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GREEN PROJECT MANAGEMENT IN THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT STRATEGY OF THE ENTERPRISE

Abstract: Enterprises in different countries are increasingly choosing to focus on sustainable development and growth as a strategy. A topical research and practical issue is how to implement such a strategy. One of the effective ways is implementation of green project management at the enterprise. Different countries have different experience of green project management. The purpose of the proposed study was to study the practice of green project management in the strategy of sustainable development. In-depth interviews and questionnaires were chosen as the main method of research. Due to the achievement of the goal, the article presents the experience of green project management in the implementation of the sustainability strategy of Russian enterprises. Empirical data are obtained as a result of preliminary development of the original methodology for assessing the level of maturity of green project management and its testing at 34 enterprises of the Russian regions. The analysis of four blocks of green project management indicators: institutional, economic, environmental, social. The description of the presence of the sustainable development strategy at the surveyed enterprises is given; the degree of balance in the strategy of economic, social and environmental aspects of sustainability; orientation of the strategy to the needs of future generations. A quantitative integral assessment of the level of maturity of green project management in enterprises is given. The prospects for the development of green project management in order to implement the strategy of sustainable development of the enterprise are outlined. The novelty is not only the methodology used for data collection, but also the results obtained with its help, which for the first time presented qualitative and quantitative parameters of the state of green project management at the enterprises of Russia implementing the strategy of sustainable development. These results can be useful for all enterprises that have chosen the path of sustainable growth and are interested in green project management.

Keywords: sustainable development strategy, projects, green project management.

INTRODUCTION.

The concept of sustainable development is becoming the dominant ideology of economy and management of many enterprises in different countries and is used by them as a basic corporate strategy. The benefits obtained in the form of the formation of a positive image of the enterprise and reputation attractiveness, growth of the company's value, successful brand positioning in the market and other values confirm the effectiveness of the sustainable development strategy. However, in order for the strategy to be successfully implemented and give useful results, it is necessary to search for methods and ways to put it into practice. One such way is to implement green project management. At the moment, demand research, which sets its objectives the study of the experience of implementation of the strategy of

sustainable development through green projects, a synthesis of practice in the management of such projects, the search of directions for improving and disseminating these best practices.

THEORETICAL FRAMEWORK.

The term "sustainable project management" was first used by the Executive Director of the Business Council for sustainable development (BCSD) J. Hugh Faulkner (1994) [5]. Today, this term is widely used in practice and in scientific research. Sustainable development or harmonious development, balanced development is a process of economic and social change in which the exploitation of natural resources, the direction of investment, the orientation of scientific and technological development, personal development and institutional change are coordinated with each other and strengthen current and future capacities to meet human needs and aspirations. The main goal of sustainable development is to improve the quality of life of present and future generations. Thus, the definition of sustainable development reflects three aspects, namely environmental sustainability, economic opportunities and social integration [8]. The fourth institutional component was included by the UN Commission on sustainable development in the system of sustainability indicators.

Many enterprises choose sustainable development and growth as their strategy. Such enterprises are classified as a group of responsible companies aware of their impact on the environment and the local population, assessing and taking into account the needs of society, striving for openness and transparency of their activities.

The strategy of sustainable development is a reliable way of positive transformation of the enterprise. Implementing such a strategy requires:

- *a clear vision of sustainable development, that is, the enterprise must set long-term goals in the context of environmental, social and economic sustainability criteria;*
- *action plan – implementation strategy should contain specific actions and programs to achieve these goals in practice, in particular, the strategy should be implemented through sustainable projects;*
- *communications and reporting – clear, meaningful, and consistent messages that will demonstrate to internal and external stakeholders the transparency of the company's actions.*

Sustainability strategy should be supported by specific ways of its implementation, in particular, the implementation of green projects in the practice of the enterprise. These projects require a special management system. Green project management refers to management that promotes the inclusion of sustainability criteria at all stages of the project life cycle and in all functional areas.

STATEMENT OF THE PROBLEM.

