optimize IT workforce management. Solving large-scale problems using methods such as machine learning and AI models contributes to the accumulation of corporate experience in:

- the practice of motivating and enhancing the interaction of digital employees in order to promote the attraction, retention and development of managerial and labor competencies, the disclosure of additional human talents (creation of a talent roadmap);
- building architecture and performance engineering of critical systems and scaling applications in accordance with business requirements (memory optimization due to configuration or commercial changes, architectural caching, data indexing to offload critical systems);
- optimization of «cloud solutions» and costs by reconfiguring traffic to maximize the capacity of mission-critical applications and infrastructure (including aligning technology investments and costs with falling demand);
- identification and use of resources to support: a) control market share, revenue and operating margin relative to non-chain competitors; b) critical services within the framework of «continuity of service» for the implementation of new IT projects, c) modern engineering practices and lean management.

Many companies today, faced with major sustainability challenges, are looking to learn from experience and develop long-term transformation strategies. The latter imply not only increased efficiency and the release of capital, but also the use of ecosystem partners to move to a model with limited resources and the least vulnerable dependencies [29, p. 798–805]. By choosing partners that are resilient to global risks, companies use their experience – consumer, professional, civic – to adapt to changing consumer attitudes and behavior. Responding quickly to the pace of global structural change in the industry involves highlighting two major possible consequences of consumer

behavior, now and in the future, each of which has major implications in terms of experience for all companies.

The first one is the price of trust and invisible threats. Today, maintaining trust (in a company, product, image) is one of the most important factors in competitiveness than ever before. This requires a «trust multiplier» – an action that, to be effective, quickly, and reliably restores and builds trust across all channels (including premium products and services). At the same time, the transition to virtual work, consumption and communication cultivates a further massive transition to virtual activity in areas that have not yet been mastered. And the accelerated adoption of digital technologies, in turn, requires reducing the barriers to virtualization for any kind of experience. Winning companies become those who explore and test all available creative possibilities [30].

Second – any business implies a health business. It is known that a wellness experience will always be in demand, and conversely, health should be considered in every experience. Therefore, the health economy, if everyone can connect to it, requires companies to understand how they can become part of a new health ecosystem that will dominate the mindset of citizens.

Today's operational business processes in most industries are being seriously reviewed and redesigned by companies seeking to maintain their leading market positions (including TNCs with their globally managed end-to-end and key business process services). Rapid response to changes, guarantees of continuity, protection and reduction of operational risks are the «alpha and omega» of ensuring the effective functioning of the companies' business both today and in the future. In this regard, the transition to a distributed model of global services using various «human + machine» models helps companies (especially large ones) in all industries reduce corporate risks, improves their positioning in terms of growth prospects.

Building intelligent, resilient operations by companies is directly related to the opportunities offered by global business services: priority and critical business processes in companies' purpose-built «virtual workforce command centers». Highly qualified distributed teams of these centers easily log in anytime and anywhere and fulfill obligations to customers at any scale. They perform the following functions [31; 32]:

- carry out data analytics and measure their quality, performance, compliance of business processes with regulatory requirements, etc. (due to technology, data, security and cloud computing);

- develop effective models for expanding the involvement of personnel in project work and building «employee well-being» systems;

- create sustainable plans focused on customer priorities that delivers better business results in knowledge work, complemented by digital opportunities;

- apply digital transactional processes to orientate consumers on the value of the product/service, data-driven and analytics-driven proactive operations to reduce the burden on operations.

Direct-to-consumer or B2B companies seek to meet the new and urgent needs of their customers through progressive forms of business based on commercial innovation. There is a formation of new models of consumer behavior based on the opening of new opportunities for digital commerce. Moreover, those who considered the latter as a secondary channel are now urgently reorienting their business with an emphasis on the active use of digital technologies in their commercial activities. For example, the offers of retailers are growing rapidly, expanding the scope of providing such services of remote shopping for consumers as «contactless» delivery or address delivery [33].

Increasing online sales volumes and expanding product and service portfolios assumes the stability of digital channels and the ability to scale them, opening opportunities to increase revenues, attract new customers and stimulate the shift of distribution channels to the «impersonal» segment. However, the desire of consumers (both «old» and «new») to deal with transparent «ideal» brands that they trust requires changes in the interaction between companies in the B2B segment – with distributors, wholesale partners and manufacturers. The «new» digital type of buyer also requires specific terms of service. Therefore, companies committed to the principles of «new expectations» and «ways to build trust», first, significantly improve the quality of service and strengthen relationships with customers / end users in the face of unpredictable supply chains and distribution channels. Secondly, by rethinking the corporate policy regarding personnel and customers in accordance with the goals and values of the brand, they increase its relevance in the context of the new reality (including an audit of interaction with customers: is the brand presented correctly?).

