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## ANALYSIS OF BUSINESS PROCESSES OF THE ENTERPRISE

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**Annotation.** *The article discusses the relevance and impact of business process analysis as a factor in achieving operational excellence of each business unit. The objectives and the role of analysis in the automation and optimization of existing business processes of the organization are defined. The essence of the analysis of the business process as a tool that encourages the acceleration of the work of each operating unit of the enterprise is revealed. The analysis of business process analysis methods is given, the dependence of the choice of the type of analysis on the purpose of modeling is revealed.*

*Currently, we have little information about theoretical and practical research on the analysis of the enterprise in terms of the effectiveness of business processes, that is, today there are no unified approaches to the analysis of business processes.*

**Keywords:** *business process, business process analysis, business process automation, types of business process analysis, enterprise automation, business process efficiency, business process construction methods, business process modeling, BPM management concept, process management.*

**Main provisions of the article.** The theoretical significance is to justify the importance of the analysis stage in Business Process Modeling. When conducting the analysis, an assessment of the main criteria for the effectiveness of business processes is established: the effectiveness of the final product, the cost of the final product, the time of development of the final product, the quality of the final product (the quality of belonging to standards, regulations, internal documents, etc.). The practical significance is the use of modeling methods and tools to analyze and improve the effectiveness of business process performance criteria.

**Introduction.** Today we are witnessing a rapid development of the business industry due to the use of automated business processes.

A business process is a set of interrelated activities or works aimed at creating a specific product or service for consumers. The management concept of BPM (from the English business process management) considers business processes as important resources of the enterprise, and assumes their management as one of the key organizational systems [1].

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An organization is considered functionally stable and competitive if it has a proven system of effective technologically active business processes that ensure high productivity, product quality, low costs and satisfaction of the needs of the target audience [2].

Based on the definitions above, it can be concluded that the structure of any business process reveals the values of the enterprise. Since in business processes there is a description of the entire coordination of the organization's activities, which directly affects the achievement and successful implementation of the business goal.

Regardless of the subject area of the enterprise, an important stage in the implementation of a new business process, reengineering or automation of an existing business process is the analysis stage, and more specifically the quality of the analysis.

Currently, we have little information about theoretical and practical studies devoted to the analysis of the enterprise for the effectiveness of business processes, that is, there are no unified approaches to the analysis of business processes today.

**Methodology.** Business analysis is a set of tasks and techniques (methods) used to work as a link between stakeholders in order to understand the structure, policies and operations of an organization, as well as recommend solutions that allow an organization to achieve its goals [3].

Business process Analysis (BPA) includes: working with graphical diagrams, analyzing all incoming data on business processes, measuring data indicators, comparative analysis and much more.

All types of ABP are divided into 2 main types: qualitative and quantitative.

Qualitative types of analyses are aimed at obtaining complete and detailed data about the business process. The difference between qualitative analysis and quantitative analysis is that quantitative analysis focuses on statistical measurements, when qualitative analysis is based on an understanding of empirical data.

For the successful implementation of the ABP, it is necessary to complete its description and determine the methods of analysis.

SWOT analysis is a strategic planning method that is used by an enterprise to determine its strengths and weaknesses, opportunities and threats in the market, that is, fixing all factors affecting all departments of the organization. Basically, this type of analysis is used for strategic project planning and is the most popular type of analysis in management and marketing.

Process problem analysis is a method of highlighting the problem areas of an enterprise identified by questioning all employees. The analysis of process problems allows you to focus the attention of managers on certain parts of the process and is a fairly simple type of ABP. In the course of the analysis of the identified problems, it is possible to determine a plan for the reorganization of the business processes of the enterprise. Simultaneously reorganizing several business processes is not an optimal solution, so there is a method for ranking the business processes of an enterprise.

Process ranking is a method of classifying the characteristics of business processes according to the level of efficiency and the degree of importance for the enterprise. After classification, the processes for optimization are determined first.

