

**MODERN ASPECTS OF ENTERPRISE BUSINESS PROCESS
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Introduction. During changeable conditions of environment the main task of the enterprise is quick respond to changes, timely application of new methods and approaches to assess the effectiveness of its activities with a main goal of realization the strategy for innovation development. Among the existing concepts of development and management of business processes there is a reengineering, the practical use of which gives new opportunities for identifying sources of innovation development and increasing the competitiveness of enterprises. That is what caused the choice of the topic of this article.

Review of the recent research and publications sources. Problems in managing business processes are investigated in the scientific works by D. Champi, D. Harrington, J. Vuemek, D.T. Johns, Bjorn Andersen, W. Deming, K. Excelling, H. Binner, E.G. Ojchman, M. Hammer, M. Robson, V. Pareto, L. Balabanova, V. Baranovskyi, O. Bilorus, I. Busheva, L. Shemaeva, V. Ilin, T. Lepeiko, L.I. Chernobai and many others. However, the scientific and practical aspects of ensuring management of enterprises' business processes in the context of the realization of the innovation development strategy need further research.

Task statement. The main purpose of the article is to study theoretical and practical approaches to managing business processes in order to provide the strategy of innovative development of the enterprise under modern conditions. The object of this research is management of business processes on the enterprise. The subject of this research is scientific and practical aspects of business process management in the system of providing innovative development of the enterprise.

Basic material and results. Modern theory and practice have proved the effectiveness of enterprise management based on Business Process Management. This approach is aimed at improving enterprise activity and its processes on a systematic basis, which enables each enterprise to form its own business model and its management system. Under modern conditions such a model (information and management with its content) is an effective tool for implementing the strategy of innovative development of the enterprise, basis for constructing the system of strategic management of the enterprise as a whole, substantiating models of its strategic goals, indicators, business processes, and organizational structure.

The generalization of approaches to the content of the business processes concept and their classifications allowed distinguishing groups of business processes [1 □□2, 6, 9 □□10, 13, 19]:

main business processes that form the added value of a product (service); create a product (service) that represents the value for the client; generate such result, such consumer qualities for which the client is ready to pay money; focused on receiving profits;

auxiliary business processes aimed at providing the necessary internal products, internal services for business areas; ensure the functioning of the company's infrastructure;

business development processes, aimed at profit in the long term; provide not the organization of the current activity, but the development or improvement of the enterprise activity in the future;

management processes that target on all of three previous groups. However, each of these business processes has a logistical feature. The concept of logistics management is seen as a purposeful influence on the movement and coordination of material and associated flows (business processes), which maximizes the

usefulness and implies the presence of synergy of interaction. The purpose of such management is to observe the parameters of stream processes to provide consumers with products of the required quality (Fig. 1.1).

