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ORCID ID: <https://orcid.org/0000-0001-9416-8055>, e-mail: [gnulanska@ukr.net](mailto:gnulanska@ukr.net)**RETHINKING THE BUSINESS PROCESS THROUGH REENGINEERING**

In management, there are many management approaches that make it possible to increase the performance indicators of the enterprise. At the same time, the priority direction of the development of enterprises is the implementation of innovative activities. To achieve success in this area, companies are changing management approaches, organizational structures and business models. However, in the conditions of constant aggravation of the competitive struggle, the achievement of high indicators of the enterprise's activity is best ensured by the reengineering of business processes. The innovativeness of reengineering lies in the fact that it combines the use of the prerogatives of computer technologies, human resource management technologies and changes in business processes. In the current economic conditions, the speed of reaction of all subsystems of the enterprise and the efficiency of operations are of particular importance and are a necessary condition for its effective functioning in the conditions of constantly intensifying competition. In this situation, reengineering is the most effective, because it contributes to increasing the efficiency of the enterprise by changing the business model it uses. Therefore, the study of reengineering procedures, its principles and tasks is relevant in today's conditions. The purpose of the study is to generalize theoretical approaches to the main principles, types and tasks of business process reengineering as a tool for effective enterprise management. The methodological basis of the study was the work of domestic and foreign scientists on the problems of reengineering and change management of enterprises. Business process reengineering is a thorough rethinking and radical redesign of business processes of enterprises that want to significantly improve their performance. It is used when it is necessary to make a reasoned decision about the reorganization of activities: radical transformations, business restructuring, replacement of existing management structures with new ones, etc. Thanks to the effective use of business process reengineering tools, it is possible to make the enterprise more flexible to changes in the external environment and more stable in competitive conditions. Thus, the reengineering of business processes involves a decisive, fundamental restructuring of business processes and the foundations of the management organization in order to significantly increase the competitiveness of the enterprise on the market and significantly increase the efficiency of the enterprise as a whole system.

Key words: **reengineering, business processes of the enterprise, advantages of reengineering, aspects of reengineering.**

*JEL Classification: M21, M29, M31.*

**Statement of the problem.** Modern world trends testify to the increasing relevance of improving the management of organizations, the search for new methods of improving management processes. In modern conditions, the newest concept in management is the reengineering of business processes, which actively supplants all other approaches. In modern conditions, the newest concept in management is the reengineering of business processes, which actively supplants all other approaches. It is thanks to the reengineering of business processes that business entities can win in modern conditions of struggle not only with competitors, but also with crisis phenomena that are increasingly occurring in modern conditions. Business process reengineering is recognized as the most radical management approach, and at the same time it can be used both in crisis and in successful operations to provide competitive advantages.

**Analysis of recent studies and publications.** The works in which the solution of this problem was initiated, the selection of previously unsolved parts of the general problem, to which the specified article is devoted. Today, reengineering is considered a fairly new concept of enterprise management, the holistic vision of which is associated with the names of M. Hammer (Hammer & Hersman, 2015) and J. Ciampi (Hammer & Hersman, 2015), who in their writings emphasized the

need for so-called "radical restructuring". At the same time, the concept of reengineering was one of the first to be used by T. Davenport and J. Short (Davenport & Short, 1990) in 1990. Also, A. Delligatta (Delligatta, 1992), R. Heygate, J. Brebach (Heygate & Brebach, 1991), D. Carr, H. Johanson (Carr & Johanson, 1995), D. Maurice, J. Brendon (Moriss & Brendon, 1992), T. Freiser (Freiser, 1992), S. Huff (Huff, 1992), M. Oram, R. Wellins (Oram & Wellins, 1992), E. Fitzpatrick (Fitzpatrick, 1992) and others. Today, the works of Yu. Dentovska (Dentovskaya, 2016), A. I. Kovalev (Kovalev, 2016), A. M. Goncharova (Goncharova, 2013), S. V. Ponomarenko, S. V. Minuhin, V. S. Znakhur (Ponomarenko, Minuhin, & Znakhur, 2013), M. O. Orlukovski, (Orlukovski & Trokoz, 2014), I.I. Ippolitov (Ippolitov, 2016), O. A. Babak (Babak, 2011), N. Krivokon (Krivokon, 2014), A. Y. Sochnic, A. V. Vinogradova (Sochnic & Vinogradova, 2015), T. A. Stepanenko (Stepanenko, 2015) are also known in the field of reengineering many others. These and other authors, in particular, considered different approaches to the interpretation of the concept of reengineering, identified its essential aspects, identified business components, in relation to which and in the context of which the need to use the reengineering toolkit can be considered, characterized the scale of changes within its boundaries, identified the defining components of the reengineering system etc. At the same time, today's realities dictate the need to rethink reengineering as such, as well as its place in the enterprise management system.

