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OPTIMIZATION OF BUSINESS PROCESSES IN THE MARKETING SPHERE OF INDUSTRIAL ENTERPRISES

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Abstract. *The article determines that in modern conditions, business entities need to effectively prevent the negative impact of both external and internal factors, implement measures to strengthen the competitiveness of the enterprise and maintain competitive advantages in the market. To solve these problems, it is necessary to introduce business process reengineering into production, because it is a modern, effective tool that ensures the efficient operation of industrial enterprises and the effective functioning of the entire national economy. It is substantiated that attempts to improve market activity and combat the consequences of the crisis situation led to the development of reengineering in Ukraine. Therefore, now every domestic enterprise is tasked with modernizing its business and significantly increasing its efficiency in order to contribute to the development of the Ukrainian economy through the introduction of business process reengineering, including the use of the latest technologies and innovations. An analysis of the engineering industry also showed the significant impact of the war on its functioning. There was a reduction in the production of engineering products and difficulties with their export. Despite this, the development of mechanical engineering in Ukraine has prospects, since there are the necessary volumes of raw materials, a capacious domestic market and innovative potential. It would be advisable to carry out a number of activities aimed at developing support programs and development strategies for industrial enterprises, and the use of the latest technologies in the manufacture of quality products. The main directions of development of enterprises through the use of reengineering methods are determined, the levels and methods of business processes are determined. The advantages and opportunities when using reengineering are highlighted. The basic principles for the development of enterprises in modern economic conditions are formulated. Ways to improve industrial enterprises at the level of the enterprise itself and at the state level are proposed.*

Key words: *industrial enterprises, business processes, marketing activities, benchmarking.*

Introduction

The current state of industrial enterprises is in a difficult, constantly changing economic situation; enterprises face new problems that require quick solutions. Due to the dynamic development of the marketing sphere, industrial enterprises need to promptly respond to market changes and rebuild internal business processes. Industrial enterprises will be helped to meet this need by introducing reengineering of business processes in the marketing sector, which will allow them to achieve the necessary marketing effect. In this case, the marketing potential of the industrial enterprise and the possibilities of its implementation should be taken into account.

Research and analysis.

Business processes should include the entire range of marketing activities. All business processes in the marketing sphere should be aimed at strengthening consumer demand and stimulating the growth of industrial enterprise profits. When drawing up an enterprise development program and evaluating its activities, the marketing department analyzes the profitability of the enterprise, investigates

possible options for profit maximization, plans the development of various areas of activity, and develops ways to optimize business processes in the marketing sphere of industrial enterprises [1].

– When implementing business processes to improve their efficiency, managers use two conceptual approaches:
– Stepwise improvement of business processes while spending a minimum of financial resources. Using this approach requires minimal changes in the business process management system at all levels;
– Reengineering and redesign – offers significant changes in management functions, complete technological re-equipment and changes in the structure of the enterprise [2].

This management approach includes the availability of financial resources that could satisfy all the requirements of this method and the presence of critical problems that are accompanied by unprofitability for a long time. Caused by rapid changes in the external environment, the transition of industrial enterprises in the direction of organizing business processes to a process approach allows at all levels of the organization to increase the efficiency of business processes. In order to understand the methodology for using methods for adjusting business processes, you need to understand the structure of the business process of an industrial enterprise, shown in Fig. 1.