It should be noted that qualitative analyses based on subjective assessments are performed at the preliminary stages of a full-fledged analysis, that is, the above types of analysis precede the stages of modeling and optimization. These methods are approximate and sometimes incomplete compared to quantitative ABPS. However, they are fast, flexible and easy to perform, and also do not require large resources.

Types of ABP categories Visual qualitative analysis of graphical process diagrams imply the result of the description of business processes – graphical diagrams made in various nota-



tions. Notation – symbols that are used when modeling diagrams or diagrams of a business process.

The method consists in studying the graphic representation of the stages of production activity. The method has limitations: it is impossible to describe a volumetric process with a single scheme, and unforeseen errors in modeling the scheme make the analysis ineffective.

Process status analysis in relation to requirements is a method that determines how much a business process can be analyzed for compliance with legislative and regulatory acts. Currently, there are no specialized standards regulating the requirements for business processes [4].

Measurement and analysis of indicators is a method that allows you to characterize a business process by groups of indicators: process, product of the process, customer satisfaction of the process. The indicators are numerical values that characterize the costs of the process, the volume of the product, the degree of customer satisfaction.

Speaking about the technical indicators of business processes, it is worth noting that the relative indicators of several business processes are more informative than the absolute indicators of business processes. One of the most important indicators of business processes are cost indicators [5].

It is worth noting that if the cost and time indicators are the same for different business processes, then the quality indicators are quite specific, and they are individual for each business process.

Process simulation is a research method based on the fact that the analyzed activity of an organization is replaced by a model simulating this activity. This method allows you to formulate the goal of a business process, form tasks and consistently go through all the steps to implementation. Advantages of simulation analysis: to emit a process in a short time, there is no need to stop the current business process, cons: there is no guarantee that the simulated simulation process will give real results.

ABC analysis is the selection of goods, raw materials and other important resources for the subsequent use of this information in order to increase sales [6].

ABC analysis allows you to classify the resources of an enterprise according to their degree of importance (all business processes of an enterprise are divided into groups A, B, C), therefore, analysis is one of the methods of rationalization. The advantages of ABC analysis is that its application is possible in the field of activity of any enterprise. Improving the work using this method in a short time allows you to reduce costs, identify management errors and take urgent measures in time.

When studying the types of ABP, the dependence of the choice of the type of ABP on the purpose of modeling the business process was revealed.

A model is a textual, symbolic, tabular or graphical representation of business processes and their logical relationship. The business process model is used in two states: as is (as is) — the current state of the enterprise's activities, and as it should be (to be) — the future state of the activity after making changes [7].

Business process modeling is a logical description of a business process using process elements (data, actions, events, etc.) [8].

The goals of business process modeling can be:

- description of the process, in turn, the type of ABP, for example, analysis of the state of the process in relation to the requirements;
- normalization of the process, a type of ABP, for example, analysis of the state of the process in relation to requirements or ranking of the process;



-optimization of the management structure of the enterprise (type of ABP, for example, analysis of process problems);

process reengineering (a type of ABP, for example, business needs analysis) and so on.

**Results.** Analysis and modeling of business processes of an enterprise is an effective tool for improving operations, reducing costs and successful development. However, in order to successfully achieve the final goals, you need to be able to conduct a timely and detailed analysis of the company's activities, its organizational structure, limitations and dependencies of interactions, work with external integration systems, performance analysis, comparative analysis and much more. Only after conducting a clear analysis can you start optimizing, automating or engineering the business processes of the enterprise.

With the help of modeling, we can describe any business process where their execution will be in management systems.

In the context of the rapid development of IT technologies and the economy, a variety of systems for managing business processes have appeared (for example, Comindware Business Application Platform, Bitrix24, ELMA, Camunda BPM and others), a process approach to the organization of activities is actively applied [9].

Automation today affects almost all areas of business. Optimization and automation of business processes is used as a way to increase the efficiency of interaction between departments and manageability of the enterprise.

Business process implementation is a time-consuming, cyclical process that consists of several stages: describing the business process as it is, analyzing the optimization of the business process, modeling, implementing and controlling the business process.

The process analysis is carried out before and after the implementation of the business process. This stage allows you to make an assessment of the necessary changes, tools and resources [10].

