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ОДЕСЬКА ДЕРЖАВНА АКАДЕМІЯ БУДІВНИЦТВА ТА АРХІТЕКТУРИ
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APPLICATION OF THE PROJECT MANAGEMENT APPROACH IN EXPORT-IMPORT ACTIVITIES OF ENTERPRISES

Modern economic conditions, globalization processes, and digital technologies are shaping new requirements for export-import activities. In the context of the war and economic transformation in Ukraine, especially considering the war and its impact on the economy, there is a need for quick decision-making, adaptation of business processes, and reduction of operational costs. Enterprises engaged in export and import face the necessity for flexible and efficient management that allows them to adapt to changes in the international environment. In a highly competitive and unstable global market, businesses must respond to challenges and actively manage changes. Since export-import activities are often associated with risks, delays in supply, changes in customs regulations, and currency fluctuations, the project management approach is becoming increasingly relevant as a tool for strategic management in international trade. Applying the project management approach allows structuring export-import activities as interconnected tasks with clearly defined deadlines, resources, and goals. Project management enables the formalization of processes, improves the transparency of decision-making, and introduces a monitoring and performance evaluation system, which is particularly important when developing a plan for entering new markets or establishing new supply channels.

Contemporary research (particularly in logistics and project management publications) indicates that enterprises that apply flexible management models in export-import activities achieve the most significant effect. However, the combination of export-import activities and project management remains an insufficiently researched area. A project is a temporary activity to achieve a unique result or create a new product. Export-import operations correspond to key characteristics of a project, such as time and resource constraints, the uniqueness of the task, and the presence of a clearly defined goal. In particular, managing export-import contracts, developing new markets, or implementing innovative logistics solutions can be considered separate projects requiring an appropriate management approach. One of the practical tools in this context is the application of modern project management methods, the most common of which include Agile, Lean, Scrum, Kanban, Six Sigma, and Critical Path Method (CPM). Each of these approaches has its advantages and areas of appropriate application, allowing management to be adapted to the specifics of export-import activities.

The Agile approach, which was introduced in 2001, was an essential step in the development of project management, especially in the software industry. Its main goal was to draw attention to the need for a paradigm shift, emphasizing four fundamental aspects: interaction between people, product creation, customer collaboration, and the ability to respond to changes during the project process [1]. Agile is based on an iterative approach to project execution, where each stage is carefully reviewed and adjusted based on changes that occur during the work process. This provides high flexibility and adaptability to new conditions, essential for complex projects, including export-import activities. Customs procedures, multiple stages of logistics, and continuous changes in regulations are critical factors that require quick decisions.

One of the key methodologies within Agile is Scrum, which involves implementing projects through short iterations (sprints) with continuous evaluation of results and adaptation of plans to new circumstances. Scrum helps quickly respond to

changes, improves team communication efficiency, and reduces decision-making time, which is particularly important in the rapidly changing conditions of international trade. As the research [2] stated, the Scrum methodology helps increase team effectiveness, speed up task execution, and achieve stable results. This makes Scrum very useful for managing export-import operations, where flexibility and the speed of response to changes in the external environment are critical.

The Lean method, aimed at reducing costs and optimizing business processes, focuses on eliminating all types of waste that do not add value and improving operational efficiency. Lean helps reduce operational costs and improve supply, logistics, and production efficiency in export-import activities. Research [3] shows that implementing lean methods in the agricultural sector reduces waste and increases productivity. It ensured sustainable economic benefits through tools such as Total Productive Maintenance, FIFO, process standardization, and digital technologies. This demonstrates the significant potential of Lean in business process management, including in international trade, where cost reduction and efficiency improvement are crucial factors for competitiveness.

Kanban is another essential tool that complements the Lean philosophy. This method focuses on visualizing processes and ensuring a continuous flow of work, allowing control over the number of tasks being executed simultaneously and preventing overload. Using Kanban in logistics and supply chains helps reduce delays, shorten task execution time, and optimize resource management. As shown in research [4], integrating Kanban with modern technologies, such as machine learning, creates competitive advantages by improving the efficiency of material flow management and adapting production processes to changing conditions. Thus, Kanban ensures a smooth and efficient management process in export-import projects, where optimizing time and resources is essential.

Six Sigma is a methodology aimed at reducing variability and defects in business processes through statistical tools. It is beneficial in conditions of high uncertainty, such as during economic or wartime transformations, where stability and

high quality are needed in critical areas like customs clearance, transportation, and handling of goods. Applying Six Sigma helps reduce defects and improve project efficiency, essential for ensuring reliability and stability in international trade operations [5].

The primary goal of the CPM method is to optimize project execution time by clearly identifying critical stages and tasks that determine the overall project duration. CPM allows for precisely placing the most vital tasks requiring special attention and optimizing the execution plan to minimize delays. Research [6] noted that this method is beneficial for export-import projects where adhering to deadlines for stages such as customs clearance, transportation, and cargo handling is critical. By clearly identifying critical stages, CPM minimizes delay risks and enhances the reliability of international operations.

