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The Effectiveness of Project Management Methods in the Video Production Industry: A Comparative Analysis of International and Kazakhstani Approaches

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ABSTRACT:

The video production industry is changing rapidly: digitalization, the growth of streaming and the demand for local content pose new challenges for those who manage creative projects. This is especially true in Kazakhstan, where the government actively finances films, but not all projects reach the audience. This paper compares international project management methodologies such as PMBOK, Agile, and PRINCE2 with Kazakh realities dominated by hybrid and network approaches. Through a literature review and comparative analysis, the study shows that successful creative project management requires not only a clear structure, but also flexibility, digital tools, and trust in the team. The work includes a SWOT analysis of the Kazakh industry and provides practical recommendations: from the introduction of digital platforms to the development of a professional management culture.

Keywords: video production, project management, PMBOK and Agile methodology, Kazakh film industry, creative projects, hybrid approaches, digital tools

Introduction:

The modern video production industry is at the center of digital transformation and global competition, where the success of projects is determined not only by the creative component, but also by effective management of resources, deadlines and teams. The transition to digital technologies, the growth of streaming platforms and the demand for localized content require new approaches to project management, especially in countries with developing creative sectors such as Kazakhstan.

More recently, it has become clear that modern project management depends on a combination of management solutions and IT tools. This helps to better plan, analyze, and control risks and resources. Creating a project management system that takes into account the entire lifecycle, workflow, and information helps the company achieve its goals, retain experience, and accumulate best practices (Karalidze & Zaluchonova, 2021).

Well-known techniques, such as PMBOK, Agile, or Scrum, help teams not get lost in the details, clearly follow deadlines, and control the quality of work. They provide a structure that is important, especially when a project involves many people and many stages. But video production is not only about strict plans and rules, it is also a creative process that often requires flexibility and the ability to quickly change plans. More free-form approaches come to the rescue here. One of these is the cluster-network approach. In fact, this is when a project is assembled from a temporary network of specialists and teams that unite for the duration of a specific task. In such "networks" there is no rigid hierarchy or long bureaucratic procedures, everything works according to the principle of trust and a common goal.

According to The Astana Times (2025), domestic films accounted for 70% of the top 20 highest-grossing films in 2024, and the total revenue of the Kazakh film industry reached 43.9 billion tenge. However, the implementation of projects, especially those funded by the State, remains problematic: out of 98 funded projects, only 23 have been completed and released. This indicates deficits in project management.

The purpose of this study is a comparative analysis of project management methods in video production using the example of Kazakhstani practice and international approaches. The research objectives include analyzing the current state of the industry in Kazakhstan, studying advanced international methodologies, comparing differences, and identifying opportunities to integrate best practices into the local context.

Literary review:

The evolution of project management methodologies in the creative industries:

Project management as a discipline was initially formed in the context of engineering, defense and IT projects, where the key parameters were deadlines, budget and strict planning (Kerzner, 2023). However, as creative industries, including video production, have developed, it has become apparent that classic linear methodologies such as PMBOK (Project Management Institute, 2021) and PRINCE2 (Axelos, 2020) are not flexible enough for an environment in which uncertainty, creativity, and iterativity are key characteristics. PRINCE2, despite its structure and control, is often criticized for its formalism and lack of flexibility, especially in managing contracts and changes().

PMBOK is an extensive set of knowledge and processes covering all phases of the project lifecycle: initiation, planning, execution, monitoring, and completion. At the same time, it is criticized for excessive bureaucratization and poor applicability in dynamic creative environments (Cicmil et al., 2006). Similar criticism is directed at PRINCE2, despite its advantages in the areas of structural control, documentation, and manageability (Farzana & Pinnington, 2014).

In response to the challenges of the creative environment, Agile methodology based on flexible, incremental and user-oriented approaches has become widespread. A Mitchell (2010) study conducted in the international video game industry showed the high effectiveness of Agile in projects that require constant adaptation to feedback, creative change, and interactive planning. Video production teams, especially in the editing, post production, and animation segments, use Scrum and Kanban approaches due to their flexibility and result orientation.

Hybrid models combining elements of structured and agile approaches have become popular in recent years. For example, research by Diefenbach & Slotton (2019) points to the need to adapt TQM and PMBOK standards in combination with creative iterative practices – especially in film production, where both compliance with contractual and legal requirements and the implementation of creative solutions in a short time are required.

The integration of digital tools into video production project management has become a significant factor in improving efficiency. Modern studios use cloud platforms (Trello, Asana, DaVinci Resolve Cloud, Frame.io) to coordinate tasks, store media content, and receive real-time feedback from clients and directors (Nachtigall, 2017). The use of visual task management, collaborative editing, and scheduling systems can significantly reduce overhead costs and increase process transparency.