Many companies claim as their strategy for sustainable development. At the same time, only a part of these enterprises implements this strategy through sustainable projects and sustainable project management within the framework of their core activities. A significant number of enterprises do not bring their strategic attitudes to sustainability to the level of their implementation in everyday practice. Often, strategic plans are implemented in separate social or environmental projects that are not directly related to the main activity of the enterprise. This problem needs to be studied. It is important to understand how enterprises are progressing in the implementation of their sustainable development strategy in the practice of project management, what obstacles arise and what example can be borrowed from the leading enterprises.

METHODS.

The aim of the proposed study was to study the practice of green project management in the strategy of sustainable development of enterprises in the regions of Russia.

The main methods of research are chosen in-depth interviews and questionnaires. In-depth interviews were conducted with top managers of enterprises who have a high level of development of green project management and set their strategic goal of sustainable development. The survey was conducted at enterprises that have not only high, but also medium and low level of green project management. The study using these methods was conducted at 34 enterprises of different regions of Russia of the following industry: oil production and processing, chemical production, engineering, construction, aircraft construction, trade, financial services, it industry, consulting. The sample consists of 53 % of large enterprises, 19 % of medium-sized enterprises and 28 % of small enterprises. The study involved enterprises of the cities: Moscow, Omsk, Yekaterinburg, Arkhangelsk, Kazan, Krasnoyarsk, Chelyabinsk.

The study was conducted using a technique that has scientific novelty and developed with the participation of the author. The methodology includes four groups of indicators of sustainable project management: economic, environmental, social and institutional indicators. Within institutional indicators provides an opportunity of diagnosing the extent of agreeing business strategy and practice implementation of green projects. Each indicator methodology is a point estimate. The method involves the evaluation of both private indicators and the integral quantitative indicator of the level of maturity of green project management. This is the novelty and originality of the methodology, as the

currently available methodological developments do not involve the assessment of an integral indicator or do not include a group of institutional indicators.

The method is created on the basis of scientific researches of various authors [1, 2, 3, 4, 6, 7, 8], as well as a specialized standard for green project management GPM P5, developed by the international organization "Global green project management" (GPM Global). [2].

DISCUSSION: THE AUTHOR'S POINT OF VIEW AND RESEARCH.

First of all, we obtained an integral indicator of a comprehensive assessment of the level of maturity of green project management. The results suggest that (results of the author's research):

- 12.5% of enterprises have a high level of maturity;
- 18.8% of enterprises have a maturity level above average;
- average maturity level of 37.5 % of enterprises;
- 15.6% of enterprises have a below-average level;
- 15.6% of enterprises have a low level.

That is, the sample includes companies with different levels of maturity of green project management. The third part of the enterprises has reached a high level of maturity, the third part of the enterprises have low and below the average level, the remaining enterprises have shown an average level of maturity. That is, the practice of enterprises with different degrees of development of green project management will be presented further. However, all enterprises included in the sample set have sustainability guidelines in their strategy and have started to implement green projects. These enterprises can be seen as leaders in sustainability.

In addition to the integral of the complex index in the course of the study, the analysis of a number of private indicators was made. Figure 1 shows that half of enterprises use the concept of sustainability in their communications. They have a conscious intention to achieve a balance of economic, environmental and social objectives at the same time, which is consistent with the principle of sustainability. Other companies either do not use this concept, or can not yet clearly answer this question. This situation is typical, the experience of many foreign and Russian enterprises shows that the concept and terminology of sustainability is being introduced into practice slowly. However, the weak use of the concept of sustainability does not mean that the company does not implement the principles of sustainability, they can be implemented at an intuitive level is not institutionalized.

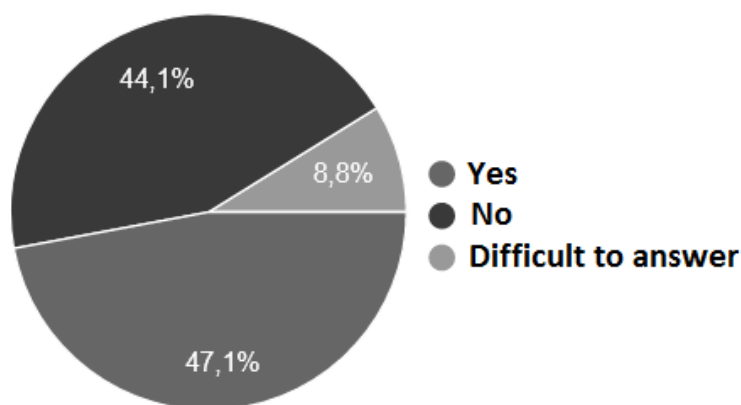


Figure 1. Answers to the question «Does your organization apply the concept of sustainable project management, sustainable management as management, which achieves a balance of economic, social and environmental goals?»