Statement of the objectives of the article. Formulation of goals the article consists in the study of the essence of business process reengineering as a modern management concept for increasing competitiveness enterprises and definition of typical procedures reengineering taking into account the specifics of the enterprise.

Presentation of the basic material. Business process reengineering is a crucial element in the agenda of many large as well as small companies in many industries, with manufacturing and banking/ finance being the leading sectors. It allows organizations to view their business processes from a fresh perspective in order to understand how to redesign them to improve the way they work.

In this article, we aim to simplify the concept of business process reengineering by explaining what it is and the process steps. We have also provided business process templates that you can use right away to kickstart your own BPR project.

Working on the material for the article, you can make your own definition of business reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.

Business process reengineering (BPR) is an approach used to improve organizational performance by increasing the efficiency and effectiveness of processes that exist across the organization. In addition to the redesigning of business processes, it also involves the redesigning of associated systems and organizational structures. BPR involves the analysis and transformation of several major components of a business. These include: strategy, organization, process, technology, culture. BPR includes three phases; analysis phase, design phase, and implementation phase. It is also referred to as business process redesign, business process change management, and business transformation.

Benefits of Business Process Reengineering (Creately, 2022):

BPR plays a major role in organizational performance improvement in terms of cost, quality, delivery, employee productivity, etc. It also helps: streamline business processes and systems, companies easily adapt to changing times and reduce operating expenses, improve company profitability and sustain competitive advantage, boost employee productivity, increase customer satisfaction by improving the quality of products and services.

Following are the 7 principles of reengineering proposed by Michael Hammer and James Champy (Davenport & Short, 1990): organize around outcomes, not tasks; Identify all the organization's processes and prioritize them in order of redesign urgency; integrate information processing work into the real work that produces the information; treat geographically dispersed resources as though they were centralized; link Parallel activities in the workflow instead of just integrating their results; put the decision point where the work is performed, and build control into the process; capture information once and at the source.

*BPR Implementation. Business Process Reengineering Steps* (Creately, 2022). Reengineering a process focuses on redesigning a process as a whole which includes fundamentally rethinking how the organizational work should be done in order to achieve dramatic improvement. That's what

differentiates BPR from process improvement which only focuses on functional or incremental improvement. Reengineering might not be appropriate in all situations, especially if your processes only require optimization and if your organization is not looking to undergo dramatic change. In such a case, you can opt for a process improvement technique.

Step 1: Set the vision and business goals.

This is where the senior management needs to identify the business situation; customer expectations, competition, opportunities, etc. This will make it easier to understand the need for change and create a clear vision of where the company needs to be in the future. Then clarify the objectives in both qualitative and quantitative terms.

Step 2: Establish a competent team.

The team you select needs to be cross-functional because expertise and perceptions from all levels of the organization are necessary to minimize the chances of failure. It should be the responsibility of the top management to have a clear vision of the activities that need to be carried out and provide strategic direction. You also need to have an operational manager who knows the ins and outs of the processes. It is equally important to have the right engineers with different expertise from various fields to make the team complete.

At this stage, it is important to have the goals and strategies outlined properly. You can also carry out surveys and benchmarking activities to identify customer needs and analyze the competition. In this step, it's also necessary to communicate the business case for change and the objectives of the project to the rest of the employees. This will encourage their feedback as well and help them get ready for what's to come.

Step 3: Understand the current process.

In this step, you need to select the process(es) that you will be redesigning. Such processes that are broken, cross-functional, value-adding, have bottlenecks or have high-impact on the organization, etc. can be prioritized. Once you select them, map them out using flowcharts or process maps to analyze them thoroughly to identify the gaps, inefficiencies, blockers, etc. Then define the right KPIs for the processes in order to monitor that the process has gained the desired effect once you implement them.

Step 4: Redesign the process.

Keeping your vision in mind, redesign a new process that effectively overcomes the inefficiencies of the previous process. Here you will create a future-state map that highlights the solutions you have identified for the issues of the current state process.

Step 5: Implement the reengineered process.

Once the process has been redesigned, you can run a small test to see how it works by monitoring with the KPIs you defined earlier. This will allow you to make necessary adjustments to the process before implementing it company-wide. If the new process works better than the current one, you can implement it on a larger scale.