The analysis shows that companies with established digital commerce activities and their digital channels are rapidly evaluating the capabilities of their platforms and infrastructure in the face of a surge in demand. The possibilities of automation and intellectual analysis in the retail supply chain and in the supply chain for B2B companies are growing, cross-functional teams are being formed to solve important business issues and monitor key performance indicators [34, p. 135–144]. Their participants have all the powers to implement their decisions, which, on the one hand, allows them to cope with uncertainties more confidently in the digital trading market. On the other hand, it lays the foundation for the transparency of key performance indicators of supply chains, a profitable assessment of marketing investments to optimize the structure of digital channels.

The change in the format of partnerships in the company is associated with fundamental changes in the functioning of supply chains, the rules for promoting goods and managing stocks. Historical data about what should be sold online and what should be sold in physical stores can no longer be used, and the large volumes of inventory that companies have at the point of sale can only be sold via the Internet. In fact, companies are rethinking customer acquisition models and strategies by:

- reorientation of the promotion of goods through the expansion of the ecosystem of distribution partners and redeploy personnel (adaptation of staff skills to new market requirements);
- adaptation to the new demand cycle by changing the balance of the assortment (virtual shelves with assortment reassessment, turning the digital distribution channel into the main one);
- stimulation the need for purchases with minimal or contactless service (bringing the assortment online, home delivery and selling navinos);
- investing in digital commerce, content creation and online auctions, which is becoming the norm for companies;
- formation of a new philosophy based on trust, relevance and ease of interaction (including new immersive multimedia capabilities) [35].

As part of increasing the sustainability of business, a special place is occupied by the client structure, the dynamic changes of which in recent years require companies to be especially and unprecedentedly efficient. This means that a fundamentally new assessment of the effectiveness of the use of contact centers and the provision of digital channels for employees to use the opportunities of the appropriate level of customer service are needed. Companies need to switch to progressive methods of work in order to reduce possible loss of income, to reach a new level of trusting relationships with staff (a team of specialists) who are constantly in touch and able to quickly respond to changes. Creating a successful remote contact center model involves [36, p. 85–125]:

- creation of infrastructure, including remote connectivity, cyber-secure laptops and licensed software, to enable working from home (online);
- improvement of the management system by optimizing contact routing configurations, extending end-to-end security scripting support systems with a «zero trust» model;
- taking care of people by doing accelerated analysis of training needs and taking care of team thinking, using monitoring to unify new ways of working and prioritization logic on existing platforms;
- changing processes to implement clear strategy imperatives, updating processes and metrics, reflecting their changes in published information intended for clients (virtual use of photos, chats, or video chats);
- activation and expansion of alternative support channels to identify rapidly changing customer needs based on their awareness of alternative purchasing options (digital, asynchronous messaging, virtual agent information);
- using a digital operating model to support the optimal mix of initiative-taking and reactive customer needs, «switch» agents to flexible support for inbound and outbound contacts, and capture customer preferences.

Today, the creation of «next» digital generation contact centers and virtual agents with 24/7 activation by companies does not occur overnight, but is associated with the complexity of decisions to ensure the relevance of content, given the rapidly changing global situation. For example, when Accenture implemented contact center analytics and virtual assistant, MVP solutions were

implemented initially and evolved/extended over time based on lessons learned. During the year, priorities were set in: a) choosing sustainable and developing parts of the business; b) long-term business strategy (in addition to immediate needs); c) developing innovative solutions that can be sustainable in the long term [37]. As a result, a significant customer experience has been accumulated based on the flexibility of agent functions, channel selection methods, real-time personnel management, and information dissemination from virtual agents. Therefore, when implementing this model, companies gain new capabilities and ways of working that seamlessly enable long-term operational change.

Nowadays companies must ensure the fast, safe and uninterrupted supply of goods and services, so supply chains are more important than ever. They are developing a rapid response package to adequately respond to current changes in order to increase readiness to withstand future risks in the value chain. Using digital technologies and analytics to manage complex supply chains helps you identify ways to mitigate the impact of change and quickly develop a tactical plan for the delivery of goods and services. 70% of supply chain leaders plan to use AI or intelligent automation technologies for demand management and forecasting over the next three years [38, p. 116–130]. Agile risk management involves technological solutions using platforms that provide access to applied analytics, solutions using AI and machine learning. At the same time, it is necessary to ensure «end-to-end transparency» throughout the supply chain. In the long term, risk response is an integral part of traditional standards of work.

