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INTRODUCTION

The integration of Ukraine into the European and global business space requires the adaptation of domestic realities to the rules of management and the implementation of the fundamental principles of activity in the practice of Ukrainian entrepreneurship, in particular those that implement "green construction" projects. It is quite natural for all global business to conduct activities on the basis of sustainable development. One of the important elements of activity in the aspect of sustainable development is social responsibility and, accordingly, taking into account the interests of all stakeholders when making management decisions, activities, etc. That is why the study of the issues of building relationships with stakeholders is becoming more and more urgent. The relevance of the outlined task is enhanced by Ukraine's involvement in the efforts of the international community in promoting the Sustainable Development Goals and the development of the national system of Sustainable Development Goals (SDGs). An effective dialogue between different categories of stakeholders of companies, whose requirements and information requests determine the specifics of their strategies for corporate social and environmental responsibility, is an effective tool for accomplishing the given task.

The process of establishment and implementation of environmentally safe methods of production and mechanisms for the promotion of eco-products and services is accompanied by a number of significant obstacles. The main ones are: the presence of various kinds of contradictions between business entities, diversity and direct conflicts of socio-ecological-economic interests of the main stakeholders (investors, producers, consumers, the state, communities, etc.). Thus, there is a need to overcome or minimize the identified contradictions, which should be based on the active interaction of all participants in the process. Development trends of modern enterprises are characterized by processes that

determine the importance of implementing green production in modern business and create prerequisites for the formation of appropriate competitive niches for manufacturing enterprises.

The diversity of views on the nature of the emergence and existence of enterprises has led to the fact that there are many concepts and approaches to understanding the peculiarities of the functioning and development of this type of organization. Today, within the framework of the institutional direction of the theory of the enterprise (firm), in the studies of foreign scientists, more and more attention is paid to the theory of interested parties (stakeholders) - a kind of alternative to the neoclassical theory of the enterprise, which emphasizes the satisfaction of the interests of various participants in economic activity. This direction of enterprise theory, on the one hand, has significant theoretical and applied significance, and on the other hand, it is characterized by certain incompleteness and contradictions.

The importance of the issue prompted the development of stakeholder analysis approaches; approval of rules and standards of interaction with interested parties (Standard AA 1000 SES (Stakeholder Engagement Standard)); the creation of many scientific and methodological manuals for practical use in the field of management and public governance. And if in the world the concept of interaction with stakeholders is deeply implemented in the practice of public administration, then Ukraine is taking not the first, but the second uncertain steps in this direction. Thanks to foreign partners, we have access to the latest methodological developments in stakeholder analysis, access to successful practices of local, regional and national levels of governance. Ukraine is actively consulted, involved in various public administration projects, educational projects for civil servants. Any of them raises issues of stakeholder analysis.

In this work, an analysis of stakeholders in the process of enterprise activity was carried out with the aim of forming diagnostic and analytical support for management during the implementation of projects. The existing scientific

approaches to understanding the essence of the concept of "stakeholders" have been studied, the need for identification and grouping of stakeholders in the construction industry, taking into account their interests, interaction and taking into account the industry specifics and individual characteristics of the enterprise, has been determined. A study of the work of scientists regarding the classification of the company's stakeholders was carried out and the main groups of signs by which the construction company's stakeholders can be classified were identified.

Also, accordingly, a roadmap for stakeholder interaction has been formed, which provides for the determination of priorities on such issues as an enabling environment, policy analysis, legality, the Association Agreement with the EU, conflicts, responsibility, economic development, environmental impact, successful implementation of "green construction" projects » and many other problematic issues.

SECTION I. Analysis of stakeholders and their influence on enterprise activity.

1.1 Concepts of "stakeholders" and "interested parties" in modern management.

The concept of "stakeholder" comes from the English "stakeholder" and is translated as an interested party, mediator, involved party, influence group, or as it is often translated in domestic scientific research, the concept of "interested parties" is one of the key concepts in the theory and practice of modern management (management) and state management in particular.

In this work, the terms "stakeholders" and "interested parties" are used as synonyms. It is the effective interaction of enterprises with various groups of involved parties, the so-called stakeholders, that can create prerequisites for the growth of entrepreneurial activity in the country as a whole. The concept of interested parties (Stakeholder concept) in the context of project management is

widely disclosed in the works of such foreign scientists: Freeman R.E., Kochan T.A. and Rubinstein SA, Mitchell RK, Agle BR, Wood DJ, Crick T, Forstater M, Monaghan F, Cilanpa M, Post J, Preston L, Sachs S .

The reference point in the issue of interested parties was the publication in 1984 of E. Freeman's landmark monograph "Strategic management: an approach to interested parties", in which the concept of stakeholders was introduced for the first time. Among many concepts and approaches, it is Edward R. Freeman's idea that has taken its place in scientific and business literature, continues to play an important theoretical and practical role in the development of many management disciplines, and also actively influences the thinking of modern managers.

"Stakeholders" (from English Stakeholder) literally: "Owner of a share (recipient of interest); holder of the institution", from the very beginning - manager (trustee) of disputed, mortgaged or ward property, shareholder); in the narrow sense of the word: the same as a shareholder (shareholder, participant), that is, a person who has a share in the authorized (compounded) capital of the enterprise; in a broad sense: one of the individuals or legal entities interested in the financial and other results of the company's activities[1].

Freeman's simplified list of stakeholders includes owners, consumers, consumer protection groups, competitors, the media, employees, special interest groups (SIGs), environmentalists, suppliers, government agencies, local organizations communities

Among the definitions of the essence of stakeholders, there are definitions in which attention is emphasized on the influence of stakeholders on the activities of the enterprise. Thus, when defining the essence of the term "stakeholder", O. Strelkov emphasized the nature of their influence: stakeholders are those who are interested in the activities of the enterprise of the parties, who influence/have a positive or negative influence on the development of the enterprise or are affected by this activity [2].

A key factor in the success of the development of any enterprise is the ability to build mutually beneficial relationships with key stakeholders in the external and internal environment. Effective management of relations with stakeholders is one of the main goals of enterprise management and one of the most important tasks of strategic management. The inability to build such relationships leads to the loss of sales markets, underfunding of development processes, lack of motivation in personnel, loss of access to key resources, pressure from government bodies and society. That is why every enterprise must correctly identify the main stakeholders and coordinate its own actions with their interests.

In this way, extensive practical management activity with real challenges and real configurations of interaction directed theoretical research in this direction. It should be noted that E. Freeman himself considered his monograph to be directed precisely at a practical approach. Aiming to help in "more effective management of the organization", he considered the approach itself useful for solving some of the pressing problems. However, he concentrated further scientific research on the development of theoretical and methodological aspects of the concept of stakeholders. In 1994, this led to the formulation of the key question "Who or what really matters?" That is, who (or what) are the firm's stakeholders? But who (or what) should managers pay attention to? Further elaboration of the theoretical and methodological aspects of the concept of interested parties in the realities of the 21st century lead E. Freeman to the idea of transforming corporate social responsibility into "the company's responsibility to interested parties", as well as the macro model of "capitalism interested parties", based on the rejection of "naive selfishness, the separation of business and morality, as well as the belief in the limitation of valuable resources". The evolution of the views of the author of the concept of stakeholders E. Freeman from time to time directs other scientists in various interdisciplinary searches for the foundations of the theory.

In ISO standards, the concept of stakeholders is revealed as "people or systems" that have certain shares, rights, interests, and requirements regarding the system [3]. The project management guide interprets the concept of stakeholders as those parties (people, groups, organizations, teams) who can influence and who can be influenced by the results of project activities and operations [4]. R. Freeman noted that stakeholders can influence or be influenced by the achievement of the organization's goals [5, p. 46]. V. Evan and R. Freeman clarify that stakeholders can win or be affected by the actions of companies [6, p. 79]. A. Weeks, D. Gilbert, R. Freeman note that stakeholders interact and determine the activities of corporations [7, c. 483]. T. Donaldson and L. Preston define stakeholders as individuals or groups with legitimate interests in procedural and/or additional aspects of corporate activities [8, c. 85]. I. Voronchak defines stakeholders as "natural and legal persons who have a legitimate interest in the activities of the organization, i.e. to some extent depend on it or can influence its activities" [9].

Yes, Ammari A.O. defines that stakeholders are all individuals or groups of individuals who are objects or subjects of the company's activities and policies at both local and global levels; a stakeholder is any person or group of persons who influences the activities of the organization or feels the influence of this activity, as well as any person or group of persons who can help in the development of proposals to improve the commercial and social efficiency of the enterprise [10, p. . 151]. That is, a stakeholder is someone who has reputation, power, or other capital invested in a project, and to some extent accepts any risks of this project. From the point of view of enterprise value management, it is considered that stakeholders are persons interested in the results of enterprise value maximization. Therefore, the main stakeholders of the enterprise are investors who invest their resources and assets, creditors whose resources are temporarily used by the enterprise under risk conditions, managers and shareholders of the enterprise, who are interested in receiving information about

the ability of the enterprise to function and create added value, suppliers, consumers, the state in persons of bodies of various levels, public institutions, etc.

In general with the AA1000SES standard (Accountability Stakeholder Engagement Standard), stakeholders are groups that influence the activities of the enterprise and/or are able to feel the impact of such actions, products or services and related results. They do not include all those who may simply have knowledge or a point of view about the organization. Enterprises will have many stakeholders, who differ in the type and degree of participation, and often in the diversity and sometimes conflicting interests and problems [11, c. 34]. At the heart of the AA1000 (Accountability) system is the enterprise's obligation to rely on the basic principle of complicity (from the English word inclusivity), which provides for the coverage of all interested parties, their right to express their requests, opinions and be heard. Complicity can be achieved by observing the following three principles: materiality, completeness, responsiveness.

Based on the intervention model, S.Sen and J.Cowley summarized the selected stakeholders of small and medium-sized enterprises, providing a list of them: owners, employees, consumers, suppliers, investors, families of owners, political groups, trade unions, communities [12].

A stakeholder is a market entity that has an interest in the company's activities or some areas of its activity, but this interest is not based on the desire to receive net income [13].

It is accepted to divide all stakeholders into internal (management, employees, owners, sponsors) and external (state regulatory, legislative bodies, legal, judicial and political institutions, as well as competitors, local population, mass media). In addition, there are groups that are between internal and external parties, which include customers and suppliers.

It is worth noting that the international standard ISO 26000:2010 "Guidelines on social responsibility" regulates the relations of enterprises with interested parties [3]. This standard helps enterprises to streamline their activities

in the field of social responsibility. It is important to note that the ISO 26000 standard is designed not only for business structures, but also for trade unions, public organizations and government bodies. It defines areas of responsibility for each organization in its relationships with stakeholders.

According to ISO 26000, the company has:

- 1) identify your interested parties;
- 2) recognize and properly take into account the interests and legal rights of interested parties and respond accordingly to their comments;
- 3) recognize that some interested parties can significantly influence the company's activities;
- 4) evaluate and take into account the relative ability of interested parties to address the enterprise, interact with it and influence its functioning and development;
- 5) take into account the interrelationship of the interests of its stakeholders with the expectations of society and sustainable development, as well as the nature of the interrelationship between the interested parties and the enterprise;
- 6) take into account the views of interested parties, whose interests may be.

However, and the interests of stakeholders may conflict with each other, and therefore, the "external and internal partners" of the business entity can be considered as a single contradictory whole, the interplay of the interests of its parts will determine the trajectory of the organization's evolution.

The main stakeholders of the enterprise are:

- investors who invest their capital in the company with a certain share of risk in order to receive income;
- creditors who temporarily provide a loan to the enterprise in exchange for some predetermined income and are interested in information that allows them to determine whether the loan payments will be made on time;
- managers of the enterprise, since financial information allows making the most reliable assessment of the efficiency of enterprise management;

- employees of the enterprise, interested in receiving information about the ability of the enterprise to pay salaries in a timely manner, make pension and other payments;

- suppliers interested in information that allows them to determine whether they will pay the amounts due to them in a timely manner;

- consumers (customers of the enterprise) interested in the stability of supplies, as a consequence of the financial respectability of the enterprise;

- public and state organizations, since the well-being of the economic infrastructure of the region depends on the successful functioning of the enterprise [14].

Effective management of relations with stakeholders is one of the main goals of enterprise management and one of the most important tasks of strategic management. The analysis of stakeholders of a business entity includes the following main stages: identification, systematization, assessment of goals and tasks of stakeholders, collection of information about them.

According to O.S. Martynenko, the theoretical aspects of these studies are included in the following list: dual network, ego network, multiple connections and full network. Each of these approaches determines a certain role of managers, their attitude to interaction with the interested party, namely: dual network - sets the manager the task of determining the importance of each of the stakeholders and interacting with the key ones; in the ego-network, the manager's role is to identify the full list of stakeholders, but to respond only to key requests; in the model of multiple relationships, the emphasis is on the manager's clarification of the system of relationships between stakeholders and their environment; and in the full network model, the key task for the manager is to "understand the structure of the network in order to identify key interests." It is obvious that such approaches involve, so to speak, a different level of complexity in their application in practice. [15, p. 39].

The theory of stakeholder identification in applied application enables managers to set priorities in relations with interested parties, as well as to predict managerial behavior for each class of interested parties. On the other hand, it shows how stakeholders change from one type to another and how this can affect the work of managers.

In the stakeholder identification theory, the authors emphasize that "in order to achieve certain goals or due to perception factors, managers pay a certain type of attention to certain types of interested parties." [15, c.855]. The ultimate goal of practical stakeholder management is a model for the classification of stakeholder types using 3 (three) features:

1. The power of the interested party to influence the firm (power);
2. Legitimacy (character of legality) of relations between the interested party and the firm (legitimacy);
3. The urgency of the demand (urgency) of the interested party to the company (urgency).

The list of combinations of possession of 1-2-3 indicators creates, according to the authors, an exhaustive typology of interested parties, based on the normative assumption that these variables determine the field of interested parties: those subjects to whom the manager should pay attention. This dynamic aspect of stakeholder identification theory requires consideration of several additional effects of power, legitimacy, and urgency. First, each trait is a variable, not a steady state, and may change for and/or across any given situation; relations between the interested party and the authority in our case. Secondly, the existence (or level of presence) of each feature is the subject of multiple perceptions and is rather a mental construct, the result of the analyst's actions, and not an "objective" reality. Third, an individual or entity may not be aware of ownership of an attribute or, if aware of ownership, may not choose to take any implicit action.

The Mitchell, Aglee, and Wood model helps to recognize the situational uniqueness and managerial perceptions of each stakeholder. Emphasizes the role

of the policy analyst in the process and assumes the active will of the stakeholder to change their status in the process. Under such a model, interested parties, defined as primary or secondary, can change the strength of their influence on the process and acquire other qualities of interaction.

A simple stakeholder analysis is generally recommended for all planning processes, as it will help identify: potential risk, conflicts and difficulties that may negatively affect programs, projects and activities; partnership opportunities and options that can be explored and developed; the most vulnerable and marginalized groups that are usually excluded from the planning process. In this regard, a number of experts proposed to distinguish four types of stakeholders, depending on the level of their interest and the degree of influence on the decisions made, and also provided general recommendations for interaction with the specified groups [16, p. 35]:

- 1) a high level of interest, but a low degree of influence (timely, clear information about the decisions being made);
- 2) a high level of interest and a high degree of influence (taking into account points of view when making management decisions, providing feedback);
- 3) low level of interest and low degree of influence (must be the object of monitoring in case there is a change in interests and influence);
- 4) low level of interest and high degree of influence (creating an atmosphere of satisfaction from interaction).

Yet one of the tools that makes it possible to identify and analyze the relationship between an enterprise and its stakeholders is the theory of interested parties (stakeholder theory).

Among the key provisions of this theory, we can single out the following:

- 1) the enterprise has a relationship with a large number of stakeholders that make up its environment, which influence or may be influenced by the decisions of the enterprise made by the management;

2) the theory deals with the nature of these relations: the processes and results that accompany them;

3) the interests of all stakeholders potentially have the right to be taken into account and, if possible, satisfied [17].

Therefore, all stakeholders can be considered as a complex system in a state of dynamic equilibrium with the environment, which is determined by enterprises with which stakeholders have stable relations. Effective interaction with stakeholders on a systemic basis will help [18]:

- to understand what expectations stakeholders have regarding the company's activities;
- to receive information from stakeholders that will help to improve the efficiency of activities;
- identify hidden problems and threats to the enterprise;
- to overcome mistrust of the enterprise on the part of the state, population, etc.;
- identify and attract potential partners, volunteers and donors;
- identify new opportunities to achieve your mission and goals.

The analysis of stakeholders within the framework of identifying the strategic space of the enterprise is aimed at identifying their characteristics, such as: the interests of individual groups and their relative power, the influence on the enterprise and the significance of each group for its future; influence of stakeholders on the resources of the enterprise, on its strategic assets; partnerships and coalitions in which stakeholders enter and the possible consequences of their interaction for the enterprise. As a result of such a study, there should be a kind of segmentation of stakeholders into groups that create new opportunities or threats for the enterprise [13].

After the analysis of stakeholders, the coordination group can proceed to the formulation of the mission of the enterprise, which arises from long discussions about the essence of the organization, its unchanging purpose,

connection with the main stakeholders, its philosophy and main values and ethical norms.

Thus, the theory of stakeholder identification depicts a promising approach to the normalization of managerial actions of managers regarding taking into account the interests of stakeholders; classification of the most interested parties and development of approaches and rules for interaction with them.

It is important that R. Mitchell, B. Agli, and D. Wood emphasize the dynamic nature of interaction with stakeholders, the variability of the role of an individual stakeholder during the process, and the need for constant dialogue with interested parties.

1.2 Enterprises are stakeholders in construction development.

In today's complex conditions of the functioning of the economy, the issue of ensuring economic security and stability of the functioning of construction enterprises, which create conditions for the development of the state and other spheres of economic activity, is becoming more and more relevant. At the same time, it is important that the provision of economic security is based on a general approach, taking into account the interests of all interested parties (all groups of stakeholders).

One of the essential features of construction development projects is the involvement of a significant number of stakeholders of different status, interests and degree of participation in the project for their implementation. Stakeholders include those who can influence the process of the construction project or the final result, and also receive direct or indirect benefits.

The list of stakeholders in the construction industry is often very large even within a single project. It includes asset owners, project managers, construction contractors, architects, company shareholders, investors, government structures, workers, subcontractors, suppliers, financial organizations, mass media, consumers, etc.

The idea of Freeman R.E. regarding the definition of interested parties consists in presenting the enterprise, its external and internal environment as a set of parties interested in its activities, whose interests and requirements must be taken into account and satisfied during management. He noted that all interested parties are characterized by financial interests and expect to receive benefits from functioning. By financial interest, he understood the expected economic benefit from the implementation of the strategy, expressed in financial form (monetary, time, risk) [19]. According to the presented approach, Freeman R.E. defines company stakeholders verbatim as "Any persons, groups or organizations that have a significant influence on the decisions made by the firm and/or are influenced by these decisions" [1].

J. Post, L. Preston and S. Sachs offer a similar opinion on the definition of interested parties, they also offer an extended and most complete version of the theory of interested parties. Regarding the theory of interested parties, the point of view of T.M. Jones and A.S. Weeks, they consider the corporation as a system of relations with a large number of groups and individuals (stakeholders), which make up the environment (internal and external), and which themselves influence or can be influenced by the decisions made by the corporation. In their opinion, the interests of all stakeholders potentially have the right to be taken into account and satisfied.

Yu.O. Myroshnychenko and Bondar A.V. proposed to divide the enterprise's stakeholders into three groups: persons (groups/organizations) who are affected by the enterprise's activities; persons (groups/organizations) to whom the enterprise has legal, financial and operational obligations; persons (groups/organizations) who can influence the results of the enterprise and who make management decisions. In addition, the authors distinguished stakeholders by levels of influence: direct and indirect [20].

