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METHODOLOGICAL ASPECTS OF INNOVATIVE DEVELOPMENT OF BUSINESS PROCESSES OF ENTERPRISES

МЕТОДОЛОГІЧНІ АСПЕКТИ ІННОВАЦІЙНОГО РОЗВИТКУ БІЗНЕС-ПРОЦЕСІВ ПІДПРИЄМСТВ

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The article considers the innovative development of business processes of enterprises. Dynamism and complexity of the external environment of management require enterprises to a certain model of behavior through the implementation of innovative changes in the main business processes. It is found that the business process of innovative development is understood as such processes that provide the main development or improvement of the enterprise's activities, which allows creating a chain of value in the main and auxiliary processes at a new level of relevant indicators. It is important to establish and implement a fundamentally new strategic system for managing innovative development of an enterprise, which includes active search, formation and development of innovative opportunities, creation and use of strategic opportunities on the basis of an adequate theoretical base, new conceptual ideas, approaches, methodological tools.

Keywords: innovations, innovative technologies, development, business processes, management, enterprise.

У статті розглянуто інноваційний розвиток бізнес-процесів підприємств. Було зазначено, що інноваційний розвиток є необхідною умовою успіху сучасних підприємств, адже в динамічних економічних умовах зростання, при даному рівні конкуренції та швидкості технологічних змін саме інновації є головною умовою економічного зростання. Динамізм та ускладнення зовнішнього середовища господарювання, підвищення конкурентної боротьби, кризові явища вимагають від підприємств певної моделі поведінки через реалізацію інноваційних змін у послугах та продуктах, технологіях в основних бізнес-процесах. З'ясовано, що під бізнес-процесом інноваційного розвитку розуміють такі процеси, які забезпечують основний розвиток або вдосконалення діяльності підприємства, що дозволяє створити ланцюг цінності в основному та допоміжних процесах на новому рівні відповідних показників. Визначено, що на інноваційний розвиток підприємств впливають: зовнішні та внутрішні фактори, у тому числі впровадження нових розробок, ідей, технологій чи продуктів; стан і конкурентоспроможність підприємства, що проводить інноваційну діяльність; державні системи регулювання; вибір пріоритетних напрямків та способів впровадження інновацій; розподіл інноваційного потенціалу; капітальне інвестування в інноваційну діяльність бізнес-структур тощо. Переважна більшість українських підприємств недостатньо враховує вплив динамічне зовнішнє середовище на ходу своїх бізнес-процесів і втрачають

додаткові можливості для інноваційного розвитку. Тому важливо встановити і впровадити принципово нову стратегічну систему управління інноваційним розвитком підприємства, яка включає активний пошук, формування та розвиток інноваційних можливостей, створення та використання стратегічних можливостей на основі адекватної теоретичної бази, нових концептуальних ідей, підходів, методологічних інструментів. Орієнтація інноваційного типу розвитку підприємства вимагає постійних змін всіх його елементів (стратегії, структури, процесів, продукції, персоналу). Тому інструментарій управління інноваційним розвитком підприємства повинен базуватися на методології стратегічного управління, зокрема концептуалізації, бізнес-моделюванні та стратегічному плануванні.

Ключові слова: інновації, інноваційні технології, розвиток, бізнес-процеси, управління, підприємство.

Problem statement. Modern socio-economic development involves the use of innovation as a guarantee of the existence of any economic entity. To effectively implement innovative methods of managing business processes in enterprises, it is very important to define goals, set specific tasks and evaluate opportunities that depend on many factors, including the micro- and macroeconomic environment of activity. In addition, the innovative development of enterprises is a determining factor in improving the efficiency of their functioning and adaptation to the needs of the market environment.

In the current conditions, the issue of introducing innovations into production is becoming increasingly urgent, which would include a thorough analysis of the internal resources of enterprises regarding the introduction of innovations, as well as the possibility of attracting external innovations by using external ideas and taking into account the innovation infrastructure. The experience of successful companies in this area testifies to the popularity of integrated, interactive and network models of innovative development, which make it possible to maximize the possibilities of developing innovative solutions and introducing them into production.

Analysis of recent research and publications. The solution of problematic issues regarding the innovative development of business processes of enterprises is devoted to the scientific works of such scientists: V. V. Gorlachuk, A. V. Vinogradova, I. G. Yanenkova, S.V. Labunskaya, G. Sitnika, O. Lyashenko, D. Kozenkova, N. Kalashyanova, G. Kalyanova, V. Komandrovskaya, O. Morozenka, etc. The field of research of business processes today is quite promising, and occupies a significant place in the managerial works of many scientists. However, business processes in the field of innovation still remain poorly studied and require additional attention, in the context of the innovative orientation of the modern global economy.

Statement of the task. The article is aimed at disclosing the essence and studying the innovative development of business processes of enterprises.

Presentation of the main material. The activity of any individual enterprise is a set of business processes of different levels. In turn, innovations are a driver of business and a prerequisite for the successful development of the country's economy. The introduction of innovative technologies in the activities of enterprises allows the latter to optimize their processes and reduce costs. It is the use of innovations that accelerates the company's development, improves its financial results and optimizes business processes.

Examining the current state of the Ukrainian economy, it should be noted that the efficiency of enterprises depends on their ability to speed and flexibility to adapt to significant global changes in the external environment, characterized by high dynamism and unpredictability [1].

