UDC 658.5:330.341.1
DOI 10.15673/fie.v17i1.3101

Didukh S.
Doctor of Economics, Professor
Department of Industrial Economics
E-mail: didukhsm@i.ua
ORCID ID: https://orcid.org/0000-0003-1534-0975
Dukovska Ya.
1st year applicant for Master's degree
Department of Industrial Economics
Odesa National University of Technology
Kanatna str., 112 Odesa, Ukraine, 65039
E-mail: dukovskayana@gmail.com
ORCID ID: https://orcid.org/0009-0004-4824-954X

BUSINESS PROCESS REENGINEERING AS A TOOL FOR ECONOMIC DEVELOPMENT OF ENTERPRISES

The article explores the essence of the concept of "business process reengineering" and considers its role in the management of a modern enterprise. The key principles of reengineering, its stages, methods and tools of implementation have been presented. The advantages and disadvantages of reengineering, as well as the challenges that companies may face when implementing it, have been considered in detail. The need and prospects for implementing reengineering at Ukrainian enterprises in the context of modern economic challenges, in particular in war conditions, have been substantiated. Real cases of reengineering application in international and Ukrainian companies from various fields of activity have been described, which allows to assess the effectiveness of this tool. The results of the implementation of reengineering as an effective mechanism for adapting enterprises to changes in the external environment, increasing their competitiveness, and optimizing business processes have been analyzed. The purpose of this article is to study business process reengineering as a key tool for improving the efficiency of enterprises.

Key words: business process reengineering, optimisation, enterprise business processes, business development, economic development, business process transformation, process redesign.

ONUT Open Access

This work is licensed under a Creative Commons Attribution 4.0 International License
http://creativecommons.org/licenses/by/4.0/

Statement of the problem and its connection with important scientific and practical tasks. Fast-paced changes in the modern world require companies to quickly adapt to new business conditions. Economic instability, technological transformations and globalisation are forcing businesses to rethink their management strategies and optimise processes. Ukrainian businesses are facing additional challenges due to the full-scale war, which requires innovative solutions such as relocation, production conversion, digitalisation and process optimisation.

Business process reengineering is becoming a key tool to increase efficiency, reduce costs and gain competitive advantage. Global cases demonstrate its success in increasing productivity, optimising logistics and modernising business models. For Ukraine, reengineering is vital for economic sustainability and recovery. The relevance of the study lies in the need to find effective mechanisms for optimising business processes that ensure sustainability and long-term growth even in times of crisis.

The analysis of the latest publications on the problem. Business processes have been studied by a large number of scholars. Michael Hammer [1] and James Ciampi [1] developed the concept of reengineering, Edward Deming [2] focused on quality control, and Thomas Davenport [3] explored the role of information technology. Peter Drucker [4] studied management effectiveness, and Robert Kaplan and David Norton [5] developed the balanced scorecard.

Researchers of business process reengineering include Kovalenko N. [6], Mandzhula V. [6], Gadetska Z. M. , Tobilevich Y. E. [7], Kotenok A. , Zverev B., Sokolan O. [8], Zos-Kior M. , Hnatenko I., Rabchuk S. [14], and Bondarenko L. A. [17]. They analyse the methodology, strategies and practical implementation of reengineering.

Forming of the aims of the research. The aim of the article is to study business process reengineering as a key tool for improving the efficiency of enterprise. The objectives of the study are to define the essence, principles, advantages and disadvantages of reengineering, analyse the world experience of its implementation, assess its prospects in Ukraine and justify its necessity in the context of the crisis.

The object of scientific research is the process of

implementation and realisation of business process reengineering in the activities of enterprises.

The subject of the study is the mechanisms, methods and tools of business process reengineering aimed at improving the efficiency of enterprises and their competitiveness.

To achieve this goal, the article uses the methods of literature analysis, observation and classification, which allow assessing the impact of reengineering on the activities of enterprises.

