УДК 005.334:005.35:330.341.1:502.131.1
DOI: https://doi.org/10.30838/EP.201.127-131

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SUSTAINABLE DEVELOPMENT AS A NEW FOCUS IN THE CONCEPT OF BUSINESS CONTINUITY: CHALLENGES AND OPPORTUNITIES

This review article examines how sustainable development is emerging as a new emphasis within the concept of business continuity, and analyzes the associated challenges and opportunities. A comprehensive review of recent literature identifies unresolved issues and best practices, synthesizing findings from international and Ukrainian publications to identify unresolved issues and best practices in this domain. Key challenges include fragmented organizational structures, regulatory complexity, resource limitations, and measurement difficulties. Conversely, integrating sustainability can enhance resilience, meet stakeholder expectations, and provide cost and innovation advantages. The study underscores the need for unified frameworks and further research on sustainable continuity strategies.

Keywords: *sustainable development; business continuity; business resilience; challenges; opportunities.*
JEL Classification: *M10, M14, A10, B41.*

СТАЛИЙ РОЗВИТОК ЯК НОВИЙ АКЦЕНТ В КОНЦЕПЦІЇ БЕЗПЕРЕРВНОСТІ БІЗНЕСУ: ВИКЛИКИ ТА МОЖЛИВОСТІ

Сучасні глобальні тенденції висувають нові вимоги до бізнесу – інтеграція принципів сталого розвитку в систему забезпечення безперервності діяльності підприємств. У статті проведено комплексний аналіз наукових досліджень, які висвітлюють концептуальні аспекти поєднання сталого розвитку та бізнес-стійкості. У статті детально проаналізовано концепцію сталого розвитку як стратегії, що орієнтована на досягнення збалансованого економічного, соціального та екологічного розвитку, а також безперервність бізнесу та їх взаємозв'язок у контексті забезпечення довгострокової стабільності організацій з урахуванням інтересів як теперішніх, так і майбутніх поколінь. Дослідження базується на комплексному огляді літератури нещодавніх наукових досліджень та звітів щодо інтеграції принципів сталого розвитку в управління безперервністю бізнесу.

Водночас, у статті акцентовано увагу на концепції безперервності бізнесу як стратегічного інструменту, спрямованого на підтримку стабільності операційної діяльності підприємства у кризових ситуаціях. Проведено систематизацію наукових підходів до розгляду взаємозв'язку між сталим розвитком і безперервністю бізнесу, що дозволило виявити основні точки дотику цих концепцій у контексті довгострокової стабільності організацій.

Виокремлено основні виклики, які постають перед підприємствами при інтеграції принципів сталого розвитку в системи забезпечення безперервності бізнесу, зокрема: організаційні, нормативні, фінансові та інформаційні бар'єри. Окрім цього, вказано на можливості, які відкриває бізнесу така інтеграція, серед яких – підвищення стійкості до кризових ситуацій, покращення репутаційного іміджу, отримання інноваційних переваг, а також забезпечення відповідності сучасним вимогам ринку та регуляторів.

У висновках статті обґрунтовано, що сталий розвиток поступово перетворюється на новий акцент концепції безперервності бізнесу, дозволяючи підприємствам не лише успішно протистояти кризам, але й активно зміцнювати свої довгострокові конкурентні позиції. Визначено перспективні напрями подальших досліджень, зокрема розробка інтегрованих підходів до управління бізнес-стійкістю з урахуванням цілей сталого розвитку та оцінка ефективності впроваджених стратегій у контексті економічної, соціальної та екологічної результативності.

Ключові слова: *сталий розвиток; безперервність бізнесу; управління безперервністю; стійкість бізнесу; виклики; можливості.*

Problem Statement. The concept of sustainable development is becoming a key element in modern business, turning into an essential condition for long-term corporate success. The classical definition of sustainable

development was formulated in the UN report "Our Common Future" (1987) as development that meets the needs of the present without compromising the ability of future generations to meet their own needs [9]. Gradually, this idea evolved from a macro level to individual organizations, giving rise to the notion of sustainable business, which considers economic, environmental, and social dimensions. Conversely, the concept of Business Continuity focuses on an organization's ability to maintain critical operations during emergencies and recover swiftly thereafter. According to ISO 22301, Business Continuity Management (BCM) is the process of identifying potential threats to an organization and providing a framework for building resilience to protect stakeholders' interests, reputation, brand, and valuable assets. The absence of a business continuity plan during major disasters may jeopardize a company's very existence; in contrast, effective continuity measures significantly increase a company's chances of survival and operational sustainability.

