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SMART MANAGEMENT AS A MODERN TOOL FOR MANAGING ENTERPRISE OPERATIONS

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СМАРТМЕНЕДЖМЕНТ ЯК СУЧАСНИЙ ІНСТРУМЕНТ УПРАВЛІННЯ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА

The article highlights the features of smart management as a key tool for managing enterprise activities. It has been determined that the term "smart" characterises tasks in the context of enterprise management, in particular, strategic, measurable, adaptive, realistic, and time-bound. It has been established that smart management is a form of organising management processes using innovative digital smart technologies to develop behavioural models of management system functions based on the accumulated empirical knowledge base of management processes, decisions, and results. It has been identified that smart management of the enterprise involves an innovative enterprise management system creation based on the development of economic, financial, resource, scientific, technological, and environmental subsystems to achieve sustainable competitive advantages and its own potential. It has been found that the use of smart management methods in setting goals in enterprise management helps to develop the ability to correctly determine the criteria for setting goals, break them down into subgoals and plan what is to be done to achieve the result, monitor the process of achieving the latter, set and adhere to priorities in achieving goals, and delegate tasks. The key advantages and new opportunities for the activities of the enterprise top managers who have moved to the level of enterprise smart management have been identified. The business processes that are implemented on the basis of the use of smart management of the enterprise have been outlined. It has been established that enterprise smart management involves the identification and evaluation of all resources available to the business by determining the degree of possible development of potential innovations. It has been determined that the goals of smart management of enterprise activities should be strategic, define evaluation criteria, be customisable, provide opportunities for correction and adjustment, and be time-bound. It has been determined that the smart approach to enterprise management involves the use of artificial intelligence to create a genuine and positive involvement of employees to increase the efficiency of the company's activities as a whole.

У статті висвітлено особливості смартменеджменту як ключового інструменту управління діяльністю підприємства. Визначено, що термін "smart" характеризує завдання в контексті управління діяльністю підприємства, зокрема, стратегічність, вимірювальність, адаптивність, реалістичність, обмежені часові рамки. Встановлено, що смартменеджмент — це форма організації процесів управління з використанням інноваційних цифрових розумних технологій для розробки поведінкових моделей функцій системи управління на основі накопиченої емпіричної бази знань про процеси, рішення та результати управління. З'ясовано, що смартменеджмент підприємства передбачає створення інноваційної системи управління підприємством на основі розвитку економічної, фінансової, ресурсної, науково-технологічної та екологічної підсистем для досягнення стійких конкурентних переваг і власного потенціалу. Встановлено, що використання методів смартменеджменту у постановці цілей в управлінні підприємством допомагає розвинути вміння правильно визначати критерії постановки цілей, розбивати їх на підцілі та планувати, що потрібно зробити для досягнення кінцевого результату, контролювати процес досягнення результатів, встановлення та дотримання пріоритетів у досягненні цілей, вміння делегувати завдання. Визначено ключові переваги та нові можливості діяльності топ-менеджерів підприємства, які перейшли на рівень смартменеджменту підприємства. Розкрито бізнес-процеси, які реалізуються на базі використання смартменеджменту підприємства. З'ясовано, що смартменеджмент підприємства передбачає виявлення та оцінку всіх ресурсів, доступних для бізнесу, шляхом визначення ступеня можливого розвитку потенційних інновацій. Виявлено, що цілі смартменеджменту діяльності підприємства повинні бути стратегічними, визначати критерії оцінки, бути настроюваними, забезпечувати можливості виправлення та коригування і мати чіткі часові рамки. Визначено, що смартпідхід до управління діяльністю підприємства передбачає використання штучного інтелекту для створення справжнього та позитивного залучення працівників до підвищення ефективності діяльності підприємства в цілому.

Key words: smart management, management, enterprise, activity, competitiveness.

Ключові слова: смартменеджмент, управління, підприємство, діяльність, конкурентоспроможність.

