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«5 φ» SUSTAINABLE DEVELOPMENT POTENTIAL OF TELECOMMUNICATION ENTERPRISE

Introduction. The sphere of communication and informatization today has a significant impact on the development of the country's economy, especially in the period of its sustainable development. Under the influence of the construction of an information society and globalization transformations, the concept and structure of the potential of telecommunication enterprises are changing. The components of it have the main role in achieving its sustainable development.

Aim and tasks. Therefore, the purpose of the work is to substantiate the components of a set of potentials of the sustainable development of telecommunication enterprise and its components, as well as to study the specificities of the impact of this set of potentials on sustainable development of telecommunication enterprise.

Research results. This paper presents the specificities of communication and informatization as a sphere, which activity is based on the use of the most advanced technologies and application of intellectual potential at the same time. The composition of "5 φ" potential of sustainable development of telecommunication enterprise is substantiated: economic, social, ecological, technical-technological and intellectual potentials, each of which contains characteristic components. The model of "5 φ" potential of sustainable development of telecommunication enterprise is presented through the prism of a set of its potentials as a result of the interaction of potential components under the influence of external and internal factors, which creates opportunities for the formation of innovation-investment regulatory tools.

Such an approach to the assessment of "5 φ" potential of sustainable development of telecommunication enterprise will contribute to the formation of a new path of its movement, the definition of its own development priorities in order to increase the efficiency of managerial decisions in modern conditions and will contribute to the achievement of sustainability.

Conclusion. The main task of "5 φ" potential of sustainable development is to search for directions that would enable to form an effective mechanism for ensuring the reproduction of sustainable development potential of the enterprise, since the unused potential possibilities are the reserves of ensuring the sustainability of the enterprise, and they determine the ability to adequately respond to the variability of the environment and shape priorities for future development. An approach to the assessment of "5 φ" potential is the ability to support the planned functioning mode, logic when making managerial decisions, taking into account internal structure, consistency with external and internal circumstances, and the possibility of obtaining a the planned result at the least costs.

Keywords: sustainable development, telecommunication enterprise, economic potential, social potential, ecological potential, technical-technological potential, intellectual potential.

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«5 ф» СУКУПНІСТЬ ПОТЕНЦІАЛІВ СТАЛОГО РОЗВИТКУ ТЕЛЕКОМУНІКАЦІЙНОГО ПІДПРИЄМСТВА

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Проблема. Сфера зв'язку та інформатизації на сьогодні має значний вплив на розвиток економіки країни, особливо в період досягнення нею сталого розвитку. Під впливом побудови інформаційного суспільства та глобалізаційних перетворень змінюються поняття та структура потенціалу телекомунікаційних підприємств, складові якого відіграють головну роль у досягненні ним сталого розвитку.

Мета та завдання. Метою роботи є обґрунтування складових сукупності потенціалів сталого розвитку телекомунікаційного підприємства, а також дослідження особливостей впливу цієї сукупності потенціалів на сталий розвиток телекомунікаційного підприємства.

Результати. В роботі представлено особливості сфери зв'язку та інформатизації як сфери, діяльність якої заснована на використанні найсучасніших технологій та застосуванні при цьому інтелектуального потенціалу населення. Обґрунтовано склад сукупності «5 ф» потенціалів сталого розвитку телекомунікаційного підприємства: економічний, соціальний, екологічний, техніко-технологічний та інтелектуальний потенціали, кожний з яких містить характерні компоненти. Представлено модель «5 ф» потенціалу сталого розвитку телекомунікаційного підприємства крізь призму сукупності його потенціалів як результат взаємодії компонент потенціалів під впливом зовнішніх та внутрішніх факторів, що створює можливості для формування інноваційно-інвестиційних інструментів його регулювання.

Такий підхід до оцінки «5 ф» потенціалу сталого розвитку телекомунікаційного підприємства сприятиме формуванню нової траєкторії його руху, визначенню його власних пріоритетів розвитку з метою підвищення ефективності управлінських рішень в сучасних умовах та сприятиме досягненню сталості.

Висновки. Головним завданням «5 ф» потенціалу сталого розвитку, є пошук напрямів, які б дали змогу сформувати ефективний, дієвий механізм для забезпечення відтворення потенціалу сталого розвитку підприємства, оскільки саме невикористані потенційні можливості є резервами забезпечення сталості підприємства, а також вони зумовлюють спроможність адекватно зреагувати на мінливість середовища та сформувати пріоритети майбутнього розвитку. Підхід до оцінки «5 ф» потенціалу сприятиме підтримці запланованого режиму функціонування, логічності при прийнятті управлінських рішень зважаючи увагу на внутрішню структурованість, узгодженість із зовнішніми та внутрішніми обставинами і можливості одержання запланованого результату при найменших витратах.