Giving an account of the main results and their substantiation. As technology advances, market conditions change and customer demands grow, business processes need to be constantly adapted. Modern companies are forced to regularly review their strategies and tactics in order to remain competitive. This requires the introduction of new approaches to the organisation of internal processes and the abandonment of outdated management methods.

One of the key tools for such changes is business process reengineering. This approach is aimed at optimising processes within companies to achieve significant improvements in performance. Reengineering allows improving technical means, attracting investments, introducing innovations and promoting technological progress.

According to M. Hammer, reengineering is ‘a fundamental rethinking and radical redesign of business processes to achieve significant improvements in such key performance indicators for modern business as cost, quality, service level and efficiency’ [1].

Business process reengineering involves a number of tasks, including:

1) identification of key business processes: identification of processes that are strategically important for the effective operation of the enterprise and achievement of its goals;

2) analysis and evaluation of processes: a detailed analysis of existing business processes, taking into account parameters such as costs, quality, and speed of decision-making, to identify gaps and opportunities for improvement;

3) designing an optimal model: creating a new process model that allows achieving better results with minimal resource expenditure;

4) setting quality standards and norms: defining criteria for assessing the final and intermediate results, as well as the time and resources required to complete each stage of the process [6];

5) development of regulations and procedures: documenting the sequence of actions, responsibilities and tasks of each employee involved in the business process;

6) training of employees: organisation of educational events, trainings and seminars to adapt staff to changes and improve their skills in accordance with new requirements [7].

The basic principles of business process reengineering are shown in Fig. 1.

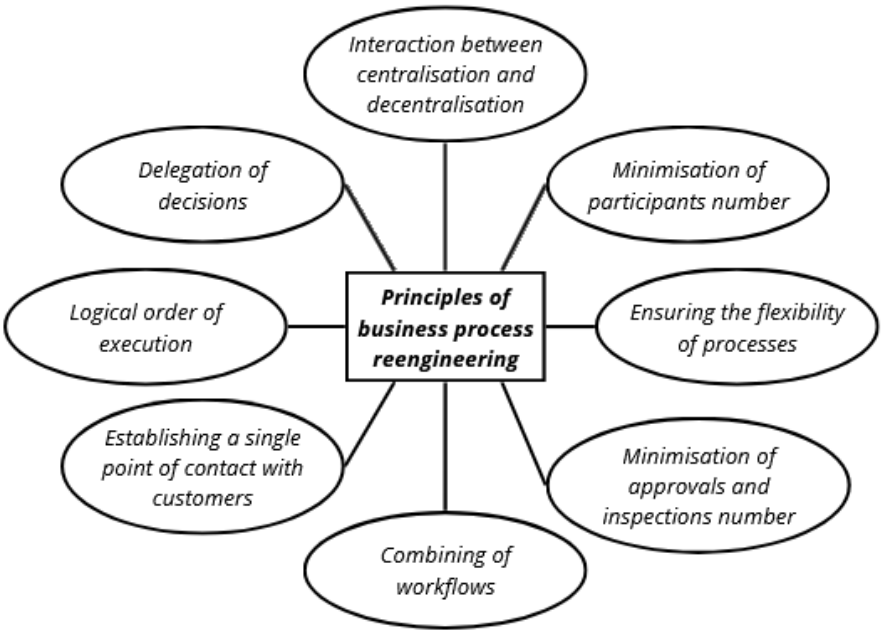

Fig. 1. Basic principles of business process reengineering in an enterprise
**Source: compiled based on the source: [8]*

Table 1 summarises the advantages and disadvantages of business process reengineering at enterprises. In order to reengineer business processes, a variety of tools and methods are used at an enterprise.