PROBLEM STATEMENT

In order to operate successfully in a changing and dynamic environment, enterprises need to form a management system based on the introduction of innovations and the use of digital technologies. Forming an approach to business management based on innovation, cost-effectiveness, high productivity, and meaningful customer experience is crucial for the success of an enterprise in today's fast-paced and ever-changing business environment.

As far as the modern era of digitalisation is concerned, the transition to smart management is becoming a requirement and necessity of the times. It is the transition to enterprise smart management that ensures its successful functioning in the unstable market conditions. Since the theoretical and practical aspects of enterprise smart management are in the process of formation and development, the study of the peculiarities of this process as a key tool for enterprise management is becoming increasingly relevant.

REVIEW AND ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The aspects of smart enterprise management have been studied by I. Bashynska, A. Bondarchuk, D. Doran,

S. Kis, V. Namestnik, M. Pavlov, O. Ratushniak, O. Ustenko, A. Chaikina, N. Shpak, I. Yashchyshina and others.

Nevertheless, it is worth mentioning that enterprise smart management as a tool aimed at performance enhancement has not been thoroughly researched.

The objective of the article is to highlight the features of smart management as a key tool for managing the activities of an enterprise.

RESEARCH SUMMARY

Digital transformation is reshaping business models, changing the way customers and employees interact with each other and the enterprise as a whole. Social and business values increase when people, devices, and resources are connected in a meaningful way.

As far as smart management is concerned, it should be mentioned that the term "smart" derives from an abbreviation first used by G. Doran in 1981 to define the tasks and objects of management activities [1].

Thus, the term "smart" describes tasks in the context of enterprise management [1; 2]:

— Strategic (S) — strategy is the broadest interpretation that is best suited for enterprise smart mana-

gement; goals are set for the long term, that is, for the entire period of enterprise smart management (both process and state);

— Measurable (M) — goals should be evaluated according to specific criteria, that is quantitatively or qualitatively, or based on indicators which can be assessed, analysed and further management decisions can be made at any time;

— Adaptive (A) — the key feature is the rapid change in technology, which requires adjustments in direction; this feature summarises the previous two and indicates that goals need to be reviewed and adjusted over a period of time, which means that they need to be evaluated at a certain point in time to adapt to constant environmental changes;

— Realistic (R) — there should be a clear understanding of the results that can be achieved using the available resources;

— Time-bound (T) — although the concept of objectives already implies time constraints, it is necessary to set a clear time frame for the objectives and divide the objectives into long-term, medium-term and short-term ones to ensure overall consistency between control and objectives at all stages.

Smart management is a form of organising management processes using innovative digital smart technologies to develop behavioural models of management system functions based on the accumulated empirical knowledge base of management processes, decisions, and results. This form of management is characterised by a clear structure of management processes, as it simplifies the process of making management decisions in standard conditions, increases the efficiency and speed of internal and external communication processes, and ensures high transparency of running business [3].

Enterprise smart management involves the creation of an innovative enterprise management system based on the development of economic, financial, resource, scientific, technological, and environmental subsystems to achieve sustainable competitive advantages and its own potential [4].

It is worth mentioning that in order to reach the company's goals, every top manager must learn to set clear objectives. These should indicate what the departments headed by them are doing. It is essential that the objectives formulated by the top manager derive from the general goals and are in line with the strategic direction of the company's development. Sometimes it is good if each lower-level manager clearly knows not only their own goals, but also the goals of the entire business process and the enterprise as a whole. The goals of each manager should clearly define their contribution to the achievement of the enterprise's goals in all major areas of development of the enterprise.

The use of smart management methods in setting objectives in enterprise management helps to develop the ability to correctly determine the criteria for setting them, break them down into subgoals and plan what needs to be done to achieve the result, control the process of achieving it, set and adhere to priorities in achieving goals, and

delegate tasks. By applying the key principles of smart management, top managers of an enterprise can increase the chances of reaching strategic and tactical goals, develop in a specific direction, and ensure the competitiveness and efficiency of the enterprise in all areas of development [5].