According to a study by Yerimbetova and Ayapbergenova (2022), the digitalization of processes in the Kazakh telecommunications and media sector has led to increased operational efficiency, but the adaptation of such tools remains uneven. The introduction of the e-Kino platform for digitizing financing and monitoring of film production projects in the Republic of Kazakhstan represents an attempt to institutionalize digital transformation, but, according to experts, requires the development of digital competencies among teams and creative specialists.

The specifics of project management in conditions of uncertainty:

Creative projects, including video productions, are characterized by a high degree of uncertainty, variable requirements, and the involvement of multiple stakeholders. As shown in a study by White and Fortune (2002), despite the existence of formalized procedures (WBS, Gantt chart, etc.), most project failures are associated with insufficient flexibility and inconsistency of processes with real working conditions. The authors emphasize the need to rely on the practice of managing the "relevance of the project", that is, taking into account the context, team dynamics, informal decisions and operational creativity. Modern methodologies such as Agile, Scrum, and Kanban are notable for their flexibility and ability to adapt quickly to changes, allowing them to respond quickly to feedback and unpredictable circumstances. This is an important advantage over traditional project management methods (Sariyeva, 2024).

Cicmil et al. (2006) criticize the traditional view of projects as managed systems and suggest considering them as socially dynamic processes in which knowledge is formed in the process of interaction and mutual adaptation. This is especially true for media projects, where the line between management and creativity is extremely blurred, and communication is not just a tool, but an essential element of the project itself.

Global and local challenges:

A comparison of international and Kazakhstani conditions shows a different degree of maturity of the project culture. While international practitioners actively use digital solutions, distributed teams, multicultural management, and stakeholder control systems (Hofstede, 2020; Nachtigall, 2017), Kazakhstani studios often rely on informal mechanisms, hierarchical structures, and manual management.

The problems of implementing project management methodologies in Kazakhstan are also related to limited access to certification, weak institutional support for professional standards, and a shortage of trained personnel. However, as the report highlights Primeminister.kz (2025), the launch of the e-Kino digital platform and the growth of government funding create conditions for transformation and alignment with international practices.

Conclusions from the literary analysis

An analysis of the literature shows that:

- There is an objective need to adapt international approaches to project management, taking into account the cultural, organizational and resource specifics of Kazakhstan;
- Flexible and digital project management models are the most relevant for the video production industry;
- The successful application of methodologies is impossible without the parallel development of project culture, professional training and digital infrastructure.

Thus, it is necessary to conduct a comparative analysis of various international approaches to project management in the field of video production in order to identify their features, advantages and limitations in practical application.

Methodology:

The research was carried out within the framework of a qualitative comparative-analytical paradigm. The main focus is on a literary review and comparative analysis of project management methods used in international practice and in the Kazakh context. A multi-level approach has been applied, including systematization and comparison of theoretical sources, as well as SWOT analysis aimed at identifying strengths and weaknesses, opportunities and threats in the project management system in Kazakhstan.

The theoretical and methodological analysis includes a structured review of the literature in the following areas:

- Project management methodologies in creative industries (PMBOK, PRINCE2, Agile, cluster-network approach, hybrid models);
- Experience in digitalization of project activities in the audiovisual sector;
- The specifics of project management in conditions of uncertainty and interdisciplinarity.

The use of qualitative analysis methods is due to the inability to standardize many variables in the creative industry (for example, subjective creative value, interpersonal dynamics in a team, scenario flexibility). As noted by Cicmil et al. (2006), classical quantitative metrics (time, budget, coverage) often do not reflect true effectiveness in the context of artistic production. The approach based on the analysis of project implementation conditions and the perception of these processes by direct participants is considered more reasonable.

Thus, the research structure is based on a combination of theoretical analysis, comparative assessment of international and local methodologies, and strategic diagnostics of the current state of the industry in Kazakhstan.

Results and discussion

The study revealed systemic weaknesses in project management practices in the Kazakh film and video production industry. Despite the growth of the sector (43.9 billion tenge of box office receipts in 2024), only 23 of the 98 films funded by the state from 2019 to 2023 were brought to release. This means an extremely low level of implementation at high budget costs, 19 billion tenge with an income of only 1.5 billion tenge from these films (The Astana Times, 2025).

In order to systematize the factors influencing the effectiveness of project management, a SWOT analysis was conducted as part of the study. His task was to identify the internal and external conditions that determine the current state and development potential of Kazakhstan's project management system in video production.