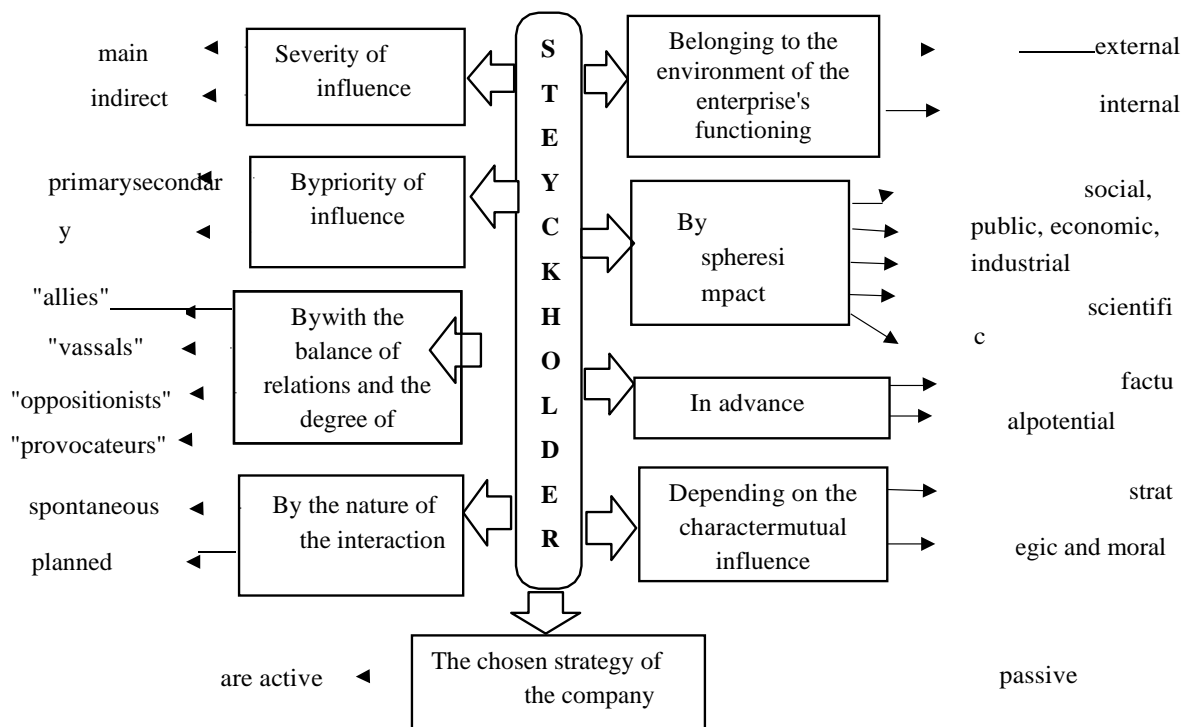
The initial identification of enterprises - stakeholders can be based on external sources, such as scientific research or expert evaluation, as well as

internal - knowledge and skills of management personnel. At the same time, the specifics of the industry and the individual characteristics of the enterprise must be taken into account.

Stakeholders of construction enterprises are defined, for the most part, as in other industries, in terms of the traditional approach of stakeholder theory: as individuals or organizations that either influence the final result of the enterprise's activity, or are subject to its influence. Stakeholders include those who can influence the construction process or the final result, and also receive direct or indirect benefits.

Stakeholders of the construction enterprise can be divided into internal (directly involved in the decision-making process), which are also called direct or primary, and external (indirect, secondary), which are affected by the organization's activities. Also, stakeholders can be divided into those who are involved in the project with the help of contracts (contractors, consultants), and those who are not related to the main organization by formal agreements [21].

Therefore, it is appropriate to highlight the main groups of stakeholders that are found in the construction industry: (shown in Fig. 1.1)



The development of science and technology, competition based on the time factor, cause the need to take into account an increasing number of factors of both the external and internal environment, which affect the functioning of both enterprises and sectors of the economy as a whole. However, according to scientists, insufficient attention is paid to the factors of the external environment within the framework of traditional analysis and control. Management, focused mainly on monitoring and improving financial indicators of activity, cannot fully ensure the sustainable development of the system. Because of this, in the scientific world, one of the most promising approaches is considered to be the approach to environmental analysis, developed within the "boundaries of stakeholder theory."

Establishing priorities regarding stakeholders allows you to determine what attention should be paid to them during the development of the management and development plan of the enterprise, the development of strategies and the implementation of intentions. In other words, it is about the ability of the enterprise to determine a successful course of development in the environment [22].

Therefore, after analyzing the approaches of domestic and foreign scientists to the definition of the concept of "stakeholders of an enterprise", we can conclude that they all mean interested parties by stakeholders, however, the concepts defined by the authors present a different role of stakeholders in the activities of the enterprise, which is manifested in the satisfaction of their own interests or in influencing on the activity of the enterprise.

That is, the stakeholders of the enterprise are all parties interested in the enterprise's activities, who have/have a positive or negative influence on the development of the enterprise or are affected by this activity. In order to build a strategy for taking into account the interests of stakeholders, it is necessary to find out who are the main stakeholders of the enterprise.

It is possible to identify and analyze the relationship between the construction company and its stakeholders based on the stakeholder theory. The subject of research is the interaction of various stakeholders pursuing their interests, which are related to the activities of a construction enterprise.

Stakeholder theory states that organizational goals must take into account the diverse interests of different parties that will represent some type of informal coalition. The relative power of different influence groups is a key point in assessing their importance, and organizations often rank them in relation to each other, creating a hierarchy of relative importance. Certain relationships may also exist between stakeholders, which are not always cooperative, but may also be competitive. However, all stakeholders can be considered as a single contradictory whole, the balancing of the interests of whose parts will determine the trajectory of the organization's evolution [23].

It is the principle of achieving a balance of interests of all stakeholders, applied both in the framework of a separate construction project and in the framework of the entire industry, that will contribute to a more sustainable development of the construction sector as an engine of the entire economy, than the principles of maximizing the profit of one of the project participants [24].

In the most generalized form, the coordination of the interests of the enterprise can be defined as multidimensional, namely: horizontal and vertical coordination of the interests of internal stakeholders, which should be carried out against the background of permanent coordination of the economic interests of the enterprise with the interests of external stakeholders that are relevant for it [25].

It is worth noting that in the construction industry, there are traditionally strong connections between internal stakeholders (procurement, contracts for subcontracting work), while the interconnection of external stakeholders is carried out mainly through state structures with the help of a set of laws and construction standards. The construction industry has a higher degree of fragmentation of characteristics compared to other types of work [26].

Thus, during the study of interested parties regarding the construction enterprise, it is advisable to identify among them the most important, influential groups whose interests should be taken into account when conducting business.

Taking into account the research of scientists in this field and agreeing with their positions, I propose to single out the following groups of stakeholders of the external environment of the construction enterprise that have influence: consumers (customers); suppliers; state authorities; financial organizations; competitors. The main stakeholders of the internal environment of the construction enterprise that have an influence are the employees and the owners of the enterprise.

The main task of a construction company is to satisfy consumers (customers), who make up the largest interested group. The customer base of the construction company is quite wide. It includes a wide variety of organizations, institutions, enterprises and individual customers - private individuals. If the company does not meet the expectations of consumers, it can lose them, because there is a lot of competition in the market in this field. It is the customer's order that forms the construction company's offer and forms the basis of its economic activity. Stakeholders, suppliers of the construction enterprise are a group that organizes the supply of material and technical resources at the construction enterprise.

In its activities, the enterprise uses various material and technical resources (raw materials, fuel, energy, components, etc.). They are transformed into products (services) in the production process and are subject to constant replenishment. For this purpose, the construction enterprise organizes material and technical support, which includes: determination of the need for material and technical resources, search and purchase of resources, organization of delivery, storage and distribution to individual consumers at the enterprise. The supply of material and technical resources must be timely, complete and with minimal costs. And this work is

performed by the department of material and technical supply of the construction enterprise [27].

Material and technical support in construction consists of a huge list and number of different materials, products, structures, all types of equipment, etc., which are delivered to the construction site, and involves economic ties with many enterprises (suppliers) of various industries of production and trade [28].

State authorities as an interested party in the field of construction form and determine the policy in this field. It ensures constant dialogue between all market participants, the construction community.

Among the public organizations that regulate activities in construction are: Confederation of Builders of Ukraine; Interstate Guild of Consulting Engineers; National Union of Architects of Ukraine; Guild of engineers for technical supervision of the construction of architectural objects; Guild of designers in construction; Associations of construction industry experts and others. State organizations approve the legal basis: improvement of the procedure for providing administrative services in the field of construction and creation of the Unified State Electronic System; highway safety management; stimulation of investment activity; improvement of regulation in construction and other changes to the laws regulating the field of construction. At the same time, the state, forming a policy in the construction industry, takes into account the interests of professional construction communities, which embody this policy, and citizens.

Financial stakeholders of the construction enterprise are banks and financial institutions. The creation of institutions and tools for financing construction, the process of refinancing housing construction is the most difficult problem of the development of the construction complex and ensuring the economic security of enterprises.

In order to increase the pace of construction in our country, the first task is the development of its financing, in particular, bank lending.

The role and functions of financial and credit institutions in the process of construction financing are conditioned by the essence of credit and financial relations and consist in providing loans to investors who need them and are able to use them effectively. As a result, when granting a loan, the borrower's creditworthiness is necessarily checked on the basis of an independent financial and economic assessment of the construction object [29]. To ensure the competitiveness of the construction enterprise in the market, it is necessary to take into account the presence of competitors. It is necessary to consider them as a separate group of stakeholders of the construction enterprise and establish relationships that will contribute to the stable functioning of the enterprise on the market.

As for the internal environment of the construction enterprise, it includes two main groups of stakeholders, the enterprise's employees and its owners, obligations to which are basic for the enterprise. Obligations formulated in the internal environment of the construction enterprise are the basis for the enterprise's interaction with the external environment.

The group of stakeholders of construction company employees is influential on its direct functioning. The interests of the company's employees are the need for decent and safe working conditions, adequate wages, social guarantees, the possibility of self-realization, the absence of discrimination and equal rights, gender equality, recognition of work results, etc.

The owners of the enterprise are interested in the stable development and functioning of the enterprise, the growth of its market value, the improvement of the reputation and the receipt of stable profits. In order to meet the needs of the shareholders, it is necessary to implement such obligations as timely informing the owners about the financial condition of the enterprise, formation of the values of the business entity, control and prevention of risks.

Thus, improving the quality of interaction between stakeholders facilitates their cooperation and can contribute to the strengthening of trust relations in the

long term. One of the shortcomings of research on stakeholder management is the lack of attention to the analysis of stakeholder relationships, which would make it possible to determine the degree of their influence on the construction project. Since construction projects are carried out in a non-linear, diverse and constantly changing environment, in which the influence of stakeholders is important, it is necessary to evaluate the network of relationships. The stability of the relationship always implies the adoption of a course for long-term interaction, and is often accompanied by a higher level of satisfaction of the relationship between the parties [30].

Therefore, at the basis of the development of project relationships there is a need to develop project management in the context that defines and shapes relationships by encouraging closer interpersonal contacts and intercompany relationships throughout the entire project life cycle. This means that partners will be able to form a relationship of trust with an understanding of the importance of the achievements of each party, will appreciate them and will be ready to continue cooperation in future projects.

The joint use of contractual and personal management improves performance more than when they are used separately, because the contract provides an institutional framework for managing the construction project, while informal management overcomes the adaptive boundaries of contracts.

When studying the domestic construction industry, it was found that, despite strong price competition, organizations working in the industry formed "quasi-companies" in which many participants involved in one project were also involved in a subsequent project. The desire, when selecting participants for new projects, to give preference to organizations that participated in previous projects, and not to implement a tender mechanism based only on price, arose from attempts to reduce the overall costs of the project due to, for example, the ability to work effectively together with organizations that provide quality work, as well as

by reducing the need to allocate resources to control the work of these organizations.

According to some scientists, the most promising stakeholder in construction is the developer. As a rule, these are companies that concentrate several or almost all functions related to planning, construction, operation, project management and, in fact, real estate. It is they who are able to effectively cope with all the problems of construction and operation of buildings, because they lead the object from the investment plan throughout its entire life cycle. Therefore, it is in their interests to ensure the maximum value of the project at all stages, as well as maintaining a balance of interests of all stakeholders.

On the one hand, there are a number of positive aspects in combining several active functions of the investment and construction process in the person of one subject - the developer: - full responsibility for the results of investment activities; - the opportunity to influence the results of project implementation at all stages of its implementation; – formation of stable business relations at all stages of project implementation; – reduction of the cost of the project and, as a result, improvement of financial results; – improvement of consumer characteristics of the object, the result of which is an increase in the market value of the object [31]. On the other hand, a negative aspect of this kind of combination of functions is the growth of investment risks, since there is simply no possibility to delegate the consequences of unforeseen events to other participants when combining functions.

Thus, a detailed analysis of all stakeholders of the business entity and their interests, identification of the most influential and important among them, setting priorities for different groups of stakeholders will allow to formulate an effective strategic management plan for the development of the enterprise, to establish the correct direction of development of the business entity, which will allow to achieve the maximum the possible level of satisfaction of the interests of all stakeholders of the enterprise.

1.3 The influence and role of stakeholders on the quality of enterprise functioning

Entrepreneurship plays a significant role in the economy of any country, including Ukraine. At the same time, it is important to provide opportunities for the harmonious development of enterprises. As the experience of most countries shows, the key to the successful growth of entrepreneurship at the national level is precisely the systematic approach, which means the involvement of broad groups of stakeholders in this process.

The integration of Ukraine into the European and global business space requires the adaptation of domestic realities to the rules of management and the implementation of the fundamental principles of activity in the practice of Ukrainian entrepreneurship. It is quite natural for all global business to conduct activities on the basis of sustainable development, which is for agents of the national economy quite unusual. This is due to many factors. First, by increasing the specific weight of imported goods and, as a result, intensifying competition. Secondly, the expediency of implementing energy-saving technologies, especially at those enterprises where the share of gas costs is quite large. Thirdly, the need to minimize production costs. Fourth, the gradual introduction of international standards, which will facilitate the entry of domestic enterprises into international markets. Fifth, the expediency of further adaptation of the enterprise management system to the requirements of the market economy. At the same time, the quality of functioning of enterprises as a whole can be interpreted very ambiguously from the positions of both internal and external stakeholders. Therefore, the issue of determining the quality of the enterprise's functioning from the standpoint of various interested parties is quite relevant.

As the experience of most countries shows, the key to the successful growth of entrepreneurship at the national level is precisely the systemic approach, which means the involvement of broad groups of stakeholders in this process. Foreign and domestic scientists, including J. Schumpeter, F. Hayek, I. Adizes, A.

Starostina, T. Molchanova, V. Kozlovskiy and many others, dealt with issues of entrepreneurship support.

The problems of identifying stakeholders and managing the quality of the enterprise's functioning are studied by both foreign and domestic scientists, such as A.T. Zub, M. Porter, H. Stevenson and others. [32]. However, the problem of the influence of stakeholders on the company's activities is considered in general. According to A.T. Tooth, stakeholder analysis includes identification and systematization of main stakeholders, assessment of their goals, collection of information, use of this data in the process of making strategic decisions. Management, in turn, includes communications, negotiations, and the formation of appropriate motivation. A. T. Zub emphasizes that it is possible to distinguish the following processes: analysis, which is carried out in order to adapt to the organizational environment; and management that directly affects stakeholders[33]. But we cannot agree with this opinion, since analysis is one of the components of management. Therefore, it is advisable to constantly monitor stakeholders, analyze the trends of changes in their interest in the quality of the enterprise's functioning, develop appropriate measures to promote the enterprise's activities (planning), monitor their implementation, taking into account possible changes. At the same time, it should be noted that both internal and external stakeholders are interested in increasing the quality of the enterprise's functioning in different ways (Table 1).

The works of the following foreign scientists are devoted to the coverage of problematic issues of the theory of interested parties (stakeholders): E. Freeman, T. Gilb, D. Newbould, D. Luffman, R. Mitchell, A. Mendelow, T. Donaldson, L. Preston, etc. Scientists have determined the content of the theory of interested parties, its place in the system of views on the enterprise, conceptual approaches to the classification of interested parties have been formed, and the issue of defining the main stakeholders and their range of interests has been

revealed. However, the issue of aligning the interests of stakeholders with the strategies of the enterprise remains relevant today.

Stakeholder theory is reflected in the practice of strategic management in the form of the Accountability Scorecard (ASC), which was first described by F. Nichols in 2000 and is designed to find a "balance of interests" between the enterprise and stakeholders.

According to this method, the enterprise and stakeholders are combined by two types of connections: contributions and incentives, which are mostly bilateral, relative in nature, which makes the exchange between the two parties mutual. Shareholders, investors, suppliers, customers (consumers), managers and employees, state (government) structures should be singled out among the most important groups of interested parties. It is advisable to consider the interests of other interested parties selectively. In general, stakeholders remain interested only as long as the enterprise provides incentives that exceed or at least compensate for the contributions made.

That is why it should be noted that in the conditions of a market economy, an important factor influencing the results of an enterprise is the interests of interested parties, which form the degree of competitive environment within which the enterprise conducts its activities. Under these conditions, the role of management appears in the formulation and implementation of strategy and decision-making aimed at satisfying the interests of all or the main part of interested parties. Instead, in modern financial theory, the goal of the enterprise is to promote the interests of only one group of interested parties - its shareholders. To identify the importance of stakeholders, as a rule, the model proposed by Mitchell et al. is used, with the help of which it is possible to obtain quantitative estimates of the comparative importance of stakeholders.

Within Mitchell's model, each stakeholder is characterized by the following properties: "power", "legitimacy" and "urgency". Possession of these attributes is not permanent, stakeholders can acquire and lose these characteristics

over time, but classes of stakeholders are determined precisely by possession of one, two or three attributes. As a result of the combination of attributes, seven classes of stakeholder importance are distinguished. Three of them have one attribute (latent), three have two (pending) and one has three (categorical group). Latent groups include inactive or dormant (has power), controlled (has legitimacy) and needy (has urgency). Thus, the most influential groups are "categorical" stakeholders who possess three attributes at the same time. The possession of the listed attributes is associated with the answer to the question of how stakeholders seek to realize their interests, which defines the third area of stakeholder theory research. The theory studies ways of giving influence (behavior strategies), which can be both aggressive (influence strategies) and defensive (response strategies). On the other hand, stakeholders can be considered as partners of the enterprise, whose support is necessary for the effective development of the enterprise. In this case, the company adheres to the partnership strategy, which is developed taking into account the requests of all groups of interested parties, the purpose of which is to satisfy these requests and mutually beneficial cooperation.

The theory of stakeholder management was developed and presented to the community by R. E. Freeman (R. Edward Freeman) in 1984. This theory draws the attention of business to the existence of influence groups inside and outside the company, which must be taken into account when carrying out activities. This theory is a kind of alternative to the neoclassical economic theory of enterprise management, which has received a lot of attention from foreign scientists in recent years. The main characteristics of the stakeholder theory are the following:

- all groups or persons related to the company are interested parties, and the management of the company must take into account not only the interests of shareholders, but also other groups and organizations;

- the corporation is considered as some organizational object through which various participants solve their numerous tasks.

From the point of view of the stakeholder theory, the fundamental goal of the enterprise is the dependence of the enterprise's actions on the interests of a large number of stakeholders.

The first area of study of the theory of interested parties is to choose in practice those groups of interested parties that are really important and whose interests are really worth considering, since their number is extremely large for any enterprise. The second area of research is determined by the need to identify stakeholders' interests. At the same time, it is necessary not only to select relevant groups of interested parties, but also to assess their comparative importance from the point of view of the enterprise and its strategy. Such an assessment will allow to increase the objectivity of the strategic analysis and, accordingly, the quality of the implemented strategy of the enterprise. Stakeholders can be considered as a whole of interacting interests of parts that will determine the development of the organization. However, the presence of a stakeholder's influence on the firm, and even more so the presence of the firm's influence on stakeholders, by no means gives legal grounds for his participation in the development of the firm's goals, before taking actions—he can protect his interests based on the results of actions (in court proceedings, for example).

The situation changes if we imagine that stakeholders are not just "groups and individuals who are affected by the company's activities, but "contributors" of a certain type of resource. Then the circle of these persons is significantly reduced. Shareholders (founders) bring "invested" (statutory) capital to the company. Employees contribute "human capital" to the company. Consumers, voluntarily exchanging the company's goods and services for money, serve as a source of working capital for the company. Finally, in many spheres of Ukrainian business, the existence of a firm is practically impossible without an "administrative resource". Such stakeholders can really claim to have their interests taken into account before actions are taken. At the same time, their interests, and,

accordingly, the possible goals of the firm can be represented as the "level of interest on the deposit".

Thus, the whole circle of possible goals of the firm is reduced to specific forms of compensation for each of the contributors (profit and financial stability for shareholders, wages and stability of the workplace for employees, quality for consumers, public or other benefits for "owners of administrative resources"). To this set of "externally imposed" goals, it is necessary to add "internally imposed goals", that is, they are a projection of the interests of the company's management.