Such thus, complex business processes are carried out in the traditional organization of production at the enterprise. Without them, it is impossible to combine all the separate work tasks performed by employees with few skills. To acquire additional skills, you need to learn, but people usually do not have either the time or the opportunity. Therefore, the work is conducted according to the usual scheme: employees receive simplified tasks, the company conducts complex processes. At the same time, costs are high, activities are inefficient, and a lot of inconveniences arise. Management is forced to come to terms with this state of affairs, as it understands the advantages of simple work tasks. But carrying out reengineering of business processes fundamentally changes the situation: work becomes more complicated, and process characteristics, on the contrary, are reduced to simplicity. This is necessary to ensure competitiveness, reduce costs, and meet consumer expectations regarding product quality and service level. In a word, these are the requirements of modern times.

So, what affects the effectiveness of business process engineering? There is still no accurate data compiled into a single system about attempts at radical reengineering transformations. Some experts say that half of the projects have failed and point to the high risk associated with reengineering. What caused the failures? What conditions contribute to the success of the project? The answers to these questions are found in the stories of consultants of various companies (more than 40 in total), who work with business strategies in the fields of management, information technology, equipment operation, engineering, etc.

Based on the obtained data, it can be stated that six aspects have the most significant influence on the reengineering of the business process of enterprises:

✓ **Motive.** It is not just voiced, it is best to record it. Managers must have 100% confidence in the necessity and extreme importance of the project, the result of which will be significant for the company and will lead to structural changes. The ultimate success of reengineering depends on the awareness and thoughtfulness of the motive, the implementation of which will be directed in this case to the best employees of the company.

✓ **Management.** An important factor in the success of the plan is the firmness and management skills of the company manager. The project is implemented under his direct supervision. The leader's unconditional authority and his firmness in the correctness of the chosen path should give confidence to the staff. Building a fundamentally different system is not easy, but breaking the old one is not as easy as it seems. The established order will resist innovation, but a manager who is prepared for difficulties in advance will be able to convince people that without radical reforms there is no future for the company. He needs to act as a guarantor of the feasibility of the project, so it is necessary to make every effort to implement reengineering as soon as possible, so that the company will eventually emerge to a radically different level of activity.

✓ **Employees.** The group of the reengineering project is replenished at the expense of the employees of the company where it is implemented. That is why it is necessary to allocate to help specialists those people who are familiar with team activities and aware of the need for changes. Employees should not simply obey the orders of their superiors and work without understanding the essence and meaning of what is happening. They should become full members of the project team. For this, they need to know the obstacles facing the business, the problems that prevent it from developing. The new responsibilities in the new structure of the essentially new company must be accepted by the employees. Reengineering is not an additional burden, but a necessary condition for the company's survival and later prosperity. The staff must understand this. At the same time, it is easiest to convey the essence of innovations to the lower level, but it is much more difficult for managers. They cannot understand what innovations bring. Bob Willoch, a researcher from the USA, believes that the closest attention should be paid to middle managers. Their types: — "tiger" - careerist, young, enthusiastically participates in reengineering, while often concentrating on his own tasks to the detriment of the overall goals of the project; "donkey" - an employee whose career has reached its peak, considers changes to be a threat to peace and stability. Can cause serious damage to the project; - "shark" - an employee who has developed procedural algorithms and instructions for managing operations, often has real power. It can sabotage reforms, which creates huge problems.

✓ **Communications.** Each employee must understand how to achieve strategic goals, how the company's tasks change in new conditions. The importance of these provisions is undeniable. Without them, the goal of business process reengineering will not be achieved.

✓ **Budget.** It is a big mistake to consider reengineering as a self-financing project. In fact, it is an innovative process associated with risks and novelty, which often requires the intensive use of information technologies. Therefore, a separate budget must be allocated. Expenses can be considered venture investments: investing now in innovation, tomorrow you can get an increase in profits by hundreds of percent.

✓ **Technological support.** As a rule, reengineering includes the construction of an information system to support a new business, therefore, methods and tools appropriate to the goals and tasks of the company are necessary. It is obvious that not all factors can be formed with the click of a finger. Therefore, it is optimal to start preparing for future changes in advance.

The proposed aspects approach to the formation of a system of indicators for evaluating the effectiveness of reengineering makes it possible to determine how close the enterprise is to the desired model of functioning. This will make it possible to create a new set of values for the enterprise, realize its strategic goals, increase competitiveness and increase the efficiency of its operation. Prospects for further research in this direction are the development of a system of motivational measures for the personnel of the company undergoing reengineering, which would take into account the hierarchical levels of performers and the goals of reengineering.

