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*Рекомендовано до публікації д-ром екон. наук, проф. Н.Л. Савицькою.
Отримано 15.04.2017. ХДУХТ, Харків.*

УДК 65.012.23

ПІДВИЩЕННЯ РЕЗУЛЬТАТИВНОСТІ БІЗНЕС-ПРОЦЕСІВ НА ПІДПРИЄМСТВІ

О.В. Ольшанський, В.М. Селютін, Б. Вард

Визначено та систематизовано критерії оцінювання результативності бізнес-процесів підприємства на основі запропонованого алгоритму відповідно до цілей бізнес-процесів і вимог споживачів. Розроблено методику оцінювання та підвищення результативності бізнес-процесів підприємства, яка на відміну від існуючих підходів, дозволяє провести

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оцінювання бізнес-процесів відносно досягнутого внутрішнього рівня (результативність бізнес-процесів), оцінювання і підвищення результативності бізнес-процесів відносно галузевого і світового рівнів (бенчмаркінг бізнес-процесів).

Ключові слова: бізнес-процес, критерії оцінювання, результативність бізнес-процесів, бенчмаркінг бізнес-процесів.

ПОВЫШЕНИЯ РЕЗУЛЬТАТИВНОСТИ БИЗНЕС-ПРОЦЕССОВ НА ПРЕДПРИЯТИИ

А.В. Ольшанский, В.М. Селютин, Б. Вард

Определены и систематизированы критерии оценки результативности бизнес-процессов предприятия на основе предложенного алгоритма в соответствии с целями бизнес-процессов и требованиями потребителей. Разработана методика оценки и повышения результативности бизнес-процессов предприятия, которая в отличие от существующих подходов, позволяет провести оценку бизнес-процессов относительно достигнутого внутреннего уровня (результативность бизнес-процессов), оценку и повышение результативности бизнес-процессов относительно отраслевого и мирового уровней (бенчмаркинг бизнес-процессов).

Ключевые слова: бизнес-процесс, критерии оценки, результативность бизнес-процессов, бенчмаркинг бизнес-процессов.

RAISING THE EFFECTIVENESS OF A COMPANY'S BUSINESS PROCESSES

O. Olshanskiy, V. Selutin, B. Ward

The evaluation criteria for the effectiveness of a company's business processes, based on the proposed algorithm in accordance with the objectives of business processes and customer requirements, have been defined and systematized. A method for evaluating and raising the effectiveness of business processes, which in contrast to existing approaches, allows for the evaluation of business processes relative to the achieved internal level (the effectiveness of business processes), evaluating and improving the performance of business processes with respect to sectoral and global levels (business processes benchmarking). The analysis of papers on the methodology of business processes allowed to formulate a number of conclusions regarding the effectiveness of business processes as follows:

– in market conditions where the main characteristics of the external factors are mobility and uncertainty, the effectiveness is an important indicator of such a dynamic system as a company and is a result of the interaction of business processes, as well as the company's interaction with the environment;

– the effectiveness characterizes the impact of the business process in terms of achieving the goals and expected results of industrial and economic, marketing, financial, social, innovation and other kinds of a company's business activities;

– the effectiveness characterizes the ability of a business process to fulfill commitments to internal and external consumers by satisfying their demands.

Thus, in accordance with the foregoing, by the effectiveness of a business process we mean the degree of the achievement of the business process objectives as well as internal and external consumers' satisfaction .

In the works related to business process management, there are different criteria for evaluating the effectiveness of business processes : the level of product conformity with the established requirements, the degree of fulfilling plans in a specified period of time, labor productivity, the level of industrial waste.

However, up until now the problem of defining the evaluation criteria has not been solved. In view of the paper, we propose an algorithm to determine the criteria for evaluating the effectiveness of business processes, which consists of five stages:

- 1. Defining the company's strategic goals and consumer demands.*
- 2. Determining the composition of business processes, their classification and interaction.*
- 3. Identification of business processes.*
- 4. Setting goals of business processes.*
- 5. Determination of the criteria to evaluate the effectiveness of business processes.*

Keywords: *a business process, evaluation criteria, the effectiveness of business processes, business processes benchmarking.*

The problem in general. The globalization and the Ukrainian economy's integration into the world economy have radically changed the economic conditions determining the functioning of business enterprises. Integration processes are characterized by increased instability, uncertainty of the external environment, increased competition in the domestic and foreign markets. In this regard, businesses are faced with issues of providing and improving sustainability, which to a large extent depend on the performance of the enterprise as a whole, and on the effectiveness of business processes.

The effectiveness of business processes is an important characteristic that reflects the results and capabilities of business processes. In order to effectively manage business processes, it is necessary to evaluate their status, since any changes in the conditions or results of business processes are associated with one or another alternative management decision. The state of business processes can be determined only when there are appropriate criteria and measurement methods.

