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**EVOLUTIONARY NATURE OF BUSINESS PROCESSES DEVELOPMENT  
AT UKRAINIAN ENTERPRISES**

*The paper explores an evolution history of scientific approaches in attempt to capture the essence of a business process concept from the emergence of process theories to modern interpretations. The author suggests her own practical and applied definition of a business process subject to specific realia of doing business in Ukraine.*

**Keywords:** *business process, process-based approach, business processes management, consumer orientation.*

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**ЕВОЛЮЦІЙНА СУТНІСТЬ РОЗВИТКУ БІЗНЕС-ПРОЦЕСІВ ПІДПРИЄМСТВ УКРАЇНИ**

*У статті досліджено та проаналізовано еволюцію наукових підходів до визначення сутності поняття «бізнес-процес» від початку виникнення процесної теорії до сучасних тлумачень. Автором запропоновано власне практично-прикладне трактування бізнес-процесу з урахуванням особливостей здійснення підприємницької діяльності в Україні.*

**Ключові слова:** *бізнес-процес, процесний підхід, управління бізнес-процесами, споживча спрямованість.*

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**ЭВОЛЮЦИОННАЯ СУЩНОСТЬ РАЗВИТИЯ БИЗНЕС-ПРОЦЕССОВ  
ПРЕДПРИЯТИЙ УКРАИНЫ**

*В статье исследована и проанализирована эволюция научных подходов к определению сущности понятия «бизнес-процесс» от начала возникновения процессной теории до современных толкований. Автором предложена собственная практично-прикладная трактовка бизнес-процесса с учетом особенностей ведения предпринимательской деятельности в Украине.*

**Ключевые слова:** *бизнес-процесс, процессный подход, управление бизнес-процессами, потребительская направленность.*

**Problem statement.** After 25 years of independence Ukraine has finally decided on the vector of socioeconomic development, namely a clear commitment to accession to the European community. Under the downturn of the Ukrainian economy, rising inflation and a significant reduction in the Ukrainian population solvency, there is little need to develop a product or service for the end user. It is necessary to deliver the production process as cheaply as possible within the overall company costs (compared to competitors), thus providing the highest quality assurance, and last but not least, accessible price level of goods available to the buyer. From this perspective, the functional approach to business management cannot resolve the problem, and therefore is being gradually transformed to the process approach.

In this context, the role of continuous development and improvement of business processes at Ukrainian enterprises adequate to modern economic challenges is paramount. Due attention to this issue is of critical importance for achieving high competitiveness of Ukrainian manufacturers compared to their European counterparts. Thus, in case of profitable long-term exports to the European Union and other countries some of the local companies can remain "overboard".

Effective management of business processes in the organization allows the latter to promptly and quickly respond to changes in the external environment, analyze the market and customer needs, investigate their behavior patterns, and thus eventually affect the level of company profitability. That is why the study of evolutionary nature of business processes development is the initial and crucial step, since it provides insights into the essence of a business process in general, and the long-lasting genesis of domestic and world economic thought history, as well as facilitates the understanding of mechanisms to ensure the effective management of business processes to maintain and improve the competitiveness of Ukrainian products to be attractive at the European market.

**Recent research and publications analysis.** The challenges of the late twentieth – early twenty-first century (a rapid change in the external environment of organizations, globalization of the economy, ageing of some of the management technologies and the emergence of a new shift of companies management from the manufacturer's perspective to the needs of the end user, etc.) encouraged a constant search for new scientific approaches to the integrated enterprise management system. In this context, close attention has been paid to the business processes enhancement as a key factor in ensuring high profitability of a company.

Theoretical and methodological concepts of essence and different aspects of business processes management have been a focus of a number of research papers of foreign and domestic scholars, in particular A.-V. Scheer [35], V. E. Deming [2], Y. Z. Zinder [20], J. Womak, D.T. Jones [14], M. Hammer, D. Champi [3], B. Andersen [8], T. Davenport, T. Short [1], M. Porter [6], J. Harrington [33], H. Binder [10], Y. G. Oyhman, Y. M. Popov [28], V.G. Liferova, V. V. Repin [17], V. V. Yefimov [18] and others. Among the Ukrainian scientists special emphasis should be made to the works of O. V. Arefieva [9], L. O. Denysenko [15], L.I. Chernobai [34], V. V. Demydenko [16], T. S. Morshchenok [27], O. A. Lysenko [25] and others. It is also important to mention the contribution into the studies of the evolution of business processes of such specialized international organizations and institutions, as the European Foundation for Quality Management (EFQM) and International Benchmarking Clearinghouse (IBC) [34].