At the intersection of these two concepts sustainable development and business continuity a new management paradigm is emerging, one that considers sustainability as the foundation of long-term business resilience. Global risks outlined in international reports confirm the urgency of this approach. According to the World Economic Forum, the greatest long-term threat to business in the coming decades is the failure to address climate change. Increasingly frequent extreme weather events (hurricanes, floods, fires) already disrupt supply chains and operations worldwide. Regulatory changes are also accelerating: for example, the EU's Green Deal mandates strict emission standards and sustainable resource use, non-compliance with which could catastrophically affect business continuity. In other words, ignoring sustainability principles becomes a direct threat to business survival. As practitioners aptly note, "the lack of sustainability poses a threat to business stability and resilience." Companies that fail to align their activities with contemporary environmental and social expectations face reputational losses, customer and investor attrition, and disruptions due to climate change and other global challenges.

Thus, the research problem lies in identifying how sustainable development integrates with and impacts business continuity. This issue is linked to both scientific and practical tasks: on one hand, businesses must ensure their resilience to crises; on the other, society expects accountability and a long-term vision aligned with the UN Sustainable Development Goals. In today's turbulent environment (pandemics, wars, geopolitical threats, climate crises), there is a need to rethink traditional continuity approaches by integrating sustainability components. The novelty of emphasizing sustainability lies in shifting from narrow emergency response to proactive management of long-term business viability, incorporating environmental and social factors. This raises several questions: What challenges do companies face on this path? What benefits (opportunities) do they gain by embedding sustainability principles into continuity strategies? Answers to these questions are not only theoretically important but also crucial for developing effective corporate resilience strategies in the 21st century.

Analysis of Recent Studies and Publications. Since the integration of sustainable development into business practices has become relevant relatively recently, scholarly research in this area is rapidly growing. Foundational work focuses on business sustainability, which evolved from corporate social responsibility (CSR) concepts. Today's Triple Bottom Line approach balances stakeholder needs in three dimensions: economic, social, and environmental, to meet current needs without depriving future generations of developmental resources. This approach underpins the UN's Sustainable Development Goals (SDGs) for 2030, offering a global roadmap for governments and businesses. For businesses, implementing sustainability involves clean technologies, social programs, ethical supply chain governance everything that enhances operational resilience and reduces societal and environmental risks.

Parallel to this, Business Continuity Management (BCM) has developed as a field focusing on corporate preparedness for emergencies technological accidents, natural disasters, economic crises. Relevant standards (ISO 22301 series, BCI guidelines) underpin BCM systems worldwide. Research shows BCM is one of the most effective tools against negative events, strengthening operational resilience the foundation of survival and sustainability. Moskova and Buganova (2023) note that implementing BCM creates a framework for long-term sustainability by protecting stakeholder interests and ensuring the continuity of value-generating processes during crises. According to them, integrating BCM with risk management generates a "synergistic effect": it enhances overall business preparedness for unpredictability, thereby building a sustainable enterprise as a unified system.

In recent years, researchers have increasingly explored the connection between sustainability and business resilience. The term "sustainable business continuity" has emerged, which involves incorporating ESG factors (environmental, social, governance) into BCM programs. Scholars examine how ESG-oriented policies enhance resilience to external shocks. Case studies show that companies proactively implementing sustainability practices weather crises more effectively. For instance, strategies to reduce greenhouse gas emissions and transition to renewable energy not only align with environmental goals but also lower dependency on volatile fuel prices, shielding businesses from energy shocks. Such examples have spurred research at the intersection of risk management, BCM, and sustainability. Rehak et al. (2025), in the energy sector, demonstrated that BCM significantly enhances the resilience of critical energy infrastructure through readiness for natural and technological threats. Research by Al Bazzo (2023) and others, cited by Moskova and Buganova, shows that operational resilience is essential for sustainable development, especially for SMEs, which are highly vulnerable to disruptions due to limited resources. This highlights the importance of finding scalable approaches for businesses of all sizes.

However, literature reviews reveal unresolved issues. many companies still treat sustainability and BCM as separate functions: sustainability and continuity departments

often operate in isolation. This fragmentation hinders unified strategy formation. Deloitte (2023) notes that even companies committed to sustainability face major challenges integrating these principles into core business strategies. Key barriers identified in their global survey include uncertainty and lack of guidance: until recently, no unified reporting standard existed, causing confusion about what constitutes adequate sustainability efforts. Only in 2022–2023 did initial international standards (e.g., ISSB) emerge, and their implementation is still in early stages. Another barrier involves conflicting stakeholder expectations: investors, regulators, consumers, and communities impose overlapping demands, complicating prioritization. Companies must allocate resources to various reports without clear evidence of improved decision-making. Additionally, higher transparency (ESG disclosure) may expose operational shortcomings, potentially leading to litigation or political pressure. This can discourage decisive actions, fostering a compliance mindset instead of proactive strategy.

