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# **TRANSFORMATIONS OF EDUCATION IN THE ERA OF MODERN TECHNOLOGIES**

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# **LEAN MANAGEMENT AS A DRIVER OF SUSTAINABLE DEVELOPMENT AND RESPONSIBLE CONSUMPTION PATTERNS**

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The transition toward sustainable development is increasingly challenged by the intensification of global consumption and production systems, which exert significant pressure on natural resources and the environment. According to the United Nations, “unsustainable patterns of consumption and production are the root cause of the triple planetary crisis of climate change, biodiversity loss and pollution” [1]. This highlights the systemic nature of the problem, where both production inefficiencies and consumption behaviors jointly contribute to environmental degradation.

At the same time, global economic development continues to rely heavily on resource-intensive models. The Organisation for Economic Co-operation and Development notes that “global materials use is projected to more than double by 2060” [2], reflecting the persistence of linear economic systems and increasing demand pressures. Such trends indicate that current economic models remain incompatible with long-term sustainability goals.

From the production perspective, inefficiencies are deeply embedded in operational systems. Classical lean management research emphasizes that a significant share of activities within organizations does not create value. As noted by Womack and Jones, “lean thinking... provides a way to specify value, line up value-creating actions... and eliminate waste” [3]. Despite the availability of such approaches, many enterprises continue to operate with high levels of overproduction, excess inventory, and resource losses, which not only reduce economic efficiency but also intensify environmental pressures.

Simultaneously, consumption patterns remain insufficiently aligned with sustainability principles. According to the United Nations Environment Programme, “if the global population reaches 9.6 billion by 2050, the equivalent of almost three planets could be required to sustain current lifestyles” [4]. This underscores the urgency of transforming not only production systems but also consumer behavior.

The issue of sustainable development is gaining increasing relevance in Ukraine, particularly under conditions of economic transformation, post-crisis recovery, and European integration. The alignment of national economic policies with European sustainability standards requires enterprises to adopt new approaches to resource management, environmental responsibility, and production efficiency. In this regard,

the transition toward sustainable consumption and production is not only an environmental necessity but also a strategic prerequisite for enhancing competitiveness in international markets.

Ukrainian researchers emphasize that the transition to sustainable consumption requires systemic changes in both business practices and consumer awareness, as well as the implementation of resource-efficient management approaches [7]. In particular, the adoption of circular economy principles is considered a key direction for achieving sustainable development goals, as it enables the reduction of resource dependency, minimization of waste, and strengthening of business resilience under conditions of increasing economic uncertainty.

The study is based on a combination of general scientific and specialized research methods, which made it possible to comprehensively analyze the role of lean management in ensuring sustainable development and shaping responsible consumption patterns.

The theoretical basis of the research is formed through the method of scientific abstraction and generalization, which allowed the identification of key relationships between lean management principles and sustainability concepts. This approach is grounded in the understanding that lean thinking focuses on value creation and waste elimination, thereby contributing to resource efficiency and process optimization [3].

The methods of comparative analysis and systematization were applied to examine international and national approaches to sustainable development, including reports from international organizations such as the United Nations and OECD, which emphasize the need for transforming production and consumption systems [1; 2]. This made it possible to identify the limitations of traditional linear economic models and justify the relevance of lean approaches in addressing sustainability challenges.

A structural-logical method was used to build a conceptual framework that integrates lean management tools with sustainable development principles and responsible consumption patterns. In particular, the study considers the interconnection between production efficiency, environmental impact, and market behavior, which aligns with the broader transition toward circular economy models [7].

In addition, elements of content analysis were applied to scientific publications and analytical reports, allowing the identification of key trends in the development of lean management and its application in the context of sustainability. The use of this method ensured the reliability of conclusions and their consistency with contemporary scientific discourse. To further develop the theoretical understanding of the identified relationships, a conceptual framework of lean management in the context of sustainable development is proposed.

To better understand the systemic role of lean management in sustainable development, it is important to conceptualize the relationships between production processes, environmental outcomes, and consumption patterns.

The proposed framework is based on the assumption that lean management acts as a connecting mechanism between operational efficiency and sustainability outcomes. At the core of this framework lies the elimination of waste (*muda*), which directly influences resource utilization and process optimization.

At the production level, lean tools such as value stream mapping and continuous improvement practices reduce inefficiencies and minimize resource losses. These changes lead to measurable environmental effects, including lower emissions, reduced material consumption, and decreased waste generation.

At the environmental level, the reduction of unnecessary production activities contributes to lowering the overall ecological footprint of enterprises. This aligns with global sustainability priorities, particularly in the context of resource scarcity and climate change.

At the consumption level, lean management indirectly influences consumer behavior by aligning production with actual demand. The implementation of pull systems reduces overproduction and limits the availability of excess goods, thereby encouraging more rational consumption patterns.

Thus, the conceptual framework demonstrates that lean management operates as an integrative system linking efficiency, environmental sustainability, and responsible consumption.

The obtained results indicate that lean management functions as a multi-level mechanism influencing production efficiency, environmental sustainability, and consumption behavior. The systematization of these effects allows identifying the key directions through which lean principles contribute to sustainable development.

To systematize the identified relationships between lean management, sustainable development, and consumption patterns, the key results are summarized in table 1.

