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Article

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Research Article

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Oval-sustainability in Entrepreneurship

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Abstract: Although the sustainable development (SD) is associated with the triple balance of economic, social and environmental areas, we raised a question: whether it is an achievable goal for ordinary business units to develop sustainably. The theoretical research substantiates the contradictory essence of the SD in the context of entrepreneurship. Having employed the method of projection, we offered an advanced definition of the SD for an enterprise. Having applied the theory of the company life-cycle, we obtained stages of the enterprise's SD. The method of typology analysis allowed distinguishing new types of the SD. By means of the cost-benefit analysis, the research reveals OVAL-sustainability as a function of two variables (cost and value).

Keywords: Sustainable development, entrepreneurship, enterprise, management, business.

JEL Classification: M14; M29

1 Introduction

After the concept of the global SD framing the balance of economics, society and the environment being introduced, entrepreneurs encountered the problem of introducing its principles into daily business operations in order to meet the needs of present and future generations. In other words, entrepreneurs still have to deal with the problem of how an enterprise can contribute to the global SD and ensure its own SD at a lower level through the operations and other activities.

Interdisciplinary studies combining different, seemingly distant sciences around a single object of the SD have led to the emergence of many modern theories related to the activities of enterprises and at the same time including various aspects of psychology, social economics, the environment and law: the theories of economic agents, stakeholders, reflexive management, corporate social responsibility, etc. Analyzing these theories, one can come to the conclusion that the competitiveness of a modern enterprise is achieved not only through effective activity in the main field, i.e., due to the successful operations management, but also through its effective and efficient integration into the surrounding environment encompassing the systems of nature and society.

Therefore, in this study, in order to develop the theoretical foundations for the SD in entrepreneurship and explain what sustainable entrepreneurship is, we will be focused on what is meant by the concept of “sustainable development of an enterprise” and what approach is needed for its practical implementation.

The SD of an enterprise largely depends on the principles whereby business environment develops. Lack of the national strategy providing the transition of business and economics to the principles of

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economic, social and environmental balance in Ukraine; no built vertical model of the SD from the initial level of entrepreneurship to the highest level of the national and global economies; fast economic and political changes sometimes leading to instability, risks of changing the main stakeholders and causing the absence of long-term strategic plans for the development of industries negatively affect the actual level of balance of the economic, social and environmental development of an enterprise, ensuring the “quick profit” prevails over long-term plans for SD at many Ukrainian enterprises. It means that while large corporations are engaged in the introduction of “green technologies” and running projects of corporate social responsibility, which is the evidence of their SD, small and medium enterprises (the entrepreneurship sector) are dealing with the problem of gaining the highest income only, which is the evidence of their unsustainable development status.

Therefore, the theoretical foundations for the SD in entrepreneurship need improvement in the direction of justifying a new approach allowing further development of the models for assessing the level of the SD of an enterprise and optimizing the parameters of this process. In other words, the study aims at advancing the theory of the SD for entrepreneurship so that entrepreneurs have an instrument for running a business on the principles of the SD. In turn, running a business on the principles of the SD means that entrepreneurs are aware of what business indicators must be taken into account and regularly monitored for developing sustainably. Also, a vital factor in sustainable entrepreneurship is giving the rationale for an innovative organizational mechanism that would follow the modern principles of management on the basis of maximum satisfaction of interests of economic agents and at the same time meet the requirements of SD. The mechanism is expected to provide maximum prolongation of an enterprise life-cycle, its profitability in the event of the emergence of new objects of costs and allow flexible responding to the negative risks of the loss of economic, social and environmental sustainability.

Investigation of the essence of SD, its principles and concepts, analysis of the relationship between the conceptual apparatus of the process of SD and other phenomena and processes in the economy, the study of approaches to the SD adapted to enterprises allowed us to reveal certain contradictions between SD and entrepreneurship.

In our opinion, the absence of a solution to these contradictions hinders the practical implementation of the principles of balanced economic, social and environmental SD in entrepreneurship, does not allow integrating the economic, social and environmental spheres of an enterprise and, as a result, does not ensure its harmonious integration into the surrounding social and natural environments.