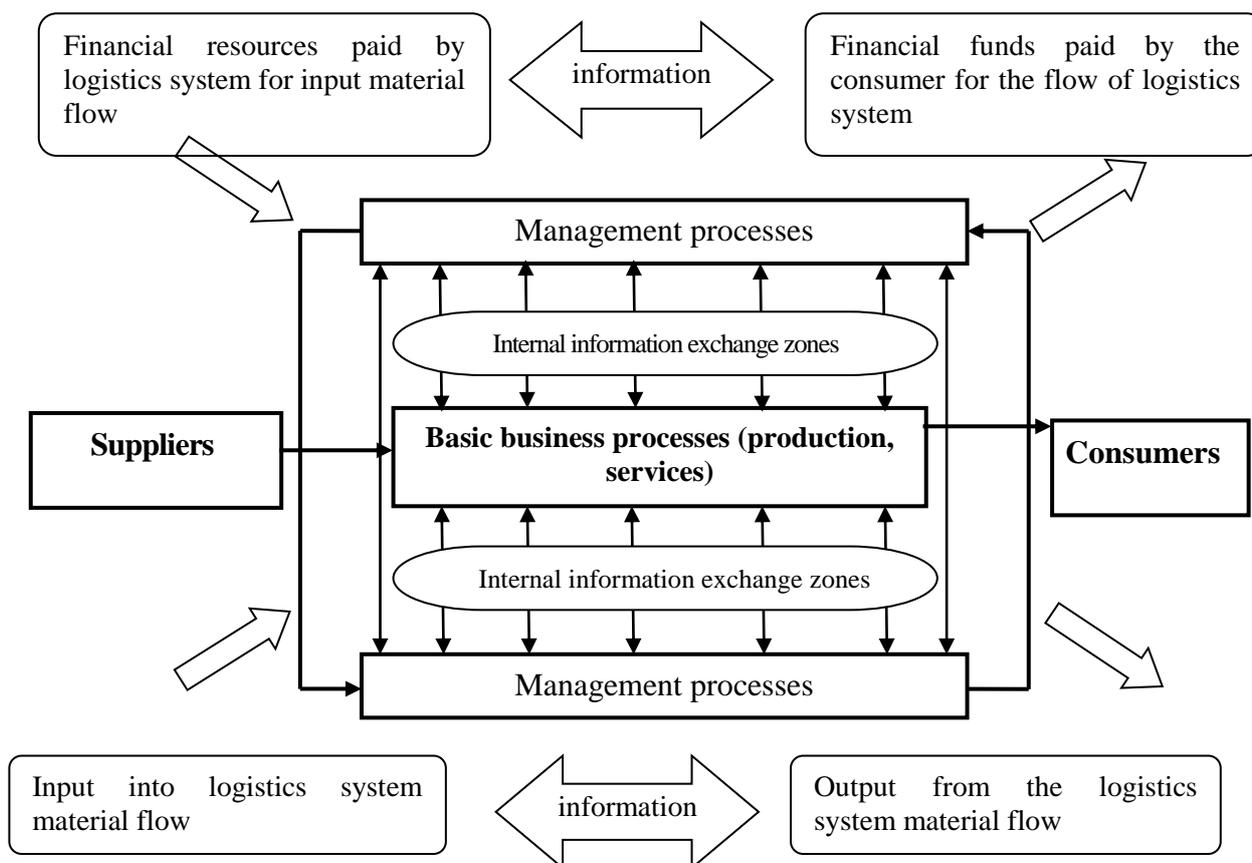


Fig. 1.1. Principal construction of a logistic business model of the enterprise

The developed classification approaches to the allocation of business processes, which are described in work [22], can serve as the basis for their identification. Management of these business processes involves allotment of criteria for their allocation, in particular: purpose, direction; specification of the product / service (type, type), stage of the life cycle, details of the business process (cost, composition of the participants, and place in the chain of formation of value, for binding to management processes), etc.

The peculiarities and nature of the listed flows and specifics of their realization (especially in the case of their complementarity) create the so-called “value chain” [14], which, in our opinion, enables to evaluate the effectiveness of both the current enterprise business model and to choose methods of providing a logistic management concept for a particular enterprise.

Realization of the logistic management model of business processes management in order to provide innovative development of the enterprise involves taking into account the basic logistic rule -7R: required product; required quality; in the required quantity; at the right time; in the right place; to the right consumer; with the necessary level of expenses [14]. Thus, in order to maintain a competitive position in the world markets, enterprises need to make some efforts to improve the level of technology and efficiency of business processes.

Business model of the enterprise, built on the basis of logistic management of the enterprise will include the following blocks:

1) target block – purpose of supporting active life of the enterprise as a whole (key indicator – income); production targets (key indicator – volume of production): service goals (key indicator – cost of service delivery, customer satisfaction); whole procurements (key indicators – cost of acquisition of resources, volume of sold products);

2) management unit – determining functional responsibilities of the business process participants for resource management, changes, information provision, creation of a product (service) in order to achieve the stated goals and achieve the desired results;

3) a unit for assessing consumers level of satisfaction and their relation (loyalty) to the proposed product. This enables to ensure the integrity of the approach to enterprise management as a logistics system based on dedicated business processes, provides simultaneous vertical and horizontal integration of managerial influences on streams that are allocated at different levels.

The introduction of business process management models based on a logistic approach requires the creation of proper information support. From another point of view, management of business processes on the basis of a logistic approach can be interpreted as a complex of agreed innovative content of organizational and processes, financial and economic forms and methods of life, methods of regulation, development tools and levers of influence on the logistics and business processes of the enterprise, which maximally correspond to parameters of interaction with counteragents and restrictions imposed by the output of logistic flow (consumers).