At the present stage of the state and development of the economy of Ukraine, the search for innovative methods and tools for managing business processes is intensified, which are based on the principles of their adaptability to changing conditions, are constantly improved through the use of modern technologies in their management activities, and are of great importance in increasing the competitiveness of enterprises [2].

A business process is a set of logically interrelated actions or tasks, the implementation of which leads to the expected result. Therefore, almost all processes that occur in the enterprise can be attributed to business processes. The main purpose of business process management is to align processes with the goals of the organization. Each process must be configured so that the results of the process lead to the achievement of business goals. Increased competition and rapid changes in consumer preferences stimulate the company's management to find and introduce new approaches to managing

business processes in the enterprise. In order for investment in innovation to bring the greatest profitability and ensure the development of the company in the short and long term, it is important to realize what factors influence the success of innovation, and where they begin [5].

The analysis of the development and changes in the management system shows that with the improvement of information technologies, the implementation of the global transformation of economic processes taking place in the world, their role and functionality are significantly changing to ensure the effective operation of enterprises, which creates the need to revise approaches to their formation and constant innovative improvement in search of competitive advantages.

The innovation process is the transformation of modern cognition, scientific thoughts, innovations into a physical reality (innovation) that changes society. The basis of the innovation process is the creation, implementation and dissemination of innovations, the properties of which, technical and technological, have practical application in commercial opportunities to meet new social needs [3].

The basis of innovative competitiveness and competitive advantage of Ukraine is intellectual capital and scientific research, which must be effectively implemented to transform the management system. The reason for the decline in the overall position in the ranking is due to the deterioration of our country's position in such components as the intensity of research and development, the concentration of researchers, the effectiveness of higher education and patent activity. All these circumstances are caused by the consequences of Russia's military aggression against Ukraine.

But in addition to external factors that negatively affect the process of introducing innovative approaches to managing business processes in the enterprise, it should be noted internal factors - a low level of desire of business leaders to change something radically, fear of a high level of risk and lack of sense of urgency of changes in the management of the business process.

Micro-level studies [4] show that a significant proportion of leading Ukrainian enterprises operate in a traditional business paradigm and do not use the values and new opportunities of digital transformation to change their traditional business model, which tends to focus on strategic profit orientations rather than expanding new business opportunities, based

on a rigid hierarchical organizational structure of management with clearly defined functions instead of implementing a command approach, built on the use of management tools to achieve results, which does not give the possibility of focusing and encouraging the development of creative, non-standard management decisions in the enterprise management system [6].

Today, when information technologies are developing very rapidly, it is impossible to present an effective enterprise management system without using modern means of information support for the management decision-making process. This is evidenced by the increased interest in digitalization or digitalization, which in English means digitizing or "digitizing" information [7], which encourages the search for new theoretical and methodological approaches to ensure effective management in the context of digitalization, which means transformation, the penetration of digital technologies to optimize and automate business processes, increase productivity and improve communication with consumers. Through the use of innovative digital technologies, business processes improve and contribute to improving production efficiency, making it more competitive [8].

One example of digitalization is the innovative technology "digital twin," which optimizes the business processes of the enterprise. Using a digital twin, you can provide real-time full communication between the physical and digital worlds. In essence, a "digital twin" is a virtual prototype of a physical object or group of objects, which is designed to simulate their behavior. Virtual models combine all production processes that can provide a closed cycle of production: design, production, use and maintenance, and can determine the state of physical objects, predict, evaluate and analyze changes. Thanks to the cyberphysical closed loop, the digital twin will allow you to optimize the business processes of an enterprise in a virtual environment and transfer effective solutions to the real world, which will actually unify and improve the main bottlenecks, choosing the most effective solutions [9; 10].

Consequently, the introduction of innovations into the business processes of enterprises is a complex task that requires significant efforts from the management and employees of the enterprise. To successfully implement such approaches, it is necessary: to create certain conditions for innovation, including support from management, sufficient resources and motivation of employees; choose the right

approach to implementation, which will take into account the specifics of the enterprise; Develop a detailed implementation plan that includes the milestones, timelines, and resources required to complete the project.

Successful implementation of innovative approaches to the formation of business processes can provide the enterprise with significant competitive advantages by reducing costs, which allows the company to offer more competitive prices, increasing labor productivity, allowing the enterprise to produce more products or services per unit of time, improving the quality of products or services, allowing the company to meet the needs of consumers at a higher level, faster adaptation to changing conditions, which allows the enterprise to maintain its market share in the face of growing competition.

Conclusions. Thus, today the innovative development of business processes is a necessary important condition for the success of a modern enterprise. The complexity and dynamism of the external environment of management, increasing competition require enterprises to adopt an appropriate model of behavior through the implementation of innovative changes in key business processes. The direction of

movement to innovation management obliges the management of the enterprise to focus on such management of business processes, when the search, identification and implementation of innovations should become a constant planned task for each organizational unit in the structure of the company, whether it is the personnel department, or the marketing department, or it is the management of the process of sales of finished products and so on.

In order to create a systemic stimulating mechanism of innovation activity, it is necessary to study the world experience of stimulating innovation activities and adapt it to the domestic conditions of economic development. It is necessary to improve the legal support of innovation, which will create conditions for the implementation of innovative ideas. It is advisable to develop the innovation market infrastructure; increase the motivation of developers to carry out innovative activities; strive to achieve world-class innovation. The key strategic task of the formation of an innovative model for the development of the Ukrainian economy should be the use of modern innovative technologies as the only possible direction for the successful competitive struggle of national economic entities in the domestic and foreign markets.

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