Measuring and analyzing the effectiveness of business processes should be the basis for their improvement by using appropriate mechanisms and tools.

The analysis of recent research and publications. The problems and issues related to the methodology of business process development are reflected in the works of domestic and foreign scientists and practitioners, which became the basis for developing a methodology for evaluating and improving the effectiveness of business processes of the enterprise.

The approaches to the evaluation of the effectiveness of business processes are described in the writings of such authors as V.G. Eliferov, A.I. Kovaliov, G. Kokinz, V.A. Kondratyc, N.V. Koshkareva, S. Mironov, S. Ponomariov, V.V. Riepin, V.A. Samorodov, L.E. Skrypko, V.K. Fediukin, V.E. Shvets.

The problems of increasing the effectiveness of business processes of a company are considered in the works of R. Gardner, R. Kemp, E.A. Mikhailova, S.V. Parinov, E.A. Sotskova, Yu.F. Telnov, M. Hammer, J. Champy.

A large number of publications and versatile approaches to the development of the criteria and methods for assessing the effectiveness of business processes of a company reflect the true complexity of the issue. In view of this, the problems of integrated assessment and increase of the effectiveness of a company's business processes in the competitive and globalized economy need further study and development.

The objective of the article is the development and theoretical substantiation of the proposals on the evaluation and increase of the effectiveness of a company's business processes on the basis of the toolkit, which ensures the objectivity of the results for the adoption of managerial decisions.

The presentation of the main research material. The analysis of scientific works in the field of the methodology of business process development allowed to formulate a number of conclusions concerning the effectiveness of business processes and are as follows:

- Under market relations, where the main characteristics of external factors are mobility and uncertainty, performance is an important indicator of such a dynamic system as a business company, and manifested as a result of the interaction of business processes among themselves, as well as the interaction of the company with the external environment;

- the performance characterizes the business process from the point of view of achieving the goals and planned results of production, economic, marketing, financial, social, innovative and other activities of the enterprise;

- the performance characterizes the ability of the business process to fulfill its commitments to both domestic and external customers through the fulfillment of their requirements.

Thus, in line with the above-mentioned performance of the business process, we will take into account the degree of achievement of the goals of the business process and the satisfaction of the requirements of both internal and external customers.

In the works related to the management of business processes, various criteria for evaluating their performance are offered: the level of

product compliance with the set requirements, the degree of implementation of plans in a set term, the level of labor productivity.

At the same time, the problem of determining the criteria of evaluation has not yet been resolved. In view of the work outlined in this paper, we propose an algorithm for determining the criteria for assessing the effectiveness of business processes, which consists of five stages:

1. Defining the company's strategic goals and consumer demands.
2. Determining the composition of business processes, their classification and interaction.
3. Identification of business processes.
4. Setting the objectives of business processes.
5. Determining the criteria to evaluate the effectiveness of business processes.

In this case, in our opinion, it is important to determine the criteria based on the objectives of business processes, which are developed taking into account the company's strategic objectives and consumer demands. The classification contributes to the division of a company's business processes into groups: the main business processes and business processes of management. Determining the interrelationship between business processes is essential for building a business model. The identification of business processes is accompanied by the description of their characteristics: functions, the procedure for implementing actions, input and output streams and requirements to them, suppliers and customers of processes, resources. The above-mentioned steps help define the goals of business processes, which act as a declaration having a temporary, quantitative and qualitative characteristics and provides the basis for choosing the criteria for evaluating the performance. The proposed algorithm has helped determine the criteria for evaluating the main business processes and business processes of management.

The table lists the evaluation criteria for the company's main business processes [1].

The evaluation of the effectiveness of business processes according to these criteria allows identifying the problem areas and timely making managerial decisions to improve the company's business efficiency.

Having studied the approaches to the evaluation and increase of the effectiveness of business processes, we determined that the company's business results are a quantitative expression of the results at the output of business processes, determined on the basis of the assessment of the state of the company's business processes in relation to the achieved internal level (business processes performance) as well as sectoral and world levels (business process benchmarking) (fig.1) [2].

Table

The criteria for evaluating the performance of the main business processes of the enterprise