The first contradiction is connected with fundamental discrepancies in the postulates of the market economy and the level of the importance and necessity of realizing social and environmental projects that are reflected in entrepreneurs’ attitude to these projects and positioning the latter in the system of strategic priorities of the enterprise. In other words, the process of SD is considered to have a high level of costs and low profitability. Therefore, the SD is not a priority for entrepreneurship.

At the same time, an enterprise operates according to the principles of the market and is focused on the financial benefit. However, the result of the implementation of environmental and social projects is in the provision of public benefit and public services (education, health, culture and recreation) that do not directly benefit the company in the form of additional revenue.

The second and third contradictions are related to the life-cycle of an enterprise. Critically, some enterprises, by its nature, in mining, power generation, agriculture, marine, etc. industries engaged in exploiting natural resources violate the principles of SD, not only during active operations but also after their liquidation as an economic entity. Then, the most striking observation to emerge from this is a dilemma of the transitional change of the stability roll in the development path of an enterprise (Sustainability Roll in Transitive Entrepreneurship) (Pivniak G. et al., 2012; Pashkevych M. & Palamarchuk T., 2014; Pashkevych M., 2011). The sustainability roll dilemma can be reduced to the following. While operating, an enterprise may harmfully impact the natural environment but benefit society and contribute to the economy. However, after its being closed, the sustainability roll changes radically and keeping natural environment safe is accompanied by threatening the social well-being and decreasing economic growth.

Thus the aim of the study is to reveal the OVAL-sustainability approach in entrepreneurship that is to solve aforementioned contradictions between the principles of the global SD and entrepreneurship in terms and allow building a vertical from global to business sustainability.

2 Previous Research

There is a considerable amount of literature on the SD, showing a variety of approaches to its study. Despite current research being focused on enterprises' SD corresponding with global sustainability, we must notify that studying human incentives and motives for being engaged in solving social problems on the basis of SD principles has been gaining importance in recent years (Oganisjana, K., Svirina, A. et al., 2017). Also, SD ideas have been utilized in several applications such as 4.0 industry (Prause G., Atari S., 2017) and pharmaceutical industry (Niño-Amézquita J., Legotin F., Barbakov O., 2017).

Consideration of some existing definitions of the SD of an enterprise and related identical concepts in the context of modern economic theories allowed us to draw a conclusion about a sufficient variety of concepts and terms that essentially mean the functioning of an enterprise on the principle of addressing economic, social and environmental issues. The differences between them are subtle enough and, therefore, the use of one term or another is the discussion point of any study.

For example, the concept of the “clean capitalism” (in the field of economic theory) is associated with the solution of the fundamental economic dilemma of balancing market and state economic mechanisms (Parkin S., Sommer F., & Uren S., 2003; Hawken P., Lovins A. & Lovins L., 2013; Bansal P., 2005; Elkington J., 1994; Welford R., 2013; Moon J., 2007; Steurer R. et al., 2005). In this context, several practical questions arise when dealing with measuring green economy performance. One of those concerning measuring GDP is tackled by introducing new green GDP indicator (Stjepanović S., Tomić D., Škare M., 2017). If, up to now, the limitation of the occurrence of negative side effects from economic activity has been the responsibility of the state, then the model of the clean capitalism implies transferring responsibility towards enterprises.

The concept of “corporate sustainable development” (in the field of management) is associated with a cardinal change in the objectives of an enterprise and, as a consequence, the concept of management (Wilson M., 2003). If so far the main goal of the enterprise has been to ensure the growth and maximization of profit, then corporate SD presupposes management of the enterprise in order to achieve social fairness and ecological balance (Pashkevych M. & Shapoval V., 2012).

The notion of “corporate accountability” (in the field of accounting), though close to the concept of “corporate responsibility”, is related to the establishment of accounting for the results of the enterprise performance and the preparation of relevant reports (Gray R., Owen D. & Maunders K., 1988; Valor C., 2005; Zadek K., 2013; Smith N., 2014; Swift T., 2001; Unerman J. & Bennett M., 2004; Voiculescu A., McBarnet D. & Campbell T., 2007; Keasey K. & Wright M., 1993). If up to now the reports have concerned the economic activity of the enterprise, then with the introduction of corporate accountability, the enterprise must openly report to the community for its environmental and social activities.