The leading role in creating a common control center on the principle of «plan and act» belongs to top management. The key to success is clear action plans, ensuring transparency of the decision-making mechanism and feedback from all departments of the organization and types of employees, the use of proactive measures to maintain trust among their employees. And although they are all equally important, there is still a certain distribution in terms of importance. Today, top managers of companies at all levels use the following five elements: 1) stakeholder involvement; 2) emotionality and intuition; 3) mission and purpose; 4) technology and innovation; 5) intelligence and insight [39]. Demonstrating confidence combined with realism, they encourage collaboration and transparency in the corporate team, the distribution of authority and the provision of information to teams available to them. This cognitive type of their behavior helps to effectively evaluate events based on updating (means revising ideas about the event based on new information) and doubts (means the ability to critically evaluate their current and potential actions). Updating and doubts motivate top managers to seek solutions based on previous actions and make new decisions without relying on previous lessons [40].

On the one hand, the goodwill and effective business leadership of top managers are invaluable intangible assets that influence the staff and employees, customers, and other key stakeholders of the company and,

therefore, the sustainability, performance, and future trajectory of the business. On the other hand, the concept of management models as a «network of teams» is a new way of organizing with a high degree of empowerment of performers, effective communication, and an accelerated exchange of information flows between them.

One of the most used models, developed by Robert S. Kaplan and David P. Norton, is called the Balanced Scorecard. It is based on the analysis of four blocks of planned and actual indicators «Finance (economy)» – «Market (clients)» – «Business processes» – «Infrastructure (employees)», a causal chain of financial and non-financial performance indicators of the company. Today, the model is used as a tool for strategic planning and corporate governance monitoring, which has been implemented by more than half of the S&P 500 companies, including such giants as Dell, Siemens, AT&T, Motorola. We should also mention the PAST model (People + Attention + Context + Time), a leadership model created by J. Stamps as a platform for managing a company in situations of uncertainty and creating a tree of alternative strategies [41, p. 10–14].

These management models are interdisciplinary in nature and include an integrated center that combines four areas under its management: 1) rational use of experience in business continuity; 2) the effectiveness of commercial and operational activities; 3) assessment of the sustainability of supply chains and customer retention; 4) optimization of personnel and digitalization of workplaces (in the context of remote work while counteracting cyber attacks). At the same time, the use of system sustainability scenarios in management models contributes to the creation of competitive advantages through digitalization and flexibility of business processes and variable cost structures. A tangible effect is given by the transition from the functional-structural model of the company to the process-role one [42]. As a result, the mobility of the entire management system and the speed of its operation increase, the number of hierarchical levels and the gap between the manager and the executor are reduced, and a horizontal (network) type of management is developed. Under these conditions, top managers orientate and adjust the corporate «resilience strategy», considering the many potential cross-risks that impede its implementation.

At the same time, the use of corporate information systems and tools such as the «balanced scorecard» is not immune to strategic mistakes and failures of the management process driven by the annual budgeting cycle.

Initially, budgeting focused CEOs on the protection of shareholder funds and cost control guarantees, but since budgets fell into the hands of a generation of financially addicted managers who used them to «manage by means of deep-rooted budgeting, there is no credibility as a step-by-step process of numbers,» they turned into «agreements with predetermined performance results», building confidence and precludes a quick response to market challenges. Indeed, annual budgets are time consuming and quite expensive. Firms such as Borealis and Volvo have found that budgets accept to 20% of top executives'

time. Borealis calculated that about 90% of these losses were eliminated after the abandonment of budgets [43]. Therefore, today «hard» budgeting (or «annual results trap») not only does not meet the current level of competitive requirements, but, in fact, makes top managers at all levels responsible for achieving financial results that are beyond their control.

The concept of sustainability offers an alternative management model based on the needs of top managers of the company in delegation of authority (from the center to departments) at the operational level [44; 45]. These include targets for continuous improvement and provision of resources on demand, dynamic coordination and a wide range of multi-level control mechanisms that lead to rising performance standards. Consequently, the replacement of the traditional budget model with a flexible process-decentralized one with quick decision-making by direct executors suggests a fresh look at the management model of the 21st century. In this regard, two criteria are important.