Table 1

Advantages and disadvantages of business process reengineering at enterprises*

Advantages	Disadvantages
1. Reengineering is focused on fully meeting the needs of the organisation's customers. 2. The structure of the organisation is adapted to ensure the most efficient execution of business processes. 3. The optimal interaction between the new processes and the enterprise's activities is ensured. 4. The performance of each participant in the business process is clearly regulated. 5. Processes and actions that do not bring financial benefits to the organisation are eliminated. 6. Employees' versatility is developed, allowing them to perform various functions. 7. Modern information and communication technologies are introduced in the organisation. 8. The organisation meets the requirements of the ISO 9000 series of quality standards. 9. The number of employees and levels of hierarchy in the organisational structure is reduced. 10. The organisation adapts more quickly to changes in the market and new customer requirements, which helps to stay ahead of competitors	1. Significant risk of failure when implementing reengineering. 2. Requires significant investment in technology and training, which may be beyond the reach of small businesses. 3. Employees may be afraid of change, especially because of the risk of losing their jobs, which makes it difficult to implement. 4. It takes time to achieve positive results, which organisations often lack. 5. Significant social consequences - dismissal of unskilled workers, the need to change the usual approaches to work. 6. The implementation of reengineering may temporarily deteriorate the quality of service and the organisation's performance.

**Source: compiled based on the source: [9, p.271]; [10]*

In order to reengineer business processes, a variety of tools and methods are used at an enterprise.

Various methods of analysis, optimization, automation and change management are used to implement reengineering at the enterprise:

1. Analysis of business processes.

In order to change processes, they first need to be clearly described and analyzed. The following methods are used for this:

– BPMN (Business Process Model and Notation) is a standardized notation for modeling business processes. It is used to visualize processes in the form of diagrams with action blocks, decisions and data flows. This helps to see which stages are redundant or inefficient.

– IDEF0 (Integration Definition for Function Modeling) is a modeling technique that helps to break down processes into functional blocks in detail and understand which inputs, outputs, mechanisms and constraints affect the operation of each stage.

– SIPOC (Supplier, Input, Process, Output, Customer) – a simplified analysis scheme that allows you to quickly identify key elements of a process: suppliers, input data, the process itself, outputs and end customers.

These methods allow you to understand how the company works now and identify weak points for further changes.

2. Process optimization and improvement methods.

After analyzing the processes, they need to be improved. Here are the main methods:

– Lean (lean production) – an approach that focuses on eliminating losses (for example, unnecessary movements, overproduction, expectations, etc.). Used in logistics, manufacturing and even IT.

– Six Sigma – a methodology based on reducing process variability and improving quality using statistical analysis. The goal is to achieve a defect rate of no more than 3.4 per million opportunities.

– Kaizen – a continuous improvement approach, where a company regularly makes small changes that gradually accumulate and give a significant effect. It is practiced in companies that want to constantly improve efficiency.

– Theory of Constraints (TOC) is a method that allows you to identify bottlenecks in business processes (for example, too long an approval stage or insufficient equipment performance) and eliminate them.

These methods allow you to optimize processes, eliminate unnecessary stages, improve quality and reduce losses [11].

3. Technological automation tools.

Automation is essential to scale change. The main tools are:

– ERP systems (SAP, Oracle, Microsoft Dynamics) – comprehensive platforms that combine finance, procurement, production, human resources management and other processes in a single system.

– RPA (Robotic Process Automation) – the use of software robots to automate routine tasks such as document processing, data entry or payment verification.

– CRM systems (Salesforce, HubSpot) – allow you to automate interaction with customers, including sales, marketing and support.

These tools help get rid of manual work and speed up business processes.

4. Methods of strategic change management.

Any changes require effective management, otherwise they may encounter resistance from employees or simply not give results.

– Hoshin Kanri – a method of strategic cascading of goals, when the company's global goals are broken down into specific tasks for each level of management, which helps to track their implementation.

– Balanced Scorecard (BSC) – a system of balanced performance indicators that helps to combine financial and non-financial KPIs (for example, customer satisfaction, employee productivity, etc.).

– ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) – a change management method that helps to consistently implement changes by training staff and providing support.

These approaches ensure that changes are implemented effectively, and do not remain at the level of theory.

