

APPROACHES AND CHALLENGES TO PROJECT MANAGEMENT OF CUSTOMS BROKERAGE COMPANIES IN THE CONDITIONS OF SUSTAINABLE DEVELOPMENT

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The article explores the critical aspects of project management within customs brokerage companies, especially in the context of sustainable development. Project management, encompassing planning, organizing, monitoring, and controlling tasks, is essential for ensuring the successful operation of such companies in international trade. However, adapting to the global challenges like climate change and increasing corporate responsibility necessitates that project management aligns with sustainable development principles. These include environmental responsibility, economic efficiency, and social justice. Sustainable development principles mark a new era in business by incorporating elements such as minimizing environmental impact, optimizing resources, and promoting social welfare. Key components like the reduction of CO2 emissions, the optimization of costs to improve competitiveness, and the observance of human rights play a pivotal role.

For customs brokerage companies, integrating sustainability into project management requires modifying traditional methods to meet new standards. This includes risk assessment of environmental impacts, adopting energy-efficient technologies, and considering social influences throughout different project phases, as outlined in the provided table. Modernization efforts, such as document automation and real-time logistics tracking, are crucial to reducing paper use, optimizing fuel consumption, and improving efficiency. Additionally, companies must constantly adapt to evolving customs regulations and environmental standards, developing strategies to mitigate risks and ensure compliance.

Incorporating automation into business processes allows for enhanced efficiency, while innovation in logistics and energy monitoring helps reduce operational costs and environmental impact. Sustainable business practices also encompass providing fair wages, fostering professional growth, and encouraging diversity. Overall, integrating sustainable development into customs brokerage project management leads to reduced environmental impact, increased competitiveness, and improved ethical practices, positioning companies for success in a global market.

Keywords: management, business projects, innovative projects, customs brokerage companies, sustainable development.

ПІДХОДИ ТА ВИКЛИКИ ДО УПРАВЛІННЯ ПРОЄКТАМИ МИТНО-БРОКЕРСЬКИХ КОМПАНІЙ В УМОВАХ СТАЛОГО РОЗВИТКУ

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Стаття присвячена управлінню проєктами в митно-брокерських компаніях. Управління проєктами охоплює планування, організацію, контроль та моніторинг завдань, що є необхідними для успішної діяльності у сфері міжнародної торгівлі. Сучасні виклики, такі як боротьба зі зміною клімату та підвищення соціальної відповідальності бізнесу, вимагають адаптації до принципів сталого розвитку. Ці принципи включають екологічну відповідальність, економічну ефективність і соціальну справедливість.

У митно-брокерських компаніях управління проєктами має враховувати екологічні ризики, оптимізувати використання ресурсів і впроваджувати енергоефективні рішення. Інновації, такі як автоматизація документообігу та моніторинг енергії, сприяють скороченню витрат і мінімізації негативного впливу на довкілля. Крім того, соціальна відповідальність полягає у створенні гідних умов праці та забезпеченні різноманітності й інклюзії. Впровадження сталого розвитку допомагає підвищити ефективність і конкурентоспроможність компанії на глобальному ринку.

Ключові слова: управління, бізнес-проєкти, інноваційні проєкти, митно-брокерські компанії, сталий розвиток.

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Problem statement

Today, customs brokerage companies play a key role in international trade, ensuring the proper clearance of goods and compliance with customs procedures. In the context of business globalization, the growing volume of international cargo transportation, and constant changes in legislation, managing business projects within customs brokerage companies becomes a vital element for successful operation and maintaining competitive advantages.

Business projects in customs brokerage companies encompass a wide range of tasks, from managing logistics chains to ensuring full compliance with international and national customs requirements. These may include projects aimed at automating customs processes, organizing the customs clearance of client goods, implementing new technologies to improve efficiency, or providing consulting services in the field of foreign economic activities.

Analysis of recent studies and publications

Both domestic and foreign scholars have paid considerable attention to research on project management in the context of sustainable development. Green K. W., Zelbst P. J., Meacham J., Pashko P. V., Miroshnychenko H. B., and Shtyk Y. V. have explored the formation, existence, and classification of business projects. Moreover, a number of researchers have focused on understanding the importance of effective management to achieve sustainable development for enterprises and the development of new approaches and concepts in this field. However, there is a need to consolidate approaches to managing business projects of customs brokerage companies in Ukraine.

Task Definition

The purpose of this article is to explore the main principles and stages of managing business projects in customs brokerage companies under sustainable development conditions.

Presentation of main research material

Project management includes planning, organizing, controlling, and monitoring task execution. For customs brokerage companies operating in international trade, effective process management is crucial, along with ensuring that projects meet modern sustainable development requirements. Due to global changes, such as combating climate change and increasing corporate responsibility, project management should adhere to the principles of sustainable development, which include environmental responsibility, economic efficiency, and social justice [1, 2, 3].

