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ECONOMIC BUSINESS-ANALYSIS OF REENGINEERING

Business process reengineering is an activity aimed at holistic and systematic modeling and reorganization of material, financial and information flows, aimed at optimizing the organizational structure, redistributing and minimizing the use of various resources, reducing the time to meet customer needs, and improving the quality of their service. At present, state support contributes to the penetration of innovative activities into industrial enterprises. But, as practice shows, for the enterprise this is not the key to increasing efficiency in the field of the economic and social environment, despite the fact that the innovative projects being implemented have high potential. Often this is due to the fact that business process reengineering is not carried out or is not carried out effectively when introducing innovations. Innovations are superimposed on an unadapted and unfinished system of business processes, as a result of which a negative result is obtained.

The reasons for the development of such events in the enterprise are the following aspects:

- ambiguous understanding of the theoretical foundations of business process reengineering, innovation and innovation and their features;
- lack of an algorithm that allows you to effectively and efficiently re-engineer business processes in the implementation of innovations.

In most enterprises, as a rule, managers use an intuitive approach when reengineering business processes and, as a result, this does not always end in success. Thus, there is a certain discrepancy between the need of economic entities for effective methods of reengineering business processes in the implementation of innovative technologies and the

insufficient level of theoretical study of this issue. The issues of business process reengineering and issues of innovation, innovation in an unrelated context, i.e., separately relative to each other, are also considered and studied.

When considering production and management activities as objects of improvement in order to increase the efficiency of the enterprise, we use the term business process. Consideration of the enterprise in the form of a system of business processes will help to identify the shortcomings of the functioning of activities in specific places where problematic issues arise with their subsequent elimination. Such problematic issues arise quite often due to the instability of the external environment of the enterprise. This situation contributes to the need to monitor the internal and external environment in order to identify problems of the activity itself and change external factors for the timely response of business process systems, in order to increase and maintain their high level of efficiency and competitiveness. This will be facilitated by the use of the method of reengineering business processes in the enterprise. In turn, the degree of increasing and maintaining a high level of efficiency of business processes will be influenced by the innovative activity of the enterprise.

Thus, summarizing the above, we offer our definition: a business process is a function of efficiently transforming an input object into a result, which is performed with the help of resources under the guidance of the process owner, and then reflecting the completion of the transformation using an event.

According to the proposed definition of the concept of "business process", its efficiency and effectiveness, as an object of business analysis, is significantly influenced by the impact of the subject - the head of the business process, expressed in management decisions. The impact is carried out on the basis of the flow of information in the direction of the business process - the head of the business process, and vice versa, which is presented in the form of data characterizing the business process process. The completeness of the data is determined by the system of indicators of the business process. Thus, the scorecard determines the management decision on planning, implementation, adjustment of the business process as a system consisting of elements. Indicators should have a number of properties that will provide the process owner with information to present a complete picture of what is happening in the object subordinate to him:

a) complete, adequate, objective reflection of cases taking place in the business process; b) ensuring the periodic collection and processing of data; c) the value of the data must exceed the costs of obtaining and processing them; d) indicators should provide a qualitative and quantitative description of the business process; e) the information provided must be unambiguous and understandable; f) the obtained indicators should be comparable with similar indicators.

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