Ключові слова: сталий розвиток, телекомунікаційне підприємство, економічний потенціал, соціальний потенціал, екологічний потенціал, техніко-технологічний потенціал, інтелектуальний потенціал.

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Introduction. The achievement of European decent standards of living and proper place of Ukraine in the world is one of the main tasks of the Ukrainian Government, for which a strategy for sustainable development "Ukraine 2020" [1] has been developed. This document defines the directions and priorities of Ukraine's development for the period up to 2020 and its achievement of sustainable development. Achieving all the things depends directly on the functioning of individual industries and their enterprises.

The sphere of communication and informatization today has a significant impact on the development of the economy, which is accompanied by optimization of goods production processes and services, more efficient use of resources, accelerating the process of information exchange, etc. Therefore, services provided by telecommunication companies can become an effective tool for socio-economic development of the country when creating a single commercial information space, as they are applied in various spheres of economic activity and have a gradual, but long-term impact, which manifests itself in the future.

Under the influence of the construction of an information society, the concept and structure of the enterprise potential, the components of which have a major role in achieving its sustainable development, are changing.

Therefore, the study of telecommunication enterprise potential and its impact on the sustainable development of this enterprise is an important problem, the solution of which depends largely on the development of both the enterprise itself and the entire economy in general.

Analysis of recent research. The analysis of scientific literature has shown that the measuring sustainable development is an integral part and one of the paradigms of modern economic development. The problem of ensuring the sustainable development of enterprises was reflected in the publications of such foreign authors.

Considerable attention is paid to the works of theoretical-methodological and practical aspects of the formation of the

ecological potential of enterprises in various spheres of activity and environmental safety in the works of R. Berling [2], T. Makaretskaya [3] and the research of the social potential of the enterprise, including N. Kolenda [4] and others.

Aim and tasks. However, despite sufficiently deep and significant scientific achievements, the problems of forming a set of potentials of telecommunication enterprises in the conditions of informatization and globalization require further research and clarification. The purpose of the work is to substantiate the components in a set of potentials of the sustainable development of the telecommunication enterprise, as well as to study the specificities of the impact of this set of potentials on the sustainable development of the telecommunication enterprise.

Main results. Under the steady development of the telecommunication enterprise in [5] it is proposed to consider as such a development that provides a balanced solution to the external and internal problems of economic, social, environmental nature, as well as the problems of preservation and growth of the capacity of a set of enterprise potential in order to ensure its qualitative self-development, self-determination and satisfaction the needs of present and future generations.

In studying the achievements of the telecommunications enterprise of sustainable development through a set of its potentials, the specificities inherent in this area of activity, play a significant role [6]:

- uniqueness of product of this sphere (integration of material production, sphere of services and technologies) leads to simultaneous operation in several spheres of the economy and requires different requirements for employees in the direction of different knowledge;

- functioning of enterprises as a system in conjunction with other enterprises of communication, consumers, enterprises of energy supply, etc. leads to the necessity of functioning in a complex, qualitatively new system, where the overall efficiency of the sphere of communication and information is

formed from the efficiency of the work of individual components;

– the existence of a global communications network leads to the exit of enterprises within the national boundaries and creates the need for appropriate linguistic training of employees;

– state regulation of rates for socially significant services (some postal services, urban and rural fixed telephony, etc.) leads to the presence of elements of social partnership.

When reaching the telecommunications business of sustainable development, it must take into account the limitation of its impact on market potential, since the potential of its use depends on personal capabilities and resources. Therefore, the main task of achieving a sustainable development of a telecommunication company is either the organization of its own potential with a clear focus on a market inquiry or searching new potential.

The results of the analysis of existing potential enterprise classifications and the

methods of their formation [5, 7-8] suggest that in today's conditions of economic growth for sustainable development of the enterprise is insufficient use of the postulate set of potentials.

The analysis of scientific literature [4, 9-12] allowed establishing a significant number of types of potential enterprises. But based on the country's priorities, the structure of potential of the sustainable development of the telecommunication enterprise can be presented as a network of the most significant, stable and variables of the macro- and microstructure relationships, respectively among elements that collectively characterize the state and capabilities of the enterprise in relation to the creation, consolidation and development of its economic, environmental, social, technical-technological and intellectual potential. Therefore, it is expedient to propose the following composition of "5 ϕ " potential of sustainable development of the telecommunication enterprise ("5 ϕ " of the PSDTE) (fig. 1).