Process	Evaluation criteria
1. Marketing research	<ul style="list-style-type: none"> – The state of completion of a marketing research in accordance with the plan; – the degree of a sales forecast accuracy; – the degree of compliance of the analysis's implicit costs and harmonization of the divergences between the requirements to the products; – the extent to which the company's management use the marketing research results in their decision-making process
2. Product development	<ul style="list-style-type: none"> – The product output level; – the degree of compliance of the implicit costs of the development of new products; – the compliance of the design or development work results with the requirements (the number of comments on the project or development work)
3. Preparation for production	<ul style="list-style-type: none"> - Compliance with the plan-schedule; - the number of claims from company units
4. Purchasing	<ul style="list-style-type: none"> – The conformity of the purchased materials to the established requirements; – the extent of execution of the procurement plan
5. Production	<ul style="list-style-type: none"> – The degree of implementation of the production plan in a specified time; – the level of conformity of manufactured products with requirements; – the extent of compliance with work safety regulations; – the bulk of products not needing after-sale fixing due to manufacturing defects
6. Measurement and product monitoring	<ul style="list-style-type: none"> – Absence of detected inconsistencies; – the extent of compliance with the control methods; – provision with monitoring and measurement tools; – the thoroughness of control in full in accordance with the checklist
7. Sales of products	<ul style="list-style-type: none"> – The fulfillment of a sales plan; – the fulfillment of delivery contracts; – the absence of customer claims related to the terms of delivery and preservation of goods

With the gradual development and application of the process approach in businesses, scientists and practitioners have been increasingly focusing on business process evaluations. The first type of evaluation – the effectiveness of business process benchmarking has been investigated the

most. The second direction –business processes is the least highlighted in the scientific literature and the least used in practice.

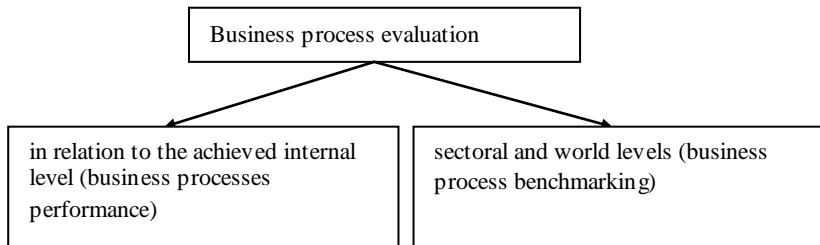


Fig.1. Types of business process evaluation

The study of the existing approaches to assessing the effectiveness of business processes has shown that they are largely reduced to determining the performance indicator without further improvement measures, so the use of these approaches does not yield significant results in achieving the company's business objectives. Based on the study of works on the assessment and increase of the effectiveness of business processes, it was determined that there is no scientifically sound assessment methodology that covers all company's business processes. There are methods for evaluating the effectiveness of management system processes, most of which are developed with respect to the quality management system and tools to improve the effectiveness of processes that are not interconnected.

In our opinion, the procedures for evaluating and improving the effectiveness of business processes should be, firstly, coordinated and conducted consistently, since in case of obtaining the value of the indicator of the business process effectiveness, which is below the permissible norm, it is necessary to develop measures to increase the business process effectiveness. Secondly, the assessment should cover different areas of the company's business. In view of this, we propose the following methodology for evaluating and improving the company's business process effectiveness.

The first part of the methodology – the assessment of the company's business process effectiveness – includes nine stages. In the first stage, at the beginning of the reporting period, plans are set, and at the end of the reporting period (the period depends on the specifics of the enterprise, the company's objectives, the consumers' demands), the actual values are determined based on the defined criteria for evaluating the company's business process performances. At the second stage, the weight coefficient of the criteria for each business process are determined by experts (the method of "meetings") using the formula:

$$\alpha = (\sum_{i=1}^N A) / N, \quad (1)$$

where a – the weight coefficient of a criterium;

A – the assessment given by the i^{th} expert;

N – the number of experts.

In the third stage, the individual relative criteria of business processes are calculated from the planned and actual values of the criteria by the formula:

$$K_i = \frac{X_n}{Y_n}, \quad (2)$$

where K_i – the i^{th} individual relative criterium of business processes;

X_n – the actual value of a criterium;

Y_n – the planned value of a criterium.

In the fourth stage, the integral indicators of the effectiveness of the company's business processes are determined by the method of the weighted sum of the criteria estimations taking into account weight coefficients and individual relative criteria by the formula:

$$P_{np} = \sum_{i=1}^n K_i \alpha_i, \quad (3)$$

where K_i – the i^{th} individual relative criterium of business processes;

α_i – the weight coefficient of a criterium;

n – the number of criteria.

At the fifth stage, the impact of the business process effectiveness is determined according to E. Harrington modified scale. In the sixth stage, business processes are ranked by their importance using T. Saati's hierarchy analysis method for determining weight coefficients. At the seventh stage, the effectiveness of the company's business process system is determined in accordance with the performance indicators and weight coefficients of business processes by the formula:

$$P_{\text{cнcr}} = \sum_{j=1}^n (P_{np_j} m_j), \quad (4)$$

where P_{np} – the performance of the j^{th} process;

m_j – the weight coefficients of the j^{th} process;

n – the number of business processes.

The eighth stage defines the performance level of the business process system on E. Harrington scale. At the final stage of evaluation, business process management decisions are made. The improvement measures are developed for this purpose, followed by further control and performance analysis. If the business process effectiveness indicator falls into the interval of (0,0-0,37), benchmarking follows in accordance with the developed methodology.

