

PECULIARITIES OF APPLYING THE LEAN MANAGEMENT CONCEPT TO ENSURE ENTERPRISE MANAGEMENT SYSTEM EFFICIENCY

To significantly improve an enterprise's activities and increase its efficiency and profitability, it is advisable to implement Lean technologies, specifically the system of Lean production. This is a complex of methods and tools, the constant application of which ensures the achievement of maximum business process efficiency. The concept of Lean production (or Lean manufacturing) is based on the aspiration to eliminate all types of waste and form a culture of continuous improvement. In the context of a dynamic market environment, the ability to adapt quickly and manage effectively determines the level of an enterprise's competitiveness [3].

Traditional management approaches are often accompanied by excessive bureaucracy, duplication of functions, lengthy decision-making procedures, and low labor productivity. In contrast, Lean management emphasizes creating value for the client, optimizing business processes, and increasing productivity through the systemic elimination of waste, process standardization, and the Kaizen culture (continuous improvement).

Implementing Lean principles allows for the optimization of the organizational structure: eliminating excessive management levels, simplifying communication between departments, and increasing the speed of decision-making. For example, the 5S methodology increases workspace organization and labor productivity, while reducing unjustified approval stages and delegating authority promotes management flexibility. The Kaizen philosophy engages personnel in generating improvement ideas and internal initiatives, which increases employee motivation and responsibility. In production and management processes, waste (Muda) is eliminated – specifically unnecessary actions, excess inventory, waiting times, and unnecessary movements. The principles of Just-in-Time and continuous improvement contribute to a flexible management system and rapid response to changes in the external environment.

In practice, the application of Lean tools – such as 5S, Kaizen, Value Stream Mapping, Just-in-Time, and Kanban – ensures systemic process control, eliminates waste, and allows for the avoidance of resource, time, and effort overruns. Engaging personnel in improvement processes forms a team approach, increases responsibility, and ensures the sustainability of results. Scientific research confirms that the success of Lean implementation largely depends on the involvement of management and employees [1].

The key to successful Lean implementation is the active participation of top management and enterprise personnel. Understanding the technology's core idea and the final results it can help achieve by leadership significantly increases the chances of success. In conditions of war, an unstable economy, and future uncertainty, enterprise staff may be more open to change and interested in maximizing results.

Lean management allows an enterprise to adapt to market changes, increase productivity, reduce bureaucratic barriers, improve the quality of management decisions, and strengthen competitiveness in the modern market. Additionally, applying lean production principles contributes to increasing consumer loyalty due to stable product quality and faster reaction to their needs. In the long term, the Lean approach forms a

sustainable organizational culture oriented towards efficiency, innovation, and continuous improvement. Modern research also proves the significant impact of Lean practices on environmental performance and sustainable production [2].

Therefore, the implementation of Lean technologies not only optimizes operational processes but also creates a foundation for transforming the enterprise into a modern, flexible, and competitive organization.

An important component of successful Lean implementation is the systematic measurement and analysis of performance indicators. Enterprises applying Lean principles actively use Key Performance Indicators (KPIs) to monitor productivity, product quality, resource utilization, and process efficiency. Continuous monitoring of these indicators allows management to identify bottlenecks, detect deviations from planned results, and implement corrective actions promptly. Visualization tools such as performance boards and dashboards help employees at all organizational levels clearly understand current goals and results, which improves transparency and coordination between departments.

Moreover, the integration of Lean principles with modern digital technologies significantly enhances the effectiveness of enterprise management. The use of enterprise information systems, data analytics, and digital monitoring tools allows companies to automate routine operations, reduce human errors, and increase the accuracy of decision-making. As a result, enterprises that successfully integrate Lean management with modern technological solutions gain a strategic advantage and ensure long-term sustainable development.

REFERENCES:

1. Arutiunian, A., & Zhytkevych, O. (2024). Overview of problems and solutions of lean production implementation by domestic enterprises. *Problems of Modern Transformations. Series: Economics and Management*, (13). <https://doi.org/10.54929/2786-5738-2024-13-04-06>
2. Hąbek P., Szewczyk A., Kacprzak K. (2023). *Lean Manufacturing in Industry 4.0: A Smart and Sustainable Manufacturing System*. *Machines*. 2023. № 11(1). Pp. 72. URL: <https://www.mdpi.com/2075-1702/11/1/72> -lean
3. Matteo Ferrazzi, Stefano Frecassetti, Alessia Bilancia, Alberto Portioli-Staudacher *Investigating the influence of lean manufacturing approach on environmental performance: A systematic literature review*. *The International Journal of Advanced Manufacturing Technology*. 2024. № 136. Pp. 4025–4044. URL: https://link.springer.com/article/10.1007/s00170-024-13215-5?utm_source=chatgpt.com