

References

1. Buryk, Z. M., & Podolian, M. I. (2021). Tendentsii innovatsiinoho upravlinnia restorannym hospodarstvom [Trends of innovative management of restaurant business]. Publichne administruvannia ta natsionalna bezpeka – Public Administration and National Security, 2 [in Ukrainian].
2. Podolian, M. I. (2024). Metody ta instrumenty derzhavnoho rehuliuвання restorannoho biznesu v Ukraini [Methods and instruments of state regulation of restaurant business in Ukraine]. Naukovi innovatsii ta peredovi tekhnolohii – Scientific Innovations and Advanced Technologies, 2(30), 163–152. [https://doi.org/10.52058/2786-5274-2024-2\(30\)](https://doi.org/10.52058/2786-5274-2024-2(30)) [in Ukrainian].
3. Podolian, M. I., & Buryk, Z. M. (2021). Tekhnolohii upravlinnia hotelno-restoranoi sfery na mistsevomu rivni [Management technologies of the hotel and restaurant sector at the local level]. Naukovi perspektyvy – Scientific Perspectives, 9(15), 185–197. Retrieved from <http://perspectives.pp.ua/index.php/np/article/view/476> [in Ukrainian].
4. Podolian, M. I., & Surai, I. H. (2025). Rozvytok kompleksnoho mekhanizmu derzhavnoho rehuliuвання restorannoho biznesu v Ukraini [Development of a comprehensive mechanism of state regulation of restaurant business in Ukraine]. In V. M. Yakubiv (Ed.), Rozvytok publichnoho upravlinnia v Ukraini: suchasni vyklyky ta priorityty – Development of Public Governance in Ukraine: Modern Challenges and Priorities (pp. 139–165). Ivano-Frankivsk: Vasyl Stefanyk Precarpathian National University [in Ukrainian].
5. Popadynets, I. R., & Podolian, M. I. (2024). Nevydyma inkluziia: novi trendy u spozhyvanni [Invisible inclusion: new trends in consumption]. Věda a perspektyvy – Science and Perspectives, 11(42), 132–145.

DOI 10.70286/ISU-07.01.2026.008

PROJECT MANAGEMENT CHALLENGES IN KAZAKHSTANI VIDEO PRODUCTION COMPANIES: INSIGHTS FROM INDUSTRY EXPERTS

Alimova Balaussa

Master's Degree Student

Department of Project Management

Astana IT University, Kazakhstan

Introduction

The video production industry in Kazakhstan is growing rapidly due to digital platforms, social media, and demand for commercial content. However, managerial challenges persist: creative processes often outpace management systems, causing budget overruns, delays, and communication issues.

This study combines literature review and interviews with industry professionals: a director who founded "Creativity" six years ago, two project managers with 4–5 years' experience, and a producer with 3 years in the field. Their insights provide a practice-oriented analysis of project management in Kazakhstan's video production.

Literature on Kazakhstani project management in creative and related industries is limited. A literature review on this topic indicate low project management maturity, difficulties in adapting international standards (e.g., PMBOK), limited digital skills, and underutilized social media. International studies in video and media production highlight the importance of adapting PMBOK standards, strengthening the producer's role, optimizing planning, resource allocation, and team motivation to improve quality and timely delivery.

Table 1. Key Findings from Local and International Studies on Project Management in Video Production and Related Industries

Author(s), Year	Focus / Context	Key Findings Relevant to Kazakhstan Video Production
Kozhakhmetova et al., 2022	High-tech project management in Kazakhstan	Adapting international standards to local conditions is challenging; relevant for structured management in video production.
Turginbayeva & Zhakupbekova, 2021	Project management in Kazakh hotels	PM maturity is low; creative industries likely face similar weaknesses.
Daemi et al., 2022	Social media in project management	Digital tools are underutilized; communication barriers persist.
Sembin et al., 2021	Digital transformation in Kazakhstan	Highlights lack of digital skills, limited resources, and process adaptation challenges.
Ng et al., 2020	PMBOK for motion picture production	Adapting PMBOK standards identifies barriers like quality, marketing, and networking.
Proskurina & Nikitina, 2023	Producer's role in creative industries	Producer is key in resource allocation, team coordination, and accountability.
Garaganov, 2024	Large-scale film production management	Preparation, team management, and motivation are critical under cost and time pressures.
Yang, 2021	Film and TV production in the internet era	Digital environment changes production management requirements.
Yuldosheva, 2025	Media project management	Emphasizes digital transformation, flexibility, and competitive strategies.
Lu & Lee, 2019	Small-budget film production in China	Limited resources affect quality; effective process optimization is crucial.

Project management in Kazakhstan's video production relies heavily on intuitive approaches, creating risks of delays, budget overruns, and reduced product quality. The study aims to identify key challenges in project management and propose practical optimization strategies.