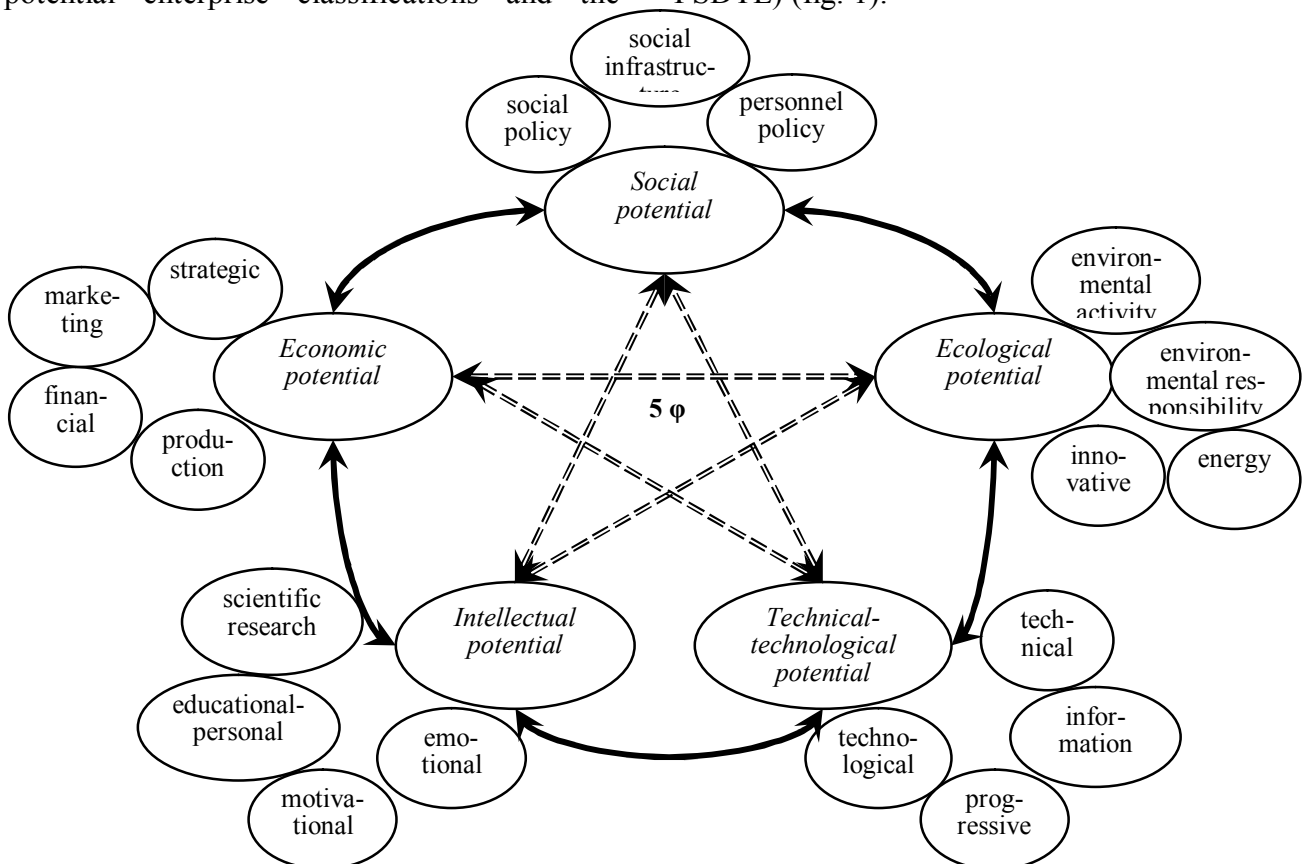


Fig. 1 Structure of components of "5 ϕ " potential of sustainable development of telecommunication enterprise

Source: own author's development.

The most significant component of the "5 ϕ " of the PSDTE is the economic potential, which requires the understanding of the set of organically interconnected resources and their ability to provide basic business processes within the specified risk limits in order to obtain economic benefits.

