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OPTIMIZATION OF BUSINESS PROCESSES AS A POTENTIAL FOR INCREASING COMPETITIVENESS OF ENTERPRISES

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Today, companies use various management technologies, which are based on business process management. After all, according to the process approach, all the work of the enterprise must be organized based on interacting business processes. The company will develop efficiently and dynamically when it has a well-established system of business processes that will ensure sustainable production of quality, competitive products.

Business process optimization is one of the conditions for sustainable development of the enterprise, in which several actions are performed to analyze and improve existing business processes by goals and objectives, in particular, efficient use of production capacity and increase profitability while reducing production costs.

The first step is to identify business processes, define their clear boundaries and appoint owners.

There are three main approaches to defining the boundaries of business processes. A process is a sequence of actions grouped:

- I. By type of activity.
- II. As a result of the activity (goods).
- III. Value added for the client [1, 5].

The first approach is often used when working on various automation projects. At the same time, they compare existing and future operations at the enterprise, often even without building top-level models, and if they are built, they rather resemble a functional hierarchy.

The second approach is based on the separation of processes by performance. The most well-known model that uses this approach is the

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Scheer model [5]. He identifies two key categories of the main processes around which information and coordination processes are grouped - logistics (logistics) orders and new product development.

The third approach is based on the value chain described by M. Porter [2]. The chain highlights the main business processes of the operating cycle of production, which are performed consistently and support business processes that ensure the functioning of the business system and accompany the creation of goods during its life cycle.

M. Porter noted that consumers do not buy a product as such, but its value for themselves, and so that the company can accurately determine its competitive advantages, it is necessary to consider the whole sequence of the process of creating this value [2]. That is, the value chain is an infrastructure that demonstrates the importance of business processes.

The primary is the business processes that are necessary to create the results of the enterprise – values for the client. Secondary business processes are ancillary to the provision of the necessary infrastructure and management tools during the execution of primary business processes.

M. Porter believed that the boundaries of business processes are where each internal subprocess adds something to the value of the product, and therefore there is no standard list of business processes, as each company must agree on its list of key business processes, as a value to the customer, each enterprise is unique [2].

Of course, the three approaches to business process optimization are not exhaustive, but they reflect the main approaches to optimization.

The selection of business processes, their analysis, and further improvement is a significant potential for increasing the competitiveness of enterprises and increasing their efficiency.

Process-oriented management is a complex but promising approach. Some managers call it an ideal management tool, because it reduces production costs, improves product quality, and, accordingly, the profitability of the enterprise.

The three approaches described demonstrating key approaches to optimization. The choice of approach depends entirely on the goals set when formulating the task of describing and optimizing business processes. To solve various problems, it is recommended to take a certain approach.

Thus, the functional approach is used to solve the following tasks:

– transparency, controllability, and manageability of the business, bringing order, implementing the strategy, maintaining growth;

- building an effective organizational structure - restructuring;
- the right choice of staff;
- motivation;
- reduction of dependence on staff;
- freeing up time for managers;
- automation;
- increase the efficiency of staff.

The product approach makes it possible to solve the following tasks:

- finance (cost of accounting, management accounting, budgeting);
- automation.

In turn, the value approach solves the following problems:

- business process reengineering;
- Balanced Scorecard (BSC);
- design of new business directions and business processes [1-5].

Each of the three approaches provides an increase in market value, investment attractiveness, and image of the enterprise, access to new markets, and optimization of business processes.

Thus, the optimization of business processes is a key condition for the sustainable development of enterprises, which can increase their efficiency by increasing productivity, reducing operating costs, and improving product quality.

To improve the quality of business processes in enterprises, it is necessary to use optimization methods that will strike a balance between customer satisfaction and competing market forces on the one hand and performance indicators of business processes on the other.

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