As a result, each of the goals proposed for selection is justified and reflects the expectations of one or another "customer" from the results of the corporation's activities, which loses any value in the absence of goals at all. In my opinion, it is necessary to shift the emphasis to defining the goals that must be achieved when interacting with each of the stakeholders, factors that affect the achievement of these goals, and possible risks.

Building mutually beneficial relations between the enterprise and stakeholders, which have a direct impact on its financial and economic activity, is one of the main tasks of effective enterprise management. That is why there is no doubt about the need for their accounting and analysis. Stakeholder analysis—it is a process on the basis of which it is possible to identify and evaluate the main interested groups of people or organizations that influence the financial and economic activities of the enterprise. The analysis of stakeholders of business entities includes the following main stages:

1) identification—establishment of a circle of persons and organizations that have an interest in and influence the company's activities;

2) systematization of them according to uniform characteristics, groups of influence and collection of information about them;

3) assessment of their goals and objectives;

4) formation of a strategy for further successful activity and establishment of mechanisms and methods of management that would satisfy all participants.

On the basis of reliable and operational accounting data, management and managers can obtain the necessary economic information about all interested parties, which are factors of influence on the size of the economic potential of the enterprise [34].

Businesses view stakeholders as part of the environment that must be managed in order to generate sustainable revenues and profits and, ultimately, to deliver shareholder value. Attention to stakeholder issues can help a business avoid decisions that might encourage stakeholders to disrupt the entire enterprise. This opportunity arises because stakeholders can control the resources needed to implement corporate decisions, and therefore stakeholder relationship management is a means to an end.

It is appropriate to group stakeholders based on their distance from the enterprise. A.O. Starostina notes that the company operates in an environment consisting of a macro and micro marketing environment [35]. In the process of identifying stakeholders, the internal environment of the enterprise should also be added to this list. Therefore, we distinguish three levels of interaction between the enterprise and stakeholders: macro, micro, and internal.

Macro-level stakeholders are those legal and physical persons who are outside the boundaries of the company, can have an indirect influence on its activities, the company can adapt to their actions rather than setting or demanding conditions that are beneficial to itself. At the same time, contacts can be minimized.

Micro-level stakeholders are those organizations, individuals or legal entities that are outside the enterprise, while interactions occur with a certain frequency and the enterprise influences them to a greater extent with its actions and decisions, being in direct contact.

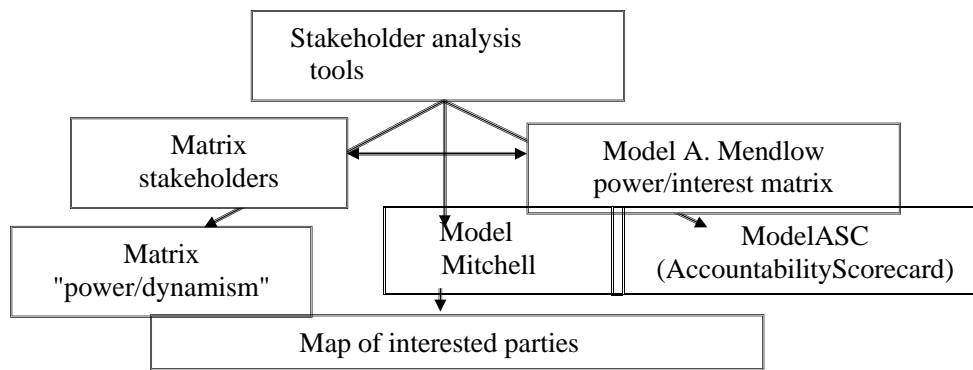
Internal stakeholders are people who are inside the organization and regularly interact with the company.

In the work, external partners are understood as stakeholders, which include individuals and legal entities who are interested in the development of this enterprise and are able to influence this development. External partners (contact audiences, stakeholders) include: partners, owners and co-owners of the enterprise, shareholders, as well as mass media, local authorities, trade union bodies, etc., who are interested in the successful development of the enterprise, as well as its customers and suppliers. At the same time, it is completely overlooked that stakeholders can also be internal, for example, the company's collective, workers' union.

Therefore, interested parties are much broader than external counterparties, and are divided into internal and external. They may include other interested parties, which are determined by the enterprise depending on its activity. The need to define stakeholder groups and study their interests is explained by the fact that the interests of various groups have different direction vectors and their neglect can lead to conflict.

The problem of taking into account the interests of all persons interested in the activity of the enterprise becomes relevant under the conditions of further development of the market capitalist economy based on the basic provisions of modern economic theory, in particular, behavioral theory, which involves making decisions based on the behavioral reaction of the subjects of relations.

A wide arsenal of tools is used to identify and assess the impact of stakeholders. The most famous of them are summarized in the figure below.



Rice. 1.2 Stakeholder analysis tools

A. Mendlow's model ("power/interest" matrix) - provides for the classification and grouping of stakeholders according to their attitude to the power they possess and the degree of their interests (influence on managerial decision-making is strong/weak; interest is high/low). This makes it possible to identify stakeholders who are able and willing to influence the organization. Accordingly, the degree of influence of a stakeholder is determined by both his power and interest;

- the "power/dynamism" matrix identifies stakeholders regarding their attitude to the power they possess and the dynamism of their position;

- Mitchell's model - provides for the identification of interested parties depending on the combination of one, two, three attributes and division, according to them, into latent, those that are expected or categorical;

- the system of responsibility indicators (the ASC (Accountability Scorecard) model allows to describe the interaction of the enterprise and stakeholders using two types of connections, contributions and stimulus-reactions [36];

- Stakeholder's Map - a visual representation of various relationships with stakeholders. In some places, as we can see, the identified tools have duplicating characteristics, some should be supplemented for the most complete identification and assessment of the influence of stakeholders on the business entity.

The main purpose of these tools is to identify possible contradictions between the enterprise and interested parties, their strength, importance, urgency and, accordingly, priority for resolution. Of course, the map of stakeholders of each enterprise will differ due to the variety of activities, business conditions, mutual expectations and wishes, strategic and tactical goals, etc. But the sequence of such an analysis can have a universal character. The starting point is the method of assessing the level of economic security from the standpoint of the influence of interested parties [36], which, in my opinion, at a high level makes it possible to identify interests and groups of stakeholders.

Thus, the analysis of the influence of interested parties on the size and level of use of the structural components of the economic potential of the enterprise will allow to establish a set of the most important stakeholders, to identify and evaluate their influence on the components of the potential and to form an effective activity strategy that will ensure the increase of the economic potential and, at the same time, will allow to achieve the maximum possible the level of satisfaction of the interests of all stakeholders of the enterprise.

Conclusions to section I.

E. Freeman's concept of stakeholders significantly influenced the theoretical and practical development of management at the end of the 20th and the beginning of the 21st century, which led to the growth of scientific and practical interest in this topic. The evolution of his scientific views from applied practical application developed in the direction of developing theoretical foundations. It takes into account the challenges of today and expands the understanding of the interested parties in a more philosophical understanding of the issue.

E. Freeman called interested parties stakeholders and provided the following interpretation of the term: "any group or individual that can influence or is influenced by the achievement of the organization's goals." Special attention should be paid to the following groups of stakeholders: owners, management,

ordinary staff of the enterprise, consumers, business partners, government structures, the public.

WITH stakeholders or involved parties are parties, groups of influence inside and outside the enterprise or persons who can influence the enterprise's activities directly or indirectly, as well as those who can be affected by the enterprise's activities directly or indirectly.

Identification of stakeholders and assessment of their influence is a responsible component of the management activities of enterprises, as it is a prerequisite for dialogue with interested parties. But after the company has determined its own group of stakeholders and their most significant interests and expectations, the possible nature and form of influence, it is necessary to develop a strategy for establishing partnership relations and a communication plan. The task of enterprise managers, in this context, is to make maximum use of the potential possibilities of constructive influence of stakeholders and to level the destructive influence.

"Theory of stakeholders" or "theory of interested parties" is one of the theoretical directions in management, which forms and explains the company's development strategy from the point of view of taking into account the interests of the so-called interested parties. According to this concept, when achieving the goals of the organization, various interests of various interested parties (stakeholders) should be taken into account, which will represent some type of informal coalition. Different relations may also exist between stakeholders, which do not always have the character of cooperation, concurrence of interests, but may also be competitive. However, all stakeholders can be considered as a single contradictory whole, which together will determine the trajectory of the organization's development. Such a whole is called the "coalition of influence" or "coalition of business participants" of the organization.

The main subject of the study of the theory of interested parties is the interaction of various stakeholders pursuing their interests, which are related to the activities of some enterprise.

The modern environment in which construction companies operate is quite diverse, changeable and full of threats. Therefore, both the external and internal environment of the enterprise require constant analysis and assessment of the influence of groups of interested parties on the economic security of the enterprise. The stakeholders of the enterprise in such conditions are interested in the enterprise managing in the direction that can provide them with the greatest benefit, or does not limit their interest. The influence of interested parties on the effective operation of the enterprise can be both positive, creating opportunities, and negative, being threats economic stability of the construction enterprise.

One of the most promising approaches to the analysis of the environment, which affects the development of the functioning of enterprises, is considered to be the approach developed within the "boundaries of the stakeholder theory". To unify the toolkit of stakeholder management, it is advisable to group them according to the environment of influence, which provides opportunities to develop a strategy of interaction with "coalitions of influence".

In general, it is worth considering that the creation of an enterprise should take place with the participation of interested parties, stakeholders, without effective interaction with whom the enterprise cannot develop successfully in the process of its operation, the enterprise creates values for all participants in the process of interaction, and this is precisely what contributes to the development and increase of its economic sustainability and stability.

That is, the sustainable development of the enterprise depends on ensuring the constant excess of the value of participation in the enterprise over the alternative value for each group of stakeholders, while maintaining the balance of interaction with these groups and directly increasing the level of economic security of the enterprise.

SECTION II. Peculiarities of the areas of work and management of stakeholders in the process of implementation of "green construction" projects.

2.1 Application of the 4R&WS matrix model for the classification of project stakeholders.

Entering and processing project data is an important part of project management processes, which is carried out using computer information management tools. The right set of information technologies, as well as their logical interaction with each other, will help the project manager and his team to build the functioning of all spheres of activity. In order to ensure the effectiveness of the stakeholder management process of the organizational project, it is necessary to perform the following tasks: - to form an approach to stakeholder management; - to form requirements for the information system to ensure the management of interested parties; - present a stakeholder management model using modern information technologies. In order to efficiently and timely manage project stakeholders, it is necessary to increase the level of control, manageability and responsibility of the project manager and his team in the process of communication with all participants. The project management methodology provides a clear division of goals, tasks, functions and responsibilities for the management of project stakeholders. This process is accompanied by the performance of such tasks as: collection, systematization of large amounts of information, which is often diverse and presented in various formats. Stakeholders can be influenced by the project or can influence the project in both positive and negative ways.

The conducted scientific studies on the management of project stakeholders [37] note the importance of a structural approach to the identification, prioritization and involvement of interested parties. A project manager's ability to correctly identify and properly manage all stakeholders can determine the success or failure of a project.

One of the most common project management standards is A Guide to the Project Management Body of Knowledge (PMBOK® Guide), a standard issued by PMI. In 2013, in the fifth edition of this standard [38], a new branch of knowledge appeared - the management of project stakeholders, where, in particular, the issues of requirements analysis are considered. Since 2014, based on the publication of the standard Business Analysis for Practitioners: A practice Guide [39], PMI has standardized the term "business analysis" as a critical competence of project management and since then considers "requirements management" as a component of business analysis. In 2016, PMI issued a separate standard for requirements management - Requirements Management: A Practice Guide [40], which is considered as an element connecting [38] and [39]. - in the field of information technologies.

At this time, most of the research that is devoted to requirements analysis (Requirements Engineering) concerns the development of software and information systems. Requirements Engineering describes the processes of defining, documenting and implementing requirements and is a component of systems and computer engineering. In addition to "niche" requirements analysis and management methods [41], there is a standard that links flexible software development methodologies and business analysis methods - Agile Extension to the BABOK Guide [42]. It should be noted that, although the standards [39–40, 42] are formed on the basis of "best practices", they only contain recommendations for the use of certain methods of working with requirements, without a detailed description of the methods and instructions for their adaptation to a particular field. At the same time, a significant number of methods are common to all standards, for example, backlog analysis, use of functional modeling, prioritization of requirements, use of UML, etc. Regarding their practical implementation, the majority of relevant studies exist in the field of IT: determination of priorities using the Quality Analyzer of Requirements Specification method, Vienna development method (VDM) [43], Z notation [44].

At the same time, in the field of traditional project management, researchers mainly pay attention to the issues of project stakeholder management, rather than their requirements: such unresolved tasks as the lack of a formulated list of factors for determining the quality of stakeholder management are singled out; the need for further development of stakeholder management standards; lack of practical approaches to management; lack of analysis of the relationship between stakeholder management actions and project success [45]; the relevance of creating mechanisms for multidimensional analysis of stakeholders is substantiated.

Available works have descriptions of the analysis algorithm, but do not contain a mathematical basis for its implementation [46]; attention is paid to the creation of software for conducting stakeholder analysis. Existing developments are based on the use of existing methods of stakeholder analysis, therefore, their shortcomings are followed, in particular, the use of a small number of factors for analysis, the use of expert evaluation without its verification procedure [47]. Domestic scientists dealing with issues of stakeholder classification pay attention mainly to economic rather than managerial aspects [48]. However, it should be noted that the issue of project stakeholder management is already considered a strategic task [49], which correlates with the position of PMI.

Therefore, there is an objective need to develop and formalize methods of management and control of requirements in projects outside the IT industry, in particular, for projects that are managed according to traditional or combined methodologies.

Therefore, it is worth paying attention to the method of multidimensional classification of project stakeholders, based on the use of the 4R & WS matrix model, which, unlike the existing ones, allows you to monitor the dynamics of the fulfillment of requirements in the project, taking into account their resource and risk load, which allows you to increase the efficiency of decision-making regarding interactions with stakeholders.

Today, a relevant scientific and practical task is the development of models and methods for rating and classifying the requirements of interested parties of the project, which will allow taking into account the interrelationships of certain requirements with the resources necessary for their implementation, and the risks that arise during the implementation of the project.

Modern Ukrainian scientists: Yu.Yu. Huseeva, O.S. Martynenko, I.V. Chumachenko proposed a model for the classification of project stakeholders, which establishes connections between individual characteristics of the project (risks, work, resources, requirements, stakeholders and responsible persons of the project - 4R & WS) using a hierarchical structure of works. They presented a conceptual model of project stakeholder identification in the form of a 4R & WS cube. The proposed model allows you to monitor the dynamics of project execution and identify interested parties in the project in the directions of the 4R&WS model.

The successful implementation of the project is closely related to meeting the requirements of its stakeholders. In turn, the requirements of the interested parties of the project are provided by a certain set of works, the implementation of which entails the expenditure of resources (material, financial, human, time), and is accompanied by certain risks. Usually, not all the requirements of the interested parties of the project can be fulfilled. Thus, there is a need for rating and classification of both the requirements of the interested parties and the stakeholders themselves.

Currently, the majority of studies devoted to issues of stakeholder requirements analysis (Requirements Engineering) relate to the development of software security for information systems [50, 51]. Requirements Engineering describes the processes of defining, documenting and fulfilling requirements and is a component of system and computer engineering [52, 53]. In fig. 2.1. a diagram is presented, which shows the rapid growth of the number of publications on this topic in recent years (the graph is built on the basis of the results of the analysis,

which was carried out on the basis of n-gram models; the probability of using the "requirements engineering" bigram in the set of GoogleBooks texts is presented). Software development methodologies, such as RUP, XP and Scrum imply that requirements management is carried out during the entire life cycle of the system. The classification of requirements is usually based on the analysis of the time resource [54].

With regard to traditional project management, the analysis of the requirements of interested parties is carried out at the beginning of the life cycle of the project, which forms the content. Further, the processes of management and control of the involvement of interested parties are carried out. That is, for traditional project management methodologies, a characteristic feature is the use of stakeholder classification models, and their requirements [55,56,57].

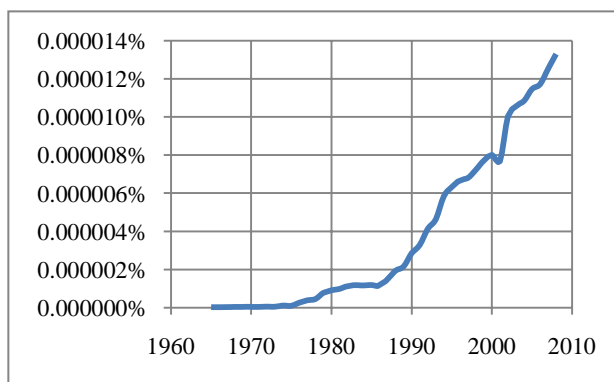


Figure 2.1 "Results of frequency analysis by "requirements engineering" bigrams

The classic tools of stakeholder theory are the Mitchell model (a stakeholder identification model that takes into account the three attributes of interested parties), a balance model of resource relations (a network model of relations between stakeholders, the main indicator is the movement of resources), a network model (two main indicators are the density of the network and the centrality of the element)[58].

Also, another scientific and practical direction that considers the analysis of stakeholders' requirements is business analysis. Standard

A Guide To The Business Analysis Body Of Knowledge [59], which, by the way, has a special version for Agile methodology – Agile Extension to the BABOK® Guide, considers the following criteria for classifying requirements: Business Value, Business or Technical Risk, Implementation Difficulty, Likelihood of Success, Regulatory Compliance, Relationship to requirements, Urgency, Stakeholder Agreement.

It is worth noting that the considered requirements classification criteria do not link them to certain works, which makes it difficult to track the fulfillment of the requirements of project stakeholders and take into account resource consumption and related risks, although IT methodologies are more adapted to this due to their interactivity. Therefore, there is a need to create appropriate models and methods within the framework of traditional project management.

The research carried out by Yu.Yu. Huseeva, O.S. Martynenko and I.V. Chumachenko, which is a logical continuation of the works "Management of interested parties of educational projects" by Yu. Yu. Huseeva, I. V. Chumachenko, M.V. Sydorenko and "Process approach to modeling and monitoring the requirements of interested parties": monograph / Yu.Yu. Huseeva, O.S. Martynenko, I.V. Chumachenko, it is proposed to use a comparison of the hierarchical structure of the project's work (WBS) with the following hierarchical structures (graphical interrelationships are represented in Fig. 2.2.):

R(equity) BS- hierarchical structure of project requirements;

R(isk) BS- hierarchical structure of project risks;

R(esource) BS- hierarchical structure of project resources;

R(esponsibility) BS- organizational structure of the project.

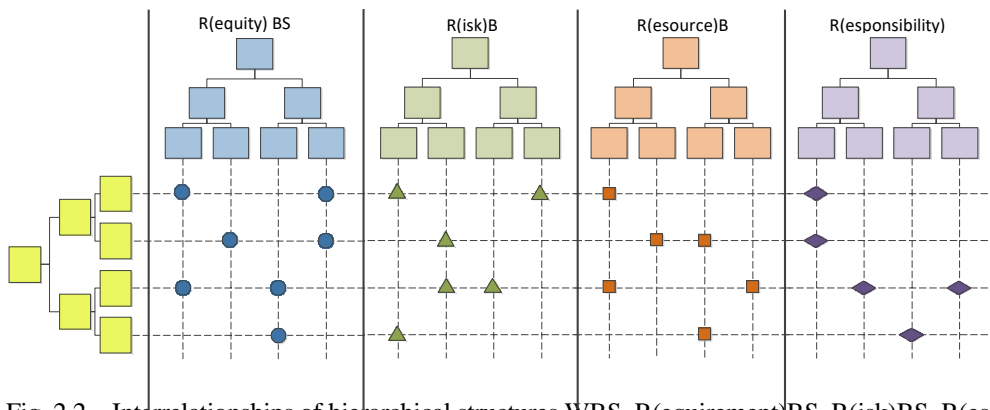


Fig. 2.2 – Interrelationships of hierarchical structures WBS, R(requirement)BS, R(risk)BS, R(resource)BS, R(responsibility)BS

The implementation of any project is carried out in accordance with the hierarchical structure of its works. Thus, there is an area of intersection of the hierarchical structure of works and project requirements. This area forms a matrix of control points of stakeholder requirements (Fig. 1). In the matrix field, a certain requirement (requirement, RBS element) is compared with the work (work, WBS element) performed BS to fulfill this requirement. In addition, each job requires a certain amount of resources. Yes, R_{ij} is the amount of resources assigned to work W_i and used to fulfill the requirements of the j th stakeholder. The amount of resources in monetary terms (by stakeholder or by requirement) gives in this case the total budget necessary to fulfill either the requirements of a certain interested party or one specific requirement. Of course, at the stage of resource allocation among stakeholder requirements, it should be noted that one requirement can be fulfilled thanks to the execution of several works, and vice versa, one work can contribute to the fulfillment of several requirements.

