

MANAGEMENT

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DOI: <https://doi.org/10.30525/978-9934-26-633-1-25>

TIME MANAGEMENT AS A TOOL FOR ENSURING THE COMPETITIVENESS OF FASHION INDUSTRY ENTERPRISES DURING WAR STATE

The implementation of time management at fashion industry enterprises in wartime is of particular importance, as enterprises are forced to work in conditions of instability, shelling, disruptions in the supply of raw materials, staff shortages and energy restrictions. Rational planning and clear organization of working hours allow minimizing losses, quickly adapting production to new conditions and ensuring the fulfillment of orders even with limited resources. Time management helps to maintain productivity, discipline and motivation of employees, as well as effectively coordinate work between departments. During wartime, it becomes a tool for stabilizing the activities of the enterprise, maintaining its competitiveness and contributing to supporting the country's economy.

The following scientists and practitioners have devoted their works to the study of time management problems: N.M. Bunyak [2], T.O. Halaida [4], O.M. Gurman [3], T.A. Kishchenko [5], L.R. Korobko [6], S.O. Kubitsky [5], S. Ivanytska [4], S.A. Nazarenko [7], P.M. Nevgadovskaya [6], R.M. Tolochii [4], L.V. Trushchenkova [6], O.V. Cherevko [7] and others.

Time management is a set of techniques, methods, and tools for the optimal organization of employees' time to perform current tasks and projects. The works [2; 4; 7] considered approaches to defining the essence of the concept of "time management". Thus, according to the authors Ivanytska S.B., Galaida T.O., Tolochii R.M. [4] "time management is a set of knowledge, skills and abilities, thanks to which a person is able to correctly set priorities, accurately plan and organize their time, increasing the efficiency of its use". The source [7] notes that time management, is a

system of methods and strategies that help optimize the use of time to achieve maximum results at minimal costs.

Fashion industry is characterized by dependence on seasonality of consumption, which necessitates flexible planning of work processes. The activities of fashion industry enterprises require clear coordination between all stages – from design and construction to cutting, sewing and packaging of finished products. The industry has a significant share of manual and semi-automated work, which makes the role of labor discipline, employee responsibility and coordinated teamwork important, which directly affects the quality and timeliness of order fulfillment.

The competitiveness of fashion industry enterprises depends largely on time management. The main goals of implementing a time management system at fashion industry enterprises are to optimize production processes to increase work efficiency, increase staff productivity, reduce downtime and loss of working time, and ensure timely and high-quality execution of orders in accordance with customer requirements and market deadlines.

Study of time management technologies was conducted and it was found that the most appropriate time management technologies for fashion industry enterprises were: To-Do list; electronic calendar; Pareto principle 80/20; Eisenhower matrix; ABC analysis; programs for teamwork; 2-minute rule; Pomodoro technique; automatic reminders, etc.

Garment factories implement systems of current production schedules and daily task planning for each production line, which allows avoiding downtime and overloads. Knitwear and footwear enterprises use ERP systems that automate the distribution of time between workshops, track order fulfillment and control material delivery times. Some companies implement methods of working day timing to analyze labor efficiency and optimize work processes. Visual planning tools are also actively used – Kanban boards, weekly operational meetings, checklists. As a result, enterprises reduce time losses, increase the rhythm of production and ensure timely fulfillment of orders in unstable market conditions.

Effective delegation of tasks is important to prevent overloading managers and ensure a rational distribution of responsibilities. Working time tracking is used to help identify productivity opportunities.

The main problems of implementing time management at fashion industry enterprises are personnel resistance to organizational changes, which is often associated with a reluctance to leave their comfort zone and change established work habits. Additional obstacles are the insufficient level of automation of production processes, which complicates time control and planning, as well as the lack of clear standards and methods for

planning working time, which reduces the efficiency of production resource management.

Therefore, the implementation of time management at fashion industry enterprises leads to an increase in labor productivity and the efficiency of working time use, a reduction in time spent on manufacturing a unit of product, which contributes to increasing the competitiveness of the enterprise in the market. Streamlining work processes has a positive effect on labor discipline, increases staff motivation, and forms a responsible attitude towards completing tasks.

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