The activity of the enterprise that covers the environmental, social, labor and economic spheres of responsibility to the environment, society, territorial community, employees, suppliers, consumers and shareholders has been given a name of corporate social responsibility (McWilliams A., 2000; Matten D. & Moon J., 2004; Lindgreen A. & Swaen V., 2010; Frederick W., 2008).

Based on the analysis of citation indexes in economic journals, it was concluded by Ebner and Baumgartner (2006) that the strongest correlation of the concept of “sustainable development of an enterprise” is observed with the concept of “corporate social responsibility”. However, analogously to measuring GDP through the prism of the environmental issues, the CSR approaches' major drawback is the lack of tools for its assessing (Jankalová M., Jankal R., 2017). In our opinion, the SD is a kind of universal global process of balanced and progressive changes, and the corporate social responsibility is the internal policy of an enterprise, which is designed to promote the SD. It is this understanding of the interrelation of these concepts that allows concluding that corporate social responsibility is not an absolute projection of the concept of SD on the level of an enterprise, but an independent concept that in some segments echoes it.

A key problem with much of the literature on the SD is that the original principles of the SD are still not projected on the level of entrepreneurship. Small enterprises are not corporations and, thus, the

concept of the corporate social responsibility does not match them. Consequently, the task of the present study is the improvement of the scientific foundations in order to ensure the SD of small and medium enterprises in the sense that corresponds to the global SD concept.

3 Methodology

The study is referred to non-empirical research, that is theoretical. The main theoretical findings concerning the SD of an enterprise (OVAL-sustainability) can then be tested with empirical research. Current non-empirical research gives a place to start the process of gathering facts in the new area of research.

The research methodology composition was designed by authors by selecting current methods from several scientific fields in order to meet the study goal. To integrate different components of the study in a coherent way, we selected the overall strategy of an exploratory design because it is conducted about such an aspect of the research problem of the SD when there are few earlier studies to refer to or rely upon to predict an outcome. The exploratory design is used here to establish an understanding of how best to proceed in studying an issue of the enterprise SD and what components of it must be further investigated.

Under the exploratory research design, we produced the following possible insights: generation of new ideas and assumptions as well as the development of tentative theories or hypotheses related to the enterprise SD.

Thus, to offer a new definition of the SD for an enterprise, we employed the method of projection widely used engineering drawing. The projection method allows objects and structures to be represented graphically on a 2-dimensional media. The act of obtaining the image of an object is termed “projection” and the image obtained by projection is known as a “view” (Jensen C., 2001). The projection method was chosen for current research since it has two main elements well interpreted for the study of what is global SD at the level of an enterprise. Its object for projection is the global SD concept and its plane of projection is an enterprise level.

For visualizing the global SD concept and its utilization in the aforementioned projection method, we employed a wide-spread three-pillar model of three intersecting circles that reveal the sustainability as the area of their overlapping, which had been presented in the United Nations World Summit, 2005.

Due to utilizing the projection method, we proved that the SD at an enterprise level is a part of regional SD that is, in turn, a part of the global SD. Consequently, enterprise SD is not limited by its operations but includes interactions with regional natural and social environments.

Then, having applied the theory of the corporate life cycle (James B., 1973), we obtained stages of the enterprise SD. Studying in depth the operation of one of the well-known theories on corporate activity – the corporate life cycle – we discovered its use as a planning aid in determining where the enterprise is in its SD and where it is going and as a relational tool in predicting trends of enterprise SD for comparison with its business objectives and the future operating environment.

The typological analysis as a strategy for descriptive qualitative data analysis having a goal of the development of a set of related but distinct categories within a phenomenon allowed distinguishing new types of the SD hypothetically within the phenomenon of the enterprise SD.