The issue of data and measurement is also critical: integrating sustainability requires information on environmental and social impacts across all business aspects, yet many companies lack effective data collection systems. For instance, manufacturers rarely tracked their full product lifecycle or supplier conditions (e.g., carbon footprint, labor standards), making it challenging to build such analytics from scratch. Executives report being overwhelmed by complex demands: they must implement digital transformations, recover from the pandemic, respond to geopolitical crises and simultaneously overhaul operations for sustainability. Only the most forward-thinking companies take proactive steps, while others delay deep changes. Survey data show that while most executives acknowledge the importance of sustainability, only about one-third have embedded it into management incentives or decision-making systems [1].

Thus, literature analysis confirms growing awareness of the need to bridge sustainability and business continuity, yet unresolved parts of the broader problem remain. Further research is needed to develop integrated approaches addressing both barriers and opportunities of integration. Accordingly, the goal of this article was defined.

The aim of this article is to conduct a review study of academic work on integrating sustainability principles into business continuity concepts and to summarize the challenges and opportunities that arise in this process.

This aim is achieved through bibliographic review and content analysis of scholarly sources (both Ukrainian and international), as well as comparative analysis of company best practices on integrating sustainability and continuity. In this study, sustainable business refers to a model in which a company meets its economic goals while minimizing negative environmental and social impacts, thereby ensuring long-term stability and reputational credibility. Business continuity is defined as a company's ability to continuously deliver key products and services at acceptable levels during disruptions or crises. The subsequent presentation is structured by the themes «challenges» and «opportunities» of integrating sustainability into business continuity systems.

The Main Research Findings. In their work «Improving Business Sustainability by Connecting Business Continuity Management and Risk Management», E. Moskova and K. Boganova [6] emphasize the need to integrate BCM and risk management as a key factor in achieving long-term business sustainability. They argue that this integration enables the creation of a unified management system capable of both crisis resistance and adherence to sustainability principles.

In the article "Business Continuity and Sustainability in Government Organisations," the team led by R. Al-Bazzo [8] demonstrates that integrating sustainability criteria into BCM systems in public institutions strengthens organizational resilience. The authors show that accounting for ESG factors can mitigate risks and reduce the negative impact of crisis events.

In their work "Business Continuity Meet ESG: Why It's Time to Work Together," experts from Riskonnect [7] highlight the functional separation of BCM and ESG in many organizations. They argue that only through unification can companies effectively manage sustainability-related risks and ensure continuity and long-term viability.

The monograph "Environmental Risks: Ensuring Business Continuity," compiled by Bryghtpath analysts [3], details mechanisms for maintaining business continuity amid climate threats. It emphasizes that sustainability not only reduces environmental risks but also preserves reputational capital during crises.

In "Overcoming the hurdles to integrating sustainability into business strategy," K. Sullivan and S. Cleveland (Deloitte) [4] examine barriers to full integration of sustainability into strategic management. They identify the lack of clear standards and internal fragmentation as major obstacles to harmonizing BCM and ESG systems.

The World Economic Forum's "Global Risks Report 2023" [10] identifies climate change and failure to mitigate it as the greatest long-term threats to business. Accordingly, the report urges companies to embed sustainability elements in business continuity programs.

In "What is Sustainability in Business?" IBM experts [5] view sustainability as a fundamental principle of building competitive business. They stress that companies implementing sustainable practices gain not only innovation and financial benefits but also reputational resilience during crises.

In "Theoretical justification of models for enterprise participation in achieving global sustainable development goals," M. Pashkevych and G. Li [2] explore how Ukrainian companies contribute to the UN SDGs. They emphasize the need to adapt corporate strategies to current challenges through integration of environmental and social parameters into risk and continuity management systems.

To enhance clarity and systematize the results of the reviewed scholarly sources, it is appropriate to present a summarized overview of key research works that address the issue of integrating sustainable development into business continuity frameworks. The table below lists the analyzed sources, including the authors, titles of the works, type of publication, and the main conceptual contribution of each

study in the context of the research topic. This format enables a quick identification of each author's focus and captures the range of academic approaches that have emerged in this field (Table 1).