The components of the economic potential of the telecommunication enterprise as [13] industrial, strategic, financial, marketing and information are identified as the most significant elements of the economic directions of the enterprises to ensure the sustainability of their activities:

1. Production component. The basis for the successful implementation of this component is the criterion of the need for intensification of economic processes: in order to eliminate the inhibitory factors of enterprise development, a number of steps should be taken to promote the increase of the level of innovation activity in order to ensure the growth of the level of competitiveness of products on the basis of development of scientific, technological achievements and production renovation, which is synergistic effect of the implementation of technical and technological potential.

2. Financial component. Implies that investment is the key to the survival and the basis of the sustainability of the telecommunications company's position. The role of investments in the development of the enterprise is to purposefully change the internal environment, taking into account future changes in the environment, while providing the company with a comprehensive program that is a system of current and long-term investment. The main task of investments in the enterprise is to ensure its profitable production and commercial activity by increasing its stable financial condition by improving the structure of assets, as well as the stability of the development of enterprise power and social development of the team with self-financing in the conditions of dynamic development of the environment, which is a synergistic effect of realization of enterprise social potential.

Another task of investment is a stable excess of income over expenses through their effective use, which contributes to the

uninterrupted process of production and sales of products. It is also the task of investment to achieve balance and balance the state of economic resources that provide stable profitability and normal conditions for extended reproduction in the long term, taking into account the most important external and internal factors.

3. Marketing component. Crisis in entrepreneurship requires the use of effective strategies, methods of product promotion, since it is important not only to carry it out, but also to successfully implement it. A feature of the modern marketing system is the transition from the principles of a free market to ties on the terms of contracting and the formation of alliances. Integration processes are determined by the desire of telecommunication companies to strengthen control over the quantity and quality of services produced [14]. The satisfaction of consumer demands is facilitated by the development of information systems, organizational changes in the structure of the scientific and technological chain, and so on. Information technologies provide direct contact between participants in market relations.

4. Strategic component should be considered as an interconnected set of resources that are at its disposal and has crucial importance for achieving strategic goals, assessing possible limits of future operation, based on projected environmental conditions. The scope of its application is to assess the company's promising opportunities for increasing the efficiency of functioning and strengthening the competitiveness of the market.

Thus, the economic potential of "5 ϕ " of the PSDTE plays an important role and reflects the process of change in which exploitation of resources and the direction of investment are coordinated with each other and strengthen the current and future economic potential of the telecommunication enterprise.

The next important component of the "5 ϕ " of the PSDTE is social potential. Most developed countries in the world have achieved great success in the field of occupational safety through the introduction of a number of international instruments, among which, first of all, you can determine the standard SA 8000

[15], which main objective is to promote continuous improvement of employment and employment conditions, performance ethical norms of a civilized society. The first group of indicators of the SA 8000 standard is aimed at protecting social rights: the right to work; vocational training; fair working conditions; freedom of professional association; the right of employees to information; participation in the management of the enterprise; the rights of children and adolescents; the right to health care; the right to free medical care and social security.

Social standards are evaluated mainly by the size of social investment (the cost of social measures), the synergistic effect of which is manifested in increasing the economic efficiency of production in the future. Therefore, it is expedient to allocate such components of social potential in the set of potentials of sustainable development of telecommunications enterprises as [16]:

1. Social infrastructure – a set of units that provide satisfaction of social, domestic and cultural needs of the company's staff: dining, cafes, buffets; hospitals, clinics, medical centers; own residential houses, institutions of domestic service; schools, vocational schools, institutes (faculties, courses), qualification improvement; nursery and kindergartens, libraries, clubs; houses and recreation facilities, summer camps for schoolchildren, sports complexes, etc. Solving the issues of social development of the enterprise collective is one of the most important factors in improving the efficiency of production.

2. Social policy of the telecommunication company should be based on such principles as responsible business conduct; formation of equal conditions and opportunities for residents of the whole country; to contribute to the growth of the economy and the welfare of society; conducting meaningful social investment policies with predictable outcomes aimed at solving the most pressing social problems in the interests of society; Providing all consumers with high quality, innovative and affordable products and communication services; the introduction and dissemination of innovative technologies, products and services that will contribute to the improvement of the quality of life, the formation of a successful

society and innovative thinking, which in turn will stimulate the development of society, promote economic growth, integrate the country into the world community, and also form a successful society of the future; construction of the telecommunication company activity solely on the basis of the current legislation and legislative acts, including in the field of financial control, labor law, sanitary-epidemiological norms and tax regulation, etc.