To propose the OVAL-sustainability concept, we employed the theory of the cost-benefit analysis that had not been applied to the current problem of the enterprise SD before in a way that, we think, explains the phenomenon of the SD of an enterprise. The CBA is widely used in order to provide a basis for comparing projects – which involves comparing the total expected cost of each optional project against its total expected benefits (Campbell H., Brown R., 2003). To outline the principles whereby an enterprise will be committed to the SD ideas, we assumed that each activity of an enterprise in business, social and natural environments could be encapsulated into projects that, in turn, have costs and benefits. However, not all projects in social and natural environments have direct benefits for the enterprise. Therefore, we introduced the term “value” into the OVAL-sustainability, which was a slight modification of the cost-benefit analysis method.

4 Results

4.1 The concept of the sustainable entrepreneurship

Our findings concerning the concept of the SD in entrepreneurship would seem to suggest that the SD of an enterprise (business) can be defined as the development that ensures a harmonious (balanced) interaction of the internal economic, social and environmental (natural) systems of an enterprise with relevant parts of its external economic, social and environmental (natural) systems, which allows the enterprise to integrate efficiently and effectively into business environment (Fig. 1).

Regarding the proposed definition, it is necessary to make the following remarks.

Firstly, the characteristic of the harmony (balance) of enterprise systems requires justification of the criterion, mathematical formalization and graphic visualization.

Secondly, the remark about “relevant parts” of systems in the external business environment of the enterprise is important because, in the business environment, it is possible to identify those processes and phenomena that are connected with the enterprise in one way or another, but there are many other processes and phenomena that are not connected with it and are not in the zone of its managerial influence. In addition, the coverage of relevant parts of the economic, social and environmental (natural) systems in the external business environment of an enterprise can change – widen and narrow.

Thirdly, in assessing the results of SD, their efficiency and effectiveness should be distinguished. One can argue that the efficiency of an enterprise’s operations reflects the degree of interest satisfaction of the enterprise itself, usually in the field of business. Effectiveness is the degree of interest satisfaction of external actors. In the context of SD in entrepreneurship, third-party entities must first of all comprise the inhabitants of the territory, on which the enterprise is located, i.e. not only consumers of the enterprise’s main products, but also consumers of social services, with which the enterprise can be connected in many ways: from ownership to charity.

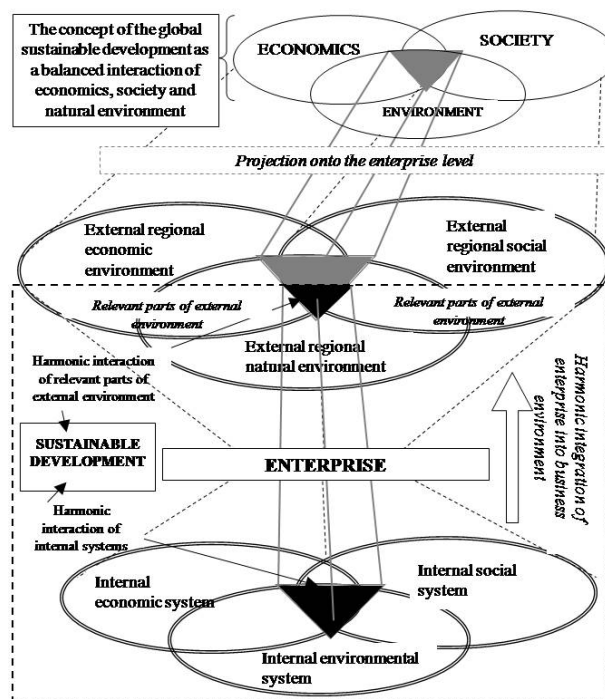


Fig. 1. Visual interpretation of the advanced concept of the SD for an enterprise (Source: developed by the authors)

From the above definition of SD that can be applied for an enterprise, we can conclude that entrepreneurs encounter the practical task of forming an internal system and management mechanisms in order to achieve a balance of internal and external (relevant parts) business environments comprising economic, social and natural areas.

Therefore, in our opinion, it is important to consider the stages of development of enterprises, with highlighting a stage of SD among them, which will help to track when the transition in the management of enterprises to the principles of SD takes place (Fig. 2).