Thus, the correspondences "work-requirement", "work-resource", "work-responsibility", "work-risk" ("work-requirement", "work-resource", "work-responsibility", "work-risk") are established).

The multiplication of the matrices of control points "work-requirement" $M_{WR}(\text{requirement})$ and "requirement-stakeholder" $M_{R(\text{requirement})\text{Stakeholders}}$ gives a new matrix, which establishes the correspondence between a certain stakeholder and the works that must be performed to fulfill its requirements:

$$M_{W\text{Stakeholders}} = M_{WR(\text{requirement})} \cdot M_{R(\text{requirement})\text{Stakeholders}}.$$

In this way, unambiguous relationships between the hierarchical structures of the project are established, which cover the resource, organizational and risk components of the project.

Analysis of the six constructed matrices ("work-resource", "work-requirement", "work-responsible", "work-risk", "stakeholder-work", "requirement-stakeholder") allows to identify types of errors and inconsistencies in the establishment of relationships, while the matrices themselves form the matrix model of the project.

The matrix model allows establishing connections between individual characteristics of the project through the WBS.

Graphically, the model of relationships between the elements of the hierarchical structures of the project can be presented in the form of a cube, the faces of which are risk, work, resources, requirements, stakeholders and responsible persons of the project (risk, resource, requirement, responsibility, work, stakeholders – 4R & WS). The development of this cube is presented in Fig. 2.3.

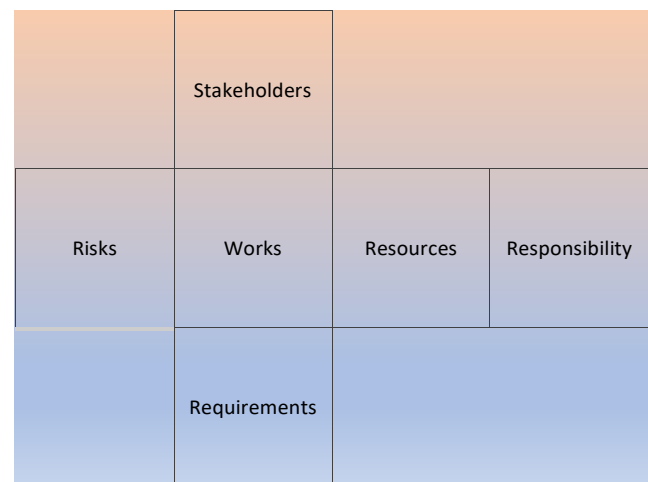


Fig. 2.3 - 4R & WS cube scan

Thus, each of the characteristics of the project included in the list of 4R&WS can be prioritized through five others. Therefore, each of the characteristics of 4R & WS can be classified according to five directions (both individually according to each direction and according to their various

combinations).

In particular, project stakeholders are characterized by:

- list of works related to the interested person;
- requirements of interested parties related to works;
- risks (read and financial assessment) associated with works;
- resources (read and financial assessment) related to works;

Indicator	Characteristics
Work	Risks (list, financial assessment); requirements of interested parties parties related to work; list of stakeholders, requirements which is connected withwork; resources (read and financial assessment), related to work; list of responsible persons.
Risk	A list of works that are associated with risk; requirements of interested parties parties related to works; list of stakeholders, requirements which is connected withworks; resources (read and financial assessment), related to works; list of responsible persons.
Resource	List of works that use the resource; requirements list of interested parties related to works stakeholders whose requirements are related toworks; risks (read financial assessment) associated with works; list of responsible persons.
Requirement	A list of works that are related to the fulfillment of requirements; risks (a list of financial estimates) related to works; the list of stakeholders whose requirements are related to the works; resources (list and financial assessment) related to works; list of responsible persons.
Responsible - ness	List of works with which the responsible person is connected; requirements of interested parties related to works; the list of stakeholders whose requirements are related to the works; resources (list and financial assessment) related to works; risks (read financial assessment) associated with works.

- list of responsible persons (Table 2.1.).

Table 2.1. 4R&WS classification relationships

Figure 2.4 presents an updated table of WBS, R(equirement)BS, R(isk)BS and R(esponsibility)BS relationships in MS Project - information about the interested parties of the project is added.

	Название задачи	Длительность	St	Risk	Res	Req	Resource
0	Project	48 дней					
1	Start	0 дней					
2	Work 1	17 дней					
3	Work 1.1	10 дней	st1	r1	per1	req1	res1
4	Work 1.2	5 дней	st1	r2	per2	req1	res2
5	Work 1.3	2 дней	st2	r3	per3	req2	res3
6	Work 2	18 дней					
7	Work 2.1	8 дней	st3	r4	per2	req3	res4
8	Work 2.2	5 дней	st4, st1	r5	per1	req3	res5
9	Work 2.3	10 дней	st1	r1,r4	per1	req3	res6
10	Work 3	18 дней					
11	Work 3.1	15 дней	st2	r1	per3	req4,req5	res7
12	Work 3.2	4 дней	st1	r3	per2	req5	res8
13	Work 3.3	3 дней	st1,st2	r1,r2	per1	req6	res9
14	Finish	0 дней	st4	r1	per2	req5	res9

Fig. 2.4—Represented by the relationships of 4R&WS in MSProject

Thus, the proposed method allows you to monitor the dynamics of project execution according to the factors of the 4R & WS model, and to classify these factors in five directions (both separately for each direction and for their various combinations). interaction with project stakeholders and managing the requirements of interested parties.

The authors of this method predict that the result of the development of the method will be the establishment of formal connections between individual elements of the 4R & WS model. In particular, the use of the method will make it possible to determine the resource and risk burden of a certain requirement, which, in turn, will provide appropriate metrics for the processes of management and control of requirements in the project.

2.2. The specifics of management and implementation of projects in the field of renewable energy

The problem of the consequences of accidents at power plants, the increase in energy prices, the growth of energy resource needs, and global climate changes necessitate the adjustment of the energy policy of many countries in the direction of the development of renewable energy sources. Ukraine's strategy in this area is aimed at solving the main problematic issues regarding increasing the share of

energy from renewable sources in the structure of the overall primary energy supply and finding and using skillful approaches to managing renewable energy projects.

In order to ensure sustainable development of the direction of renewable energy and the implementation of forecasts, correct and skillful management of projects of renewable energy sources is required, which takes into account their specific features and is aimed at increasing the efficiency of such projects. Renewable energy sources include periodic or constant flows of energy that spread in nature and are limited only by the stability of the Earth as a cosmoplanetary element: radiant energy of the Sun, wind, hydropower, natural thermal energy, etc. It is worth noting that renewable energy projects have risks, are environmentally friendly and depend on a large number of stakeholders. Separate aspects of energy engineering were investigated by the authors H. Pivnyak, A. Merzlyak, O. Telizhenko, I. Chukaeva, O. Stoyan, V. Kruglov, F. Shkrabets, and others. The issue of management of RES projects is considered in their works by A. V. Tatomir, I. B. Semko, and N. I. Borysova.

Currently, in Ukraine, according to the "Energy Strategy of Ukraine for the period until 2035" [60], the "National Report "Sustainable Development Goals: Ukraine until 2030", the Law on "Green Tariff" and other documents, the state sets goals with stimulation and development of renewable energy sources (RES). The strategy in this area is aimed at solving the main problematic issues regarding increasing the share of energy from renewable sources in the structure of the overall primary energy supply and the introduction of resource-saving technologies.

The main and most effective directions of renewable energy in Ukraine are: wind energy, solar energy, bioenergy, hydropower, geothermal energy [61]. In order to ensure sustainable development of the direction of renewable energy and make forecasts, correct and skillful management of RES projects is required,

which takes into account their specific features and aimed at improving the efficiency of such projects.

I would like to note that Ukraine has adopted a number of strategic documents regarding the development of electricity generation at the expense of renewable energy projects, in particular:

- the project of the National Renewable Energy Action Plan for 2030, as of September 2021, is still under development [62];

- "Energy Strategy of Ukraine for the period until 2035 "Security, energy efficiency, competitiveness", which outlines the strategic guidelines for the development of the fuel and energy complex of Ukraine for the period until 2035, including the constant expansion of the use of all types of renewable energy.

Among the measures, the implementation of the following projects is envisaged:

- construction of power plants;
- attracting campaigns to work on the RES market of Ukraine;
- construction and commissioning of 5 GW of RES capacity (except for large-capacity HPPs);
- commissioning of new HPP units.

Borisova N.I. with co-authors [63] considers the issue of value-oriented and risk-oriented management of alternative energy projects, classifies the stages of the life cycle of the products of such projects, their stakeholders and values. The authors [64] proposed the use of information technologies for energy project management.

The paper [65] revealed some features of alternative energy projects, in particular: features of the technological process; natural features of regions where the use of non-traditional and RES is possible; a large number of organizations participating in the development and implementation of projects; increasing the level of energy independence; fulfillment of energy security requirements;

reduction of harmful effects on the environment; solving socio-economic issues of state development.

Researchers [64] write that alternative energy projects are characterized by a significant number of stakeholders, and the successful management of such projects is based on regular, systematic identification of the interests and values of its stakeholders.

In addition, such projects are classified by type of activity as follows: scientific direction (fundamental and applied research, development/research samples); technical direction (design, construction, repair and maintenance, modernization, utilization, etc.); the direction of providing resources and personnel; organizational and legal direction (land acquisition, obtaining licenses, permits, etc.); legislative direction (development and promotion of draft laws); PR and media.

The author [66] identified the problems of introducing alternative energy sources in Ukraine, in particular: limitations related to the dependence of the produced power on environmental factors; possible problems with the supply of electricity over long distances; high cost of installations and additional electrical devices (inverters, batteries, etc.), an unfavorable investment climate that does not allow investors and the state to fully develop alternative energy. The main factors of negative impact on work [66] include: political instability, budget deficit, instability of the currency market; imperfection of the legal framework; weak stimulating state support for the development and use of renewable energy sources; low public awareness of RES efficiency; low competitiveness of domestic developments; insufficient financing of scientific developments and innovations in energy; lack of industrial production of domestic analogues of installations that would use non-traditional types of fuel; lack of practice of lending by banking institutions for energy saving projects, etc.

The peculiarities of wind energy project management were investigated by scientists: O. O. Bakulich, A. V. Sevostyanova, T. A. Vorkut, O. Yu. Savina. :

geographic limitation, influence of natural features of the location regions, high cost, peculiarities of the technological process, environmental friendliness, investment attractiveness, operational efficiency, average payback period and a large number of organizations of project participants and social components, which leads to significant risks associated with the stakeholders of such projects . An overview of the theoretical foundations of PVE risk management was conducted. PVE risk groups were identified according to the sources of their occurrence, and it was determined that the source of most risks is PVE stakeholders. PVE stakeholders were identified and the main groups of influence were pre-defined, which included: stakeholders financing PVE, managers managing PVE, implementing employees and economic partners.

In addition, in laborBakulich O. O., Sevostyanova A. V. Problems of the wind energy industry in the development and management of projectsit was noted that for the effective development of the wind energy industry in Ukraine, some prerequisites have already been created, in particular economic ones: the rise in world prices for fuel resources and the dependence of most European countries, including Ukraine, on fuel imports from abroad, and environmental ones: a significant deterioration of the state the atmosphere and the ozone layer of the earth due to the burning of a significant amount of fuel and other types of pollution, the problem of disposal of nuclear waste and awareness of the real danger that comes from nuclear power plants, etc.

Also, the advantages of wind energy are determined, it is: economically efficient; a source of ecologically clean fuel; creates additional jobs; contributes to the development of this branch of industry and the competitiveness of Ukraine in general; based on inexhaustible wind energy; has domestic adaptability (wind turbines can be used by small businesses and households).

The above-mentioned article also discusses the shortcomings of the wind energy industry, in particular: wind energy requires significant financial investments; geographical dependence, that is, the area of land where there is

significant wind, which is a necessary condition for the efficient operation of a wind turbine, is often located in remote locations, which leads to additional costs; turbines of wind energy installations can cause additional noise and aesthetic pollution; there is a problem of the death of birds.

It is noted that during the management of PVE, the project manager is faced with such problems as: bureaucracy, budget restrictions, determining and allocating the required area of land for wind power stations, dependence on suppliers of equipment or other components, as well as on weather conditions, dependence on the human factor, because the main part of the success of project implementation depends precisely on how the manager was able to motivate and encourage the project team to work.

The main methods of PVE management are given in [67], informational and mathematical methods of resource management in the development of wind energy enterprise projects are described in [68]. The study of theoretical provisions of scientific schools of project management in the context of project management in the wind energy sector is presented in [69]. The method of anti-risk management of PVE stakeholders is defined in [70], which takes into account the possible states of the interaction system of opportunities and threats of stakeholders with the values of their risk balances and allows to increase the efficiency of management decision-making by reducing high and medium threats to threatening stakeholders.

The management of alternative energy projects is considered in the source [71], where the authors classify alternative energy projects and interpret them as projects that are designed to create a unique product - energy due to the use of energy flows from the Sun, wind, Earth's heat, biomass, seas and oceans, rivers. This definition is not entirely correct and needs to be clarified.

Methods and means of risk management of alternative energy projects are considered in the source [65], it is determined that an obvious risk factor is the reluctance of companies to overpay for alternative energy in the short term,

because the construction of such facilities is still more expensive than traditional ones, but the wear and tear of traditional generation facilities of electricity up to 2050, will force society to choose: either rebuilding traditional energy sources, or new alternative energy facilities, which are more promising. It is also stated that the legislative framework for the development of alternative energy has not been finalized, the connections and the transition from traditional to alternative energy, ecological and socio-political risks have not been built.

"Green" (ecological) management, as a component of RES project management, is the management of processes, the results of which directly affect the environment in order to prevent damage and eliminate the damage caused. At the same time, compliance with environmental legislation and meeting the requirements of the green lobby are serious problems for organizations today and require considerable costs that can increase the price of final products, make them less competitive, and lead to bankruptcy.

However, it is "green" management that allows you to prevent negative consequences and avoid deterioration of business indicators. It can turn this problem into an opportunity, namely:

1. Attract state and foreign subsidies for the development of environmental safety of production, as well as investments for development;
2. To increase the attractiveness and competitiveness of products, their recognition due to highlighting the activities of the organization aimed at environmental protection;
3. Reduce the costs of paying environmental taxes and fees, avoid fines.

The main principles of "green" management include [72]:

1. The polluter pays principle. Over the past two decades, many economists have proposed that firms that discharge polluting effluents into the environment pay a price for such discharges tied to the amount of environmental damage caused;

2. The "User Pays" principle, which indicates that all users of the resource must pay the full long-term marginal costs of using the resource and related services;

3. The precautionary principle. Its main purpose is to ensure that an activity that poses a threat to the environment does not have an adverse effect on it, even if there is no convincing scientific evidence of the connection of this activity with damage to the environment;

4. The principle of effectiveness and efficiency. It is important that resource efficiency can also be achieved through the use of policy instruments that create an incentive to minimize waste. It also addresses various issues of environmental management by optimizing processes and procedures in order to minimize environmental costs;

5. Principle of responsibility. All people, corporations and states have a responsibility to maintain ecological processes. Access to natural resources carries a collective responsibility for their use in an environmentally sustainable, economically efficient and socially just manner;

6. Principle of participation. All persons, including subjects of economic activity and ordinary citizens, are obliged to participate in collective environmental decision-making activities;

7. The principle of proportionality is based on the concept of balance. It is necessary to maintain a balance between economic development, on the one hand, and environmental protection, on the other. It cannot be denied that development is impossible without any adverse effects on the environment.

As the analysis of literary sources shows, the management of RES projects is partial, and the existing studies are incomplete, relate to individual components, need to be specified, clarified, and take into account the peculiarities of RES projects and possible deviations in such projects. Skillful and effective implementation of RES projects is extremely urgent and necessary.

It is worth noting that RES projects are aimed at creating such a product as electricity at the expense of wind energy, solar energy, bioenergy, hydropower and geothermal energy.

RES projects have their own characteristics, which include:

- the specificity of the technological process is associated with the impossibility of storing energy on a significant scale and uninterrupted power supply to ensure the operation of the national economy;

- in RES projects there is a large number of stakeholders (up to 20 or more), who have their own values and attitudes, as well as social components, which leads to significant risks associated with stakeholders, an increase in uncertainties and deviations in their value attitudes, communications, etc. .;

- environmental safety during the implementation of RES projects refers to the reduction of potentially negative effects on the environment and the implementation of "green management";

- energy security and energy independence during the implementation of RES projects is formed by reducing the dependence of the national economy on the deficit of its own energy resources and their external supply;

- solutions to issues of socio-economic development of the state are related to increasing the number of jobs, providing the population with ecologically clean, relatively cheap and profitable electricity, etc.;

- mostly geographical limitation;

- influence of the natural features of RES location;

- renewability;

- high cost of equipment;

- possible problems with long-distance electricity supply from the regions;

- duration of projects in the energy industry (from short-term (up to 1 year) to long-term - up to 10 years or more);

- problems related to reforming the energy industry, which lead to an increase in the quantitative composition of projects (consolidation of companies),

changes in territorial distribution, complication of the hierarchical management structure, etc.;

- a large number of uncertainties and risks (more than 100), especially the stakeholders of such projects;

- high investment attractiveness (availability of a system of legislative norms regulating the activities of domestic and foreign investors in the sphere of investment attraction in the field of RES);

- operational efficiency – high efficiency is ensured due to state regulation;

- average payback period - the payback period depends on many factors: capacity, location, tariff, operating costs, etc.;

- possible mechanical and aerodynamic noises, which can be solved by active and passive engineering solutions.

The energy produced by RES can be used for internal energy saving and sale of electricity on the foreign market. Accordingly, RES projects can be implemented to obtain profit from the sale of generated electricity, or for the purpose of energy saving and optimization of internal business processes of organizations [73].

Based on the analysis of the above-mentioned sources, it is possible to determine the main types of RES projects, these are:

- construction of objects to ensure the technological process of extraction, transformation and transportation of energy obtained from RES;

- implementation of RES technologies;

- construction of stations with a large energy storage potential;

- introduction of stabilizing automated elements of energy networks with accumulative components for balancing networks;

- combination of RES technologies with thermal power plants or heat pumps.

Based on various features of classification, RES projects can be classified as follows.

By scale:

- small projects (small, simple, short-term RES projects, with limited resources) - up to 10 million euros will need to be spent on the implementation of such a project;

- medium projects (strategic production projects, regional projects) – projects worth from 10 to 100 million euros;

- megaprojects (multifunctional regional or national projects scale) – more than 100 million euros will need to be spent on the implementation of this RES project.

According to the implementation period:

- long-term - RES exploitation projects, the duration of which in most cases is more than three years;

- medium-term projects, the implementation of which will take from one to three years;

- short-term projects (production of equipment, projects for the supply of equipment for the production of equipment, construction of small installations, reconstruction, technical re-equipment, setting up of new capacities, and others) - for a period of up to one year.

By project quality:

- defect-free projects (all projects related to reconstruction, modernization, construction of RES facilities).

By industry affiliation:

- industrial - energy industry (all RES projects are considered through the prism of industry specifics and specifications inherent in this direction).

By degree of difficulty:

- technically complex projects (construction of generating and accumulative facilities), the number of project tasks is more than 1,000, and the implementation of such projects involves the use of both RES projects and other non-traditional complex technologies in combination with traditional ones.

According to the nature of the parties involved in the implementation of the project:

- international projects (participation in construction, supply of appropriate equipment, provision of qualified specialists, investment, participation in innovative developments);

- national, interregional projects that are closely related to the development of the national economy.

According to the purpose of the project:

- anti-crisis projects (the use of RES makes it possible to effectively use natural resources, with minimal costs and in a shorter time to solve the problems of the lack of electric power capacities);

- innovative projects (use of new and modernized renewable energy installations, changes in existing systems - technical, technological, informational, economic, organizational, and achieving improvements in the quality of products and services as a result of reducing the cost of energy resources).