Table 1 – SWOT analysis of project management practices in the Republic of Kazakhstan

Category	Elements of analysis
Strengths	Increased funding; government support; local storytelling resonates with the audience.
Weaknesses	Poor planning; bureaucracy; lack of specialists; low level of digitalization.
Opportunities	E-Kino platform; international partnerships; training and certification.
Threats	Loss of trust in the system; increased dependence on foreign contractors; low efficiency.

Thus, the results of the SWOT analysis show that despite the positive trends, key gaps remain in the Kazakh film and video production industry, significantly reducing the effectiveness of project implementation. The main problems include:

- Inefficient planning;
- Lack of digital control;
- Lack of specialists;
- Weak institutional coordination.

To compare the applicability of different approaches in managing video production projects in Kazakhstan and abroad, a comparative analysis of the effectiveness of the methodologies was conducted. The purpose of the analysis is to identify the strengths and weaknesses of each model, their relevance to the conditions of the creative industry and the level of implementation of digital tools.

Table 2 – Comparison of Kazakhstani and international methodologies

Methodology / Country	Main Features	Effectiveness
PMBOK (International)	It is used for contracts and budgeting. Standardized, but inflexible in creative projects.	★★★★☆
Agile / Scrum (international)	It is suitable for editing, post-production and editing. Quick feedback.	★★★★☆
PRINCE2 (International)	Clear roles and documents, but excessive bureaucracy slows down creativity.	★★★★☆
Hybrid approach (Kazakhstan)	A mix of Agile and local features. This combination manifests itself as flexibility and an element of randomness..	★★★★☆
Cluster - network approach (Kazakhstan)	Temporary network teams, often without formal management, are good at independent cinema	★★★★☆

Note: The star ratings in the table are based on a set of criteria, such as the flexibility and adaptability of the methodology, its structure, the level of integration with digital tools, suitability for the creative environment and the degree of dissemination in professional practice, especially in the Kazakh film industry.

Thus, the results of the methodology effectiveness analysis confirm that international standards such as Agile and PMBOK provide more predictable and structured management, especially when supported by digital solutions. At the same time, local approaches in Kazakhstan need institutional strengthening, adaptation and methodological standardization.

Conclusion and recommendations

The study confirmed the existence of significant differences between international and Kazakhstani approaches to project management in the video production industry, revealing both structural and methodological gaps in domestic practice. Despite the positive dynamics in the form of increased financing, interest in local content and digitalization of individual processes (for example, the launch of the e-Kino platform), the effectiveness of project implementation in Kazakhstan remains at a low level. This is primarily due to an insufficient project culture, poor planning, limited use of digital tools, and a shortage of qualified specialists.

A comparative analysis of international methodologies (PMBOK, PRINCE2, Agile, hybrid models, cluster-network method) has shown that the most relevant for the creative industry are flexible and adaptive approaches that can take into account the specifics of the creative environment, constant changes in requirements and the need for close team communication. Agile and Scrum methodologies have proven to be particularly effective at the post-production, editing, and animation stages, where fast iteration and feedback are appreciated. However, successful integration of these approaches requires a well-developed digital infrastructure, teams' willingness to change, and a high management culture.

The Kazakh industry, in turn, is demonstrating attempts to adapt hybrid models, but faces a number of limitations: the dominance of informal management practices, weak standardization of processes, hierarchical teams and institutional fragmentation. The SWOT analysis allowed us to systematize the current conditions of the industry's development, pointing out both its potential advantages (government support, local content, digitalization) and risks (bureaucratization, loss of trust in institutions, low return on investment).

Based on the analysis, the following practical development directions can be identified to improve the effectiveness of project management in the Kazakh video production industry:

- It is necessary to introduce digital tools into daily video production processes. Platforms like e-Kino should be used informally, but as a full-fledged tool for planning, communication and monitoring.

- It is important to develop the project competencies of the creative team members. Educational programs and certification will help improve professional skills and ensure more stable management.
- International methodologies should be adapted to Kazakhstan's conditions, taking into account the cultural, organizational and resource characteristics of local studios.
- Institutional coordination needs to be strengthened and unified project management standards developed to increase transparency, reduce risks, and improve project implementation.

Thus, the main purpose of the article is not just to compare approaches, but to outline possible ways to improve project management in the Kazakh film and video production industry and it has been achieved. Kazakhstan has significant potential in this area, and further steps to modernize methodologies, digitalize processes, and develop human capital can be an important impetus for sustainable growth and international competitiveness.

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