Depending on the objectives of the activity an enterprise undertakes, its development if it is engaged in the exploitation of natural resources can be divided into several stages, successively replacing each other.

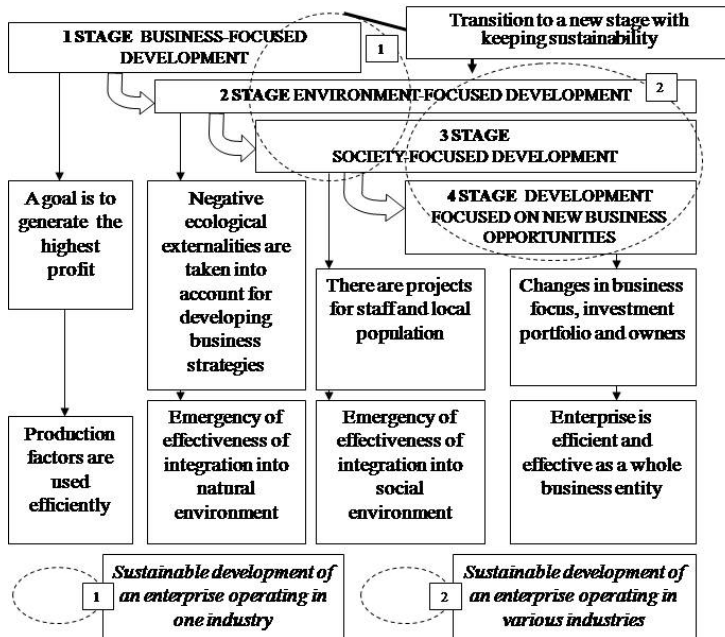


Fig. 2. The development stages of an enterprise in order to provide its sustainability (Source: developed by the authors)

At the first stage of development, all the transformation processes within the enterprise are aimed at improving the use of existing factors of production in order to maximize profit. This stage of the development can be called economically focused.

In the second stage of the development, when operations have already reached the desired efficiency, along with economic problems, managers have to solve problems of preventing negative environmental side effects that are transformed into enterprise's objectives in order to integrate efficiently and effectively into the business and social environments. This stage of its development can be called environmentally focused. Accordingly, the management of the enterprise becomes ecological and economic.

In the third stage, when an enterprise encounters a need to preserve and increase human capital, it also faces the need to integrate efficiently and effectively into the social environment. Considering that, sometimes the business pattern of the area in which an enterprise is located is industrially mono-structural. The enterprise is responsible for the standard of living of people on this territory. This is a socially focused stage of the development.

Finally, at the fourth stage, when the main field of economic activity loses its appeal to the enterprise, a transition to new industries takes place. However, at the same time, it is important that the priorities and results of the company's activities achieved in the second and third stages in the social and natural environments are not lost.

The environmentally focused development of an enterprise is the change in the factors of production and their exploitation that leads to the reduced level of damage to the environment caused by production. Environmentally focused development is possible with the availability of appropriate innovative technologies that allow reducing the level of harmful emissions into the atmosphere, using alternative energy sources and restoring the damaged territory more effectively.

To ensure environmentally focused development, in general, it is necessary to solve the problems of optimizing the technical and economic parameters of an enterprise by the criteria of reducing the pressure on the environment and maintaining the necessary level of economic efficiency of the enterprise as a whole. Here the effect obtained from the implementation of environmental measures depends on the enterprise itself, except for equipment suppliers, developers of environmental projects, etc.

However, for sustainable entrepreneurship, achieving two criteria of economic efficiency and environmental effectiveness is not enough, because, at this stage, attention is not paid to the important social sphere.

The socially integrated development of an enterprise is aimed at providing social guarantees for employees as well as improving the living conditions of people on the territory of a permanent location. In this aspect, enterprises must solve problems of improving the management of its financial flows to create a basis for the implementation of social projects, study the influence of factors such as the brand of the enterprise and its image on the economic performance indicators.