3. Personnel policy of the telecommunication enterprise should be aimed at forming a team of professionals capable of providing the maximum level of quality of service, introduction of innovative technologies and services, improvement of financial results of the company. Another words, it requires a policy that would allow to better understand each other in the team, form a team of like-minded people, attract a talented and enthusiastic people with innovative thinking based on values such as partnership (teamwork, reliability, willingness to help and support), effectiveness (goal orientation, achievement of goals), responsibility (willingness to be responsible for the outcome of their actions), courage (determination, willingness to make the first step forward, change something), creativity (the ability to search for new non-standard ways of solving, to think beyond the usual) and openness (willingness to express their opinions and listen to the opinions of others, be honest, attentive to colleagues, open to everything new).

Such components of the social potential of the enterprise allow it to be fully appreciated, and the influence of the social potential of the telecommunication enterprise on the sustainable development of this enterprise manifests itself from the position of the enterprise through the stable increase of the level and quality of life of all personnel, consumers and interested persons, providing the necessary conditions for the activity of the main units of the enterprise , increase in labor productivity, increase the number of motivated employees, create managerial staff in language for the functioning and development of the socio-economic system of the enterprise. From the position of the same society, the realization of the social potential of the telecommunication

enterprise is manifested through the creation of comfortable living conditions and improving the quality of life throughout the country; improving the accessibility and quality of education through improved material and technical facilities of educational institutions, as well as the implementation of modern educational programs; strengthening health of the population and formation a healthy lifestyle among the inhabitants of the country; support of different areas of art, investment in the preservation and development of cultural heritage; promotion of a healthy lifestyle; stimulation of social activity development of the population and its involvement in the development and implementation of social projects, etc.

Ecological potential of the "5 φ" PSDTE should be considered as an opportunity for the enterprise to carry out economic activity while preserving the ecosystem, as one of the factors of economic growth is the environment due to anthropogenic and man-made pressures: increased volumes of resource consumption, depletion of natural resources, pollution of the environment environments, etc.

The purpose of the national environmental policy is to stabilize and improve the state of the environment of Ukraine by integrating environmental policy into the socio-economic development of Ukraine in order to guarantee an environmentally safe natural environment for life and health of the population, the introduction of an ecologically balanced natural resource management system and the conservation of natural ecosystems [17]. At the same time, the main goals are to increase the level of social ecological consciousness; improvement of ecological situation and increase of ecological safety level; achievement of a safe environment for the health of a person; integration of environmental policy and improvement of the integrated environmental management system; termination of biological and landscape diversity loss and formation of ecological network; provision of ecologically balanced nature management; improvement of regional environmental policy. These goals also affect enterprises of various spheres of activity, including the sphere of communication and

informatization, because compliance with environmental norms and standards, development of its own environmental potential of the enterprise is a significant reserve for increasing its competitiveness, as well as maintaining a leading position in the market.

Effective use of ecological potential gives the telecommunication enterprise the opportunity to carry out economic activities while preserving the ecosystem and manifests itself through its influence on the processes of reproduction and functioning all kinds of resources of the enterprise, rational use of natural resources, preservation of the ecological balance in the region and improvement of the environment for the society, generation, perception and implementation of environmental ideas, opportunities for increasing the efficiency of consumption energy resources and reducing the energy intensity of production and service provision.

Ecological potential, in the opinion of the author, should include components such as [18] innovation, energy, environmental safety and responsibility.

1. Innovative component is expressed in the set of possibilities of the enterprise for generation, perception and implementation of new (radical and modified) ecological ideas for its system, technical, technological, organizational and managerial updating. Taking into account the environmental consequences when planning investments and new projects. The general direction of the implementation of the innovation component is to promote the development of technical-technological potential of the enterprise, the formation of modern technological systems for their further use.

2. Energy component includes the availability of resource and energy saving techniques and technologies in office space systems: use of lighting fixtures of energy efficient buildings, use of photocells in external lighting; all fuel and energy resources that are at the disposal of the enterprise, including those already under development, and those that can be used in the long term. The ecological safety of the activity of the telecommunication enterprise is the basis for the formation of its social responsibility.

3. Environmental activity of the enterprise should include the optimal use of non-renewable or extremely limited resources, reduction of man-caused loading on the natural environment and improvement of its ecological status, development of recycling and utilization programs with the use of innovative technologies. Environmental safety affects the morale, employee productivity and financial results, so it is expedient and progressive to determine the benchmarks for employee safety. From the point of telecommunication enterprises view, this is manifested in the use of environmentally friendly heating, ventilation and air conditioning systems (for example, ozone-friendly refrigerants).