Without analysis and monitoring (control), the business process will not give the expected effect and timely introduction of necessary adjustments.

**Conclusions.** For the competitive position of the enterprise in the market, the implementation of business process management is the best solution at the moment. It allows minimizing the influence of the human factor, systematically obtaining data in order to assess the identification and presentation of the process as a basis for its organization and improvement.

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## КӘСІПОРЫННЫҢ БИЗНЕС-ПРОЦЕСТЕРІН ТАЛДАУ

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**Түйін.** *Мақалада бизнес – процесті талдаудың өзектілігі мен әсері әр бизнес бірлігінің операциялық жетілуіне қол жеткізу факторы ретінде қарастырылады. Ұйымның қолданыстағы бизнес – процестерін автоматтандыру мен оңтайландырудағы талдаудың мақсаттары мен рөлі анықталды. Кәсіпорынның әр операциялық бірлігінің жұмысын жеделдетуге ықпал ететін құрал ретінде бизнес – процесті талдаудың мәні ашылды. Бизнес-процестерді талдау әдістерін талдау, Талдау түрін таңдаудың модельдеу мақсатына тәуелділігі анықталды.*

*Қазіргі уақытта бізде бизнес-процестердің тиімділігі тұрғысынан кәсіпорынды талдауға арналған теориялық және практикалық зерттеулер туралы аз ақпарат бар, яғни бүгінде бизнес – процестерді талдаудың бірыңғай тәсілдері жоқ. Теориялық*





маңыздылығы бизнес-процестерді модельдеу кезінде талдау кезеңінің маңыздылығын негіздеу болып табылады. Талдау жүргізу кезінде бизнес-процестер тиімділігінің негізгі критерийлеріне бағалау белгіленеді: қорытынды өнімнің тиімділігі, соңғы өнімнің өзіндік құны, соңғы өнімді әзірлеу уақыты, соңғы өнімнің сапасы (стандарттарға, регламенттерге, ішкі құжаттарға тиістілік сапасы және т.б.). Практикалық маңыздылығы бизнес-процестердің тиімділігі критерийлерінің нәтижелілігін талдау және арттыру үшін модельдеу әдістері мен құралдарын пайдалану болып табылады.

**Түйін сөздер:** бизнес-процесс, бизнес – процестерді талдау, бизнес-процестерді автоматтандыру, бизнес-процестерді талдау түрлері, кәсіпорынды автоматтандыру, бизнес-процестердің тиімділігі, бизнес-процесті құру әдістері, бизнес – процесті модельдеу, BPM басқару тұжырымдамасы, процесті басқару.

## АНАЛИЗ БИЗНЕС – ПРОЦЕССОВ ПРЕДПРИЯТИЯ

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**Резюме.** В статье рассматривается актуальность и влияние анализа бизнес – процесса как фактора достижения операционного совершенства каждой единицы бизнеса. Определены цели и роль анализа в автоматизации и оптимизации существующих бизнес – процессов организации. Раскрыта сущность анализа бизнес – процесса как инструмента, побуждающего ускорение работы каждой операционной единицы предприятия. Приведен анализ методов анализа бизнес – процессов, выявлена зависимость выбора вида анализа от цели моделирования.

Теоретическая значимость заключается в обосновании значимости этапа анализ при моделировании бизнес – процессов. Во время проведения анализа устанавливается оценка основных критериев эффективности бизнес – процессов: результативность конечного продукта, стоимость конечного продукта, время разработки конечного продукта, качество конечного продукта (качество принадлежности к стандартам, регламентам, внутренним документам и т.д.). Практическая значимость заключается в использовании методов и инструментариев моделирования для анализа и повышения результативности критериев эффективности бизнес -процессов.

**Ключевые слова:** бизнес – процесс, анализ бизнес – процессов, автоматизация бизнес – процессов, виды анализа бизнес – процессов, автоматизация предприятия, эффективность бизнес – процессов, методы построения бизнес – процесса, моделирование бизнес – процесса, управленческая концепция BPM, процессное управление.

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