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INCREASING THE EFFICIENCY AND FINANCIAL SUSTAINABILITY OF A COMPANY: TOOLS AND THEIR PRACTICAL APPLICATION

The article examines the theoretical and practical aspects of improving enterprise efficiency and financial sustainability through the application of operational excellence tools. The study analyzes the essence and practical potential of such management concepts as Lean, Kaizen, Six Sigma. Their key principles, tools, and areas of influence on enterprise performance are identified. The feasibility of the integrated application of these approaches as a unified operations management system capable of ensuring the growth of the company's key financial and economic performance, has been substantiated.

Particular attention is paid to the investigation of the practical results of implementing operational excellence tools using the example of a domestic enterprise. To identify the causes of working time losses and reduced productivity, work sampling observations were conducted, which made it possible to assess the structure of equipment downtime and inefficient labor resource utilization. The study revealed significant organizational and technical losses associated with lengthy equipment setup procedures, the absence of standardized operating practices, insufficient workplace organization, and a high dependence of performance outcomes on the human factor.

A set of measures aimed at eliminating the identified problems is proposed, including the implementation of operation standardization, the 5S methodology, quick changeover tools, quality control systems, and the evaluation of equipment effectiveness using the Overall Equipment Effectiveness indicator. The results of implementing these tools demonstrated a significant reduction in equipment downtime, a decrease in product defect rates, improved labor productivity, and increased production volumes without substantial capital investment.

It has been proven that improvements in operational processes directly affect enterprise efficiency and financial sustainability by reducing production costs, increasing profitability, and improving sales margins.

Keywords: enterprise economic efficiency, financial sustainability, operational excellence, lean production, Kaizen.