4. Environmental responsibility of a telecommunication enterprise can be characterized in the presence of environmental technologies, the restoration of disturbed ecosystems and landscapes, the development of a system of environmental assessments, environmental audit, marketing, management, engineering, environmental liability insurance and environmental risks, etc.

Thus, the ecological potential of the telecommunication enterprise is a comprehensive assessment of the internal environmental activity of the enterprise and can serve as a full description of the strengths and weaknesses of the environmental functioning of the enterprise. It is the ecologically safe economic development of telecommunication enterprises that will not only achieve their business goal (profit), but will also positively influence the quantitative and qualitative criterion of total potential in achieving sustainable development.

The next component of the "5 φ" PSDTE is the technical-technological potential, that should be considered as the maximum capacity of the telecommunication enterprise to provide high-quality telecommunication services at a high technical level and in the near future, which must be constantly improved on an innovative basis in the presence of technical, software, information tools and resources. After all, at the present stage of the world community transition to the information society, the degree of development of information space and information technology is becoming a direct factor in the formation of an active and

conscious citizen, national competitiveness. The level of technical-technological development determines not only the aggregate potential of the enterprise and the quality of provided services, but also the role and place of this enterprise in a global society, the scale and prospects of its economic and political integration with the rest of the world. Technical-technological potential includes such components as:

1. Technical component reflects the degree of labor supply by production fixed assets, the supply of electrical and mechanical energy, which are one of the most important factors in increasing labor productivity, accelerating the socio-economic development of the enterprise and the country as a whole. Also, this component characterizes the availability of a technical base and its ability to operational transformation and reorientation to provide innovative services. Replacing morally obsolete technologies with new ones will increase the efficiency of the functioning of production and non-production structures; orientation on the comprehensive support of basic and advanced technologies; a combination of state regulation of innovation activities with the effective functioning of a competitive market innovation mechanism; development of interregional and international technology transfers, international investment cooperation; protection of the interests of national innovation entrepreneurship.

2. Technological component is based not only on the assessment of the level of power, reliability, durability, specific material consumption, average lifetime of equipment, the share of progressive types of equipment, the share of technically and economically obsolete equipment that impedes the provision of high-quality telecommunication services, but also the use and introduction of economic and low-resource technologies based on intellectual product or intellectual property protected by patents.

3. Progressive component includes the structure of technological processes in labor-intensive, new technologies in terms of volume or labor-intensive production, the average age of the use of technological processes. The coverage of workers by mechanized labor and

the share of volumes of products manufactured using automated means of labor.

4. Information component. Rapid changes in the Ukrainian economy even more actualized the role of timely information provision of the enterprise, the effectiveness of the information exchange between management and employees. Information technology and databases of modern enterprises can not provide a competitive advantage over the long term. Competitive advantages can be achieved only by transforming the information into knowledge for the purpose of their further use for making effective management decisions.

Thus, the technical-technological potential of the telecommunication enterprise reflects the ability to operationally reoriented production capacities and to establish cost-effective provision of advanced services or services that meet the new requirements of consumers without significant costs. After all, the technical-technological potential of the telecommunication enterprise characterizes the correspondence of the material and technical-technological base of the enterprise, the availability of reserves or the possibilities for their rapid receipt, the possibilities of adaptation of equipment and technologies, and the speed of the work of technological services. Therefore, in order to support the domestic telecommunication enterprises, it is necessary to introduce at the legislative and executive level a set of international and European standards regulating information and communication technologies and information relations; provide information security and cyber security management; to implement effective incentives for the development of ICT business and increase its competitiveness on the world market, ensuring systematic monitoring of economic efficiency, etc. That will improve the image of both telecommunications companies and Ukraine as ICT-countries as a whole, and increase the attractiveness of domestic and foreign investment.

The last component of the "5 ϕ " PSDTE is the intellectual potential that should be considered as a set of workers' abilities (the ability to create, accumulate and use intellectual resources) of the enterprise through which innovation work is created. Intellectual

potential is an important component of the overall potential of enterprises in many spheres of economic activity during the construction of an information society. For telecommunication enterprises, which are the material base of a new society, the state of development, structure and dominants of development of intellectual potential are the determining factors for their development. The specific of technological processes, the necessary level of personnel education, the level of wages, working conditions and life, determine intellectual potential.

