

THE GLOBAL ECONOMY AND INTERNATIONAL ECONOMIC RELATIONS

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MANAGEMENT OF BUSINESS PROCESSES IN FOREIGN ECONOMIC ACTIVITY

The current stage of the functioning of the world economy is characterized by close interconnection of all spheres of economic life, both within the framework of a separate society and on a planetary scale. This has an impact on the development of relations between the entities of foreign economic activity in the field of organizing the business-processes. First of all, it is about their influence on economic, financial, industrial, investment, innovative components of foreign economic relations and their ability to affect the effectiveness of international cooperation.

It should be noted that a business process can be determined a set of business operations, a number of internal activities that begin with one or more inputs and end with the creation of products needed by the customer (customer – not necessarily external to the company consumer, it may be a division or specific employee). Some authors consider the business process as a set of internal activities to create products needed by the customer, the cost, durability, service and quality of which satisfies the consumer. Business processes in the organization which is engaged in foreign economic activity are heterogeneous. In essence, organizational activity is a set of

interdependent business processes that reflect the implementation of certain functions of the enterprise as the entity of international business relations. Business processes in foreign economic activity have the following important features: have internal and external users; operate within the company's divisions and between them, as well as between different organizations; based on the method of work inherent in a particular organization but should be based on the peculiarities of external environment of the enterprise in different foreign markets.

According to Binner H., business processes is a system of interrelated actions, the end results of which are the production of products / services that are valuable to external and internal consumers. If we talk about foreign economic activity such processes should be focused on the needs of the consumers of the certain markets taking into account their special characteristics. Davenport T. and Short J. determined such processes as a set of measurable actions designed to produce a specific service or product for a specific consumer or market is structured. Includes work, tasks arranged in space and time with the presence of certain "inputs" and "outputs" [1]. According to ISO 9001, business process is stable, purposeful set of interconnected activities that transforms the entrance to the exit according to a certain technology [2]. Based on these approaches, it can be concluded that business processes in foreign economic activity are a set of internal activities of the enterprise, focused on creating products, the cost of which, service, and quality meets the needs of consumers of foreign markets.

Based on this, business process management can be considered as the ability of the enterprise to influence business efficiency in foreign economic activity by reducing costs (both in time and money) in the execution of processes to increase the competitiveness in international market. Business process management, as defined by Gartner, implements techniques that enable discovery, modeling, analysis, measurement, improvement, and optimization of business strategy and processes. The categories "business process management", "task management" and "project management" should not be confused because business process management covers a much wider range of topics. Task management focuses on individual tasks, while business

process management looks at the whole process. Project management refers to one-off tasks, while business process management focuses on repetitive processes.

The algorithm for evaluating the management of business processes of the enterprise includes six stages. The first is a systematic diagnosis of the business system. After obtaining qualitative and quantitative indicators of management efficiency, problem areas are identified and the potential ability of the enterprise to improve its activities with available resources is analyzed. At these stages, a number of analysis tools are used, which allow to make rational management decisions on modeling and improving business processes.

The most common in use among enterprises are analytical methods of evaluation and analysis of business systems (fig. 1).

Ishikawa diagram	<ul style="list-style-type: none"> Graphical method of research and determination of significant cause-and-effect relationships between factors and consequences in business system processes; factors influencing results and costs are determined
"Five questions"	<ul style="list-style-type: none"> An effective tool used to study cause-and-effect relationships, to identify the root cause of a problem, the elimination of which can lead to increased efficiency
ABC	<ul style="list-style-type: none"> Allows you to determine the effectiveness of resource-intensive business processes; allows to allocate the basic, secondary and unnecessary processes; the level of achievement of the optimal ratio between the consumer value of the output of business processes to the cost of its achievement is determined
KPI-based analysis	<ul style="list-style-type: none"> Financial and non-financial evaluation system, which helps the organization to determine the ratio of the achieved level of important indicators to the company's efforts to achieve this level

Fig. 1. Analytical tools for assessing business processes

The use of these tools allows to comprehensively consider business processes, identify shortcomings that need to be addressed and the

strengths of the enterprise, which business processes can be developed through.

The basic methods of business process optimization both in internal and external economic activity are cost reduction; reducing personnel and replacing it with automated systems, for example, CRM (reduces costs, ensures the consistency of processes due to the absence of a human factor); implementation of data collection and analysis systems; revision of the chains and scripts of the processes themselves; splitting processes into smaller segments and replacing personnel with highly specialized specialists, each of whom will be responsible for its own element of the chain; selection of creative personnel [3]. For a modern company, when optimizing processes, the main goal is to reduce costs and increase work efficiency. Taking into account the above, business processes optimization, in our opinion, is under the influence of scientific and technological progress, which is characterized, in particular, by the intensification of innovation activity and the need to find directions for its improvement [4]. Modern enterprises, operating in a complex socio-economic environment, must constantly create and implement various types of innovations that ensure their effective business operations in the world market. The bulk of innovation is realized in the market economy of the world's business structures as a means of solving industrial, commercial and marketing tasks, as an extremely important factor in ensuring the stability of their functioning, the effectiveness of business processes and most importantly – level of competitiveness in the foreign markets.

Therefore, the prerequisites for the dynamic expansion of innovative opportunities for business processes development is the internationalization of the world economy, the expansion of productive activity of companies from different countries of the world community, technological development of society which can influence the level of automatization of business processes, improvement of forms and methods of functioning in the foreign markets, ways to produce the competitive goods and services with the lowest costs, development of innovative ways to manage the personnel as the entity of business

processes. All this contributes to effective development of business processes for the companies engaged in foreign economic activity.

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