**Unresolved issues.** Despite the increasing popularity in recent decades of the issues of managing business processes at an enterprise among scientists all over the globe, an integrated approach to the definition of the business process essence has not been identified yet. Moreover, insufficiently explored remain the problems of business processes development and management at Ukrainian enterprises with their specific business activities and practices which urgently require deep structural transformations to shift the production structure towards the needs of the end users.

**Research objective.** The key objective of this paper is to study the evolution of scientific thought and summarize the methodological approaches to defining the essence of business processes at enterprises along with the adjustment of the business process concept interpretation for contemporary Ukrainian businesses.

**Key research findings.** Current business environment is characterized by complexity, a high level of variability, uncertainty and rapid changes in consumer preferences. Under these conditions, the functional principle of organizational system of enterprise management (which assumes increased specialization, rigid vertical hierarchy structure, restriction on access to

information [22, p. 127]) is no longer able to ensure a prompt response to economic challenges companies are facing nowadays. To remain competitive, enterprises are gradually switching to a process-based approach to management whose main advantage is the direct focus on client/consumer satisfaction or meeting customer needs for a company product/service.

The general process theory emerged in the late 60-ies and was a qualitative step forward in the development of consistent theory. It was based on the key concept of "process" which can be interpreted as a succession of objects and phenomena, object states over time, a set of sequential actions aimed at achieving a specific result. V. V. Demydenko argues that the key characteristics of a process in general should be viewed as a change in the object state and a focus on a specific outcome [16].

However, a deep practical interest in process-based management approach emerged only in the late 20<sup>th</sup> century, when in the 1980s the ‘consumer market’ won finally and irrevocably over the ‘manufacturers market’, and since that time it is the ultimate consumer who sets the price of a product and not the manufacturer.

A process-based management approach views enterprise management as a set of ongoing business processes, which, in turn, are determined by a business entity goals and objectives and ensure implementation of all its activities [27, p. 297]. Since processes refer to fundamental characteristics of an enterprise as an organizational system, at present the concepts of "enterprise management" and "business processes management" are becoming inseparable from each other.

Effective implementation of the process approach is impossible without a deep understanding of the essence of the business process concept. Given a relatively short history of research in the field of business processes management (only last 25-30 years), we find it appropriate to explore the evolution of business processes at different enterprises and summarize the approaches to interpret the essence of the concept (author’s generalization and systematization of scientific approaches by foreign and domestic scholars by the parameters of the time period and a business process definition focus are presented in Table 1).

Thus, acute attention to business processes starts from the 1990s, as new technologies and management methods claimed for standardization, structuring and transition to automated control [34, p. 125]. It is therefore not surprising that the first interpretations of the business process category were technical in nature (Scheer, Zinder, Davenport, Short, etc.). The beginning of the 21<sup>st</sup> century was marked by a trend to managerial (economic) orientation in the definitions of a business process [34]. In this context, some scholars have focused on the study of business processes through the prism of the internal environment of the firm (Deming, Anderson), others made an emphasis on the external environment (Hammer, Champi, Porter, Miller, Oyhman, Binner). Hence, apart from technical, it is possible to identify external and internal organizational aspects in the business process concept definition focus.