Taking into account the opinion of various domestic and foreign [6, 19-20] scientists, the main components of the intellectual potential of a telecommunication enterprise should be considered:

1. Scientific research, which can be characterized as a combination of resources and capabilities of the field of science, the level of scientific and technological progress development, the degree of the education system development, the ability to engage in scientific activities, qualitative interconnections between the enterprise and science through common research, close cooperation with innovation and information centers, implementation of the results of cooperation in the organizational, industrial and other processes of the enterprise, which enable effective solving business tasks, with existing forms of organization and management.

2. Educational-personal, which includes a holistic individual characteristic of cognitive abilities and abilities for employee training; qualitative peculiar combination of abilities, which ensures the success of the activities; a set of abilities of employees of the organization to the decision and the decision of new creative tasks, the creation of something qualitatively new, distinguished by the originality and uniqueness, as well as the creation of conditions in the enterprise for the manifestation of these creative abilities; personality traits of an employee that depend on physical and mental health, level of education, mentality, other factors and determine the priorities and means of development of intellectual potential.

3. Motivational based on the existing system of material and moral motivation as the telecommunication enterprise itself, and its employees. The motivational component reflects the level of alignment with the goals and incentives of the telecommunications enterprise (including its owners, managers, specialists, workers, etc.), should ensure flexible matching of personal, collective and corporate goals and take into account such specific features as the use of a large number of tangible and intangible, organizational and psychological incentives focused on meeting the needs of the highest level; providing the process of stimulating a permanent nature, rather than a single temporary campaign.

4. Emotional, which manifests itself in the necessity of the presence of factors of "emotional comfort", the system of material and informational support of work activities, responsible for optimal working conditions and the development of both general and directly intellectual potential of employees of the telecommunication enterprise.

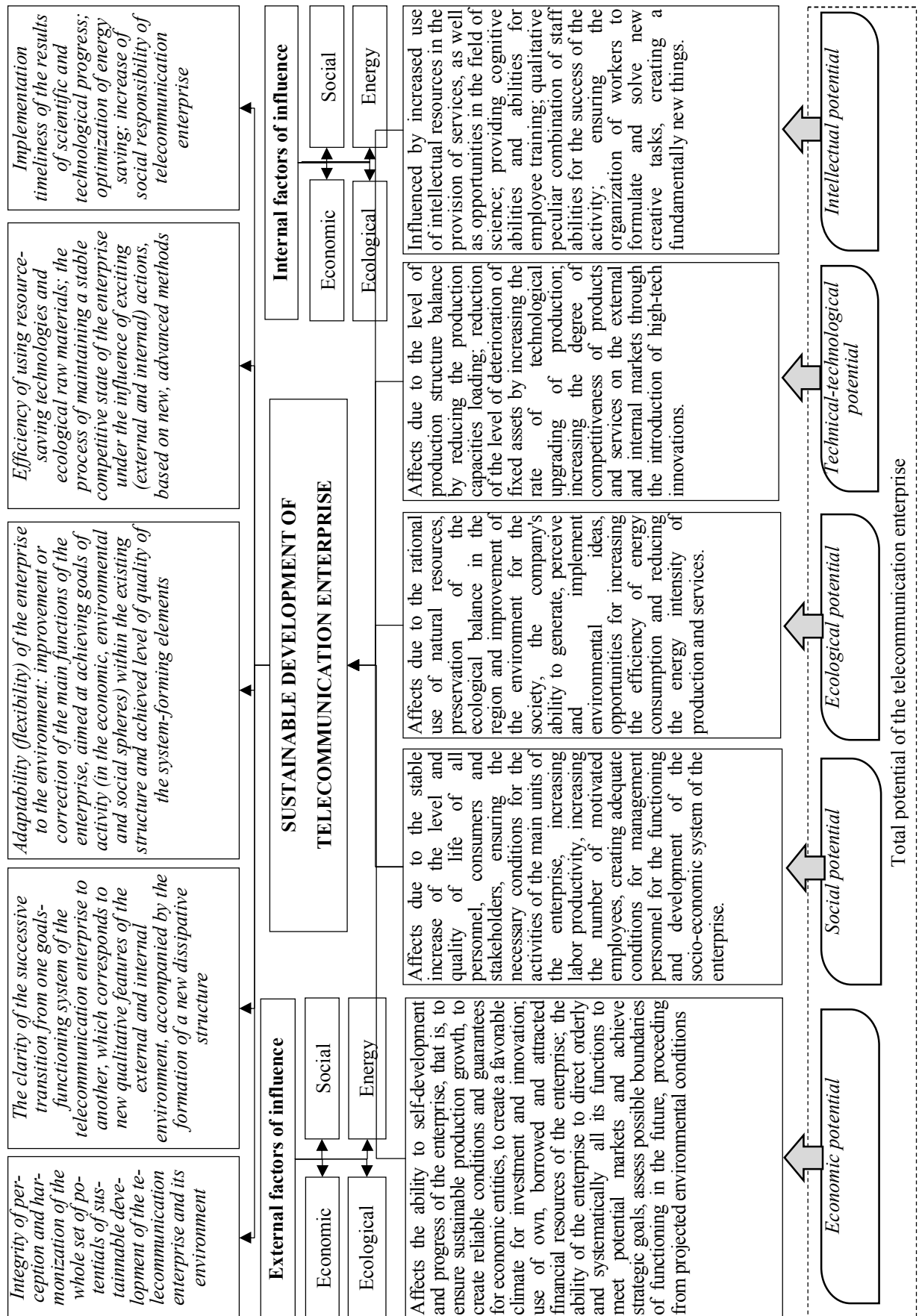
Since intellectual potential is an important part of a set of potentials in achieving the sustainable development of telecommunication enterprise, especially during the construction of an information society, the identified components of intellectual potential take into account not only the material base of a new society, but also the state of development, structure and dominants of intellectual potential development. However, the existing disadvantages common in the system of development of intellectual capital of the telecommunication enterprise (there is a permanent need for qualified personnel as a result of the galloping development of the NTP and the emergence of new technologies and services; the practical absence of retraining staff system adapted for the rapid and permanent change of technology and the technology of providing modern information services; the imperfection of the system of personnel motivation, taking into account the intellectual fullness of work, etc. [6]) encourage its development.

