

RESTRUCTURING OF BUSINESS PROCESSES AS A FACTOR OF INCREASING COMPETITIVENESS OF AN ENTERPRISE

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The problem of increasing the competitiveness of enterprises in the context of globalization and openness of the world economy, high rates of innovative development is one of the most relevant not only for domestic enterprises, which for well-known reasons lagged behind the world leaders in their development but also for the world's leading companies.

Assessment of the enterprise competitiveness is a complex and complex indicator which consists of many different factors. In this context consideration of the issue of business restructuring and business processes becomes relevant.

There are various definitions of the concept of “restructuring”, however, most managers and specialists in enterprise management mean by this term the reorganization of the structure of the enterprise, its structure [1].

In its turn, a business process consists of a set of activities that are performed in coordination in an organizational and technical environment. These activities jointly realize a business goal. Each business process is enacted by a single organization, but it may interact with business processes performed by other organizations [2].

The restructuring of an enterprise can be carried out, as stated by some specialists in the field, according to various scenarios, but using two main approaches:

- 1) revolutionary – designing a business in accordance with the chosen strategy of the company, cardinal changes and overcoming several stages of the development;
- 2) evolutionary – gradual, step-by-step adaptation of the management system (with the help of procedures and technologies) to changes in the external environment and the search for a compromise between the methods of work that have historically developed at a given enterprise and market requirements [3].

The main reason for the restructuring of a normally functioning enterprise is qualitative changes within the enterprise in the process of its evolutionary development over time. The considered reason for the restructuring of the enterprise can be called a natural cause of growth and can be attributed to the so-called natural causes of restructuring, i.e. reasons due to internal, in this case, qualitative, changes in the enterprise [4].

Business process reengineering is one of the most well-known methods of business design, the most modern approach to reforming the enterprise management system and updating business processes and their management becomes a continuation of the restructuring period of the enterprise [5].

Both the process of restructuring and the process of increasing the enterprise competitiveness involve the expansion of certain capabilities of the enterprise which is achieved by changing the structure of the enterprise as a system.

Increasing the competitiveness of an enterprise means changing the limiting capabilities of an enterprise in achieving the main goal, i.e. generating a certain level of income on a long-term basis. Changing the capabilities of any system is achieved by changing the structure of the system, since it is the structure that determines the set of system capabilities – the admissible set of states and trajectories of its dynamics [6].

Enterprise restructuring, by definition, is a process of changing the structure of an object and, consequently, changing its capabilities. At the same time, regardless of the level of completeness, the restructuring complexity, its implementation should contribute to the achievement of the main goal – ensuring a level of profitability that satisfies the interests of the owners of the enterprise on a long-term basis in the future, which is fully consistent with the main goal of organizing and running any business in a market economy, consisting in generating income at a level that meets the interests of its organizers (owners), on a stable basis [7].

Thus, successful restructuring can create a real basis for improving the efficiency of the enterprise, even in the face of increased competition from national and international competitors.

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