5. Flexible change implementation methodologies.

In the modern business environment, companies need to be flexible and quickly adapt to changes. The following methods are used for this:

– Agile and Scrum – project management approaches that allow you to flexibly change plans, quickly test new solutions and adapt them to real conditions [11].

– Design Thinking – a problem-solving technique that focuses on user needs when a company goes through the stages of research, idea generation, prototyping and testing.

– Digital Twin (digital twin of the process) – creating a virtual copy of a business process to test changes before their actual implementation.

These methods allow you to implement changes quickly, efficiently and with minimal risks.

So, business process reengineering is not just about improving existing processes, but about fundamentally rethinking them. This can include automation, eliminating unnecessary steps, using new technologies, and changing management approaches. The choice of specific methods depends on the company's business goals, but the key to success is always a clear vision of the end result, management support, and a willingness to change.

Based on the analysis of scientific sources, it is possible to determine the sequence of key stages of business process reengineering in an enterprise, which cover various aspects of preparation, analysis, redesign and implementation of changes. Usually, five stages are distinguished, which include:

1. Preparatory stage.

An analysis of external and internal factors, SWOT analysis, and a strategic vision of change are carried out. The management officially announces the start of the project and informs the staff [8].

2. Analysis of current processes.

Key business processes are identified, an 'as-is' model is created, shortcomings are identified, and the effectiveness of existing processes is assessed [6].

3. Development of a new model.

At this stage, optimised processes are designed to take into account modern technologies, the organisational structure is changed, responsibilities are updated, IT solutions are implemented, and the 'to-be' model is chosen [6].

4. Implementation of changes.

New processes are tested, adapted and scaled up across the company, and staff training is provided [6].

5. Control and consolidation.

Monitoring and evaluation of results are carried out, and adjustments are made. A system of continuous process improvement is created and the results are compared with the initial goals [8].

Business process reengineering is a complex but extremely effective method of radically improving the activities of an enterprise. Each of the above stages plays an important role in ensuring the successful transformation of a company, increasing its competitiveness and stability in the market.

In today's conditions of rapid technological development and fierce competition, companies are forced to look for effective ways to increase productivity and optimize their business processes. World practice demonstrates numerous examples of successful application of reengineering, thanks to which companies not only reduced costs and increased productivity, but also changed their business model, gaining competitive advantages. Below are real cases of reengineering implementation in well-known foreign companies:

1. McDonald's – introduction of self-service kiosks.

McDonald's modernized the ordering process by introducing self-service kiosks in its restaurants. This significantly accelerated customer service, reduced the workload on cashiers, and increased the overall efficiency of the establishments. The integration of technology into the ordering process helped McDonald's provide convenient and fast service that meets modern consumer expectations and strengthens the company's competitive position in the fast food market .

2. Amazon – warehouse automation using robots.

Amazon automated its warehouses using robotic systems to speed up order processing. This change allowed it to optimize inventory management, minimize picking time, and reduce logistics costs. The introduction of robots ensured fast and accurate delivery of goods to customers, which is critical for success in the e-commerce sector [12].

3. Ford – introduction of Lean Manufacturing principles.

Ford integrated Lean Manufacturing into its production processes, which allowed it to minimize costs, shorten the production cycle and improve product quality. By eliminating redundant processes and using resources efficiently, the company increased the productivity of its conveyors, which contributed to increased production efficiency and competitiveness [13].

4. Toyota – introduction of the Toyota Production System (TPS).

Toyota developed and implemented the Toyota

Production System (TPS), which is based on the principles of continuous improvement (Kaizen) and waste reduction (Muda). This allowed the company to optimize the use of resources, reduce production costs and improve the quality of cars. TPS became a model for many other enterprises in the world seeking to improve the efficiency of their processes [12].

5. TUI Group – digital transformation and service personalization.

TUI Group in Germany, one of the largest travel companies in the world, introduced artificial intelligence to personalize travel offers, automated the booking process and introduced mobile applications for customer convenience. The company also streamlined its aviation and hotel operations, which significantly reduced costs and improved resource management efficiency [14].