Source: results of the author's research

Despite the fact that not all enterprises use the concept of sustainability, however, the principles of sustainability are declared in the strategy. As figure 2 shows, many enterprises have a strategy or plan for sustainable long-term balanced development. It can be assumed that the concept of sustainability is primarily applied at the strategic level. The idea of balance of economy, ecology and society in orientation to long-term prospects incorporated in this concept is welcomed in strategy of the surveyed enterprises.

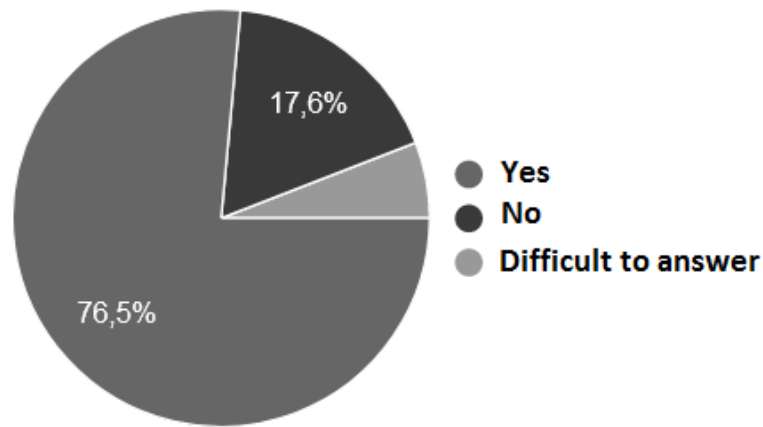


Figure 2: Answers to the question «Has your organization Adopted a strategy (plan) for sustainable (long-term balanced) development?»

Source: results of the author's research

Figure 3 confirms the conclusion. The study found that the strategy of sustainable development of enterprises includes not only economic, but also social, environmental principles. At the same time, it is obvious that economic goals and criteria are in priority. To a lesser extent, enterprises declare environmental aspects in their strategies. This is a typical situation for enterprises in the country and regions that are just beginning to implement a policy of sustainability. It takes time and experience of sustainability for enterprises to gradually come to understand the importance of economic, social and environmental balance.

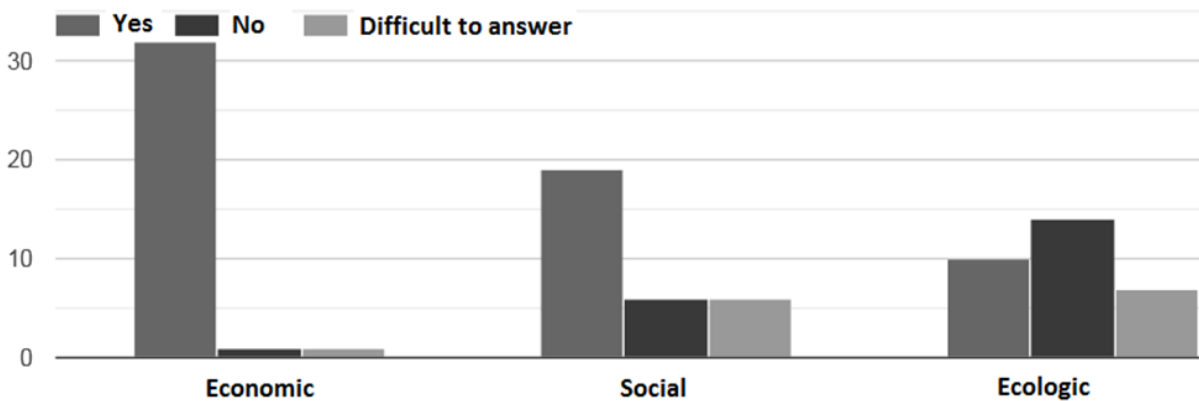


Figure 3: Answers to the question «Does your sustainable development strategy include the following principles (goals)?»