**Conclusion.** Such thus, in modern business conditions, it is necessary to intensify the transition to the management system of a new type, the so-called distributed management, in which trust, interaction, voluntary acceptance of responsibility and mutuality teaching. It is the ideology of

distributed management that introduces the principle of team orientation of planning participants into the concept of reengineering and self-organizing implementation of changes. Team from reengineering should ensure the actualization of the managerial vision, reflection of the image future organization, its expression in the form metaphors, models, texts; process architecture modeling, description and analysis of alternatives; description life cycle for each product of the organization; adaptation of the selected architectural solution to the existing organizational structure and structure business functions; implementation of the final project with taking into account both human and technical resources; description of the reformed organization containing, except general data, main tasks and their methods implementation for each employee separately.

Application of reengineering in activities enterprises is an important and at the same time responsible task, because one way or another, its results will change (often radically) the production and economic activity of the enterprise. In view of this, it is necessary to be responsible for implementation reengineering, the company's officials conscientiously and professionally approached management decisions in this sphere, especially those related to the long-term business development. . At the same time, it should be systematically diagnosed problems, carefully consider alternatives, take into account all key risks and threats as much as possible, forecast the operating environment, model options solutions, etc. It is obvious that in today's conditions, reengineering can lead to significant improvement the financial and economic state of the enterprise, as well as before the emergence of new problems in its activity and even before his bankruptcy.

A developed interpretation of the concept of reengineering as direction of management activity, aimed at the fundamental restructuring of the enterprise's business processes to achieve the established efficiency criteria, enables specify its essence taking into account the realities of today.

When making management decisions in the field of reengineering, it is not enough to push back from retrospect or from one's own experience and intuition - one should consider the problem as comprehensively as possible, as well as possible ways of solving it solution. Before resorting to reengineering, owners and managers should understand the meaning of the problem that exists, as well as what is the optimal direction of its solution it will be reengineering.

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### ПЕРЕОСМИСЛЕННЯ БІЗНЕС ПРОЦЕСУ ЧЕРЕЗ РЕІНЖИНІРИНГ

У менеджменті існує багато управлінських підходів, які дають змогу підвищити показники ефективності діяльності підприємства. При цьому пріоритетним напрямом розвитку підприємств є здійснення інноваційної діяльності. Для досягнення успіху у цій сфері підприємства змінюють підходи до управління, організаційні структури та моделі бізнесу. Утім, в умовах постійного загострення конкурентної боротьби досягнення високих показників діяльності підприємства зонайкраще забезпечується за рахунок реінжинірингу бізнес-процесів. Інноваційність реінжинірингу полягає у тому, що він поєднує використання прерогатив комп'ютерних технологій, технологій управління людськими ресурсами та змінами бізнес-процесів. У нинішніх умовах господарювання швидкість реакції всіх підсистем підприємства та ефективність операцій мають особливе значення та є необхідною умовою його ефективного функціонування в умовах постійного загострення конкуренції. У цій ситуації реінжиніринг є найбільш результативним, адже сприяє підвищенню ефективності діяльності підприємства за рахунок зміни бізнес-моделі, яку воно використовує. Отже, вивчення процедур реінжинірингу, його принципів і завдань є актуальним в умовах сьогодення. Мета дослідження полягає в узагальненні теоретичних підходів до основних принципів, видів і завдань реінжинірингу бізнес-процесів як інструменту ефективного управління підприємствами. Методологічною основою дослідження послужили праці вітчизняних і зарубіжних учених із проблем реінжинірингу та управління змінами підприємств. Реінжиніринг бізнес-процесів є ґрунтовним переосмисленням і радикальним перепроєктуванням бізнес-процесів підприємств, які бажають значно поліпшити показники своєї діяльності. Його застосовують, коли необхідно прийняти обґрунтоване рішення про реорганізацію діяльності: радикальні перетворення, реструктуризацію бізнесу, заміну діючих структур управління на нові тощо. Завдяки ефективному використанню інструментів реінжинірингу бізнес-процесів можна зробити підприємство більш гнучким до змін зовнішнього середовища і більш стійким в умовах конкурентної боротьби. Таким чином, реінжиніринг бізнес-процесів передбачає рішучу, докорінну перебудову бізнес-процесів та основ організації управління з метою істотного підвищення конкурентоспроможності підприємства на ринку та значного зростання ефективності діяльності підприємства як цілісної системи.

Ключові слова: **реінжиніринг, бізнес процеси підприємства, переваги реінжинірингу, аспекти реінжинірингу.**

*JEL Classification: M21, M29, M31.*

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