First, the simplicity, low cost, and adequacy of the model for users based on threats, opportunities, and sustainable results. Even after «downsizing» management levels and reengineering, a simple model suggests: a) the absence of «interim» budgets as a barrier to cost reduction; b) a limited number of easy-to-understand indicators; c) a shift in focus from central to local control; d) qualified and responsible personnel [46, p. 46–52]. It is the personnel who faces the actions of competitors and the needs of customers, and in this model, personnel carries out planning and execution on the ground, is endowed with the freedom to improve the business and the opportunity to spend more time understanding and supporting working business operations. A fast, transparent information system provides top managers with both enough «checkpoints» and balancing factors to ensure strong controls, and more time to generate their own ambitious business ideas.

Secondly, there is conformity of the model with those success factors that are inherent in the information economy and stimulate the principles of effective management. It is well known that sustainable competitive success and value creation depend on three factors: innovative strategies, low costs, loyal and profitable customers. Today, for many companies, the quarterly earnings chart looks like a roller coaster rather than a steady upward curve. The fact is that the growth of the company is associated with the achievement of aggressive goals, but this is only effective up to a certain point since top managers in the end simply do not have options to further increase efficiency or reduce costs. As a result, managers «roll back» as soon as these options become impossible. Under these conditions, to achieve consistent, sustainable results that outperform competitors (relative efficiency is neutral to any market influences), a two-pronged task is required. On the one hand, strategic decisions with a long-term goal of value creation are necessary. On the other hand, it is necessary to change the orientation when choosing competitive criteria (a system for measuring indicators of outperforming competitors) to achieve

one of the most effective and defining indicators (innovation, services related to sales, etc.).

For example, Ahlsell and Handelsbanken solved this problem by creating hundreds of profit centers with employees with creative potential and a high degree of responsibility and authority [47, p. 353–354]. There is still a misconception in some companies today that innovation is the responsibility of R&D and that innovation in strategy is the exclusive domain of top managers. The eradication of the «budget mentality» opens the way for effective sharing of knowledge and best practices throughout the company as the protective barriers erected by the budget process are removed. In the traditional model, the responsibility and authority to solve the problem belong to the hierarchical structure, while in the adaptive-decentralized distributed model they belong to the direct executors. «Self-managed teams with creative behaviors» are looking for ways to reduce costs and, accordingly, increase key profitability indicators for all employees (responsibility transfer and spending authority guaranteed to them). A focus on the responsibility and empowerment of operations managers eliminates protectionist thinking about budgeted «protected» costs, reduces corporate red tape and top-down controls that hinder innovation.

Therefore, in modern conditions, the use of an adaptive-decentralized model by companies, as a unique source of competitive advantages, allows you to release entrepreneurial opportunities, energy, and ability of staff with the support of adaptive processes, tools for adequately low-cost management, as well as clear principles of sustainable business. In fact, today achieving results using only the scheme of separate corporate structural units is no longer enough – it is necessary to create cross-functional flexible teams that can unite a common goal and values, a sense of ownership and a sense of unity among employees. As part of the search for new models and experimentation, top managers of many companies today single out as separate tasks: a) unification of all departments into a single communications system; b) creating a clear communication management structure with fundamental principles and precise tonality; c) synchronization in the translation of the company's goals and values into all its own communications and initiatives. In addition, the most far-sighted of them, according to a study of the personnel of companies and organizations conducted by Accenture, devote two hours a day to work on how to take the company and employees beyond the current issues and prepare for the future.

Conclusions

Today both the world and corporate governance models are changing. Major structural shifts, thanks to the Fourth Industrial Revolution, technologies (like blockchain and AI) are pushing centralized-hierarchical organizations out of the world market, replacing them with decentralized, autonomous structures. The introduction of corporate models and sustainable development strategies implies both modern technological optimization of the organization and a

radical restructuring of the management concept of «business sustainability». The «unpredictability» of digitalization development requires the use of models and strategies based on a «block-by-block» system of company business sustainability and situational approaches. The adoption of non-standard creative management decisions and the integration of business models into more global systems along with the need for corporate sustainability in the short and medium term is extremely important. The development of decision-making processes is associated with changes and adjustments to the mechanisms of business and operations, cash flows, early warning systems for disruptions in supply chains, risk management plans, personnel and innovation. There is an intensive formation within the companies of «operational situational (anti-crisis) centers», «centers of excellence» and «command centers for virtual workers», «self-managed» teams, special cross-functional groups, etc. The creation of internal corporate decision-making teams in the new digital landscape is associated with ensuring effective interaction and personalization of relationships with customers to increase their loyalty and trust. But with the expansion of digital commerce platforms, companies are rapidly rebuilding not only commercial processes and integrated services, but also multi-channel strategies and customer-centric approaches driven by a non-standard set of business continuity and resilience tools, non-standard and creative cognitive solutions.

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