If constant monitoring is necessary:

- managed (the specifics of the energy industry require daily control for the uninterrupted supply of energy to consumers in the required quantity and quality).

According to PMBoK [74], project management is the application of knowledge, skills, tools and methods to project work to meet project requirements, which is carried out through the proper application and integration of logically grouped project management processes, and includes:

- definition of requirements;
- responding to various needs, doubts and expectations of interested parties during project planning and implementation;

- establishment, maintenance and implementation of communications among interested parties, which are active, effective and oriented towards cooperation in their essence;

- management of interested parties in order to comply with project requirements and defined project results;
- balancing competing constraints of the project, which include, among others: content, quality, schedule, budget, resources, risks.

In P2M [75], project management acts as a symbiosis of science and the art of applying professional skills in a project to produce a project product that is adequate to the project's mission, through the organization of a reliable project team that effectively combines technical and managerial methods, creating the greatest benefit and demonstrating effective results work and performance of tasks.

Each project is characterized by effectiveness [76, 77], according to which all activities are aimed at achieving a certain goal; uniqueness, because the project must generate unique results; time constraints, since any project has a clearly defined start and end time; limited resources; a clear sequence of project stages.

RES projects are unique, because the result of such projects is the production of energy using the latest modern methods and technologies, in addition, like a classic project, RES projects have a start and end date, budget and resource limitations, and a tendency to risk [78] .

The peculiarities of RES project management include:

- innovativeness and complexity of RES production and technical equipment;
- strategic focus on energy and environmental security;
- multiplicity of projects and their scales;
- the need to support the intensification of the introduction of foreign capital and the development of new forms of international cooperation;
- high requirements for maneuvering generating units (in each period of time it is necessary to produce the amount of energy required for consumption), and this is associated with high dynamics of energy consumption;

- application of a variety of different mechanisms and methods of managing RES projects;
- high requirements to ensure balancing with the external environment;
- ensuring communication with the company's strategic management;
- focus on technical re-equipment of the energy industry and its facilities, enterprises, systems;
- the need to manage the risks of RES projects related to large project teams, the activity of socio-political and public organizations to the objects of management, their interaction ISSN 2311-4738 (print), ISSN 2413-3000 (online) features of their management .

Therefore, taking into account the above, we can come to the conclusion that RES projects have risks, are environmentally friendly and depend on a large number of stakeholders.

Therefore, further research should be directed to the study of integrated management of RES projects based on a combination of risk management, "green" management and the influence of stakeholders on the effectiveness of managing such projects.

2.3 Methods of development of a stakeholder-oriented management strategy of construction enterprises.

The development of a stakeholder-oriented management strategy of construction enterprises is determined by the use of modern tools, which are formed from methods and models. As a result of the analysis of the existing scientific and methodological provisions, a complex model for the development of the management strategy is proposed. In particular, A. Thompson and D. Strickland define five interdependent tasks: defining the sphere of activity and forming strategic attitudes; setting strategic goals and tasks for their achievement; formulating a strategy for achieving the outlined goals and results of production activity; implementation of the strategic plan; evaluation of the results of activities, changes in the strategic plan and/or methods of its implementation [79].

In this context, I. Ansoff's point of view deserves attention, which highlights the following actions for the implementation of a complex model: internal evaluation of the firm; assessment of external opportunities; formulation of goals and selection of tasks; diversification decisions and selection of diversification strategy; selection of competitive strategy; formation of components of diversification strategy and competitive strategy in the form of individual projects [80].

O. Vyhansky proposed to develop a complex model by: analyzing the environment; defining the mission and goals; strategy selection; strategy implementation; evaluation and control of implementation [81].

Shershnyova and S. Oborska within the framework of the complex model single out its important dominants:

- concept (enterprises, management);
- analysis (retrospective, external environment, internal environment, enterprise competitiveness);
- diagnosis (strengths and weaknesses of the enterprise);
- forecast (changes in the internal and external environment);
- formation of enterprise goals;
- strategy selection (general, business, functional);
- development of a system of plans, projects and programs for enterprise development;
- formation of supporting subsystems (organizational, financial, informational, social and psychological support);
- strategic control [82].

The organizational model is implemented through the prism of components: business, personnel, management system, organizational structure, organizational culture [83].

For realization of models management of stakeholder interactions, equal interactions are determined:

- strategic, which is aimed at creating a team to achieve long-term goals;
- organizational-operational or tactical, which is determined by the directions of building a resource distribution system, using information flows, forming the status of employees, organizing the process of intellectual activity [83].

One of the mechanisms for the implementation of a stakeholder-oriented management strategy of construction enterprises is the development and implementation of a code of ethics, which includes the following areas:

- "formation of rules and principles of interaction with groups of stakeholders, in particular with customers of construction products, investors and consumers of construction works;

- the main directions and features of the formation of organizational culture in construction enterprises, the implementation of the appropriate team culture and behavior;

- formation of a positive image and reputation in mass information and Internet resources;

- implementation and use of trade marks of construction enterprises when ensuring interaction between various groups of interested parties;

- determining directions and creating a system of monitoring the behavior of the management of construction enterprises and workers, preventing actions on their part that negatively affect the image and reputation of BP;

- formation of a system of financial incentives for implementation "intellectual work" at BP, which leads to the introduction of innovations and leads to an increase in the efficiency and effectiveness of their functioning;

- ensuring interaction between the structural components of intellectual capital, which allow creating a management system of intellectual capital, increasing its role and importance for construction enterprises" [84].

To ensure interaction with stakeholders of construction enterprises, the essence and principles of corporate management, the characteristics of which are

presented [85], are taken into account.

To ensure interaction with stakeholders in the corporate governance system, the following directions are defined:

- formation of corporate management; determination of the peculiarities of its implementation to ensure interaction with stakeholders;
- implementation and application of the principles of corporate governance in the system of stakeholder relations;
- mechanisms for implementing the principles of corporate governance;
- disclosure information and its transparency in system stakeholders relations;
- formation of essential information regarding the interaction of interested persons;
- directions corporate interaction stakeholders for software development of enterprises;
- formation and use of corporate culture to ensure interaction between stakeholders.

In the system of corporate management, corporate social responsibility is of particular importance, which is characterized as a system formed by an enterprise to ensure the growth of the population's well-being and environmental protection[86].

As a result of the study, factors affecting the formation and implementation of corporate governance to ensure interaction with stakeholders are proposed:

1. Directions and features corporate management on construction enterprises (S31).
2. Formation and using tools corporate management to ensure interaction with stakeholders (S32).
3. Formation, disclosure, use and protection of information in the corporate management system (S33).
4. Directions of corporate stakeholder engagement to ensure enterprise development (S34).

5. Formation and use of corporate culture to ensure interaction between stakeholders (S35).

6. Formation and implementation of social corporate responsibility in the system of corporate management of construction enterprises (S36).

7. Complete level of application of regulatory and legal provision of corporate management (S37).

8. The level of institutional support of corporate management of construction enterprises (S38).

In the Qualification and Scientific Work of Manuscripts V. A. Velychko. "Theoretical and Methodological Basis of Formation and Implementation of a Stakeholder-Oriented Management Strategy of Construction Enterprises" the author conducted a study and presented the results of the assessment of the concordance coefficient and Pearson's criterion regarding the factors of corporate management of construction enterprises, systems of interaction with stakeholders, which are presented in the table. 2.2. [87].

Criterion	Value
1	2
<i>JSC "Kyvmiskbud"</i>	
<i>WR</i>	0.58
χR^2	116.2
<i>OJSC "Brovarskiyzavodbidivelnkykhkonstrukthis"</i>	
<i>WR</i>	0.5
χR^2	100.1
<i>JSC "KDBK"</i>	
<i>WR</i>	0.5
χR^2	100.3
<i>JSC "TrestZhytlobud-1"</i>	
<i>WR</i>	0.56

χR^2	117.1
<i>Construction Company "Miskzhitlobud" LLC</i>	
<i>WR</i>	0.5
χR^2	103.5
<i>PrJSC "Nerukhomisttolitsy"</i>	
<i>WR</i>	0.5
χR^2	102.1
<i>Zhytlobud-2 LLC</i>	
<i>WR</i>	0.52
χR^2	100.1
<i>Ukrainian State Construction Corporation "UkrBud"</i>	
<i>WR</i>	0.53
χR^2	101.7
<i>Construction group "Fundament"</i>	
<i>WR</i>	0.51
χR^2	102.4

Thus, the results of the study determined a moderate level of the efficiency of concordance of the estimated factors of corporate management of construction enterprises in the system of interaction with stakeholders, the value of which was confirmed by the Pearson criterion.

The radar approach is implemented by building radars for factors of corporate management of construction enterprises in the system of interaction with stakeholders (Fig. 2.5–2.9).

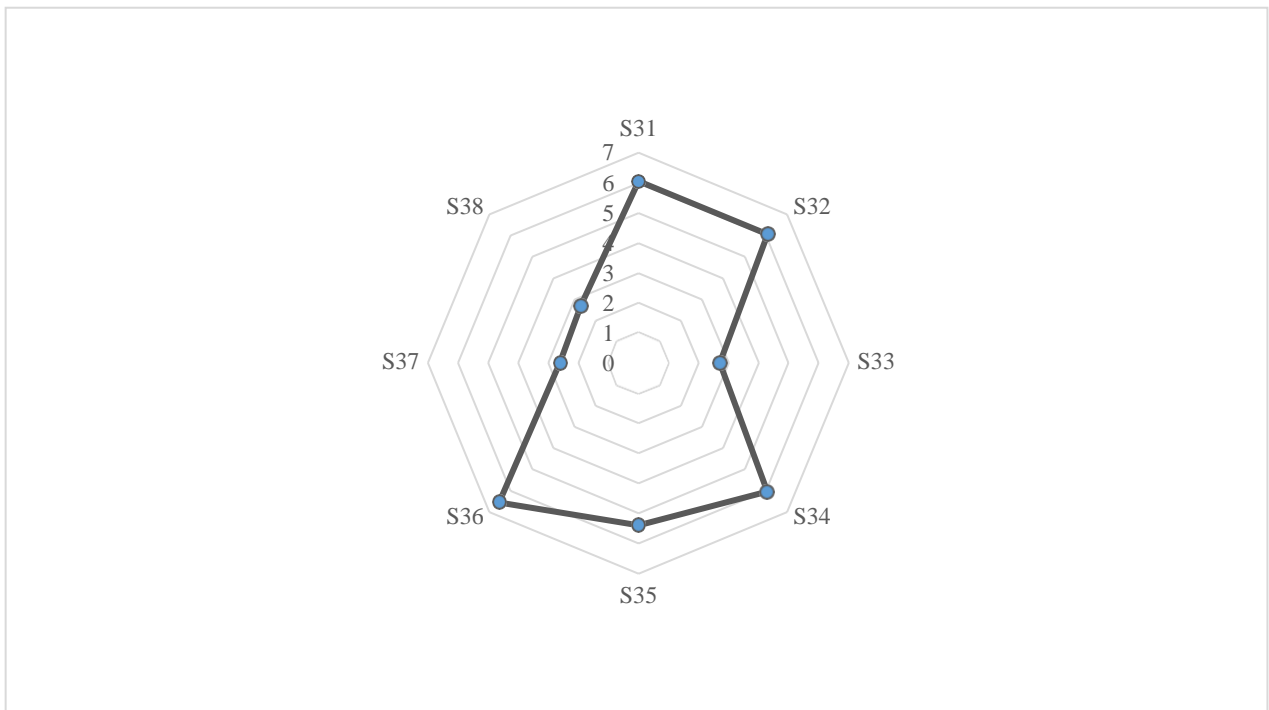


Figure 2.5 – Radar of factors of corporate management of construction enterprises in the system of interaction with stakeholders JSC "HC Kyivmiskbud" (developed by the author[87])

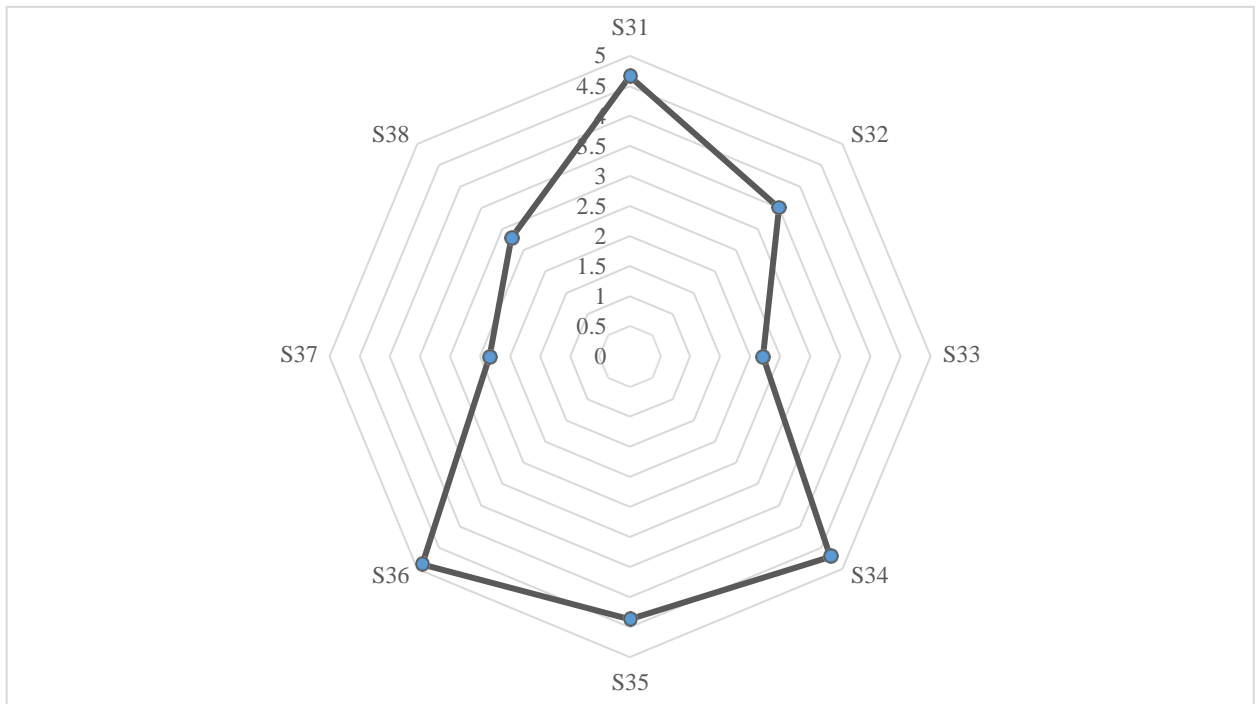
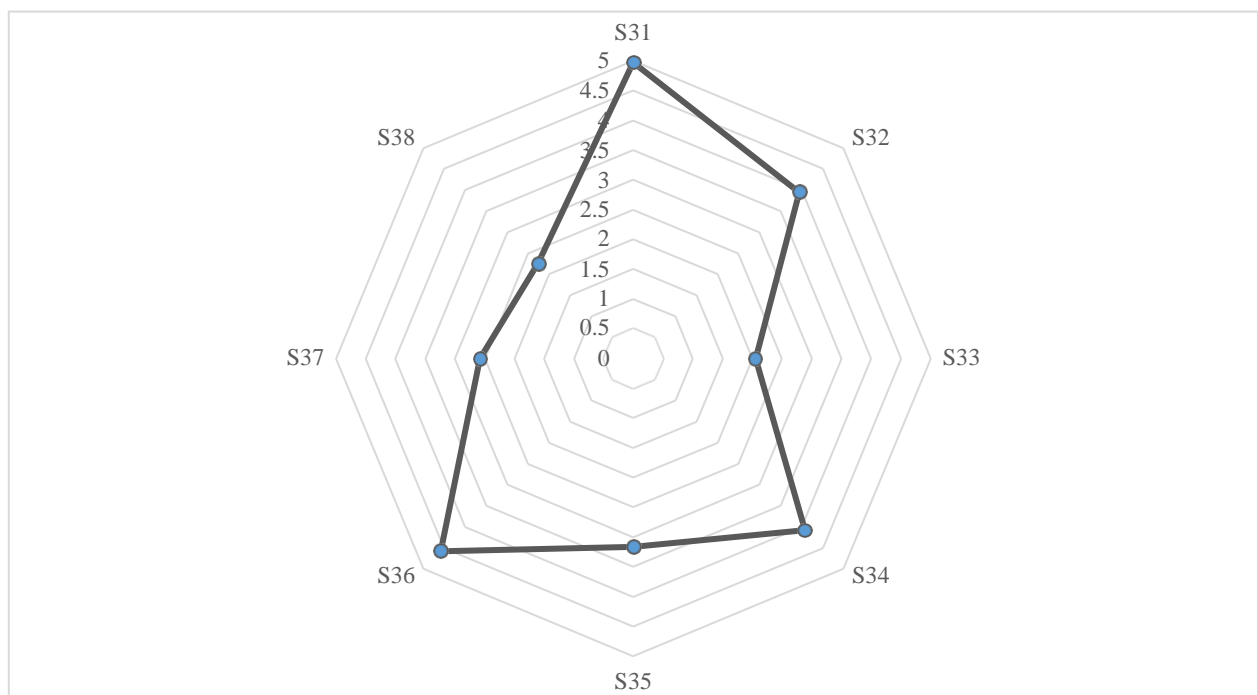


Figure 2.6 – Radar of factors of corporate management of construction enterprises in the system of interaction with stakeholders OJSC "Brovarskyi zavodbudivelnykhkonstruktsiy" (developed by the author[87])

Figure 2.7 – Radar of factors of corporate management of construction enterprises in the system of interaction with stakeholders of JSC "KDBK" (developed by the author[87])