Research questions

1. What problems most frequently arise in project management within Kazakhstan's video production industry?
2. What tools and approaches are currently used in practice?

3. What development directions do market participants consider a priority?

Methodology

For ethical reasons and in accordance with confidentiality agreements, the names of all interview participants are not disclosed in this study. Respondents are anonymous and referenced only by their professional roles (director, project managers, producer). This approach was chosen to ensure openness of responses and to protect commercial and professional interests of the experts.

The research uses a qualitative approach based on semi-structured interviews. Four experts participated in the study:

- Director of a video production company (6 years of managerial experience, founder of "Creativity").
- Project Manager 1 (5 years of experience).
- Project Manager 2 (4 years of experience).
- Producer (3 years of experience).

Findings of Qualitative Research

After conducting the interviews, several recurring patterns and challenges in Kazakhstan's video production industry became clear. Experts shared their experiences about planning, budgeting, team management, and the use of digital tools, highlighting both systemic issues and practical coping strategies.

A common theme was the pressure of unrealistic deadlines. As one project manager put it: "The client usually comes when everything is already needed yesterday, and we have to build the whole process in extremely short timeframes." The director confirmed this, noting that without proper pre-production, "all risks are simply transferred to the production stage."

Table 2. Key Project Challenges

Challenge / Factor	Description	Source	Consequences	Mitigation
Unrealistic deadlines	Clients demand immediate execution	PM1, PM2, Producer, Director	Burnout, quality loss	Better planning, buffers
Late client requests / scope changes	Requests or scripts change late	PM1, PM2, Producer, Director	Resource disruption, delays	Clear approval stages
Team availability / human factors	Specialists already booked, communication gaps	PM1, PM2, Director	Compromised team, conflicts	Role clarity, check-ins
Financial / technical constraints	Budgets and equipment limited	All experts	Reduced production value	Early budgeting, rentals
Organizational structure	Weak planning, unclear roles	Director, PMs	Chaos, rework	Standardized workflows

Most teams use a hybrid approach. Waterfall methods are preferred in pre- and post-production because of fixed deadlines and approvals, while Agile is used during filming, where flexibility is essential.

Table 3. Methodologies Across Production Stages

Stage	Method	Key Features	Risks
Pre-production	Waterfall	Sequential approvals, fixed briefs	Slow reaction to changes
Filming	Agile	Flexible decision-making, daily adjustments	Scope creep
Post-production	Waterfall	Defined deadlines, revisions	Creative rigidity
Cross-stage	Hybrid	Mix of formal & informal communication	Information loss

Opinions on digital tools varied widely. One project manager admitted: “I’m not really a fan of task trackers. For me, the most effective way is still a notebook.” Others use tools like Asana, Trello, Bitrix, Notion, and Excel to track tasks, deadlines, and budgets. The producer noted that the effectiveness of these tools depends entirely on the team: “Task managers really help, but only if the whole team actually uses them and updates information regularly.”

The role of the project manager is still not fully recognized in the industry. As one PM recounted: “A director once asked what exactly a project manager does... he said the main producer could handle all of this.” While combining roles can work in small teams, it often leads to overload and mistakes in larger projects.

Table 4. Risk Factors

Factor	Description	Source	Impact	Consequences
Human	Communication gaps, low responsibility	PMs, Director	High	Delays, conflicts, quality loss
Financial	Insufficient budgets	All experts	Very High	Scope reduction, compromises
Organizational	Weak planning, unclear processes	Director, PMs	High	Chaos, rework, missed deadlines
Technical	Limited equipment	Producer	Medium	Reduced production value
Client-related	Late feedback, frequent changes	PMs	High	Scope creep, stress

Experts suggested several ways to improve practices: training PMs specifically for video production, standardizing processes, educating clients about pre-production, using digital tools more effectively, and building professional communities.

Table 5. Priority Development Areas

Area	Description	Mentioned By	Expected Impact
PM education	Training PMs for video production	All	Very High
Process standardization	Templates, workflows, checklists	PMs, Director	High
Client awareness	Value of pre-production	PMs, Producer	Medium
Digital maturity	Smarter PM tool use	Director	Medium
Professional communities	Associations, unions	Producer	Medium

Taken together, these recommendations highlight the importance of building professional skills, improving workflows, and raising awareness among clients and teams to strengthen the overall project management culture in Kazakhstan's video production industry.

Discussion

The study highlights a gap between theory and practice in Kazakhstan's video production. While literature stresses structured planning and hybrid methodologies, local teams apply these intuitively. Project management is often combined with producer or director roles, which works for small projects but creates issues as complexity grows.

Key challenges include unrealistic deadlines, limited budgets, and insufficient pre-production. As one PM noted, "The client usually comes when everything is already needed yesterday." Hybrid methods (Waterfall for pre/post-production, Agile for filming) provide flexibility but bring risks like scope creep and information loss. Digital tools (Asana, Trello, Bitrix, Excel) help but require team discipline. Human, financial, and organizational factors strongly impact outcomes, showing the need for clear roles, standardized workflows, and pre-production planning.