However, unlike the environmental and economic management of an enterprise, in social and economic management, the effect obtained from the implementation of social measures depends not only on the enterprise itself but also on other economic and social actors in whose property or under whose control certain social objects are. Then the management of the social and economic development of an enterprise is exposed to risks associated with the conduct of negotiations between the actors and their behaviors in different economic conditions. However, for the development of an enterprise to be considered sustainable, achieving two criteria of economic and social efficiency and effectiveness is not enough too, since important environmental factors are not taken into account. SD of enterprises is an integration of environmentally and socially focused entrepreneurship, and its integrated principle allows solving a multi-criteria managerial tasks and build the operational system of the enterprise in such a way as to achieve the necessary economic indicators, meet the social needs of employees and residents of the territory of location and comply with existing environmental constraints. In this case, it makes sense to assert that the enterprise is responsible not only for the present but also for the future generations.

It should be noted that in ensuring SD of an enterprise, it is very important to have an idea of the types of SD for taking measures focused on the planned results.

Therefore, this study complements existing classifications of SD at the level of a single enterprise.

In the SD of an enterprise, the following features can be identified: the nature of SD, the level of the development sustainability, duration, economic model and the completeness of SD (Fig. 3).

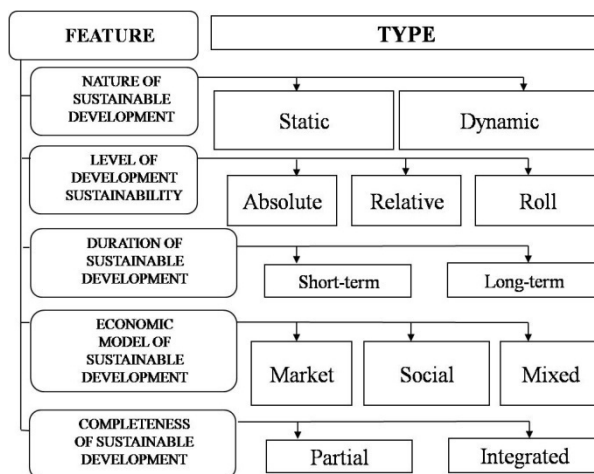


Fig. 3. Features and types of the SD at the level of an enterprise (Source: developed by the authors)

4.2 OVAL-sustainability in entrepreneurship

The stated in the introductory section of the paper existing contradictions between the principles of the global SD and the market principles of the functioning enterprise made it possible suggest managing an enterprise in order to ensure its SD on the basis of the object-value based approach – shortly OVAL-Sustainability.

It should be noted that, in the context of this work, the object-value based approach does not resonate with such widely used in practice ABC-, process-, responsibility-center-approaches that are related to managerial accounting in general. The main task of these methods is to analyze the costs of producing goods and services in order to identify and use the reserves for their reduction as well as to distribute overhead costs. In this case, the managerial cost accounting object (function, process and cost center) is different from the object of cost calculation as the summation of cost items that is goods and services.

In contrast to these approaches, the objective of the proposed object-value based approach or the OVAL-sustainability approach is an economic analysis of activities undertaken by an enterprise to ensure its economic, social and environmental SD. It implies the identification and the use of reserves to improve the level of harmony in the interaction of economic, social and environmental internal and external systems of the enterprise through liquidation of the sustainability roll mentioned in the introduction section of the paper.

Industry-specific implementation of managerial accounting in the context of SD of an enterprise based on the OVAL-sustainability approach can be the subject of further research by employing empirical methodology.

The fundamentals of the OVAL-sustainability approach for ensuring the SD of an enterprise are two basic categories: the object and value (Fig. 4). Their integration and subsequent adaptation for the purposes of harmonic economic, social and environmental development of the enterprise, taking into account not only its internal, but also the external environments, in our opinion, will contribute to a certain extent to the resolution of the contradictions between the principles of the global SD and the principles of entrepreneurship. Consider these categories in more details.