Summarizing the existing approaches to benchmarking and having improved it, we offer seven consecutive stages (fig. 2) [3].

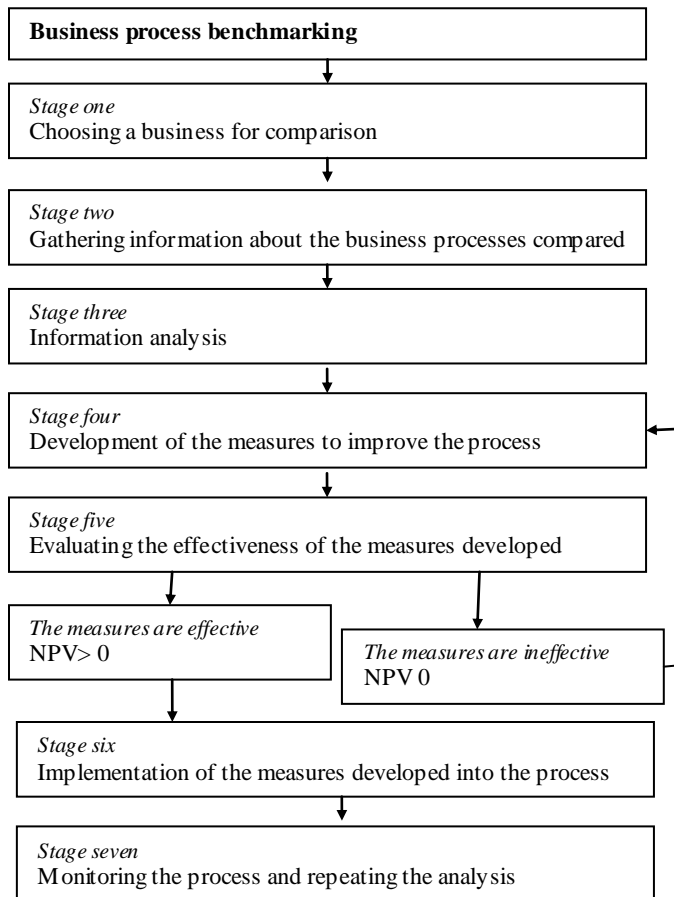


Fig. 2. Business process benchmarking

At the first stage, a business is chosen for comparison. It may be a partner, a distributor or a supplier of the company since this business is actually interested in their successful joint effort. The second stage involves gathering information about the technology and results of this business process using the checklist, where the evaluation criteria are the criteria developed for the investigated business process, as well as its implementation methods and techniques. At the third stage, this information is analyzed and compared with similar data from the company's own business process. At the fourth stage, the measures are developed to improve the business process. At the fifth stage, the effectiveness of the developed measures for making a decision on their implementation into the business process is calculated. If the result of the economic justification of the measures is positive, they are implemented into the business process (stage six). If the result of the evaluation is negative, it is necessary to return to the fourth stage and develop the measures taking into account resources, specifics and opportunities. At the final, seventh stage, the business process is monitored and checked.

Conclusions. As a result of the study, the following results have been achieved:

- the criteria for evaluating the effectiveness of a company's business processes are determined and systematized on the basis of the proposed algorithm in accordance with the objectives of business processes and consumer demands;

- the methodology for evaluating and increasing the effectiveness of a company's business processes is developed, which, in contrast to existing approaches, allows to assess the business processes in accordance with the achieved internal level (effectiveness of business processes) and assess and increase the effectiveness of business processes in relation to the sectoral and world levels (business process benchmarking).

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*Рекомендовано до публікації д-ром екон. наук, проф. Н.Л. Савицькою.
Отримано 15.04.2017. ХДУХТ, Харків.*

УДК 336.71:339.138

СУЧАСНІ ПІДХОДИ ДО ПЛАНУВАННЯ КОМПЛЕКСУ МАРКЕТИНГУ БАНКУ

Л.П. Семенюк

Розглядаються особливості розробки продуктової, цінової, дистрибуційної та комунікаційної стратегій у процесі планування комплексу маркетингу банку, їх вплив на цільовий ринок, обґрунтовуються шляхи їх подальшого вдосконалення на основі реалізації сучасних підходів, що сприяє підвищенню ефективності системи управління банком та забезпечить переваги у конкурентній боротьбі.

Ключові слова: маркетингова стратегія, комплекс маркетингу, продуктова стратегія, цінова стратегія, дистрибуційна стратегія, комунікаційна стратегія.

СОВРЕМЕННЫЕ ПОДХОДЫ К ПЛАНИРОВАНИЮ КОМПЛЕКСА МАРКЕТИНГА БАНКА

Л.П. Семенюк

Рассматриваются особенности разработки продуктовой, ценовой, дистрибуционной и коммуникационной стратегий в процессе планирования

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