

секційне засідання

**Менеджмент**

**Goncharova Margarita., Ph.D.,**

Ukrainian Academy of Banking of the National Bank of Ukraine, Sumy

## **MANAGEMENT CONSULTING, BUSINESS PROCESS REENGINEERING**

Today, the economic crisis for most native enterprises relevance is advising the reengineering of business processes.

The crisis is not only a problem of keeping business, defense strategy, asset protection, but also new opportunities for viewing the main ant crisis directions of development of companies. So for most companies is the main tool of the bail program for comprehensive business development. It has to rely on the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements, a jump modern performance companies such as cost, quality, service and rates. Modern executives are unable to overcome crisis situations in the activity of companies alone. The majority of researchers prefer the necessity of engaging management consultants for the provision of services from consulting reengineering of business processes in companies. They can provide services for enterprises; important for them is that the same model of counseling to offer leadership to the company. It is clear that the process of reengineering is based on two main concepts: "the future of an idea of the firm" and "model".

It should be noted that business process reengineering is applied in three main situations.

1. When a firm is in a deep crisis that can be expressed in explicitly not competitive (very high) level of costs, the mass rejection of consumer from companies product and etc.

2. When the current state of the firm can be considered satisfactory, but the predictions of its activity is unfavorable. The firm faces unwanted for themselves the trends in competitiveness, profitability, level of demand.

3. Implementation possibilities of reengineering are prosperous, fast and aggressive organization. Their task is the accelerated process of detachment from the nearest competitors and creating a unique competitive advantage. Application reengineering in this situation is the best option for doing business. Many companies believe that found the best business model in which it is not worth anything has significantly changed. Over time, this approach leads to the fact that competitors are catching up and taking over such the firms, and these companies worse adaptable to the demand and market conditions in General.

Reengineering seeks to not only each link of business was productive, but also to the whole system of their interaction was aimed at obtaining the maximum multiplier effect, i.e., that it is impossible to get each separately, but realistically due to joint efforts, organized optimally. When advising business reengineering of fundamental importance is consistency, interrelation and complementarily action consultant and client. Another feature of the consulting business process reengineering its system every directed not so much on good and timely execution laid on him, how to ensure the highest possible end result of joint activities. Of course, the intensity of labor typically grows. The results are more intense and productive work to bring not only a higher salary but also the public recognition, growing image as a client and consultant since the looseness in the work reinforces her creative nature, provided an opportunity for each to unleash its full potential in the name of common cause's success. Therefore, in our opinion, it is important to apply the expert and processing models of counseling.

Expert consulting helps clients identify and analyze problems in the field of enterprise management; detect potential problems; formulates alternative recommendations to solve problems; formulates a plan of measures for implementing the recommendations. When process consulting, consultant enters into effect after completion of expert consulting, which means that it participates in the implementation of these measures, teaches the client to detect and solve problems, accompanies the process of realization of the developed recommendations, monitors

the recommendations, bringing planned State of "changing" situation, conditions, functional areas and/or the business processes in the enterprise.

Therefore, the advantages of obtaining the services of external consultants skilled in comparison with the specialists of the company are: the possibility of unbiased diagnosis and obtain alternative ways of solving the problems of functioning of firm; the firm's competitiveness by making use of the ideas, talent and experience of the consultants; the introduction of information technology in order to optimize costs and improve the performance of the company; overcoming stereotypes solving existing problems at the expense of an independent assessment of the State of affairs at the company.