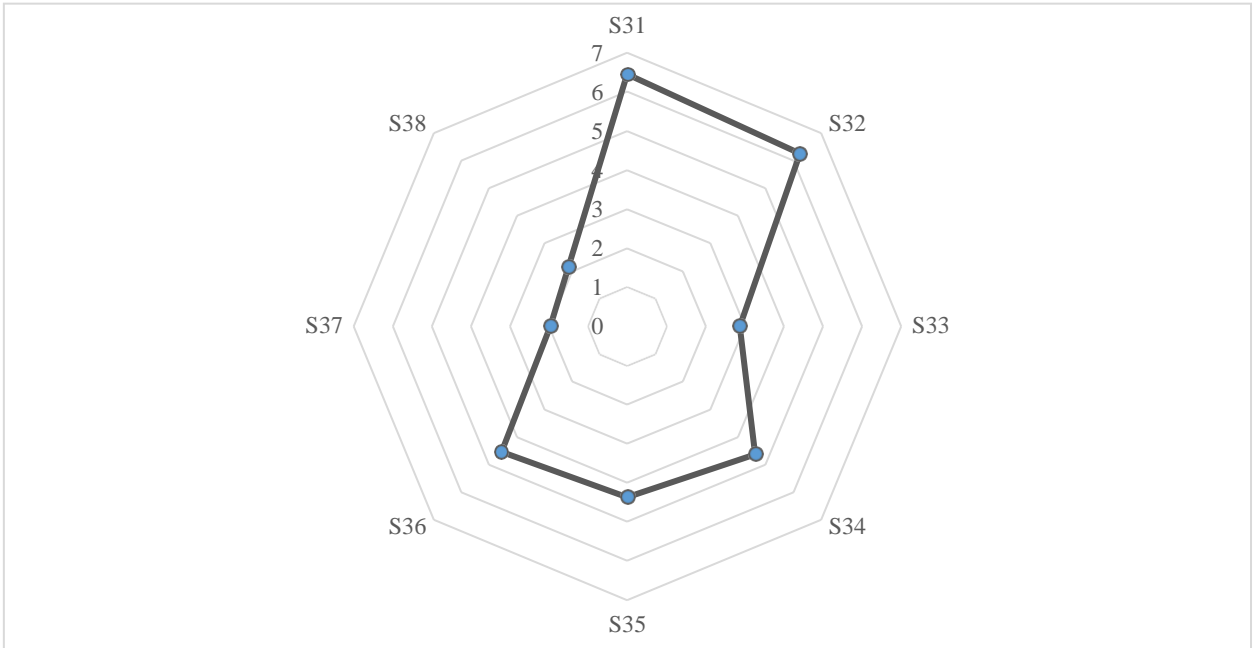
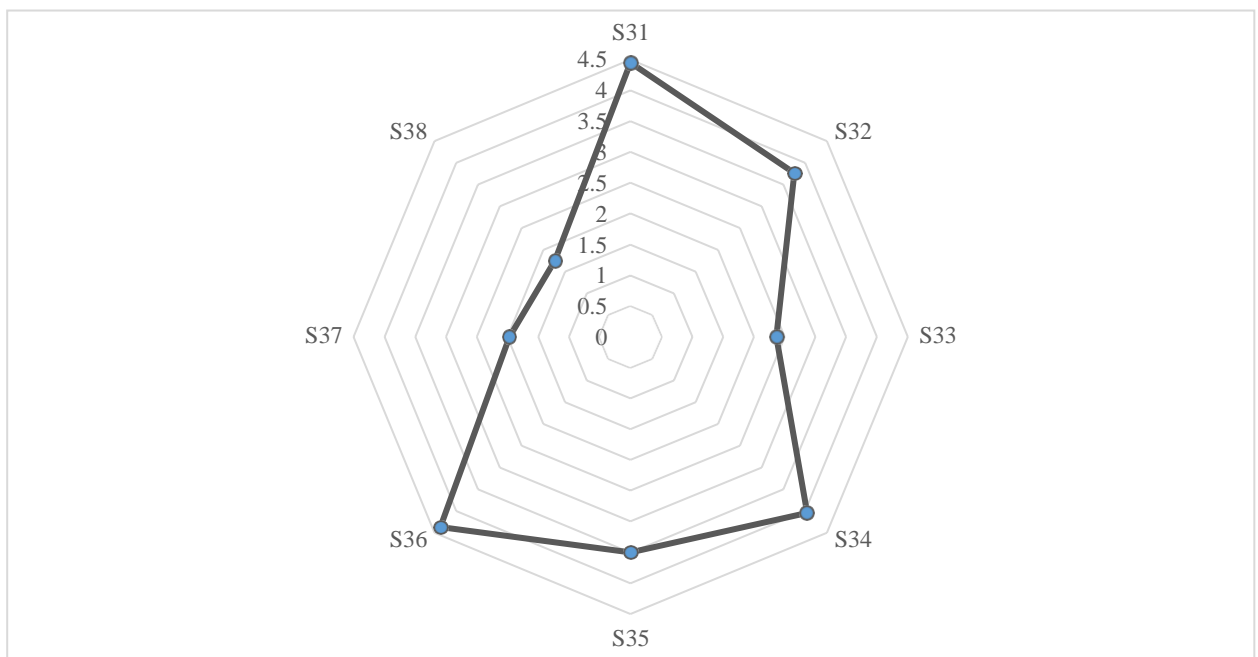


Figure 2.8 – Radar of factors of corporate management of construction enterprises in the system of interaction with stakeholders of JSC "Trest Zhitlobud-1" (developed by the author[87])

Figure 2.9 – Radar of factors of corporate management of the construction enterprise, systems of interaction with stakeholders of the Construction company "Miskzhitlobud" LLC (developed by the author [87])



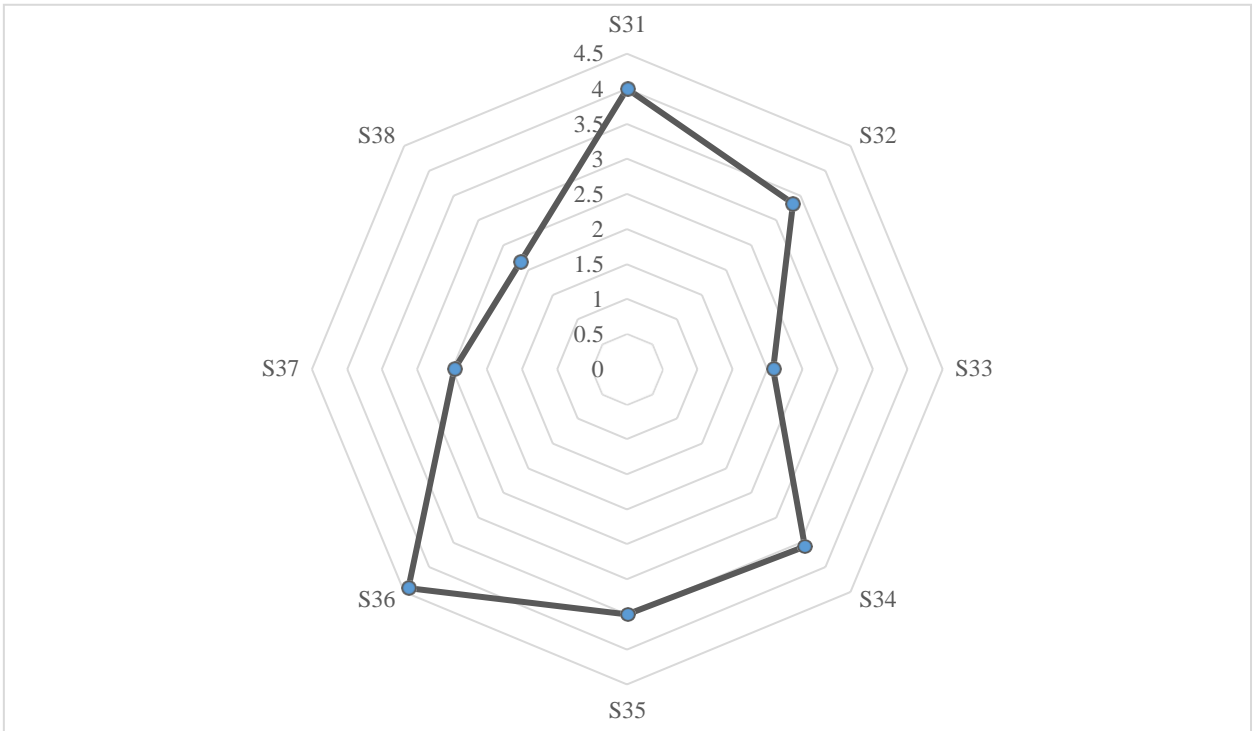
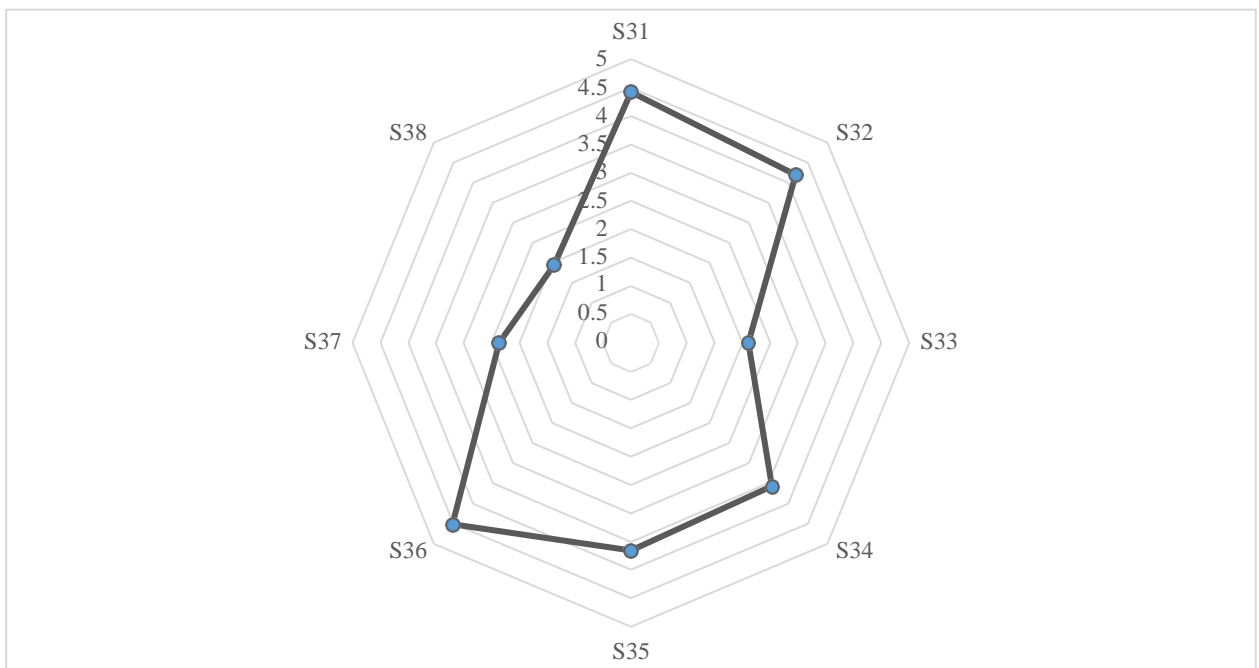


Figure 2.10 – Radar of factors of corporate management of construction enterprises in the system of interaction with stakeholders of PJSC "Real Estate Capital" (developed by the author[87])

Figure 2.11 – Radar of factors of corporate management of the construction enterprise, systems of interaction with stakeholders of Zhytlobud-2 LLC (developed by the author[87])



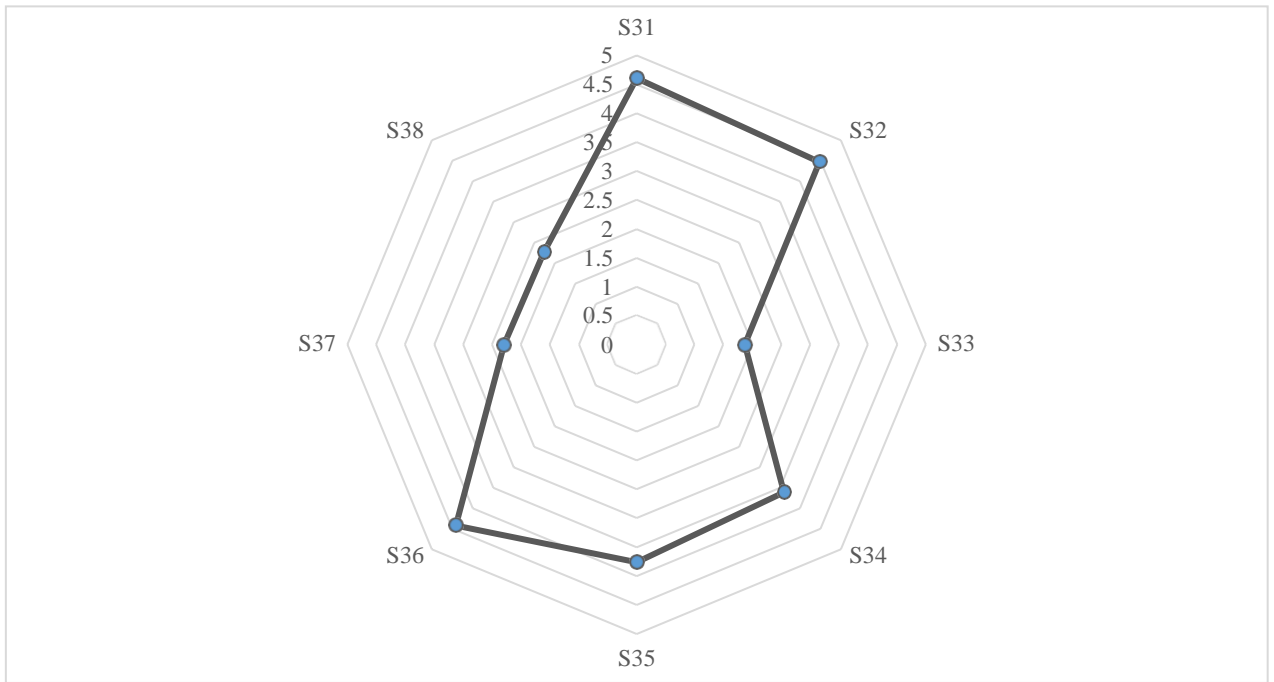


Figure 2.12 – Radar of factors of corporate management of the construction enterprise system interaction with stakeholders of the Ukrainian State Construction Corporation "UkrBud" (developed by the author [87])

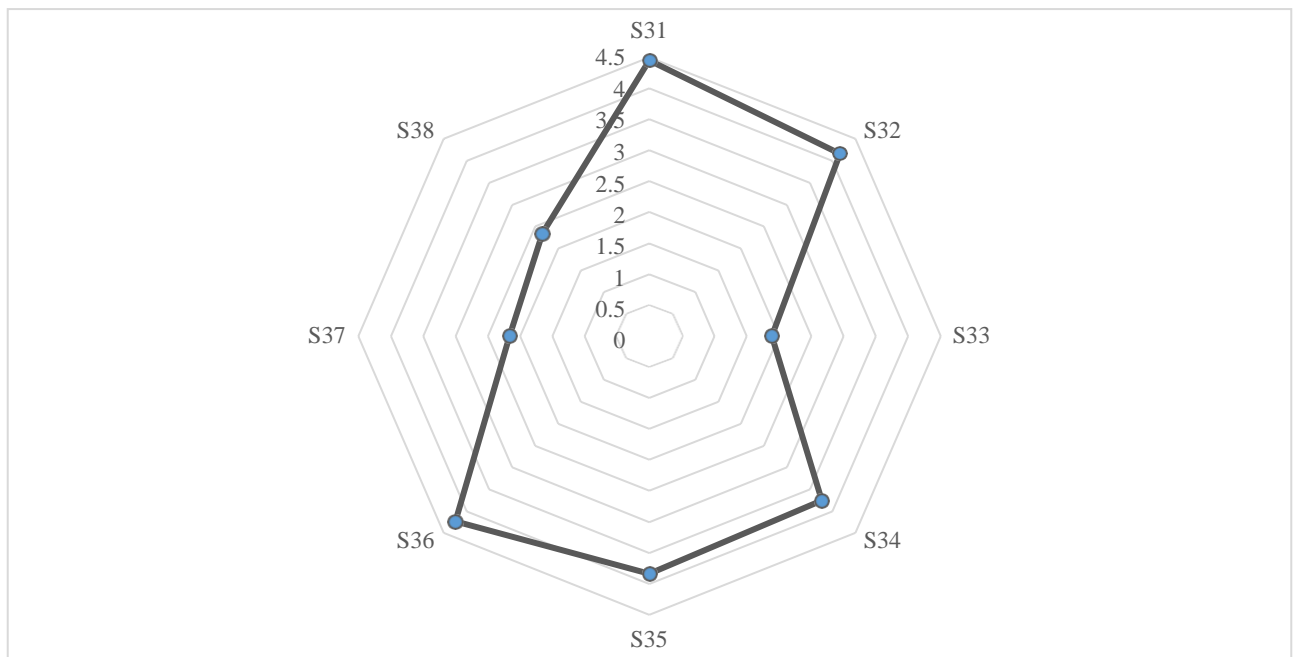


Figure 2.13 – Radar of factors of corporate management of the construction enterprise, systems of interaction with stakeholders of the Foundation Construction Group (developed by the author[87])

JSC HC "Kyivmiskbud" observes a moderately significant level of formation and implementation of corporate governance, application of its tools to ensure interaction with stakeholders. Protection of information is carried out at a minor level, its completeness and clarity of its application are not ensured when ensuring interaction with interested persons. A moderate level is determined by the implementation of directions of corporate interaction of stakeholders to ensure the development of the enterprise and the implementation of social corporate responsibility in the system of corporate management of construction enterprises. A moderate level is characterized by the formation and use of corporate culture to ensure interaction between stakeholders. therefore, in the system of corporate governance of JSC HC "Kyivmiskbud" special attention is focused on the factors that ensure the formation and implementation of corporate governance to ensure interaction with stakeholders, however, the importance of the directions of formation and implementation is reduced information policy, application of regulatory and legal and institutional support. A similar situation is observed at JSC "Zhytlobud-1 Trust".

JSC "KDBK", LLC Construction company "Miskzhitlobud", PJSC

Real Estate of the Capital, Zhytlobud-2 LLC, UkrBud Construction Group, influencing factors of corporate management (formation and use of corporate management tools to ensure interaction with stakeholders; formation, disclosure, use and protection of information in the corporate management system; directions of corporate interaction of stakeholders to ensure the development of the enterprise formation and use of corporate culture to ensure interaction between stakeholders; formation and implementation of social corporate responsibility in the system of corporate management of construction enterprises; completeness of the level of application of normative and legal provision of corporate management; the level of institutional support of the corporate management of construction enterprises) to ensure interaction with stakeholders, compared to previous construction enterprises, is characterized by a decrease in their importance. This indicates a reduction in the level of influence

of corporate governance factors on ensuring interaction with interested parties.

Conclusions to section II.

With the successful implementation of the project, it is necessary to pay sufficient attention to the fulfillment of the requirements of its stakeholders. Since the requirements of the interested parties of the project are provided by a certain set of works, the implementation of which entails the expenditure of resources (material, financial, human, time), and is also accompanied by certain risks. Usually, not all requirements of project stakeholders can be fulfilled. Thus, there is a need to rank and classify both the requirements of interested parties and the stakeholders themselves.

That is why an important achievement is the project stakeholder classification model, which establishes relationships between individual project characteristics (risks, work, resources, requirements, stakeholders and responsible persons of the project - 4R & WS) using a hierarchical structure of works. This model allows you to monitor the dynamics of project implementation and identify project stakeholders according to the directions of the 4R & WS model. In particular, such a classification of project stakeholders will provide information on the resource and risk load of the requirements of a certain stakeholder, which will enable more thorough planning of strategies for interaction with project stakeholders and managing the requirements of interested parties.

The complex situation of the energy sector puts forward preconditions for the development of RES, which requires the solution of a whole set of problems, the implementation of renewable energy projects plays an important role in solving them. As part of the research: 1) an analysis of the works of domestic and foreign scientists and researchers in the field of renewable energy project management was performed, problems of such management were identified; 2) identified types of RES projects and their features, which are considered within categories; 3) distinguishing characteristics of RES projects and the peculiarities of their management; 4) it is determined that RES projects have risks, are environmentally friendly and depend on a large number of stakeholders; 5) further research should be directed to the study of integrated management of RES

projects based on a combination of risk management, "green" management and the influence of stakeholders on the effectiveness of managing such projects.

Based on the assessment of factors affecting the formation and implementation of corporate governance to ensure interaction with stakeholders, it was established that JSC "Kyivmiskbud" has a moderately significant level of formation and implementation of corporate governance, the application of its tools to ensure interaction with stakeholders. This company focuses on factors that ensure the formation and implementation active management to ensure interaction with stakeholders, the significance of directions for the formation and implementation of information policy, the application of regulatory and institutional support is decreasing. A similar situation is observed at JSC "Zhytlobud-1 Trust". At JSC "KDBK", LLC Construction company "Miskzhitlobud", PJSC "Nerukhomist stolitshi", LLC "Zhytlobud-2", Ukrainian state construction corporation "UkrBud", Construction group "Fundament", the influence of corporate governance factors on ensuring interaction with stakeholders, compared to previous construction enterprises, is characterized by a decrease in their importance. This indicates a reduction in the level of influence of corporate management actors on ensuring interaction with interested parties.

CHAPTER III. Scientifically based recommendations and practice of implementation of social and environmental responsibility and partnership of stakeholders.

3.1 The mechanism of formation of communication between the enterprise and stakeholders

Modern economic development is inextricably linked with the social responsibility of business structures, which is most often understood as corporate social responsibility (CSR). The concept of CSR was directly proposed in 1975 by Keith Davis, who, based on a study of the activities of many corporations, established that social responsibility contributes to the development of enterprises, and its leveling leads to a slowdown in the rate of economic growth. One of the postulates of this concept was the understanding of the role of business as a "two-way open system", which involves not only taking into account the interests and influences of society, but also openness to the public. It is the principle of transparency that is basic in the formation of a democratic, civil society and involves the establishment of dialogue and mutual communication between all participants.

In recent decades, the interest of managers in the question of mutual relations between interested parties is constantly increasing, therefore it is difficult to find an effective mechanism for the reconciliation of stakeholders' interests.

The stakeholder approach of the end of the 20th century until the present time is characterized by the strengthening of the interaction that balances the interests of the enterprise with interested parties. According to this approach, enterprises are more profitable through dialogue built through cooperation with suppliers, contractors, owners, consumers and other stakeholders. It is important to take into account the needs of stakeholders during decision-making. Currently, most enterprises consider interaction with interested parties as a tool for making strategic decisions that will affect the anticipatory development of the company.