Sustainable development principles represent a new stage in business and include the following components:

- Environmental responsibility. Reducing negative environmental impacts, minimizing the use of natural resources, and lowering CO2 emissions;
- Economic efficiency. Optimizing costs and processes to enhance business competitiveness;
- Social responsibility. Respecting human rights, promoting societal development, and ensuring decent working conditions [3].

For customs brokerage companies, project management under sustainable development requires adapting traditional management approaches to meet new demands. Key aspects to consider at various stages of project management presented in Table 1.

Table 1.

Stages of Business Project Management under Sustainable Development

Stage	Descriptions	Key aspects for sustainable development
Planning	Defining project goals and objectives, assessing resources, and developing an implementation strategy.	- Environmental risk assessment - Implementation of energy-efficient solutions - Consideration of social requirements.
Organization	Assigning responsibilities, forming a team, and establishing processes and procedures for project implementation.	- Document flow automation - Adoption of "green" practices, - Infrastructure development to support sustainability
Control	Monitoring project implementation, ensuring compliance with timelines and budgets, identifying deviations, and making corrections.	- Control of environmental impacts, - Implementation of monitoring systems - Assessment of environmental measures' effectiveness.
Evaluation of Results	Analyzing project outcomes, summarizing, assessing goal achievement, and identifying areas for improvement.	- Assessment of environmental goals, - Evaluation of social impact, - Development of recommendations for future projects.

Source: proposed by the authors

In the planning phase, it is important not only to define the primary goals of the project but also to consider its environmental and social impact. This requires:

1. Conducting risk assessments related to environmental impact, such as increased emissions during goods transportation.

2. Implementing technologies that minimize the use of natural resources and energy.

3. Developing strategies to reduce environmental impact during project implementation.

Organizing project processes should include optimizing work procedures while ensuring compliance with environmental standards. This can be achieved through:

- Document flow automation, reducing the use of paper documents;
- Utilizing energy-efficient technologies and digital tools for managing supply chains;
- Introducing "green office" practices, including minimizing waste, reusing materials, and conserving energy.

Under sustainable development conditions, customs brokerage companies must pay particular attention to managing risks associated with changes in legislation and environmental standards. This requires constant monitoring of changes in customs regulations and environmental requirements in the countries of collaboration, developing strategies to adapt to these changes with minimal losses for the company, and training staff on new sustainability standards and requirements [4 - 5].

Constant project implementation control is a critical aspect of management. In the context of sustainable development, additional control should focus on:

- The impact of the company's operations on the environment;
- Meeting environmental standards at all stages of logistics operations;
- Assessing the effectiveness of implemented environmental measures.

Automating business processes becomes one of the main tools for achieving sustainable development in customs brokerage activities. The introduction of modern technologies allows:

1. Reducing the use of paper documents through electronic document flow.
2. Optimizing logistics operations with real-time cargo tracking systems, minimizing delays, and reducing fuel consumption.
3. Using analytical tools for risk forecasting and improving strategic planning [6].

Table 2.

Innovations and Technologies for Sustainable Development in Customs Brokerage Activities

Technology/Innovation	Description	Benefits for Sustainable Development
Document flow automation	Using electronic systems for processing documents, replacing paper with digital documents.	- Reduces paper usage, - Increases processing speed - Reduces error risks
Energy monitoring systems	Introducing technologies to monitor energy consumption and CO2 emissions in real time.	- Optimizes energy costs - Reduces CO2 emissions - Lowers energy expenses
Innovative logistics solutions	Supply chain management systems that track cargo and optimize delivery routes.	- Reduces delays - Cuts fuel costs - Improves transportation efficiency
Energy-saving technologies	Implementing energy-efficient technologies in work processes and equipment.	- Reduces energy consumption, - Lowers operational costs - Enhances environmental responsibility

Source: proposed by the authors

Thus, innovations not only increase the company's efficiency but also contribute to environmental responsibility, which is an important component of sustainable development.

One of the key aspects of sustainable development is ensuring decent working conditions and responsible personnel management. Customs brokerage companies should:

- Ensure fair wages and safe working conditions for employees;
- Promote professional development through training in modern technologies and environmental standards;
- Support diversity and inclusion within the team [6-7].

Social responsibility helps create a positive image for the company and increase its attractiveness to partners and clients.

Conclusions

Managing business projects in customs brokerage companies within the context of sustainable development is a complex task that requires the integration of environmental, social, and economic aspects into all stages of project management. Implementing sustainable development principles helps reduce negative environmental impacts, improve efficiency and competitiveness, and ensure social responsibility and ethical practices. The use of innovative

technologies, process automation, and continuous monitoring of results are critically important for the successful implementation of sustainable development in customs brokerage activities. Moreover, employee training and communication with partners are essential to create transparent and responsible business processes.

Thus, a strategic approach to managing business projects considering sustainability requirements enables customs brokerage companies not only to meet modern environmental and social standards but also to become more successful and competitive in the global market. Managing business projects in customs brokerage companies is a complex and multifaceted process requiring deep knowledge of customs legislation, logistics, and risk management.

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