Conclusion

This study examined project management practices in Kazakhstan's video production industry through literature review and expert interviews. The main challenges include unrealistic deadlines, limited budgets, low process formalization, and unclear understanding of the project manager's role.

Although international literature highlights the benefits of hybrid project management models adapted to creative industries, the interviews show that in Kazakhstan these approaches are applied inconsistently and informally. Project outcomes largely rely on individual experience, improvisation, and human resource flexibility rather than structured systems.

Key recommendations emerging from the findings include:

- Introducing simplified, industry-specific project management frameworks.
- Strengthening the separation of creative and managerial roles in larger projects.
- Increasing awareness of the value of pre-production among clients.
- Improving digital tool adoption and consistency across teams.
- Providing specialized PM education and fostering professional communities.

References

1. Kozhakhmetova A., Tazhiyeva Z., Amirova A., & Sandykbayeva U. Comparative Evaluation of the Effectiveness of High-tech Project Management: the Experience of Japan, Israel and Kazakhstan // Eurasian Journal of Economic and Business Studies. - 2022. - Vol. 66. - N. 4. – P. 55-65. <https://doi.org/10.47703/ejeb.v4i66.214>.
2. Turginbayeva A.N., Zhakupbekova G.E. Development of project management practice in hotels of Kazakhstan // RUDN Journal of Economics. - 2021. - Vol. 29. - N. 1. - P. 173-182. <https://doi.org/10.22363/2313-2329-2021-29-1-173-182>.
3. Daemi A., Chugh R., Kanagarajoo M.V. Social media in project management: A systematic narrative literature review // International Journal of Information Systems

- and Project Management. - 2020. - Vol. 8. - No. 4. - P. 5-21. <https://doi.org/10.12821/ijispm080401>.
4. Sembin A.B., Tussupova L.A., Selezneva I.V., Shtiller M.V., Tulegenova M.S. Project management in the context of digital transformation of the economy for the sustainable development of Kazakhstan // FrancoAngeli Editore. - 2021. - Vol. 0. - N. 2. - P. 217-229. <https://ideas.repec.org/a/fan/rissri/vhtml10.3280-riss2021-002016.html>.
5. Zhakupbekova G.E., Turginbayeva A.N., & Dubina, I. Directions of development of digital projects in the hotel business // Farabi Journal of Social Sciences. - 2021. - Vol. 7. - N. 2. - P. 47-53. <https://doi.org/10.26577/CAJSH.2021.v8.i2.06>.
6. Ng K.H., Wang C., Yap J.B.H., Wood L.C., & Krisnan S. Project Management Body of Knowledge for motion picture production in a fast-developing economy // South African Journal of Business Management. - 2020. - Vol. 51. - N. 1. - P. a1458. <https://doi.org/10.4102/sajbm.v51i1.1458>.
7. Proskurina M., Nikitina V. Production Activity Essence and Producer's Role in the Field of Project Management in the Creative Industries. // Socio-Cultural Management Journal. - 2023. - Vol. 6. - N. 2. - P. 31-51. <https://doi.org/10.31866/2709-846X.2.2023.291246>.
8. Garaganov A.V. An innovative approach to the social management of film production: the role installation method // Sociopolitical Sciences. - 2024. - Vol. 14. - N. 5. - P. 173-178. <https://doi.org/10.33693/2223-0092-2024-14-5-173-178>.
9. Yang X. Research on Film and Television Production Management in the Internet Era // Insight – Information. - 2021. - Vol. 3. - N. 4. - P. 60-64. <https://doi.org/10.18282/ii.v3i4.503>.
10. Yuldosheva D. Strategic approaches and innovative solutions in media project management in the modern media industry // International Journal of Artificial Intelligence. - 2025. - Vol. 5. - N. 6. - P. 1092-1098. <https://www.academicpublishers.org/journals/index.php/ijai/article/view/5324>.

БРЕНДОВІ ЦІННОСТІ ЯК ФАКТОР ПІДВИЩЕННЯ ОПЕРАЦІЙНОЇ ЕФЕКТИВНОСТІ В МЕНЕДЖМЕНТІ СЕРВІСНИХ КОМПАНІЙ (НА ПРИКЛАДІ ДОСТАВКИ ЇЖІ)

Гармаш Валерія Олегівна

здобувач вищої освіти магістерського рівня
Київський Національний Економічний Університет
ім. Вадима Гетьмана, Київ, Україна

В умовах високої конкуренції та динамічного розвитку ринку сервісних послуг питання підвищення операційної ефективності набуває особливої актуальності. Сфера доставки їжі, як одна з найбільш швидкозростаючих галузей