In the AA 1000 SES standard, three levels of interaction with interested

parties are distinguished:

- interaction to reduce the severity of the problem arising from pressure has a local effect;
- systematic interaction to manage risks and improve understanding of stakeholders' expectations;
- complex strategic interaction to ensure sustainable competitiveness.

Each level reflects the defined objectives of interaction with interested parties. The standard defines the rules and principles of working with stakeholders, contains requirements for high-quality involvement, and provides recommendations for improving interaction (AA1000SES).

According to the international social responsibility standard ISO 26000, "stakeholders" are "individuals or groups of individuals interested in any decisions or actions of the organization" (ISO26000).

It is worth agreeing with the meaning of the term "stakeholders" V. B.Gorban[88]), which considers individuals and associations of persons directly or indirectly interested in the success or failure of the organization's projects in case of achieving the planned results. At the same time, it is necessary to take into account both the positive and negative influence of stakeholders. The expression of stakeholders' interest only in positive results of organizational development projects without their active participation, the author suggests using the term "beneficiaries".

Stakeholders can be divided into four groups [89]:

- have no influence on the company, but feel the influence of the company on its own;
- influence the company and feel the influence of the company;
- do not influence the company and do not feel the influence of the company;
- influence the company, but feel the influence of the company on themselves.

The concept of stakeholder value arises as a result of the positive and negative influence of stakeholders on the enterprise. It is understood as the

subjective assessment of a stakeholder or a group of stakeholders of the value obtained as a result of one or more types of business activity. The concept of stakeholder value does not contradict the traditional approach to understanding business value, but does not replace it. In order to maximize business value, the maximization of stakeholder value is already provided for [90].

Stakeholder value has the following characteristics:

- is a marginal cost – a change in the subjective perception of the impact on business by a specific stakeholder;
- change subjective perception of business influence by a specific stakeholder;
- there are a key result of the company's interaction and stakeholder;
- is a mandatory condition for sustainable business development;
- is a variable category that brings risks to the sustainable development of relations.

In accordance with the above, it is worth distinguishing the following basic principles of stakeholder dialogue:

- flexibility, which is manifested in the ability to adapt to the demands of stakeholders, the manifestation of tolerance towards each of the participants in the dialogue, the presence of one's own point of view on each new situation, etc.;
- openness, determined by the degree of direct participation of stakeholders in the company's activities, and manifests itself in ensuring their active and real influence on the activity by making demands on the management regarding the adoption of certain decisions, the implementation of actions or maintenance of them;
- transparency, determined by the degree of awareness of stakeholders regarding the actual manifestations of the material and procedural components of the enterprise's activity; comprehensibility, content and meaning; it turns out that individual stakeholders should be as fully informed as possible about what decisions are made at the enterprise;

- legality, which is a system of guiding provisions and ideas that determine the nature of legality, its place in relation to that system and other legal categories;
- honesty, which is realized through the establishment, development and observance of fair customs of conducting negotiations during the implementation of business activities in terms of market relations;
- accountability, with the help of which it is possible to achieve a balance of the interests of stakeholders and managers of the enterprise. It means that the interested persons endowed with authority and responsibility are obliged to reasonably report and discuss the results of their activities with all participants in the process;
- efficiency – establishment of mutually beneficial relations between stakeholders and the enterprise, due to which the value of stakeholders and the value of the enterprise is maximized;
- training, which involves constant improvement of one's competencies and the process of seminars, trainings, courses, etc.

The main tools used in the mechanism of communication between stakeholders and enterprises are[91]:

- matrix of stakeholders, which are made up as tables, in which experts evaluate the degree and strength of the stakeholder's influence on the business, such aspects of the business entity's activities that are of interest to him, and determine possible interaction strategies;
- A. Mendlow's model ("power/interest" matrix), which provides for the classification and grouping of stakeholders according to their position of power, which they possess, and their interests (influence of management decisions – strong/weak; interests – high/low). We try to distinguish stakeholders who are able to influence the organization. but due to such authority, such interest;

- the "power/dynamism" matrix, which identifies stakeholders in terms of the power they possess and the dynamism of their position;
- Mitchell's model, which provides for the identification of interested parties depending on the combination of one, two, three attributes and their division into latent, pending, or categorical ones;
- a system of accountability indicators (the ASC (AccountabilityScorecard) model), which allows to describe the interaction of the enterprises of stakeholders, using the characteristics of relationships - the external stimulus-reaction,
- stakeholder map (Stakeholder's Mar) - a visual representation of various relationships with stakeholders. Visualization of stakeholder groups is carried out by the criteria of interest levels (high/low) and influence (strong/weak). Forms of visualization can also be different: radar, schematic image, etc.

The enterprise management system deals with three types of communications[92]:

- "top-down" communications - establishment by higher management bodies of the main course of sustainable development of the enterprise, initiation and conceptualization of strategic changes, adjustment and refinement of the new strategy, concentration of general attention on the problems of the enterprises, determination of methods of their solution and designation of new conditions that must be formed to achieve the set goals;
- communications "from the bottom up" - initiatives of the company's personnel, aimed at the continuous improvement of the product, processes, working conditions, the search for approaches to solving problems that arise at the limits of its competences, to ensure the sustainable development of the company (yes, such initiatives are involved in the formation of new conditions for the implementation of strategic changes, complement and correct changes, identify threats that can affect the implementation of changes, etc.);

- "horizontal" (interfunctional) communications – establishment of new communications and interrelationships between the company's activities (in fact, between departments and internal divisions, individual positions), which lead to the improvement of strategic business processes in such directions as reducing costs (of all types of resources, in particular, time), improving maintenance and service (increasing quality).

Accordingly, we will build a mechanism for forming the company's communication with stakeholders (Fig. 3.1). It should contain a communication environment in which communications are formed between internal and interested parties (owners, management and personnel of the company) and external stakeholders (partners, suppliers, contractors, state bodies, clients, financial and credit authorities), from according to its organizational structure and, as a result, the management system.

The main elements of the communication space are:

- 1 business processes of the enterprise are coordinated within the system;
- 2 stakeholder business processes are aligned with the external system.

The business processes of the enterprise determine the nature of communications and their directions for the implementation of enterprise functions. The enterprise can be considered as a logical chain of relationships between its numerous links: ideas, information, knowledge, capital and physical products. These links determine the essence of the enterprise and interaction with the business processes of stakeholders. principle of priority.

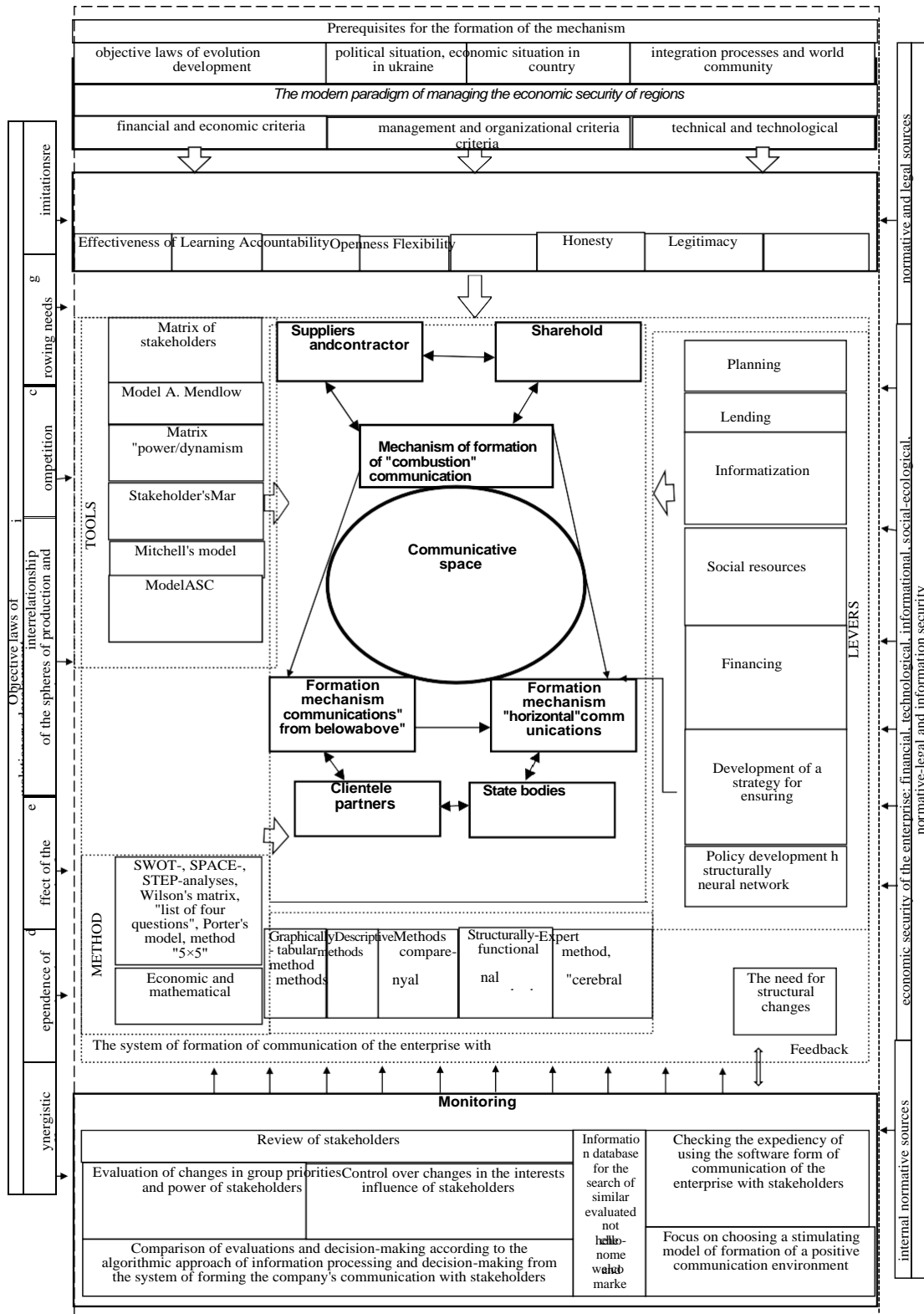


Figure 3.1 – The mechanism of formation of the company's communication with stakeholders (Source: Nizhnyk, Polinkevich, 2013)

An important element of the mechanism of establishing communication between the enterprise and its stakeholders are three sub-mechanisms, separated according to three types of communication: the mechanism of formation of "burn-down" communication, the mechanism of formation of "bottom-up" communication, the mechanism of formation of "horizontal" communication. holding value and enterprise value. In addition, I propose to determine the discussed relationships between the seven stakeholders and the enterprise. It is worth noting that the stakeholder value can be managed through the value of the enterprise.

Therefore, the communication space is an integral component of the system of development of business entities, according to which the strategic goals and approaches to the development of not only individual stakeholders are agreed, but also of the global economic system of the country and the world. Its main element is the architecture, which is represented by business processes, management technologies, management structure, corporate culture and standards. It harmonizes the interests of all interested parties and allows stakeholders and the enterprise to achieve their goals.

3.2 Issues and modern realities of forming a road map of stakeholder interaction.

The functioning of the company is a continuous process of interaction, coordination and elimination of contradictions in the expectations and demands of the stakeholders of the same company as a self-organized structure. The special role of management is to ensure this interaction. The issue of dialogue with stakeholders is important for the effective development of the company.

Involvement of stakeholders is the activity of creating opportunities for dialogue between the company and one or more of its stakeholders in order to provide information and support for the company's decisions. Considering this, sustainable growth and effective development of the enterprise are possible only when relations with stakeholders are optimal.

Each company defines its own stakeholders, their expectations and wishes. They are usually suppliers, distributors, consumers, customers, government bodies, employees, society, insurers, etc.

According to the research of the Center for CSR Development, companies more often take into account the interests of consumers (84 %) and state authorities (57 %), less often - non-governmental organizations (14 %) and research organizations, educational institutions (20 %), business organizations (21 %).

With the help of stakeholder analysis, it is possible to determine the importance of different market segments, the motivation of buyers, the means of purchasing resources and the sale of products, the quality of after-sales service, organizational culture, and their effectiveness, as well as to evaluate the competitive advantages of a business entity.

The formation of a roadmap for stakeholder engagement involves prioritization of issues such as environmental friendliness, policy analysis, legality, the Association Agreement with the EU, conflicts, responsibility, economic development, environmental impact, and many other problematic issues.

First, it is necessary to conduct preparatory work - consultations, discussion of work options and road map proposals.

Secondly, in parallel with the formation of this document, the involved experts should assess the relevance and progress of the implementation of sustainable development initiatives (Sustainable Development Goals: Ukraine (Sustainable Development 2016 - 2030), the Europe 2020 Strategy, anti-corruption activities, and the spread of transparency of reporting (EU's FLEGT) etc.

Thirdly, the goal of the road map and Ukrainian sustainable development initiatives were similar in priorities, reinforced each other and, perhaps, in a certain way coordinated socio-ecological and economic priorities. The key task of experts is to maximally harmonize these priorities.

Approaching the priorities of the road map and state initiatives of sustainable development is an ideal scenario.

In Ukraine, there are not enough proactive companies that understand the importance of interaction with stakeholders within the framework of the implementation of KSEV, are ready to create appropriate strategic documents and have even taken the first steps for their implementation.

First of all, in order to successfully "launch" a roadmap for interaction with stakeholders, it is necessary to enlist the support of the stakeholders themselves. Often the initiators are faced with a situation where there is no understanding in the environment of what a stakeholder and KSEV are, why they are needed by the companies of a certain settlement or territory. Efforts to involve stakeholders in the discussion of the topic confirm: everyone does not care, everyone understands something in their interaction and considers this process only from the angle of maintaining preferences for themselves or their own business.

Even certified specialists in KSEV and stakeholder interaction, who have managed to work on the topic practically, often have no idea about the model. The key questions are: how to create a model that will benefit all stakeholders; holding companies, proving that such a road map will be formed in their interests? The road map of stakeholder interaction is designed to ensure effective socio-ecological and economic cooperation by creating a comprehensive and effective system of support for state initiatives for sustainable development; forming favorable conditions for

doing business; ensuring effective mechanisms for successful cooperation between state authorities, business communities on the basis of social and ecological partnership.

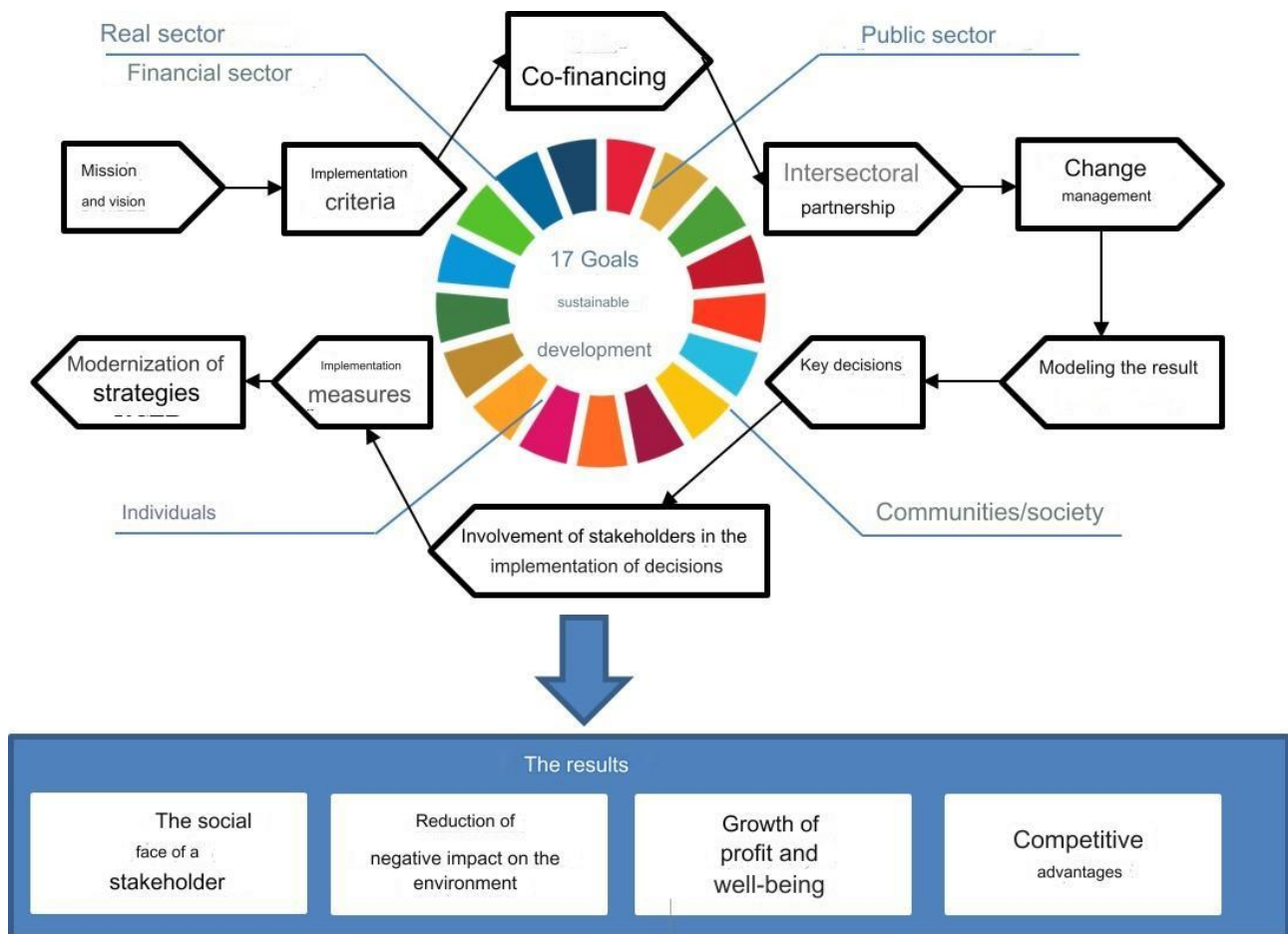
Expected results:

- intensification of dialogue between business, government, public organizations and the expert community to establish cooperation between stakeholders and implement KSEV methods;
- development of a policy to support KSEV, taking into account the real interests and needs of business and society, as well as in accordance with the principles of sustainable development;
- formation of a system of public monitoring and implementation of adopted sustainable development initiatives;
- increasing the capacity of representatives of civil society in the country to determine measures of KSEV secret.

Another, but no less important, aspect of the formation of the road map of the interaction of stakeholders is their joint vision of the future overview and implementation of the Sustainable Development Goals. The Sustainable Development Goals, approved in 2015, are the main guidelines for the strategic management of responsible companies. On the one hand, the institutional environment for their implementation in the activities of all sectors of the economy is being formed, and on the other hand, their voluntary implementation in the company's strategy is gaining momentum. Another signal of the importance of the Sustainable Development Goals is the Decree of the President of Ukraine No. 722 of September 30 2019 "On Comprehensive Sustainable Development of Ukraine in the Period to 2030" (Decree of the President of Ukraine, 2019).

Therefore, in our opinion, the formation of a road map for the implementation of the efforts of stakeholders, aimed at promoting sustainable development initiatives and aligning their interests, must be built on the basis of the Sustainable Development Goals. resilience and change management.

The stakeholder engagement roadmap depicted in Figure 3.2 below was developed based on (Muthu, 2014; Subramaniam, 2009)) and reflects the various sectors of the economy to achieve.



We can come to the conclusion that it will be expedient to use this road map at the regional level, that is, in communities. With this approach, it becomes possible to reduce the time for decision-making and implement measures to achieve the goal of sustainable development in the most effective way.

Partnership for achieving the Sustainable Development Goals, according to UN positions, can be implemented in three ways, such as: "leverage/exchange" - cooperation based on mutual complementarity. One organization recognizes that another can provide it with resources (knowledge, services, skills) to implement its strategic task;

"unification/integration" – implementation through cross-sector partnership, cooperation between two or more organizations, in which additional resources are

combined to solve a common task or achieve a common strategic goal;

"transformation" is the search for stakeholders who have the ultimate goal of solving problems in an innovative and selfless way that will lead to systemic changes.

It is the transition from cross-sector partnership to transformation that should become a key aspect in the roadmap for stakeholder engagement.

The roadmap of stakeholder interaction is designed to ensure effective socio-ecological-economic cooperation by creating a holistic and effective system of support for state initiatives for sustainable development; forming favorable conditions for doing business; ensuring effective mechanisms for successful cooperation between the state government and the business community on the basis of social-ecological partnership.