The features of each method described above make them practical tools for solving specific tasks in export-import activities. The key advantages of using these methods include their ability to ensure flexibility, reduce costs, increase efficiency, and shorten the time required to complete operations (Figure 1).

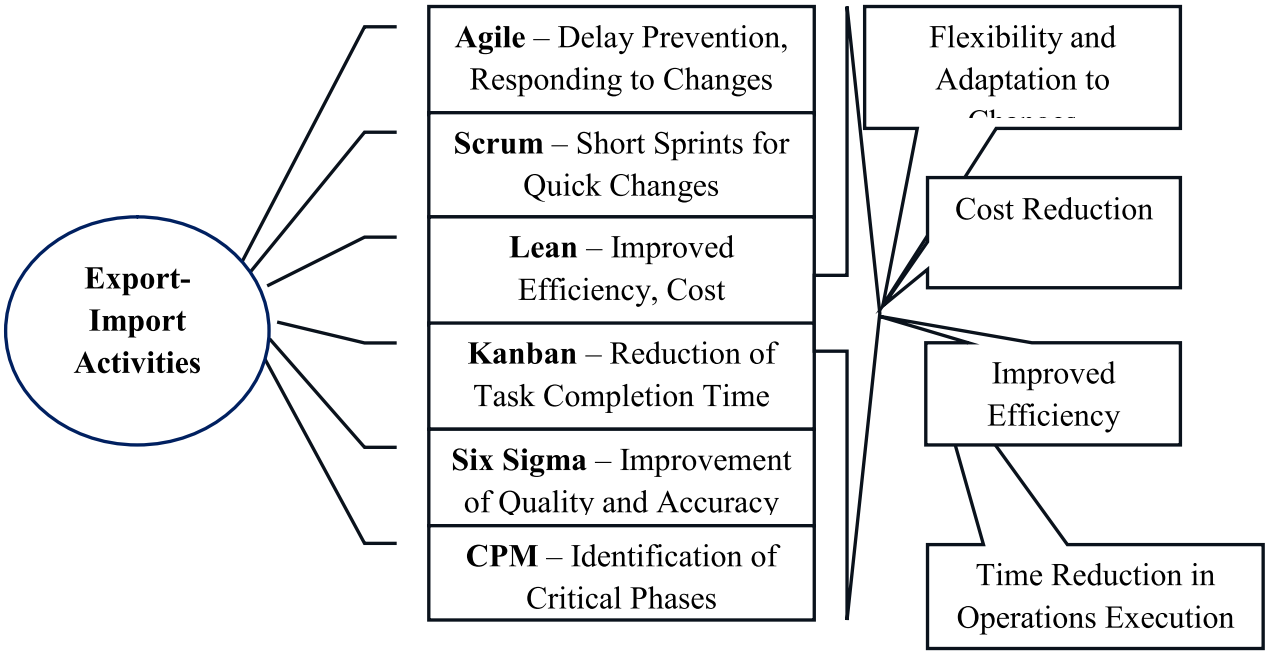

Fig. 1. Project management methods and their application results in export-import activities

Integrating these project management methods into export-import activities enables businesses to create a more adaptive, transparent, cost-effective management system.

By leveraging these approaches, companies can navigate the complex conditions of global markets more effectively, quickly respond to market changes, and enhance operational efficiency.

These methods provide greater flexibility in decision-making, process optimization, and improved resource allocation. As a result, businesses can reduce risks, optimize costs and time, and improve the overall quality of their operations. Such adaptability and increased process transparency become key factors for ensuring competitiveness and achieving long-term success in a globalized and rapidly changing economy.

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Секція 2. ОСНОВНІ ТЕНДЕНЦІЇ ПРОЄКТНОГО УПРАВЛІННЯ

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СОЦІАЛЬНІ ПРОГРАМИ ПІДТРИМКИ ЖИТЛОВОГО БУДІВНИЦТВА В УКРАЇНІ: ПЕРЕВАГИ ТА НЕДОЛІКИ

Доступність житла є одним із ключових індикаторів соціальної стабільності та економічного розвитку. В Україні цей аспект особливо актуальний у зв'язку з наслідками воєнної агресії, масовими внутрішніми переміщеннями та зростанням потреби у відновленні житлового фонду. Державні й муніципальні соціальні програми мають на меті забезпечення базового права громадян на житло, зокрема для молоді, ветеранів, переселенців та інших соціально вразливих категорій.

Аналіз основних програм, їх переваги та недоліки наведено нижче.

Державна програма забезпечення молоді житлом - запроваджена Постановою КМУ № 488 від 29.05.2001 р. Програма передбачає надання пільгових кредитів молодим сім'ям і одиноким молодим громадянам для будівництва або придбання житла. Переваги програми - низька відсоткова ставка (від 3 % річних), можливість відстрочки платежів на час будівництва. Недоліки - обмежене фінансування, складність проходження бюрократичних процедур, нестабільність бюджетних асигнувань.

Програма «Доступне житло» (70/30) – затверджена Постанова КМУ № 140 від 11.02.2009 р. передбачає компенсацію державою 30 % вартості житла, решту сплачує громадянин. Даній програмі характерне відносно швидке отримання допомоги за наявності власного внеску. Проте доцільно звернути