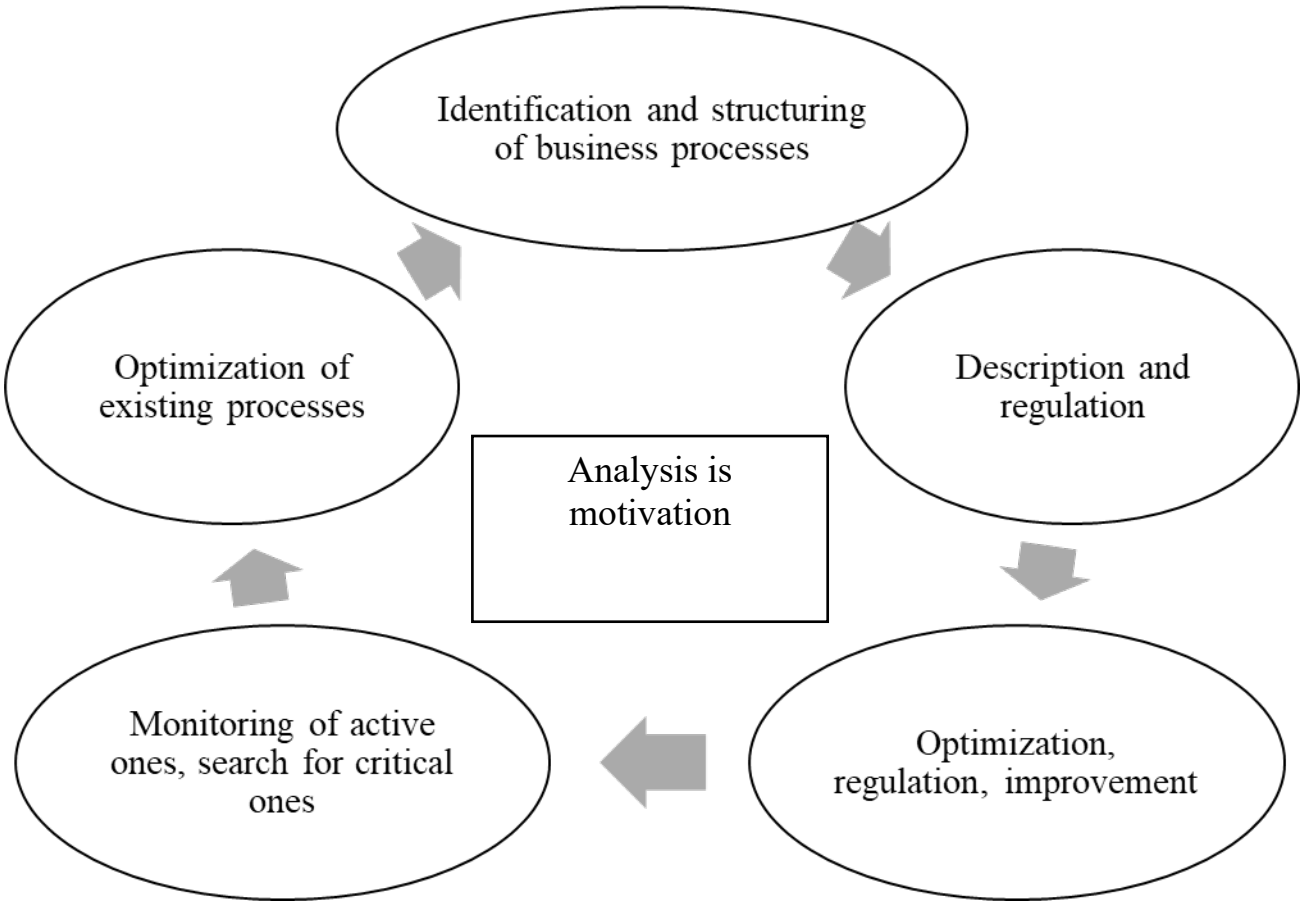


Fig. 1 - Components of the process-oriented model of industrial enterprises [3]

A business process that functions normally will ensure the fulfillment of defined goals with minimal financial costs. The process of improving the business processes of an industrial enterprise should contain the following components:

– Detection and identification of important business processes that have a significant impact on the final result;
– Improvement of the financial resources management system;
– Finding opportunities to reduce the cost of production;
– Reduction of time spent on business process implementation;
– Increasing control over processes, their transparency and manageability at all levels of the enterprise.

By choosing a methodical toolkit that could satisfy all the needs for improving business processes, the company deviates from its own goal of activity. The improvement or optimization of business processes is based on the methods of diagnosing the current state of the enterprise (Fig. 2).