**Table 1.**  
Multi-Level Impact of Lean Management on Sustainable Development and Responsible Consumption Patterns

Level of Impact	Lean Tools	Sustainability Effects	Impact on Consumption Patterns
Operational	Value Stream Mapping, Just-in-Time (JIT), Kaizen	Reduction of material, energy, and time losses; increased resource efficiency	Optimization of production volumes according to actual demand
Environmental	Waste elimination, process standardization, continuous improvement	Reduction of waste, emissions, and overproduction; lower environmental impact	Decrease in excessive consumption and resource use
Market	Pull systems, customer value orientation	Alignment of supply with real demand; improved efficiency of value creation	Formation of rational and responsible consumption behavior
Strategic	Integration with circular economy principles	Support of sustainable development goals (SDGs); enhanced resource efficiency and circularity	Transition toward sustainable consumption patterns

The results presented in Table 1 confirm that lean management operates as a systemic mechanism influencing both internal business processes and broader sustainability outcomes. At the operational level, the elimination of non-value-added activities leads to improved productivity and more efficient use of resources, which corresponds to the fundamental principles of lean thinking [3].

From an environmental perspective, lean practices contribute to reducing emissions, minimizing waste generation, and preventing overproduction. These effects are particularly significant in the context of increasing global resource demand and the growing need to transition toward more sustainable economic models [2].

At the market level, the implementation of pull-based systems allows enterprises to align production with actual demand, thereby reducing excess inventory and avoiding artificial stimulation of consumption. This contributes to the formation of more rational consumption patterns and supports the transition toward sustainable consumption.

At the strategic level, the integration of lean management with sustainability-oriented approaches creates the basis for long-term competitiveness. Enterprises that adopt lean principles are better positioned to respond to environmental challenges, regulatory changes, and evolving consumer expectations [1].

The findings indicate that lean management should be interpreted not merely as an operational efficiency tool but as a systemic approach capable of supporting the transition toward sustainable development. Unlike traditional efficiency-oriented models, lean management integrates economic, environmental, and behavioral dimensions, thereby aligning closely with the principles of sustainability.

The analysis confirms that the elimination of waste in lean systems extends beyond production inefficiencies and includes the reduction of environmental externalities. In this context, lean management contributes to decreasing the ecological footprint of enterprises, which is consistent with global sustainability objectives.

At the same time, the study demonstrates that the transformation of consumption patterns is closely linked to production models. The shift toward demand-driven production reduces the prevalence of overproduction and limits the availability of excess goods, thereby indirectly influencing consumer behavior. This confirms the interdependence between supply-side efficiency and demand-side rationality.

The role of lean management can also be analyzed through its contribution to the achievement of the Sustainable Development Goals (SDGs). In particular, lean principles are directly aligned with SDG 12 (Responsible Consumption and Production), as they promote efficient resource use and waste reduction.

Additionally, lean management contributes to SDG 9 (Industry, Innovation and Infrastructure) by enhancing production efficiency and supporting innovation in business processes. The reduction of environmental impact also supports SDG 13 (Climate Action), as lean practices contribute to lowering emissions and energy consumption.

This alignment indicates that lean management can be considered a practical instrument for implementing sustainability goals at the enterprise level, bridging the gap between global policy frameworks and business practices.

Despite the significant potential of lean management in supporting sustainable development, several barriers limit its effective implementation.

One of the key challenges is resistance to organizational change, as the adoption of lean principles requires a transformation of corporate culture and management practices. Many enterprises lack the necessary competencies and experience to implement lean tools systematically.

Another limitation is the short-term orientation of businesses, which often prioritize immediate financial results over long-term sustainability outcomes. This creates a mismatch between lean implementation and strategic sustainability goals.

In addition, the integration of lean management with environmental and circular economy practices requires additional investments and institutional support. Without appropriate regulatory incentives, companies may be reluctant to adopt such approaches.

These challenges indicate that the effective implementation of lean-based sustainability requires a comprehensive approach that combines organizational transformation, economic incentives, and supportive policy frameworks.

Furthermore, the integration of lean management with circular economy principles enhances its impact on sustainability. While lean focuses on efficiency and waste reduction, circular economy approaches extend this logic by promoting resource circulation and extending product life cycles [7]. The combination of these approaches creates a more comprehensive framework for achieving sustainable development.

The results of the study have practical significance for different stakeholder groups.

For businesses, the integration of lean management with sustainability strategies enables the reduction of costs, optimization of resource use, and strengthening of competitive positions. The implementation of lean tools allows companies to increase operational flexibility and adapt to changing market conditions.

For policymakers, the findings highlight the importance of supporting the transition toward sustainable production models through regulatory frameworks, incentives, and alignment with international sustainability standards.

For consumers, the development of lean-based production systems contributes to more transparent and rational market offerings, which can foster responsible consumption behavior and reduce unnecessary demand.

The study develops a comprehensive approach to understanding lean management as a driver of sustainable development and responsible consumption patterns. The results demonstrate the multi-level impact of lean principles, which simultaneously influence production processes, environmental outcomes, and consumption behavior.

Particular attention is given to the integration of lean management with circular economy concepts, which expands the traditional interpretation of lean beyond operational efficiency and positions it as a strategic tool for sustainability transformation.

Lean management represents an effective mechanism for supporting the transition toward sustainable development and responsible consumption patterns. Its focus on waste elimination, resource efficiency, and continuous improvement allows enterprises to simultaneously achieve economic and environmental objectives.

The study confirms that the implementation of lean principles contributes to reducing environmental impacts, improving production efficiency, and shaping more rational consumption behavior. The integration of lean management with sustainability-oriented approaches enhances its strategic significance and creates new opportunities for long-term development.

Thus, lean management should be considered not only as a tool for operational optimization but as a key component of a broader transformation toward sustainable economic systems.

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