*Table 1*

**Scientific approaches to interpreting the essence of a business process concept by the parameters of time period and the definition focus**

<b>Time period</b>	<b>Author (s)</b>	<b>Business process concept interpretation</b>	<b>Business process definition focus</b>
1980s	V.E. Deming [2]	Any types of organization activities	Internal organizational
1980s	M.E. Porter, V.E. Miller [6]	A set of activities, determined through the points of input and output, interfaces and organizational tools, which facilitates cost accumulation and assigns it to the service or product that is produced	External organizational

1990s	A.-V. Scheer [35]	An integrated set of repeatable actions (functions) that transform the input material and/or information into a final product (service) in accordance with pre-set rules	Technical
1990s	J. Martin [5]	Replaced the concept of a business process by the flow of values: a set of completed agreed actions that combine to create a product that has a consumer value for a customer	Internal organizational
1990s	T. Davenport, J. Short [1]	A structured finite set of actions designed for the production of specific services (product) for a particular customer or market; specifically ordered set of works and tasks in time and space, indicating the beginning and the end, the exact definition of inputs and outputs; a set of actions, structured, measured, designed to produce a specific output for a particular customer or market	External organizational
1990s	Y.Z. Zinder [20]	A logical sequence of interrelated activities that employ company resources to create and produce a measurable outcome in the future	Technical
1990s	M. Hammer, J. Champi [3]	An array of various types of activities using one or more types of resources at the input point; and resulting in an output product that has value to a consumer	External organizational
1990s	Y.G. Oyhman, Y.M. Popov [28]	A variety of internal steps (activities) starting with one or more inputs and ending with the creation of products customer needs, at that products must satisfy the customer in cost, duration of usage, service and quality; the full flow of events in the system, describing how the client starts, maintains and ends the use of business	External organizational
2000-2010	D. Harrington, K.S. Esseling [33]	Logical, successive, interrelated set of events consuming resources of a provider that creates value and offers an output result to a buyer	External organizational
2000-2010	ISO/IES [4], V.G. Yelifеров, V.V. Repin [17]	A number of interrelated activities being transformed into the process inputs and outputs	Technical
2000-2010	M. Robson, P. Ullah [29]	The workflow, which passes on from one person to another, and for large processes - from one department to another	Internal organizational
2000-2010	B. Andersen [8]	A chain of logically connected, repetitive activities that utilizes the organization's resources to refine an object (physical or mental) with the purpose of achieving specified and measurable results / products for internal or external customers	Internal organizational
2000-2010	H. Binner [10]	System of interrelated and interacting actions, the ultimate purpose of which is the creation of	External organizational

		products/services that have value for internal and external customers	
2000-2010	V.N. Tupkalo [31]	The hierarchy of internal and interdependent cyclic functional actions, whose ultimate goal is to release a product or its separate elements, and manage the PDCA cycle of planning, monitoring, analysis and action.	Internal organizational, Technical
2000-2010	R. Kaplan, D. Norton [21]	A structured set of actions designed to produce a specific product or service for a particular customer or market; a structured set of activities designed to implement the relevant output for a particular customer or market	External organizational
2000-2010	A. M. Bortnik [11]	A steady, purposeful set of interrelated actions, which through the use of specific technologies and for the optimal time converts inputs (resources) into outputs (results) that have value for internal and external customers (clients) and ultimately contributes to enterprise value	Technical, External organizational
2000-2010	O.P. Filonenko [32]	Organized sequential execution of job functions by personnel in time and space	Technical
2000-2010	N.M. Abdikeiev [7], S.V. Rubtsov [30]	An operation included into the system of operations, the objective of which is the production and supply of goods/services to other operations within the system, and other systems	Technical
Since 2010 up to present	R.M. Voronko [13]	A set of operations the purpose of which is manufacture and supply of a particular product (service) using own (internal) and external resources to other economic systems, as well as within own economic system	Internal Organizational, External organizational
Since 2010	K.A. Yesipova [19]	An organized sequence of interrelated operations flow that has continuous communication with other company processes and uses its resources to obtain an output result in the form of a product (service) to satisfy the end-user	External organizational
Since 2010 up to present	L.I. Chornobai, O.I. Duma [34]	A system of continuous, interrelated, appropriately organized and managed actions (procedures, operations, functions) which, in turn, is part of the mechanism of added value (customer value) formation through the conversion of organizational resources focusing on achieving a comprehensive goal aimed at ensuring the overall organization productivity and efficiency and dispatching added value (customer value) to the target market through the company business model	Internal organizational, External organizational
Since 2010 up to present	T.S. Morshchenok [27]	A set of consistent, interrelated regularly performed actions in the framework of development strategy realization, aimed at the formation and use of the potential within specific	External organizational

		activity with the purpose of creating competitive products (services, works) to satisfy internal and external customers and facilitate the company in achieving its strategic goals under the dynamic market environment	
Since 2010 up to present	V.V. Demydenko [16]	A designed algorithm of interrelated actions or workflows that undergoes systematic changes under the influence of factors of external and internal environment where all the organization's resources are directed at satisfaction of consumers' demands and profit maximization	External organizational, Internal organizational

