

PECULIARITIES OF MANAGEMENT SYSTEM AT MEDIUM-SIZED PRODUCTION ENTERPRISES

Tetyana Mayboroda, Ph.D, Associate Professor

Sumy State University

Anastasiia Krasnonos

student, Sumy State University

This work is devoted to the study of the features of management systems at medium-sized production enterprises. The work examines the main problems that arise when managing at this level, such as the instability of market conditions, limited resources and competitive pressure. In this paper in analyzed the management strategies aimed at effective use of resources and ensuring the stability of the enterprise in the conditions of a changing environment. Also, practical recommendations and tools that can be applied to optimize management processes at medium-sized production enterprises are highlighted. The study is based on the analysis of domestic and foreign management experience of medium-sized enterprises and contains practical recommendations for the management of target organizations.

Medium-sized enterprises are an important element of the economic landscape of Ukraine. They ensure employment, development of regions and competitiveness of the country as a whole. However, the sector faces unique challenges, including volatile market conditions, limited resources and constant competitive pressure.

In the conditions of rapid changes in technology, globalization and increasing complexity of market relations, medium-sized enterprises must quickly respond to changes, adapt and develop. Effective management in this sector plays a key role in ensuring business sustainability and success. Therefore, the study of the features of the management system at medium-sized manufacturing enterprises is important for the development of strategies that will contribute to their effective functioning and further development.

Management in medium-sized enterprises has its own characteristics compared to large corporations and small firms, as it requires a balance between structure and flexibility, strategy and efficiency.

First, medium-sized enterprises often face volatile market conditions. They are more vulnerable to changes in the internal and external environment, such as changes in demand, competition and regulatory policies. Management in conditions of instability requires quick reaction and flexibility in decision-making.

Secondly, one of the key features is limited resources. Medium-sized businesses typically have less funding than corporations, which limits their ability to invest in new technology and staff development. Effective resource management becomes a key aspect of the success of such enterprises [1].

Third, competitive pressure requires medium-sized enterprises to develop and implement strategies for survival and competitiveness.

In this paper we have developed recommendations for solving the main challenges facing medium-sized enterprises.

Instability of market conditions:

- Develop adaptation strategies that allow you to quickly respond to changes in demand, technology and regulation.
- Maintain the flexibility of production processes to ensure rapid rearrangement and reorganization in case of need.

- Develop analytical systems that allow you to predict changes in the market in time and adapt to them.

Limited resources:

- Optimize the use of available resources, including human, financial and material capital.
- Invest in innovation and technology that allows you to do more with less.
- Develop strategies to partner and collaborate with other businesses or organizations to share resources.

Constant competitive pressure:

- Analyze market trends and competitor actions to develop effective competitive strategies.
- Invest in the development of unique products or services that will allow you to stand out in the market.
- Focus on the quality of customer service and building relationships with them, which will help retain and attract new customers even in a competitive environment.

Addressing these challenges requires a systemic approach to management, including the development of strategies, the implementation of effective processes, and the use of innovative approaches to problem solving [2]. However, it will also ensure the success of the enterprise in the future.

Another challenge facing medium-sized production enterprises in Ukraine today is the war. Some of the main challenges include:

- Violation of the supply of raw materials and materials;
- Decrease in market demand;
- Destruction of infrastructure and production facilities;
- Decrease in financial stability;
- Changes in legislation and regulatory policy;

In order for enterprises to be able to survive in the conditions of war, responsible and strategic management is needed, which is able to adapt to changes in the environment and make decisions aimed at maintaining stability and continuing operations [3].

Therefore, the features of the management system at medium-sized production enterprises are a key element of their successful functioning and development. Flexibility, adaptability, efficient use of resources and the ability to innovate are the main components of this management system [4]. To ensure stability and success in the middle segment of manufacturing enterprises, it is necessary to combine a strategic vision with flexibility in actions, constantly improve production processes and invest in personnel development and innovative technologies. Only due to this comprehensive approach, enterprises will be able to compete effectively on the market, ensuring their stable development in the long term.

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