Typical scientists identify such issues of development management of organizations on an innovative basis, where a logistic approach can be applied in the study of business processes in the enterprise and their management [8, 16, 19]:

1) the lack of adequate tools for managing business processes, methods for assessing managerial influence on business processes in order to optimize the company's core business, that is, all key processes – from procurement to sales;

2) low efficiency of management services (first of all, financial service, accounting, personnel management services, corporate centers of large holdings, etc.);

3) insufficient effectiveness of logistics service organization, its organizational structure and compliance with the main business processes, lack of reasonable criteria for assessing the activities of management personnel (organizational and procedural approach in management).

As a rule, the structure of an enterprise business model contains such managerial components – system of strategic management, system of management of business processes, system of personnel management and organizational structure of the enterprise; quality management system; project management system; risk management system, etc.

So, we are talking about finding innovative approaches to assessing the effectiveness of business processes and choosing the most appropriate methods for implementing the proposed management concept, taking into account the features of current business model of the enterprise.

The ultimate result of improving business processes based on the logistics approach is the coordination of the enterprise activity based on new approaches to establishing connections, organizing the interaction and coherence of the operation of the system elements, and operational dispatching tasks. Coordination of the enterprise activity is considered one of the most complex management functions, which can be carried out with the coverage of any functions, any work, between any elements of the system and the environment.

Real integration of business processes is achieved only when key business processes are built up from end users to primary suppliers. Knowledge of these target benchmarks makes it possible to integrate and apply methods of substantiation and optimal solutions in the supply chain management.

Among modern methods of business process management, set of methods is selected, some of which are used in the short term (methods of rapid analysis, idealization of business processes, statistical control, structuring of the quality function, etc.), and also aimed at the long-term perspective (re-design of business processes, benchmarking, reengineering, etc.) [1, 5–6, 9]. Target characteristics of such management model are speed, quality, and specification of tasks based on the definition of indicators of business process evaluation, flexibility, and adaptability to change.

Currently, the most successful in describing business processes based on logistics approach is the integrated model of J. Stock and D. Lambert [14], which includes eight key business management processes (customer relationship management; customer service management; demand management (sales); management of orders execution; production flow management; supply management; product development management and bringing it to commercial status; management of return flows.

Consequently, in today's economic conditions of development, there are objective reasons for managing business processes based on implementation of a logistic model of enterprise management.

The analysis of modern enterprises activity shows about preservation of negative tendencies and, in particular, extensive model of extended reproduction, which are particularly pronounced in the real sector of economy, reducing their innovation activity, which is confirmed by the slow pace of upgrading equipment, increase terms of its use, availability of unused units, premises, which affect on enterprises functioning effectiveness.

The transition to the principles of logistic management model of business processes on the enterprise, taking into account possibilities of reengineering, will improve its innovative activities.

In particular application of the RBP method allows to justify the prospects for activating the innovation activity of the enterprise, namely: determining reserves for increasing the efficiency of business processes through their analysis; assessment of production structure and profitability of production of products / services, efficiency of technologies used and reduction of their share while introducing new products, services and technologies; implementation of innovation and investment projects.

In order to evaluate enterprise business processes and to select the model of RBP in the system of its innovation development, it is expedient to implement such steps as: 1) choice of methods for assessing the effectiveness of the enterprise business processes; 2) selection of indicators for assessing the effectiveness of business processes; 3) an analytical evaluation of the results of application of these approaches; 4) modeling business processes based on the data of a particular industrial enterprise.

Conclusions. The conducted research on theoretical and practical approaches to management of business processes in order to provide a strategy of innovative development of the enterprise shows the expediency of applying logistic concept of management into enterprise business processes, which provides on a comprehensive basis for the realization of innovation development strategy and requires creation of proper methodological support. One of the main tools for managing business processes is reengineering of business processes, which is considered as a complex set of organizational, informational and engineering activities, aimed at drastically improving the core of the enterprise performance by modeling, analyzing and redesigning existing business processes. Using technology of business process reengineering under current conditions enables to reduce the risks of enterprise innovative development and ensure its innovation activity on an integrated basis.