The implementation of the road map for the interaction of stakeholders from various sectors of the economy will allow to improve the social image of each of the stakeholders, reduce the negative impact of the environment, ensure the growth of profit and well-being, in particular, the economic added value of companies, as well as to maximize their competitive advantages.

It will also provide an opportunity to activate the dialogue between business, authorities, public organizations and the expert community for the establishment of cooperation between stakeholders and the implementation of KSEV methods. Further, it will contribute to the development of a policy to support KSEV, taking into account the real interests and needs of business and the community in accordance with the principles of sustainable development, as well as the formation of a public monitoring system for their implementation of sustainable development, increasing the capacity of representatives of civil society in Ukraine, and determining the measures of the KSEV, etc.

3.3 Solidarity financing of environmentally oriented projects as an example of effective decision-making by responsible stakeholders.

In the context of the signed Association Agreement with the European Union, the issue of ensuring a sustainable increase in the standard of living of the population through the implementation of ecologically oriented projects forces all institutions of socio-economic relations to become active. Considering the limited budgetary resources provided for the implementation of ecologically oriented projects, one of the important tasks of ecological policy in Ukraine is the harmonization of ecological and economic relations. As a result, there is a need to find effective and competitive forms of joint financing of similar projects, the main areas of which are renewable energy, waste disposal, water purification, efficient water supply, etc. The article analyzes the existing forms of solidarity financing in the context of the implementation of environmentally-oriented projects, namely: crowdfunding (crowdinvesting), participatory budgeting, a model of financing with grant support, credit programs of international financial organizations, public-private partnership.

An ecologically oriented project can actually be both a commercial and a nature protection project at the same time, because its implementation is aimed not only at obtaining commercial benefits, but also at improving the ecological situation and social indicators. At the same time, the commercial benefit can be considered not only in the short-term perspective, but also as an increase in the goodwill of participants and investors of an environmentally-oriented project, which, in turn, has a long-term tendency to manifest itself.

In general, the management model of an environmentally-oriented project can be represented by the diagram shown in Figure 3.5.

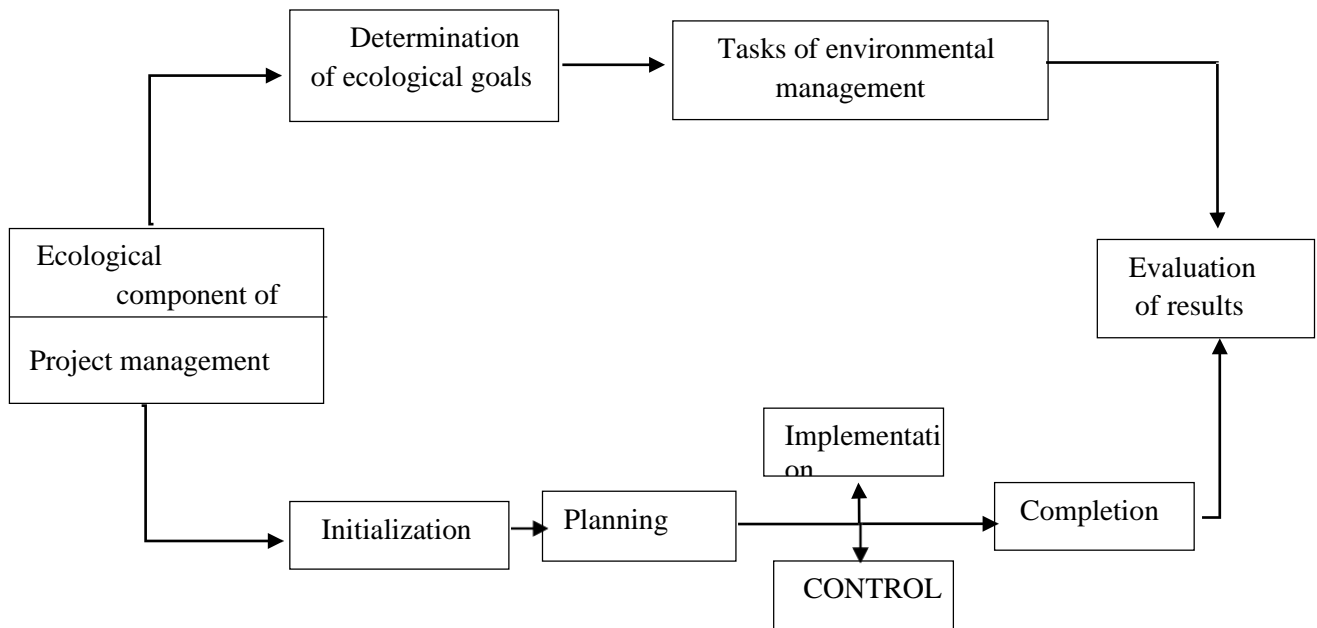


Figure 3.3 – Management model of ecologically oriented projects
(Source: developed on the basis of (Khrutba, 2014))

The ecological component of the project involves the application of the principles and tools of ecological management to ensure the achievement of the project's ecological goals. At the same time, the evaluation of the results is also based on two aspects - commercial (short-term and long-term perspectives) and ecological, reducing the anthropogenic impact on the environment, improving the conditions of community interaction, ensuring sustainable development, etc .

The system of solidarity financing of ecologically oriented projects is a set of interconnected financial operations and forms of socialization that have the ultimate beneficiary - a person and his place of residence. At the same time, they create open channels of alternative financial support to entities that are unable to meet their needs on their own, in particular with the involvement of bank lending. On the other hand, financial resources become a catalyst for the creation of new social ties between subjects of relationships to satisfy the economic and social

needs of the participants in the process of interactions in the current and future periods.

Among the most common forms of solidarity financing that can be used for ecologically oriented projects are:

- 1) crowdfunding, crowdinvesting;
- 2) participatory budget;
- 3) financing model with grant support, credit programs of international financial organizations;
- 4) public-private partnership.

Often applied, in particular, for financing environmentally-oriented projects, is crowdfunding. This is a technology for attracting micro-investments with the help of specialized Internet platforms for the implementation of projects of various orientations. The development of the information society helps in the implementation of innovative mechanisms of social mobilization of people to accomplish tasks in various fields. In the context of the implementation of the concept of sustainable development, crowd Funding as an alternative funding mechanism creates conditions for social activation of society and business, providing access to financial resources to socially responsible and environmentally oriented enterprises.

The peculiarity of crowdinvesting is that the interested parties, in fact, invest in the project and can subsequently receive commercial benefits from its implementation. But, in general, crowdinvesting can be considered a type of crowdfunding.

According to (CrowdfundingStatistics, 2019), today there are more than 600 crowdfunding platforms successfully operating in the world, which accumulated approximately 35 billion USD in 2017. The marketing agency "FundedToday" analyzed the work of the most successful crowdfunding platform "Kickstarter": during its operation, 374,507 campaigns were conducted, and the total amount of funds raised was 3.683 billion dollars. Most of the projects are aimed at low-level elections—10,000. US dollars, of which there were 53,707

pledges of the site's work (AIN, 2018). Environmentally oriented projects implemented with the help of crowdfunding are also increasing the amount of financing. This is due to the new development courses of many countries in which the ecological factor is central. For the most part, such projects are related to "green" energy and the introduction of eco-innovations.

According to many experts, the crowdfunding market will continue to grow steadily, which is due to such advantages of crowdfunding as the financing model - quick allocation of funds, a clear time limit, information transparency and responsibility for depositors, a minimum number of hierarchical decision-making levels, a reduction in transaction costs, and an unlimited number of potential investors.

But Ukrainian realities have their own characteristics, due to the low level of income, the lack of information in society, the insufficient level of trust in this form of solidarity financing, and the lack of legal regulation of crowdfunding activities. The "of plastic" project collected UAH 33.4 thousand from 104 donors, and the "CyberPonicOne" project (a device for growing plants and a platform for experiments and collaborations) collected UAH 100.4 thousand from 109 people.

Particular attention is paid to such a form of solidarity financing of environmentally-oriented projects as a participatory budget, or "participatory budget".

Participatory budget is a part of the local budget that is directly used by the city community to implement community initiatives on a competitive basis. The resources of the "participatory budget" must be directed to solving the most relevant issues for a certain territorial community at its request. Such a partnership format activates the process of forming an active community, which will receive an additional tool to influence the development of the city[93].

In Ukraine, the process of implementing a participatory budget began in 2015. Cherkasy was the first city to implement the program called "Public Budget", which was implemented based on the model of neighboring Poland.

At the end of 2015, the budget is frequently introduced in Poltava, Chernihiv,

and later other large cities of Ukraine joined. In 2016, the "Public Budget" began operating in Lviv in the amount of funding of UAH 16 million (Buletsa, 2016). In Kyiv on January 30-31, 2017, 62 projects with a total cost of UAH 50 million were selected as a result of public discussion and voting.

There is no permanent practice of using the budget in the context of the implementation of ecologically oriented projects in Ukraine today. This is due to the following factors: a short period of experience of use, an unformed civil society, insufficient level of interest in environmental problems, giving preference to tactical, non-strategic goals. At the same time, in 2018, votes were submitted for ecologically oriented projects. There were significantly more in Kyiv. For example, the project "From waste to income" envisages the installation of machines for the collection of waste raw materials in 12 parks in Kyiv. The initiators note that there are no such devices in every city, and the project can pay for itself in 8-10 months. The project "Monitoring air pollution in Kyiv" was developed to inform the population, in particular, the proposal to re-install air monitoring devices at the base stations of the Ukrainian Hydrometeorological Center in accordance with European standards. Reception of medicines and used medical instruments for disposal" is a project, the initiators of which propose to create a network of reception centers for medical waste of the population and open the first point in the city hospital No. 9.

At the same time, Poland's experience in using this form of solidarity financing of ecologically oriented projects is promising. Funds for their implementation are the lion's share of the budget, with the participation of large Polish cities: Lodz - 19.74 million zlotys (49.4%), Katowice - 5.23 million zlotys (26.1%), Poznań - 4.95 million zlotys (49.5%). Such a large share of eco-projects testifies to the interest in residential construction. green"infrastructure and contributing to the solution of primary ecological threats.

The model of financing with grant support and credit programs of international financial organizations has been an important tool for finding financial resources for the development and implementation of ecologically

oriented projects for many years.

Considering the limited budget resources provided for the implementation of ecologically oriented projects, one of the important tasks of local self-government bodies is the search for alternative forms of financing and the establishment of cooperation with international funds, programs and donors of migrants thanks to the financial support and direct participation of UNDP during 2008–2017.

3,900 various socially significant micro-projects, among which 1,810 are aimed at the repair of preschool and general secondary education facilities, 708 are related to the improvement of the material and technical support of health care facilities, 157 are water supply systems, 18 are environmental protection, 64 are agricultural service cooperatives, and 1044 are energy conservation. 2,830 administrative-territorial units, which is 20% of the total number, were involved in the monitoring and measures of the MRG project. About 5 , 6 million people received support within the framework of the MRG project, starting in 2008.

Among the environmentally-oriented projects implemented with the help of the Ministry of Agriculture, the most relevant are those aimed at the implementation of energy-efficient technologies. Their result is a reduction in the cost of electricity consumption, a decrease in the level of environmental pollution, and an improvement in the health of the population. So, during the period of implementation of the MWG Project, the total amount of all estimates of 200 approved micro-projects amounted to UAH 74.3 million (2.83 million USD; 2.52 million euros), of which 5.5% was collected by communities, 31.6% was allocated from local budgets, and 62.8% was a contribution to the MWG Project , 0.1% – additional funds.

Finally, it is worth considering the issue of public-private partnership (PPP), which, in my opinion, is the most effective mechanism for solidarity financing of environmentally oriented projects.

Appearance and the development of private entrepreneurship necessitated the establishment of relations interstate and by private structures, which involves

combining efforts to meet public needs. In market conditions, the state is responsible for a number of functions that it is not always capable of performing. The combination of state regulation and the capabilities of the private sector, the establishment of mutual partnerships, can significantly contribute to solving environmental problems.

In developed countries, the term "public-private partnership" is considered as a project implementation scheme, a wide range of business models, and any use of private sector resources to meet public needs. There are different definitions of the term PPP, interpreting a minimum of four positions [94].

- 1) as a form of public-business interaction (cooperation) for the implementation of socially significant projects on mutually beneficial terms;
- 2) as a cooperative relationship between the state and business for the implementation of socially significant projects in a wide range of spheres of activity;
- 3) as a public institution within which state authorities and the private sector carry out joint activities to meet the needs of society;
- 4) as an agreement between public and private parties in the sphere of production and provision of infrastructure services (a means of increasing the effectiveness of budget financing).

In the Law of Ukraine "On Public-Private Partnership" (Law of Ukraine, 2010), PPP is considered as cooperation on the basis of a contract between state authorities and local self-government, on the one hand, and legal and natural persons-entrepreneurs on the other. The application of PPP in the context of environmentally-oriented projects is widespread in the sphere of activity, in which the resources of the public sector are insufficient for adequate implementation its functions and responsibilities, in particular, it concerns projects of waste management, water supply and sewage disposal, increasing energy efficiency, improving transport services, building green infrastructure.

The use of various models of joint financing of environmentally-oriented projects is becoming more and more common. The decisions of companies and

private individuals involved are rational and balanced, which once again proves one of the main principles of the concept of sustainable development - to conduct economic activities in such a way that future generations have a resource that is not guaranteed at a level no worse than the current one.

Conclusions to section III

Formation of the mechanism of corporate social and environmental responsibility of companies in various sectors of the economy of Ukraine is an important scientific and applied task, the methods of which are proposed in this thesis. The relevance of the outlined task is enhanced by the involvement of Ukraine in the promotion of the Sustainable Development Goals and the development of the national Sustainable Development Goals (SDGs). biological responsibility.

It has been established that corporate social responsibility based on the concept of stakeholders is an integral condition for the success of the development of business structures at the current stage. Its basis is conducting a dialogue with all interested parties, which involves the use of certain communications and the formation of a communication policy. The procedure for forming the company's communication policy is proposed, which is based on the identification of stakeholders and the communication apparatus according to the defined groups of internal and external stakeholders. This procedure is an integral part of corporate social responsibility - the company's strategy.

The formation of a roadmap for stakeholder engagement involves prioritizing issues such as the environment, policy analysis, the EU Association Agreement, conflicts, responsibility, economic development, environmental impact, and many other problematic issues efficient and effective system of support for state initiatives of sustainable development; formation of favorable conditions for conducting business; provision of effective mechanisms of successful cooperation between the state authorities, the business community on the basis of social and ecological partnership.

Considering the limited budgetary resources provided for the implementation of ecologically oriented projects, one of the important tasks of ecological policy in Ukraine is the harmonization of ecological and economic relations.

As a result, there is a need to find effective and competitive forms of joint financing of similar projects, the main areas of which are renewable energy, waste disposal, water treatment, efficient water supply, etc. This paper analyzes the existing forms of solidarity financing in the context of the implementation of environmentally-oriented projects, namely: crowdfunding (crowdinvesting), participatory budgeting, a model of financing with grant support, credit programs of international financial organizations, public-private partnership. It is worth noting that this activity acquires a special scope and effectiveness in the case of the participation of several interested parties.

Today, the main direction of the development of the world economy is the environmental orientation of the national economies of most countries of the world based on the activation of investment and innovation processes. Neither the state, nor the private sector, nor non-commercial structures alone are capable of achieving the priority goals of activating environmentally-oriented processes in Ukraine that correspond to the principles of sustainable development. Only the consolidation of all participants in the process and the introduction of forms of solidarity financing are the necessary basis for ensuring the ecological and economic self-sufficiency of our country.

CONCLUSIONS

In this work, the existing scientific approaches to understanding the essence of the concept of "stakeholders" or "interested party" were investigated, the need for identification and grouping of stakeholders of the construction industry enterprise was determined, taking into account their interests, interaction and taking into account the specifics of the industry and individual characteristics of the enterprise.

The main approaches to interaction with interested parties from the point of view of the feasibility of their use and practical application in the process of analyzing the participation of stakeholders in the formation and implementation of "green construction" projects are highlighted.

A study of the work of scientists regarding the classification of the company's stakeholders was carried out and the main groups of characteristics by which the construction company's stakeholders can be classified were identified.

The obtained theoretical and practical results of the research make it possible to draw the following conclusions. In the literature on project management, it is a well-known fact that in order to make a project successful, the interests of key (or even all) stakeholders should be taken into account. At the same time, at the end of the first decade of the 21st century, among the shortcomings of research on stakeholder management, the following can be distinguished: there are very few methods and tools for identifying stakeholders and their interests; the need for a deeper study of the problem of relationships between interested parties and the success of the project is determined; most studies suggest a stakeholder management process in general, without a clear connection to the project management system. Stakeholders are defined as "those groups and individuals who can influence the achievement of the organization's goal" or "be influenced by them." It is this definition that most researchers refer to as the basis. Freeman also provides a more instrumental definition of

stakeholders as "those groups that are vital to the survival and success of the corporation." Stakeholders have intrinsic value and are interdependent with the organization. This is the main reason why most researchers have noted the importance of identifying stakeholders and their relationships.

Stakeholder theory is a management approach and recommends methods and practices that make up the philosophy of stakeholder management. It aims to describe, understand, analyze and manage stakeholders and provides a basis for analyzing the behavioral aspects of stakeholder management.

This theory is based on the idea that if an organization can affect a stakeholder or group, it should deal with them. At the same time, the descriptive approach aims to explain the methods and methods of stakeholder management; the instrumental approach is aimed at studying the influence of stakeholder management on the achievement of organizational goals, and the regulatory approach is aimed at solving the ethical and philosophical foundations of management. These aspects of stakeholder theory are interrelated, and the normative framework of the theory, which includes the modern theory of property rights, is fundamental.

Taking into account the sectoral features of the construction enterprise, the impact on the economic security of the enterprise of interested parties, it is proposed to distinguish groups of stakeholders based on their classification according to their relationship to the external and internal environment. Among them, the most important, influential groups whose interests should be taken into account when conducting business are highlighted. Among the stakeholders of the external environment of the construction enterprise, the following main groups of interested parties have been identified: consumers (customers); suppliers; state; financial organizations; competitors Employees and owners of the enterprise are defined as stakeholders of the internal environment. The classification of interests and factors affecting the economic security of the

enterprise is given, the nature of the influence of factors by groups of stakeholders is determined - beneficial (opportunities) and destabilizing (threats).

The types of stakeholders who are participants in development projects in construction have been analyzed. Their interests and the results they expect from the project are defined. It is analyzed how the interest of project participants changes during its life cycle. It is shown that the successful functioning of the construction industry ensures the creation of value for all participants in the process. One of the main obstacles to the implementation of a stakeholder approach to the management of construction projects is the assumption that it will lead to an increase in the costs of the company.

The issue of the importance of effective stakeholder analysis and implementation of strategic management in any organization is argued. It is noted that the analysis of stakeholders contains identification and systematized information about the main stakeholders, the assessment of their goals, the collection of information about them, the use of this knowledge in the process of making managerial decisions and strategic management.

Building mutually beneficial relations between the enterprise and stakeholders, which have a direct impact on its financial and economic activity, is one of the main tasks of effective enterprise management.

To identify the importance of stakeholders, as a rule, the model proposed by Mitchell et al. is used, with the help of which it is possible to obtain quantitative estimates of the comparative importance of stakeholders. Within Mitchell's model, each stakeholder is characterized by the following properties: "power", "legitimacy" and "urgency". The theory studies ways of giving influence (behavior strategies), which can be both aggressive (influence strategies) and defensive (response strategies). On the other hand, stakeholders can be considered as partners of the enterprise, whose support is necessary for the effective development of the enterprise. In this case, the company adheres to the partnership strategy, which is developed taking into account the requests of all

groups of interested parties, the purpose of which is to satisfy these requests and mutually beneficial cooperation.

Shareholders, investors, suppliers, customers (consumers), managers and employees, state (government) structures should be singled out among the most important groups of interested parties. It is advisable to consider the interests of other interested parties selectively. In general, stakeholders remain interested only as long as the enterprise provides incentives that exceed or at least compensate for the contributions made.

Based on the basis of the conducted research, practical recommendations were made for improving interaction and establishing effective management of the main stakeholders of the process, research data on the expediency of using various models of solidarity financing of ecologically oriented projects were given.

The thesis presents the theoretical and methodological generalization and methods of improving modern approaches to the development of corporate social and environmental responsibility of companies, which are based on the partnership of their stakeholders and are aimed at achieving the Goals of sustainable development.

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