Practice shows that top managers of enterprises that have moved to the level of enterprise smart management have noted the following key advantages and new opportunities of this process [6].

— transformation into a modern enterprise with the cutting-edge IT solutions for business operations and efficient functioning;

— the ability to organize remote work to ensure an uninterrupted production process and solve business problems, which directly affects the productivity and efficiency of the enterprise;

— expansion of the corporate network, which, in turn, increases the adaptability and operational flexibility of the enterprise;

— re-engineering of the company's business processes to identify "weaknesses" and digitalisation of business processes that add value.

Enterprise smart management shows that today's dynamic business environment requires fast and efficient business processes to be carried out by means of:

1. Empowering the workforce (including providing mobile devices and applications for secure access to people, data, and multifunctional applications anytime and anywhere).

2. Enhancing team collaboration (support for collaboration tools that seamlessly encourage connectivity and productivity without delays in response or teamwork).

3. Customer orientation (use of intuitive tools that ensure customer acceptance of products, which will lead to increased productivity and practical experience).

It should be noted that the main advantages of enterprise smart management are: 1) the possibility to mass produce products with individual characteristics; 2) increasing the speed and flexibility of all business processes; 3) ensuring safety in hazardous manufacturing conditions; 4) improving product quality [7].

Enterprise smart management involves identifying and evaluating all resources available to the business by determining the degree of possible development of potential innovations. After identifying and assessing the resource components, it is necessary to develop appropriate strategies for improving all types of activities, in particular by calculating the financial possibilities of cost recovery and identifying reserves for introducing innovations into activities.

Not only top managers, but also employees of the enterprise should be involved in the development and implementation of a smart approach to managing the enterprise. Not only will decentralised management and the search for development alternatives by a united team that ensures the realisation of the potential of the enterprise beneficial for the participants but also have a positive impact on the future development of the enterprise as a whole.

Thus, the goals of smart management of the enterprise should be strategic, define evaluation criteria, be customisable, provide opportunities for correction and adjustment, and have a clear time frame.

By applying the basic principles of smart management, an enterprise increases its chances of achieving strategic and tactical goals, moving in an established direction, and improving competitiveness and efficiency in all areas of development.

It is worth mentioning that information management is a critical aspect of the performance of any enterprise. A smart approach to enterprise managing means that information not only supports strategic goals, but also helps determine the direction of development. For example, an enterprise that is trying to increase profitability by optimising production will outline goals through its traditional decision-making structure and then seek information that can provide an insight into whether these goals are being achieved.

A smart approach to business management involves the use of artificial intelligence to create genuine and positive employee engagement in improving the performance of the enterprise as a whole. Artificial intelligence is used to allow employees to focus on more important tasks. When employees have the freedom to delegate their tasks to automated processes, they have the freedom to innovate and showcase their creativity.

When it comes to using artificial intelligence in smart management, the key step is to develop adequate information management, focusing not only on markets or customers, but also on employees, operations and so on. Under these circumstances, the company should carefully choose the technology for analysing information. It provides the fastest and most accurate result for informed decision-making.

Considering the above, enterprise smart management will contribute to: empowering employees at all levels of the enterprise; bringing the activities of the enterprise to a new level; focusing on customer needs; introducing innovations by improving business processes; increasing the creativity and productivity of employees; and digitalising activities.

CONCLUSIONS

Thus, according to the results of the conducted research, it is determined that enterprise smart management simplifies the process of making business decisions in standard conditions, increases the efficiency and speed of internal and external communication processes, and ensures high transparency of doing business. In addition, the use of smart management in enterprises makes it possible to correctly determine the criteria for setting goals, breaks them down into sub-goals and allows formulating a plan of what is to be done to achieve the result determined by the purpose of the enterprise.

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