6. Airbnb – digital transformation of the development process.

The American online service for accommodation, search and short-term rental of housing around the world faced inefficiency in development due to the division of work between designers, engineers and researchers, which caused delays and errors. To solve the problem, the company created a single digital environment for collaboration, reducing changeover times from several days to 45 minutes. Also, teams began to focus on the final results, and researchers were involved in all stages of development, which accelerated decision-making and improved product quality. This allowed Airbnb to innovate faster and work more efficiently.

7. Dubai Health Authority – transforming healthcare services.

The Dubai Health Authority (DHA) was struggling with fragmented medical records, bureaucratic delays, and high administrative costs. As part of the BPR initiative, a centralized electronic health record (EHR) system was implemented, allowing doctors to access patient histories more quickly, minimizing the use of paper documents, and streamlining administrative processes. This reduced costs by 20%, accelerated the delivery of medical services, and improved the overall level of patient care [15].

8. Europamundo Vacations – route automation and local partnerships.

The Spanish company Europamundo Vacations, specializing in bus tours, optimized its transportation costs by automating its routes. In addition, the company changed its approach to organizing tours, expanding cooperation with local guides and service providers, which allowed it to diversify its offerings and reduce its dependence on global partners [14].

9. Emirates Airlines – improvement of customer service in aviation.

Emirates Airlines, one of the world's leading airlines, was facing difficulties in service speed and flight management. The introduction of automated monitoring and customer support systems allowed to improve the coordination of operations and the speed of response to passenger requests. As a result, the efficiency of work increased by 20%, and the level of customer satisfaction significantly improved.

We will separately consider the successful known practices of reengineering in Ukraine:

1. Ukrainian neobank Monobank

Monobank in Ukraine is a prime example of business process reengineering, having completely abandoned physical branches and switched to online operations. This approach has significantly reduced costs, accelerated customer service and automated key processes such as account opening, lending and financial analytics using artificial intelligence and big data. The bank's simple, customer-centric interface eliminates bureaucracy, enables fast decision-making, and offers innovative financial products such as cashback, instant transfers without fees, instalments, and seamless integration with Apple Pay and Google Pay. This strategy has enabled rapid scaling, adaptability to market changes and the transformation of the traditional banking model, making it more efficient and accessible.

2. Express delivery company Nova Poshta

Nova Poshta is an example of business process reengineering through Lean transformation, launched in 2019 together with Lean Institute Ukraine. After a successful pilot in one of the Kyiv branches, the changes were scaled to the entire network, which allowed to reduce the processing and delivery time of parcels and increase efficiency. The company has implemented Lean culture at all levels, created a team of certified specialists, organizes Lean fairs and training at the corporate university, which demonstrates constant optimization and leadership in logistics innovations [16].

3. Ride-hailing service Uklon

Uklon is an example of business process reengineering through the implementation of a data-driven approach and Lean methodology. The company switched to analytics-based decision-making, created cross-team groups to identify priority problems, and introduced Hoshin Kanri to synchronize goals between management and teams. Efficiency is monitored through a discussion and feedback platform. Despite the difficulties with adaptation and highlighting key indicators, a clear division of roles allowed each employee to understand their contribution. This ensured leadership in the Ukrainian market and scaling to Azerbaijan and Uzbekistan while maintaining profitability [6].

These cases demonstrate how the use of digital technologies, automation, and flexible business models allows companies to not only adapt to market changes, but also strengthen their positions on a global level.

Ukrainian businesses, having experienced financial losses due to the COVID-19 pandemic in 2020–2021, are now facing serious economic challenges due to a full-scale war. Businesses, especially in war zones, are forced to look for non-standard solutions, such as relocation or re-profiling. Moving to safe regions requires adapting business processes, which is critical to supporting the activities of companies and the economy that ensures the country's defense capability.