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Комеліна Ольга Володимирівна, доктор економічних наук, професор, професор кафедри менеджменту і логістики. **Чайкіна Аліна Олександрівна**, кандидат економічних наук, старший викладач кафедри менеджменту і логістики. **Батюта Марія, Сидоренко Євген**, студенти. Полтавський національний технічний університет імені Юрія Кондратюка. **Сучасні аспекти управління бізнес-процесами підприємства**. У роботі розкрито сутність та зміст управління бізнес-процесами на основі логістичної концепції інноваційного розвитку підприємства. Досліджено особливості реінжинірингу бізнес-процесів на підприємстві у контексті його інноваційного розвитку. Досліджено бізнес-процеси (основні, допоміжні, процеси розвитку, управління), вивчення яких забезпечує реалізацію логістичної концепції інноваційного розвитку підприємств. Автори обґрунтовують поняття логістичного управління, котре розглядається як цілеспрямований вплив на рух та узгодження матеріальних і супутніх їм потоків (бізнес-процесів), який максимізує корисність та припускає наявність синергії взаємодії. Метою такого управління постає дотримання параметрів потокових процесів для забезпечення споживачів продукцією необхідної якості. Реалізація моделі логістичного управління бізнес-процесами щодо забезпечення інноваційного розвитку підприємства передбачає врахування основного логістичного правила – 7R: потрібний товар; необхідної якості; у необхідній кількості; у потрібний час; у потрібному місці; потрібному споживачеві; з необхідним рівнем витрат. У статті зазначається, що кінцевим результатом вдосконалення бізнес-процесів, котре ґрунтується на логістичному підході, є координація діяльності підприємства на основі нових підходів зі встановлення зв'язків, організації взаємодії та узгодженості роботи елементів системи, оперативної диспетчеризації виконання завдань. Координація діяльності підприємства вважається однією з найбільш складних функцій менеджменту, яка може здійснюватися з охопленням будь-яких функцій, будь-яких робіт, між будь-якими елементами системи і зовнішнього середовища. Аналіз діяльності сучасних підприємств свідчить про збереження негативних тенденцій та переважно екстенсивної моделі розширеного відтворення, що особливо яскраво проявляються у реальному секторі господарювання, зниження їх інноваційної активності, що підтверджується низькими темпами оновлення обладнання й устаткування, зростанням термінів його використання, наявністю незадіяних підрозділів, обладнання, приміщень, що не може не вплинути на результативність функціонування підприємств. Перехід на засади моделі логістичного управління бізнес-процесами підприємства з урахуванням можливостей застосування реінжинірингу дасть змогу поліпшити його інноваційну діяльність. Реальна інтеграція бізнес-процесів досягається лише тоді, коли вибудовуються ключові бізнес-процеси від кінцевих споживачів до початкових постачальників. Знання цих цільових орієнтирів дозволяє здійснювати інтеграцію та застосовувати в управлінні ланцюгами поставок методи обґрунтування і прийняття оптимальних рішень.

Ключові слова: бізнес-процеси, бізнес-модель, підприємство, реінжиніринг, логістична концепція, критерії класифікації.

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Komelina Olha, D.Sc., Professor, Professor of Management and Logistic Department. **Chaikina Alina**, Ph.D., Senior Lecturer of Management and Logistic Department. **Batiuta Mariia**, **Sydorenko Yevhen**, students of Management and Logistic Department. Poltava National Technical Yuri Kondratyuk University. **Modern aspects of enterprise business process management.** The essence and content of business processes management on the basis of the logistic concept of enterprise innovative development was disclosed in the work. Peculiarities of business processes reengineering on the enterprise in the context of its innovative development were investigated. Business processes (basic, auxiliary, processes of development, management) study of which provides realization of the logistic conception of enterprises innovative development were investigated in this article.

Keywords: business processes, business model, enterprise, reengineering, logistic concept, classification criteria.

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Комелина Ольга Владимировна, доктор экономических наук, профессор, профессор кафедры менеджмента и логистики. **Чайкина Алина Александровна**, кандидат экономических наук, старший преподаватель кафедры менеджмента и логистики. **Батиута Мария**, **Сидоренко Евгений**, студенты. Полтавский национальный технический университет имени Юрия Кондратюка. **Современные аспекты управления бизнес-процессами предприятия.** В работе раскрыты сущность и содержание управления бизнес-процессами на основе логистической концепции инновационного развития предприятия. Исследованы особенности реинжиниринга бизнес-процессов на предприятии в контексте его инновационного развития предприятия.

Ключевые слова: бизнес-процессы, бизнес-модель, предприятие, реинжиниринг, логистическая концепция, критерии классификации.