Table 1

Review of Scientific Publications

	Author(s)	Title of the Work	Type of Publication	Key Contribution to the Topic
1	Moskova & Buhanova	Improving Business Sustainability by Connecting BCM and Risk Management	Scientific article	Integration of BCM and Risk Management for Resilience
2	Al-Bazzo et al.	Business Continuity and Sustainability in Government Organisations	Scientific article	Integration of ESG into Public Sector Business Continuity Management
3	Riskonnect	Business Continuity Meet ESG: Why It's Time to Work Together	Analytical article	The need to integrate BCM and ESG in companies
4	Bryghtpath	Environmental Risks: Ensuring Business Continuity	Monograph	The role of environmental risks in business continuity strategy
5	Sullivan & Cleveland	Overcoming the hurdles to integrating sustainability into business strategy	Analytical article	Barriers to integrating sustainability into business strategy
6	WEF	The Global Risks Report 2023	Analytical report	Global risks and the need for resilience
7	IBM	What is Sustainability in Business?	Corporate analytics	Sustainable development as the foundation for resilient business
8	Pashkevych & Li	Theoretical justification of models of corporate participation in sustainable development goals (SDGs)	Scientific article	Models of corporate participation in achieving the SDGs

Source: formed by the author

Thus, the review of scientific sources confirms increasing interest among scholars and practitioners in integrating sustainability into business continuity. Most studies underscore the importance of cross-functional coordination, standardized approaches, analytical tools, and a new corporate culture focused on resilience and long-term efficiency.

Conclusions. The review study allows for several generalizations regarding the role of sustainable development as a new focus in the business continuity concept. First, sustainable development and business continuity are interconnected and mutually reinforcing. Sustainability broadens the horizon of business resilience, adding long-term environmental and social factors to the traditional BCM focus, on which corporate viability depends. Without these factors, continuity programs remain incomplete and less effective. Companies ignoring sustainability face new risks that can undermine crisis recovery efforts. Conversely, adopting sustainable practices enhances resilience: such companies are better prepared for crises, experience fewer critical failures, and recover faster.

Second, integrating sustainability into BCM presents significant challenges. Key barriers include lack of coordination between BCM and ESG functions, absence of standardized metrics, need for investment and operational overhaul, and informational and cultural difficulties. These are common to most enterprises attempting integration. However, experience and research show these can be overcome with strategic vision and executive support. Governments and international organizations are now also aware of these issues, developing guidelines (e.g., new reporting standards, sustainable finance principles) to facilitate integration.

Third, the advantages (opportunities) of integrating sustainability and continuity are substantial and diverse. These include: increased enterprise resilience; reduced risk of catastrophic disruptions through proactive risk management; compliance with regulatory requirements; enhanced trust among investors, partners, clients, and society; improved reputation; stimulated innovation; cost optimization and efficiency gains; attraction of qualified and committed staff; and long-term competitiveness in a market valuing responsibility and resilience. In other words, sustainability when embedded in continuity strategies becomes a source of enduring competitive advantage. It not only mitigates crises but leverages global transformations (energy transition, shifting consumer values) as growth opportunities.

Therefore, sustainability as a new BCM focus should not be seen as a burden but as a necessary evolution of 21st-century business management. Enterprises that adapt quickly to this shift will be better protected from disruptions and more successful long-term. This is especially relevant for Ukraine, whose rebuilding and European integration require adoption of global best practices. The convergence of resilience and sustainability will be crucial for enhancing the competitiveness of Ukrainian firms on global markets.

Prospects for Further Research. This review study outlined the general landscape, but several areas require deeper exploration. First, the development of integrated risk-opportunity assessment methodologies incorporating ESG factors: models that can quantify the impact of sustainable practices on continuity metrics (e.g., scenario-based simulation). Second, sector-specific research how integration unfolds in different industries (energy, agribusiness, services), with unique challenges and solutions. Third, case study analysis of successful sustainable BCM implementations to generate best practice recommendations. Fourth, emphasis on the human factor: leadership,

corporate culture, and employee training in fostering synergy between sustainability and continuity. Finally, advancing standards and policies at state and industry levels to incentivize integration (e.g., including resilience indicators in sustainable finance criteria, government programs for infrastructure investment).

In conclusion, businesses aiming for long-term success must start aligning their economic objectives with sustainability goals today. Though complex, this path strengthens and stabilizes companies. Business continuity in the 21st century is, in essence, sustainability in action the ability not just to survive crises but to emerge more progressive, responsible, and effective. Success on this path will define the new economic leaders for whom resilience and sustainability are two sides of the same coin.

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