Most often, Ukrainian companies choose one-time improvements or fragmented documentation of processes, as this minimizes financial costs and allows testing changes without significant risks. This is especially true for Ukrainian enterprises, where managers prefer small-scale projects to avoid high-profile failures [17].

There are many options for classifying types of reengineering in scientific sources, but let's consider one of them.

1. By situation, the following are distinguished:

– crisis reengineering - radical changes aimed at overcoming crisis phenomena in the company;

– development reengineering - gradual improvements aimed at stable business growth.

2. By level of change:

– operational reengineering - point improvements in individual indicators;

– process reengineering - complete restructuring of one business process;

– system reengineering - comprehensive changes in the entire company.

3. By direction, reengineering is divided into financial, innovative, technological, organizational, social, construction.

At the moment, the most relevant for Ukrainian companies is crisis reengineering, which helps to quickly adapt to new challenges.

War conditions require enterprises to quickly adapt and implement effective methods of reengineering business processes. The main methods are:

1. Business relocation.

Enterprises move their offices, production and warehouses to safer regions of the country or beyond its borders. This ensures the preservation of assets, access to new markets and stability of operations. Additionally, local workers are attracted to new locations to support the business [17].

An example of relocation is the Chumak enterprise, which, after the occupation of the plant in Kakhovka in the Kherson region, lost its main production facilities and suffered significant financial losses. In response, the company relocated: in 2022, part of the production was transferred to Volyn, and production was also established at other enterprises in Ukraine and abroad. This allowed the enterprise to maintain its production and satisfy consumers.

2. Diversification of activities.

Many companies are reorienting themselves to the production of products that are in demand in war conditions, for example, military equipment, essential goods or food products. At the same time, enterprises are actively entering international markets, expanding the geography of sales.

3. Digitalization and automation.

In wartime, more and more enterprises are implementing digital technologies. The transition to a remote work format allows employees to work from anywhere. Internal processes (logistics, accounting, accounting) are also being automated, which helps reduce costs and dependence on physical resources. Online trading is becoming an important sales channel.

4. Cost reduction and resource optimization.

Enterprises are actively reviewing their costs: minimizing non-priority expenses, reducing staff or outsourcing non-core functions. They are also looking for new, cheaper suppliers or reviewing the terms of contracts with existing partners.

5. Outsourcing and collaboration.

To reduce costs and simplify business processes, companies are outsourcing some functions (logistics, IT, accounting) to third-party companies. In addition, partnerships with other businesses are actively developing to jointly solve logistical or production problems.

6. Flexible management and risk management.

Companies are implementing Agile methodologies to quickly respond to changes and develop scenarios. Risk-based planning allows them to quickly adapt to new conditions, such as supply disruptions or market changes.

7. Social responsibility.

Many companies participate in charitable initiatives, support the military, displaced people, or local communities. This not only helps society, but also increases customer trust in the brand and strengthens the company's reputation [17].

For example, Ukrainian travel companies are actively adapting their business models to wartime conditions, using innovative approaches and technologies.

Travel agency Join UP! focused on domestic tourism, offering safe routes in the western regions of Ukraine. They introduced online booking and established cooperation with local hotels, supporting the domestic market.

Chornobyl Tour reoriented to virtual tours, creating 3D excursions that popularize Ukrainian culture and history while preserving jobs.

Active Ukraine organizes adaptation programs for internally displaced persons, promoting their social integration through excursions and cultural events.

Feeriya Mandriv developed routes that emphasize the historical and cultural heritage of safe regions, and introduced charity tours for military personnel and volunteers, offering them psychological support [14].

Companies integrate their services with other industries, such as hotels, transport and catering, creating comprehensive solutions. For example, joint initiatives with the hotel sector in Kyiv allowed organizing housing for displaced persons.

These efforts support the economy, social stability, and industry adaptation during wartime.