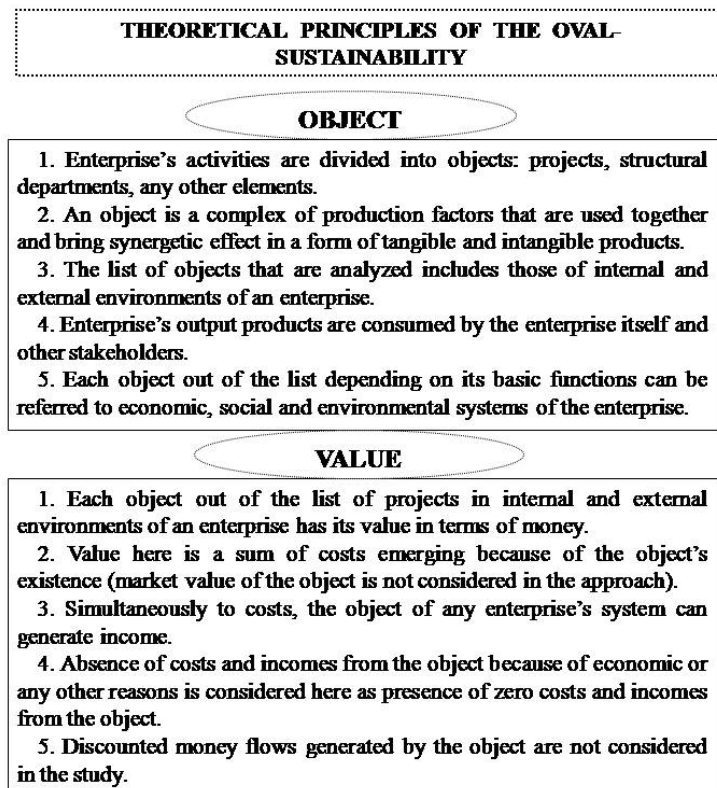


Fig. 4. The fundamentals of the OVAL-sustainability (Source: developed by the authors)

Since in modern conditions of management, the project concept of undertaking various activities is widely used, when the latter is as if they were structured and fragmented into a number of independent processes and tasks that have a clearly defined output with clearly identified necessary input resources to achieve it. This increases the controllability of the enterprise's activities and contributes to the more efficient use of limited resources.

Therefore, in order to ensure the SD of an enterprise, it is proposed to represent its activities in the internal and external economic, social and environmental spheres as independent objects. Objects can be projects, structural subdivisions of the enterprise, sectors of activity in general, or any other elements defined by managers.

Thus, the object of enterprise's activity in the context of the proposed approach of the OVAL-sustainability of the development must be referred to as the aggregation of production factors (the main factors of production, financial resources), complex use of which results in tangible and intangible products.

For example, as a result of the activity of an economic object (a production entity extracting minerals), the enterprise receives tangible benefits in the form of minerals, which are subsequently converted into revenue. The result of the activity of a social object (kindergarten), which may not belong to the enterprise, but for which it may spend funds for sponsorship, is intangible products that are difficult to measure. In this case, the user of such kind of products and benefits is not the enterprise, as such. Of course, one can put forward the assumption that this social object is of importance to the employees of the enterprise, and therefore hypothetically it affects their productivity of labor, and consequently, the enterprise is the user of these intangible products. For such an assumption, however, it is necessary to conduct a separate study that is not provided in this paper.

From the above example, as well as from the conditions for the SD of an enterprise, which is based on its harmonious integration into the surrounding economic, social and ecological environments, we can find the need to include objects of both internal and external environments of an enterprise to the list of analyzed objects of the enterprise's activities. In other words, regardless of whether the objects of the external business environment are structural elements of the organizational system of the enterprise and whether the enterprise provides sponsorship to these objects or not, in our opinion, they should be considered in relation to the SD of the enterprise, for at least one reason of referring them to the territorial framework, the forming element of the enterprise.

Also, the analysis of the enterprise's activities with a view to ensuring its SD on the basis of the OVAL-sustainability approach presupposes the coverage of objects that produce tangible and intangible products and services consumed by not only the enterprise but also by other stakeholders and regional actors.