Analysis of the evolution history of foreign and domestic scientific approaches to the interpretation of a business process makes us recognize that today there is no single universal definition of this economic category. Moreover, this term lacks proper normative articulation within the national legislation. However, certain trends in general theoretical development of the business process category is being observed: from the most obvious (according to the English translation that includes only the technical parameters to the more modern which brings together all aspects of company operations (Chernobai, Morshchenok, Demydenko, Bortnik).

It should be emphasized that the above definitions of a business process mostly refer either to technical aspects of business activity or to a comprehensive theory of business processes development. Given the current state of doing business in Ukraine, where the functional management approach dominates the process-based, such definitions do not give a clear idea to the entrepreneur as to what a business process is from the practical implementation perspective in Ukrainian realia. Entrepreneurs are in the first place practitioners. Although they pay certain respect to theoretical achievements in science, they lack deep understanding of how to apply scientific concepts in practice. If they perceive a certain concept, there are high chances of its fast implementation, and vice versa if the category is too "bulky" and vague, they are more likely to ignore.

Having analyzed a variety of scientific approaches to the business process definitions and focusing on the issues of business practices of Ukrainian enterprises, we offer the following definition: a business process is any systematic, interrelated with other company activities operation that algorithmically describes the entity from within, has a well-defined owner, and refers to transformation of the input resources into the final documented output product that has consumer value for internal or external customers.

This definition reflects the basic feature of any business process, i.e. a focus on customer satisfaction and value creation, along with revealing other important components of the business process for modern enterprises, including domestic:

- consistency – every business process has to be performed on a regular basis, continuously and envisage repeatability of activities, operations and works;
- relationship with other activities – a business process generally cannot exist in isolation from other business processes, since at the end they are all aimed at making profit;
- algorithmic character – any business process is possible and desirable to be specified through algorithms to automate and speed up the time period of the resource passing from the start up into a final product;
- internal focus – a business process describes what happens inside the organization; the external environment affects but is not described by the business process concept;

- process owner – a person in the company who is solely responsible for a particular business process (e.g. sales is a responsibility of a Sales Manager and not a Director of the company, and in this business process the Director will be subordinated to the head of sales);
- documentary approval – created final product, service or value have to be documented (for example, sales report, production program, etc.). This document necessarily involves the presence of clearly defined terms unless it is relevant;
- cost factor – any business process should be presented in specific terms of value and include all costs for its implementation.

If the business process is not focused at a specific customer (internal or external), if it is impossible for some reason to specify it according to the algorithm, the business process lacks precise costing or consistency and regularity in its implementation, this is the case of individual procedures, activities, operations that are held within organization, which not always lead to the desired result or business profit and can not fully satisfy the ultimate consumer.

**Conclusions and prospects for further research.** Thus, the analysis of the evolution history of foreign and domestic scientific approaches to the interpretation of a business process demonstrated that this economic category is very much at embryonic stage, being under investigation agenda for only last 25-30 years. Yet, there is much ambiguity in scientists' attempts to provide a universal definition of the business process as such: emphasis is made on technical, external or internal organizational aspects of interpretation.

Apparently, most definitions of a business process are of theoretical nature, rather than practical. However, at present Ukrainian entrepreneurs as never before need a clear understanding of how to implement a particular business process in practice. Moreover, in Ukraine the functional approach to management still dominates the process-based one which hampers the development of competitiveness at the domestic and foreign markets.

Hence, the author offers a new practical and applied interpretation of a business process taking into account modern business realities in Ukraine. The paper also provides insights into the key components of the business process that must be inherent to any business process at small, medium or large business. The possible direction for future research might be a study of international experience of the effective management of business processes and its adaptation to the economic realia of doing business in Ukraine.

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