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OPERATIONS MANAGEMENT AS A DRIVER OF ENTERPRISE EFFICIENCY AND COMPETITIVENESS

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Enterprise efficiency depends on how reliably an enterprise converts resources into outputs. Operations management (OM) views the enterprise as an input–transformation-output system in which materials, information, labor, and equipment capacity are transformed into products and services through a network of operational processes [1]. Efficiency is therefore a system property that depends on end-to-end flow, cross-functional coordination, and disciplined decisions under constraints. Hidden losses appear where work waits, where defects create rework, and where inventory hides instability, so local cost-cutting often shifts losses rather than removing them. Ukrainian educational guidance in OM emphasizes building decision competence through structured tools presented in schemes and tables [2]. This approach trains managers to design processes, align capacity with demand, manage inventories and schedules, and standardize operational rules so that local improvements do not create new bottlenecks elsewhere. As a result, efficiency becomes the outcome of coherent system design and control.

Efficiency is also a competitive mechanism because it shapes cost structure, delivery reliability, response speed, and the ability to adapt to demand and technology shocks. Ukrainian research on OM and competitiveness highlights that crisis conditions in Ukraine have been accompanied by [3] production decline, reduced research activity, weaker innovation, and lower product competitiveness. It argues that strategic and tactical OM influence competitiveness through operational strategy choices and

disciplined execution in day-to-day processes. Enterprises are advised to consider the life cycle of competitive advantage because priorities and investments change as markets and technologies evolve. They are also advised to analyze the value chain, map business processes, consider the product life cycle, and estimate process costs to plan effective operational strategies and respond quickly to change.

Enterprise efficiency cannot be managed without measurement, yet measurement must be selective and decision-oriented. Ukrainian work on evaluating operational activity emphasizes that efficiency is multi-component and that there is no single universal indicator system. It describes indicator systems that follow different logics: resource-based, cost-based, combined resource-and-cost, and goal-oriented. A practical implication is to build a compact indicator set that covers core aspects without overloading managers. Such a set typically combines productivity, unit cost, delivery reliability, process lead time, inventory turnover, defect rate, and profitability, then connects indicator movement to operational decisions such as batch sizing, release rules, maintenance priorities, and supplier coordination [4].

A practical thesis for enterprise efficiency is to organize OM as a closed-loop management system. Ukrainian textbooks describe OM as an integrated field combining operational strategy, system design, and process organization. OM links quality management and project planning, supporting a unified approach where objectives are set, processes are designed, plans are created, execution is monitored, and improvements are implemented in cycles [5]. When institutionalized, the loop makes hidden losses such as waiting, rework, unstable schedules, and excess inventories visible and controllable. It links decisions with strategy, enabling continuous improvement. Regular reviews reinforce standards and keep changes aligned with customer needs and resource limits, making OM a key driver of efficiency and competitive advantage.

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