Source: results of the author's research

One of the criteria of sustainability is planning positive effects not only for the current period of time, but also for the long-term prospects. That is, the effect should receive stakeholders not only "here and now", but also future generations. As figure 4 shows, many enterprise projects have long-term effects. In total, 54.5 % of enterprises focus their projects on long-term results. Although it is too early to talk about the formed thinking of project managers, according to which they would care not only about the current business, but also the needs of future generations.

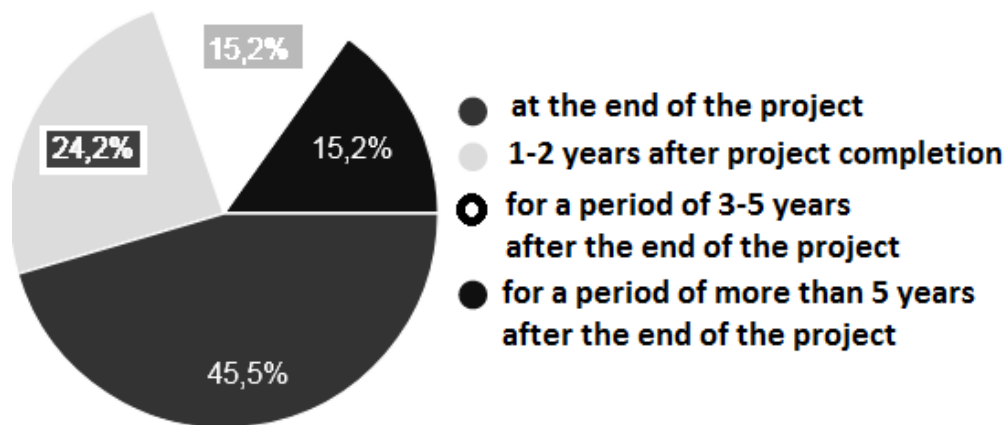


Figure 4. Answers to the question «When planning the results and effects of projects, for what period do you usually focus?»

Source: results of the author's research

It should be noted that sustainability-oriented thinking is gradually emerging among project managers. The vast majority of them (79 %) agreed with the statement that the implementation of the principles of sustainable development leads to the success of the organization in Russia. According to respondents, the balance of economic, social, environmental principles in project management has a positive impact on the following indicators (results of the author's research):

- *positive image of the organization;*
- *quality of project management processes;*
- *value of project results;*
- *increasing the chances of project and product success;*
- *project risk reduction.*

CONCLUSION / RESULTS.

Thus, the study showed that enterprises from different regions of Russia are turning to the strategy of sustainable development and growth. At the strategic level, enterprises are aware of the importance of the economic, environmental and social dimensions of doing business. At the same time, economic guidelines are still a priority in comparison with social and environmental ones. Not all companies that have chosen a sustainable development strategy implement it in their current projects. Enterprises are just beginning to turn to green projects and their management practices, although we have recorded positive changes in this direction. The results of the study suggest that the enterprises of the Russian regions are at the beginning of the development of their practice of sustainable project management. The first steps are quite successful, but in the future it is necessary to deepen and spread this practice. The prospects for the development of green project management in order to implement the strategy of sustainable development of the enterprise can be recognized: achieving a greater balance of economic, environmental and social targets; deepening the social and environmental policy of enterprises, the implementation of the principles of sustainability in the systems of evaluation, audit and motivation of activities within the projects of enterprises.

Also in conclusion, it is necessary to emphasize the effectiveness of the established and tested methodology for assessing the level of maturity of sustainable project management, as well as the novelty of the results obtained with its help. For the first time the qualitative and quantitative parameters of the state of green project management at the enterprises of Russia implementing the strategy of sustainable development are presented. These results can be useful for all enterprises that have chosen the path of sustainable growth and are interested in green project management.

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