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## **ПРОЦЕССНЫЙ ПОДХОД. ОСОБЕННОСТИ ЕГО ПРИМЕНЕНИЯ В УПРАВЛЕНИИ ПРЕДПРИЯТИЕМ**

## **PROCESS-BASED APPROACH. FEATURES OF ITS APPLICATION IN THE ENTERPRISE MANAGEMENT**

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### *Аннотация*

*Эта статья посвящена специфике применения процессного подхода в управлении организацией.*

### *Abstract*

*This paper addresses the specifics of using process-based approach in the enterprise management.*

*Ключевые слова: функциональный подход, процессный подход, управляющие бизнес-процессы, операционные бизнес-процессы, поддерживающие бизнес-процессы.*

*Keywords: functional approach, process-based approach, controlling business processes, operational business processes, supporting business processes.*

Today, there is a lot of talk about the process-based approach as a method of improving the management of the organization. Indeed, the description of the organization as a set of interrelated business processes allows to detect and analyze all the available connection, material and information flows in the company. This mechanism in case of skillful using it makes it possible to accurately represent existing business processes in

conjunction with the strategic goals of the enterprise, as well as organizational management structure, also to identify irrational «places» that adversely affect the achievement of the main objectives, thereby reducing the effectiveness of the organization, and to carry out a number of measures to address them.

In contrast to the pre-existing business processes optimized ones acquire a clear, logical and structured form. Enterprise «architecture» becomes clear where all the relationships are transparent and all the indicators and processes are linked in a single system with the strategic goals of the enterprise.

Through the implementation of the process-based approach as a way of organizing and managing a business entity there is multiple increase of manageability together with the strengthening of personal responsibility for the final business results and supervision of the operation of the enterprise as a whole.

This advantage of the process-based approach allows us not only to optimize the overall management of the organization, but also to carry out its further improvement by automating business processes, which is not possible in the absence of clear communication scheme, amenable to algorithmic. As a result of the automation of control it will be kept clean information channels and excluded incomplete information, duplication, data entry, designed for other levels of government, etc. In addition, if the company is planning to implement a quality management standard ISO9000, then the presence of an enterprise electronic document management system is a necessary condition for this. [1]

Obviously the use of process approach has many advantages, but it also has disadvantages. The first problem is that the implementation of the process approach is quite complicated and often stops at the stage of its regulation. On the one hand qualitative description of business processes depends on the professionalism and awareness of the company responsible person, who was assigned to this work, on the other hand - on the used aids, primarily information technology for business process modeling. Their advantage is to reduce the number of mechanical errors that often arise in the description manually, as well as the possibility of automatic verification logic resulting enterprise architecture. The second problem lies in the specifics of the design of business processes. The business process is a series of interrelated activities or tasks that lead to the creation of a particular product or service to consumers.

There are three types of business processes [2]:

1. Controlling - business processes that manage the operation of the system. An example of the control process is the corporate management and strategic management.

2. Operational - business processes that make up the company's core business and create the primary revenue stream. Examples of operational

business processes are sourcing, manufacturing, marketing and sales.

3. Supporting - business processes that serve the core business. For example, accounting, staffing, technical support.

Business processes, as well as a system of objectives and indicators, organizational structure are elements of the control system. To create from «zero» or to reform the control system of the organization is able only after strategic goal of the organization become clear. It is needed to make the right decisions about the internal structure and operation of the organization in terms of reachability database goals. The system of indicators allows correlating results obtained previously with the set objectives. In accordance with the fact, that the company has defined for itself as a given result there is generated a set of interrelated activities. If the goals are targets of enterprise, indicators - labels for determining the extent of their achievement, and organizational structure - steel construction of enterprise, then business processes are its content.

Under the design of business processes is understood primarily forming the main sequence (operational) business processes, that is, the set of actions to form the finished product having a value for the enterprise.

The process of improving the control system can be represented by the following sequence of actions:

1. Analysis of the existing control system in order to determine whether there is a negative impact on her side on the efficiency of the company.

2. Search and analysis of the «weaknesses» of the system of management, i.e. the study of control system for compliance with requirements stipulated objective necessity. As a research method of control system can serve the description of business processes «as is». This will determine the degree of integration of strategic business objectives, organizational structure and business processes, which will be a clearly visible all information flows, the person responsible for a particular process, and the result, which must be achieved in accordance with the objectives.

3. Identifying the causes of «weak points» management system and their possible solutions. Those reasons, which can be eliminated, are ranked according to their importance and influence on the efficiency of the company. Developed a turn-based strategy for implementing measures to eliminate them, which primarily focuses on the economic benefits of the proposals. At this stage, according to an embodiment of the proposed research management system through its constituent elements, it is provided the description of business process models «as it should be,» to which will be provided all the elements of real working model in the implementation phase.

4. Implementation of strategies to address the «weak points» in the control system.

5. Analysis of the situation before and after in order to identify the impact of implemented projects and their correction.

However, there are management companies (for example, the holding company) in practice, devoted exclusively to strategic management. In fact, precisely controlling processes flow within the enterprise data that do not occur consecutively in time, as operational business processes, in some way that is against the rules describing business processes. In addition, management is often organized according to functional principle in these enterprises, which is the reason that control business processes pass through all the divisions of the enterprise.

In conclusion, it is worth noting that the process of transition to a strictly formalized description of business processes, despite certain shortcomings, is the optimization of enterprise management system, the level of organization which is one of the determinants of the effectiveness of its activities.

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### **ОПЫТ РОССИИ И КИТАЯ ПРИ ФОРМИРОВАНИИ БЛАГОПРИЯТНОГО НАЛОГОВОГО КЛИМАТА ДЛЯ ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЙ**

### **THE EXPERIENCE OF RUSSIA AND CHINA TO FORM OF ADVANTAGEOUS TAX CLIMATE FOR INNOVATION IN ENTERPRISES**

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#### Аннотация

*В статье проанализирована проблема формирования благоприятного налогового климата для инновационной*