Conclusions and prospects of the further investigations. As a result of the research, it was found that business process reengineering is an effective tool for increasing the efficiency of enterprises, especially in conditions of economic instability. Analysis of literary sources and practical cases confirmed that the use of reengineering allows to significantly optimize production processes, reduce costs, improve management decisions and increase the competitiveness of enterprises. It was

found that in modern crisis conditions, enterprises are forced to look for new approaches to organizing their activities, including: relocation of production facilities, digitalization of processes, automation of operations and integration of innovative technologies. It is business process reengineering that acts as a key mechanism that allows not only to survive in conditions of instability, but also to ensure sustainable development of enterprises.

Thus, the results of the study confirm that business process reengineering is an important factor in increasing the efficiency and adaptability of enterprises. Its application contributes to the development of new management strategies, increasing productivity and competitiveness, which is especially relevant during the period of economic challenges caused by both global factors and military actions in Ukraine. Further research can be aimed at developing practical recommendations for the implementation of reengineering for enterprises of various industries and scales of activity.

References

1. Hammer, M., & Champy, J. (2009). *Reengineering the corporation: A manifesto for business revolution.* Zondervan.

2. Deming, W. E. (2018). *Out of the crisis. Reissue ed.* MIT Press.

3. Davenport, T. H., & Stoddard, D. B. (1994). *Reengineering: business change of mythic proportions.* MIS Quarterly.

4. Drucker, P. F. (2006). *Classic Drucker: essential wisdom of Peter Drucker from the pages of Harvard Business Review.* Harvard Business Press.

5. Kaplan, R. S., & Norton, D. P. (2008). *The execution premium: Linking strategy to operations for competitive advantage.* Harvard Business Press.

6. Kovalenko, N., & Mandzhula, V. (2021). Reinzhynirynh biznes-protsesiv yak instrument rozvytku pidpryiemstva. *Ekonomika ta suspilstvo,* 33. doi: 10.32782/2524-0072/2021-33-84 (Retrieved March 4, 2025).

7. Hadetska, Z. M., & Tobilevych, Yu. Ye. (2018). Pobudova optymalnoi modeli reinzhynirynhu biznes-protsesiv. *Ekonomika ta suspilstvo,* 19. doi: 10.32782/2524-0072/2018-19-213 (Retrieved March 10, 2025).

8. Kotenok, A., Zveriev, B., & Sokolan, O. (2024). Osoblyvosti ta umovy uspikhu reinzhynirynhu biznes-protsesiv na pidpryiemstvi. *Development Service Industry Management,* 2, 244–248. doi: 10.31891/dsim-2024-6(38) (Retrieved March 10, 2025).

9. Dimitrova, K. (2024). Business Process Reengineering in the Era of Global Digitalization. *Economics and Management: How to Cope With Disrupted Times:* 8th International Scientific Conference EMAN 2024 (pp. 267–276). Association of Economists and Managers of the Balkans, Belgrade, Serbia. doi: 10.31410/EMAN.2024.267

10. *Business Process Reengineering (BPR) Advantages and Disadvantages.* The Business Scroll. https://www.thebusinessscroll.com/bpr-advantages-and-disadvantages/ (Retrieved March 11, 2025).

11. Al-Anqoudi, Y., Al-Hamdani, A., Al-Badawi, M., & Hedjam, R. (2021). Using machine learning in business process re-engineering. *Big Data and Cognitive Computing*, *5*(4), 61. doi: 10.3390/bdcc5040061 (Retrieved March 11, 2025).

12. *20 Insightful Business Process Reengineering Examples (+ Tips).* PROVEN Consult. (2024). https://provenconsult.com/business-process-reengineering-examples/ (Retrieved March 10, 2025).

13. *Lean cases. Lean Institute Ukraine.* Lean Institute. https://lean.org.ua/lean-case (Retrieved March 10, 2025).

14. Zos-Kior, M., Hnatenko, I., Rabchuk, S. (2024). Orhanizatsiine pereproiektuvannia biznes-protsesiv turystychnykh kompanii v konteksti upravlinnia zminamy v umovakh rozvytku innovatsiinoho pidpryiemnytstva. *Aktualni problemy ekonomiky, 9*(279), 238–244.