Each object, depending on the main functions performed in relation to an enterprise, which is expressed in tangible and intangible products and services resulting from the activity of the object and consumed or not by the enterprise, refers to the economic, social and environmental systems. For example, an ecological object is a nearby river, the main result of which is intangible benefit accompanying the recreation of people living on the territory, refers to the environmental system of the business surrounding of the enterprise.

Thus, finding separate objects in the economic activity of an enterprise contributes to their distribution among the economic, social and environmental systems of the internal and external environments of the enterprise. Moreover, it forms the basis for the subsequent analysis of the allocation of resources among the objects and determining the economic efficiency and effectiveness of using these resources in the context of the SD of the whole enterprise that must be provided by the object operating.

In order to integrate the principles of the SD, which require an equal focus on the economic, social and environmental systems of the internal and external environments made by an enterprise, it is necessary to assign exclusively economic characteristics to each object of these systems according to the principles of a market economy.

Therefore, every object of any activity of an enterprise of the internal and external environments, while ensuring the SD of the enterprise on the basis of the OVAL-stability approach, is characterized by its value in monetary terms. The value in the context of this study must be referred to as the aggregate costs of an enterprise that arise in connection with the existence of an object. In this case, the market value of the object is not considered. Also, it does not take into account what costs according to the classification of

costs for financial reports are generated by objects and due to what sources these costs will be compensated – at the expense of production cost, administrative, marketing costs or remained net profit. To ensure the SD of an enterprise based on the OVAL-sustainability approach, the very fact of the availability of a flow of resources (production or financial) from the enterprise towards a particular object is important.

Simultaneously with the costs, the object of the economic, social and environmental system of the internal and external environments of an enterprise can generate revenues. In this aspect, it is of undoubted importance whether the object enters the organizational and legal model of the enterprise or not. This status of the object defines the possibility of allocation of the received revenue in favor of the enterprise. However, for the purposes of the study, we will consider the actual availability of income from the operations of an object, regardless of whether an enterprise receives this income in full or in part.

5 Discussions

The main objective of the study is to offer the essential principles for entrepreneurship to develop sustainably. These principles are reduced to the OVAL-sustainability approach in entrepreneurship.

We stand for existing contradictions between general ideas of the global SD and market principles whereby enterprises are run. Also, we have pointed out that there is no vertical between the highest level of the SD and entrepreneurship-level. We assume that the global sustainability cannot be achieved without sustainability of every business entity in the economy.

To advance the theory of the SD towards its projection on the level of a separate enterprise, we developed a definition of the SD for an enterprise that, in contrast to current research, has two-dimensional perspective. In addition, we offered the OVAL-sustainability theoretical approach to managing an enterprise according to the principles of the global SD. The theoretical framework of the OVAL-sustainability is in two assumptions that an enterprise can be presented as a range of objects having their value. However, the serious weakness of previous research is that they do not combine objects of internal and external environments of an enterprise together for the analysis.

6 Limitations

A considerable limitation with this study, however, is that it has theoretical features. One can argue that such an approach does not suit for business. In addition, the justification of the need of enterprises' SD according to the principles of the global SD seems to be limited. Introduction of green technologies and energy saving equipment are considered to be signs of enterprises' commitment to the SD. Such an unreasonable assumption can lead to the useless research outcomes from the business perspective.

However, this research must be followed by empirical study in the future.

7 Conclusions

Although the SD is associated with the triple balance of economic, social and environmental areas, we raised a question: whether it is an achievable goal for ordinary business units to develop sustainably. The theoretical research substantiates the contradictory essence of the SD in the context of entrepreneurship. Having employed the method of projection in combination with the method of the sustainability visualization, we offered an advanced definition of the SD for an enterprise. Having applied the theory of the company life-cycle, we obtained stages of the enterprise's development in the context of the SD. The method of classification allowed distinguishing new types of the SD.

By means of the combination of cost-benefit analysis and mathematical analysis, the research reveals OVAL-sustainability as a function of two variables (cost and value).

The principal conclusion of the study is that the OVAL-sustainability based on the advanced definition of the SD is an approach allowing the principles of the global SD to be projected on the level of an enterprise.

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