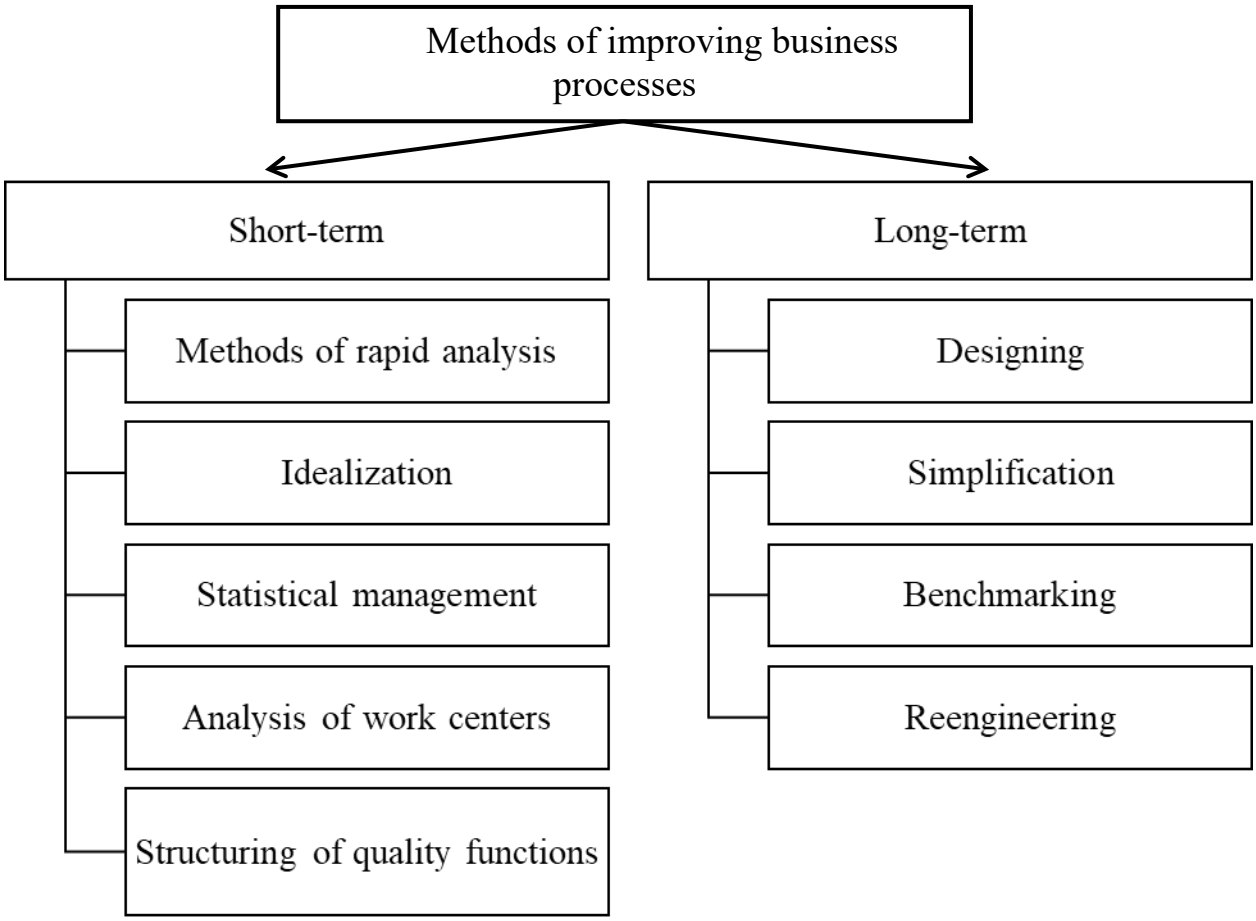


Fig. 2. Methods of improving business processes [4]

Quick analysis is based on the search and analysis of solution options when identifying problems when implementing business processes.

The idealization method is based on the creation of a model, the purpose of which is to reflect business processes that are ideal in content and meet all the requirements.

The statistical control method is aimed at identifying factors that influence the

production process at an enterprise.

The work cell analysis method is based on creating technical requirements for products that can satisfy customer needs.

Structuring the functions of a property allows us to identify needs and the ways they need to be satisfied.

Long-term optimization methods focus on restructuring in the future or making correct changes. The desired result regarding the implementation of these changes in the direction of increasing profitability and efficiency will have long-term prospects [5].

The redesign method is aimed at improving business processes by partially changing a separate process, identifying project weaknesses and making adjustments.

Benchmarking is based on determining competitive advantages in the market relative to similar products and making adjustments based on the results of the analysis. This method is aimed at improving business processes based on the strategic goal of the enterprise.

Reengineering is a complete restructuring of business processes, which is based on four main advantages: speed, quality, costs, service. Under the condition of organizing business processes that do not correspond to current trends in development, the reengineering method is the most effective. At the same time, this method of business process management includes large costs for a general change in production or approaches to business process management, the formation of models for the development of changes in the enterprise, and the processing of a large amount of statistical information of an economic and production nature.

Thanks to the existing tool base, it is possible to carry out a constant continuous process of improving business processes, make the necessary changes and create prerequisites for increasing efficiency based on the indicators of business process evaluation of the marketing sphere of industrial enterprises.

Conclusions.

Therefore, by implementing business process reengineering projects, the company will receive a number of the following advantages:

- ✓ the organizational structure of the enterprise is being restructured, which will make it possible to eliminate the excessive number of management levels, which will bring the enterprise's management closer to direct contact with consumers and performers;
- ✓ business processes of production technologies and cycles are optimized, which will reduce the time of production of products;
- ✓ there will be a need to constantly take care of the high-quality education of employees, increase their qualification level due to the multi-planned and changing nature of work, through the introduction of new business processes and optimization of existing ones;
- ✓ the implementation of some administrative functions will change;
- ✓ the functions of managers will change, instead of, previously, controlling to consulting;
- ✓ the criteria for obtaining a higher position will change (from the efficiency of work performance to the ability to perform work).

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