However, it should be noted that the development of intellectual capital depends not only on the employee and enterprise, but also

on the country, taking into account its general socio-economic conditions. Ensure the development of the intellectual potential of the telecommunication enterprise by means of interaction with educational institutions, the formation of a system of personnel retraining at the enterprise, cooperation with employment centers and other international telecommunication enterprises, improvement of the system of motivation and preservation of the positive ordinary psychological climate in the team.

Modeling "5 ϕ " PSDTE through the prism of its set of potentials creates opportunities for the formation of innovation-investment instruments for its regulation, since "5 ϕ " PSDTE should be evaluated because of the interaction of the potentials of its components under the influence of external and internal factors (fig. 2) [21].

For example, economic potential is influenced by the ability to self-development and enterprise progress, the creation of reliable conditions and guarantees for economic entities, the creation of a favorable climate for investment and innovation, the ability of the enterprise to systematically direct all its functions to meet the needs of consumers and the use of potential markets of sales and achievement of strategic goals; social - through the stable increase of the level and quality of life of all personnel, consumers and interested persons, creation of proper conditions for management by the managerial staff for the functioning and development of the socio-economic system of the enterprise; ecological - through the rational use of natural resources, the company's ability to generate, perceive and introduce new environmental ideas; technical-technological - due to the level of production structure balance by reducing the loading of production capacities, increasing the degree of competitiveness of products and services in the external and internal markets through the introduction of high-tech innovations, and so on; intellectual - due to increased use in the production goods and services of intellectual resources and opportunities in the field of science, providing cognitive abilities and abilities to train employees, etc.



Source: own author's development.

Fig. 2 - Model of influence of «5 φ» potential of telecommunication enterprise on its sustainable development

Conclusions and further research. This approach to determining the prism of "5 φ" PSDTE assessment will contribute to the formation of a new path of its movement, to define its own development priorities in order to increase the effectiveness of management decisions in modern conditions and contribute to the achievement of sustainability, that is, the ability to support the planned mode functioning; logic and clarity when making management decisions, taking into account internal structuring, consistency with external and internal circumstances, and clarity of presentation; adaptability and flexibility; efficiency - the possibility of obtaining a reliable, timely and complete achievement of the planned result at the least cost; timely justification of management decisions.

The main task of "5 φ" PSDTE is to search for directions that would enable an

efficient, effective mechanism to ensure the reproduction of the sustainable development potential of the enterprise, since the unused potential capabilities are the reserves for ensuring the sustainability of the enterprise, and they determine the ability to respond adequately to the variability of the environment and form priorities for future development.

This feature necessitates the development of a scientific and methodological tools for the integrated assessment of the "5 φ" PSDTE. A permanent diagnosis of its components also should be carried out. The control and prediction of this component should be based on the integrated approach to the formation of the mechanism of sustainable development of the enterprise, which will facilitate its effective operation and use of the priorities of the set of potentials of sustainable development.

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