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SUSTAINABILITY BUSINESS MODELS: OPPORTUNITIES AND OBSTACLES FOR DEVELOPMENT IN TRANSITION ECONOMIES

БИЗНЕС-МОДЕЛИ УСТОЙЧИВОГО РАЗВИТИЯ: ВОЗМОЖНОСТИ И ПРЕПЯТСТВИЯ ДЛЯ РАЗВИТИЯ В ПЕРЕХОДНЫХ ЭКОНОМИКАХ

Применение концепции устойчивого развития становится одним из ключевых факторов результативности компаний в современных условиях дефицита сырья и возрастающих экологических проблем. В практику деятельности многих компаний развитых стран внедрена устойчивость как модель бизнеса. Несмотря на высокую распространённость на Западе, данная бизнес-модель не получила пока широкого применения в переходных экономиках (например, в Беларуси), прежде всего из-за низкой осведомленности в данной

области и нестабильности макроэкономической ситуации. В то же время организация бизнеса в соответствии с устойчивым развитием может стать дополнительным направлением совершенствования экономики, т.к. имеет ряд конкретных преимуществ: мотивирование использования внутренних резервов, возможности привлечения и удержания высококвалифицированных кадров, репутационные выгоды и др.

The concept of a business model was introduced in the economic and management literature in the 90s due to its implementation in e-commerce. Initially the business model approach was a method to describe different components (building blocks) that together created value for customers and for a company [1]. Despite a wide variety of existing definitions there is no universal business model. The business model needs to be studied from a set of some elements (building blocks) to understand the added value it can create to stakeholders. By changing the content and interaction between building blocks, the managers can improve the existing business model or transfer company to use of the new one. So business models are changeable and exposed to external factors. In this regards due to scarce resources and dangerous nature problems many scholars argue that sustainability of the environment is becoming a key driver for innovation and new business models [2].

Main distinguishing features of sustainability business model and its differences with traditional business model can be outlined according following criteria:

1. *Central strategic principal and priority development aims.* If in a traditional business model defense of shareholders' (owners) interests is the most important then the sustainable type is profiled on all main stakeholders' interests.

2. *Attitude to nature.* Traditional models consider nature mainly as user whereas in sustainability models nature is 'major stakeholder' (ecological challenges are follow-up opportunities for innovation).

3. *Technology clearness.* The sustainable type of model uses closed-loop systems and sustainability is supported on every element of a supply chain.

4. *Performance targets dimension and prioritize.* Mainly financial dimension is considered in a traditional type whereas sustainability models take environment, governance and social (ESG) dimensions into account.

5. *Activity transparency.* Traditional types use 'closed' type of reporting with low extent of information disclosure. In sustainability business models there is wide spread practice of voluntary reports in particular regarding corporate responsibility and ESG-performance.

So the use of sustainability mechanism on strategic and operative level can give companies significant benefits potentially. However, the practical implementation of the sustainability principles in transition economies like Belarus is a priori rare and considered not to be successful because of the regulatory and control nature. In many ways, this is due to misunderstanding by executives on the potential opportunities of environmental and social performance for value creation, a lack of awareness about internal and external incentives to move towards sustainability by stakeholder initiatives. Besides we can outline other main obstacles which hinder sustainability orientation in Belarus below:

- additional economic challenges and vague prospects of the future economic state (e.g. high inflation does not allow to develop plans and to build perspectives in a long run for investors, thus they prefer to invest in projects with short or at least middle payback);
- lack of initial investment for R&D in sustainability realm on companies level as well as on macro level through budget subsidies;
- absence or failure of ESG-factors account in strategies and operative plans;
- lack of applied methodological provision of Belarusian executives in aspects of sustainability assessment, supporting and improvement (it is difficult for local authorities to substantiate measures for sustainability advancement);
- passivity on the part of business makers regarding active search of additional opportunities, among others and in the sphere of sustainability business model;
- creation of 'greenhouse conditions' by government for local enterprises via bland restrictions in terms of environmental requirements (this does not motivate business makers to seek ways towards sustainability and as result this leads to weakening of competitiveness on foreign markets).

In spite of the challenges and potential barriers, business models driven by sustainability are considered by researchers and practitioners of developed countries as one of key drivers for innovation in conditions of constantly growing scarcity of natural resources and environmental problems with emissions. The emergence and growing green sector in recent years also confirm this statement.

So the use of sustainability business model in Belarus can allow to:

- detect internal reserves for growth of efficiency via rethinking business processes on all stages of a supply chain;

- adapt to strict environmental legislation (especially for export-oriented sectors);
- cut costs by way of permanent focus on search of new technological (environmental-friendly) and resource-efficient decisions and via strong engagement of stakeholders (especially in a long run);
- increase incomes due to reputation benefits and customers retention;
- take advantages in a recruiting process because of high attractiveness as an employer and build up corporate culture and improve 'staff dedication' due to high social standards inside of an organization;
- raise innovation activity by means of personnel and other stakeholders involvement into 'ideas generation' and development processes;
- detach new business directions based on search of sustainability and, consequently, to gain additional incomes.

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ВОЕННО-ПРОМЫШЛЕННЫЙ КОМПЛЕКС РЕСПУБЛИКИ БЕЛАРУСЬ

Военно-промышленный комплекс – это совокупность научно-исследовательских, испытательных организаций и производственных предприятий, выполняющих разработку, производство, хранение, постановку на вооружение военной и специальной техники, специального обмундирования, боеприпасов преимущественно для государственных силовых структур, а также на экспорт. После распада СССР на территории Республики Беларусь оказалось значительное количество предприятий, выпускающих продукцию военного назначения. Оборонный сектор белорусской экономики оказался разобщен по причине ведомственной принадлежности к различным отраслям промышленности. С целью реализации единой политики в области обеспечения обороны, развития и усиления военно-технического сотрудничества с иностранными государствами в декабре 2003 года по ини-