15. *10 Business Process Reengineering Case Study You Should Know.* PROVEN Consult. (2024). https://provenconsult.com/10-business-process-reengineering-case-study-you-should-know/ (Retrieved March 11, 2025).

16. *Perevahy hnuchkoho pidkhodu u biznes-stratehiiakh: optymizatsiia vytrat i pokrashchennia biznes-pokaznykiv.* Forbes. https://forbes.ua/company/perevagi-gnuchkogo-pidkhodu-v-biznes-strategiyakh-optimizatsiya-vidatkiv-i-pokrashchennya-biznes-pokaznikiv-04012024-18277 (Retrieved March 11, 2025).

17. Bondarenko, L. A. (2024). Kryzovyi reinzhynirynh biznes-protsesiv yak suchasnyi metod zabezpechennia yakosti turystychnykh posluh. *Ekonomichnyi visnyk Dniprovskoho universytetu tekhnolohii,* 85, 22–33. https://doi.org/10.33271/ebdut/85.022 (Retrieved March 11, 2025).

Received 16 March 2025
Approved 30 March 2025
Available in Internet 22.04.2025

Дідух С.М.
доктор економічних наук, професор
кафедра економіки промисловості
E-mail: didukhsm@i.ua
ORCID ID: https://orcid.org/0000-0003-1534-0975
Дуковська Я.І.
здобувачка 1 курсу СВО «Магістр»
кафедра економіки промисловості
Одеський національний технологічний університет
вул. Канатна, 112, м. Одеса, Україна, 65039
E-mail: dukovskayana@gmail.com
ORCID ID: https://orcid.org/0009-0004-4824-954X

РЕІНЖИНІРИНГ БІЗНЕС-ПРОЦЕСІВ ЯК ЗАСІБ ЕКОНОМІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВ

У статті ґрунтовно розглядається сутність поняття «реінжиніринг бізнес-процесів» та його роль в управлінні сучасним підприємством. Визначено ключові принципи реінжинірингу, розглянуто його етапи та методи реалізації. Значну увагу приділено аналізу переваг і недоліків реінжинірингу, а також викликам, з якими можуть зіткнутися компанії при впровадженні цього підходу.

Особливий акцент зроблено на доцільності впровадження реінжинірингу на українських підприємствах в умовах сучасних економічних викликів, зокрема в умовах повномасштабної війни. Обґрунтовано необхідність застосування інноваційних рішень, таких як релокація, конверсія виробництва, цифровізація та оптимізація процесів для забезпечення сталості та конкурентоспроможності бізнесу.

Проаналізовано реальні приклади впровадження реінжинірингу в міжнародних та українських компаніях з різних галузей, що дозволяє оцінити ефективність цього інструменту на практиці. Розглянуто результати впровадження реінжинірингу як ефективного механізму адаптації підприємств до змін зовнішнього середовища, підвищення їх продуктивності, конкурентоспроможності та оптимізації внутрішніх процесів.

Метою статті є дослідження реінжинірингу бізнес-процесів як основного інструменту підвищення ефективності діяльності підприємств. Об'єктом дослідження є процес впровадження реінжинірингу, а предметом – механізми, методи та засоби, що сприяють трансформації та вдосконаленню бізнес-процесів.

Для досягнення поставленої мети використано методи літературного аналізу, спостереження та класифікації, які дозволяють комплексно оцінити вплив реінжинірингу на ефективність діяльності підприємств як в умовах стабільного розвитку, так і під час кризових ситуацій.

Ключові слова: реінжиніринг бізнес-процесів, оптимізація, бізнес-процеси підприємства, розвиток бізнесу, трансформація бізнес-процесів, редизайн процесів.

Література

1. Hammer M., Champy J. Reengineering the corporation: A manifesto for business revolution. Zondervan, 2009. 272 p.

2. Deming W. E. Out of the crisis. Reissue ed. MIT Press, 2018. 448 p.

3. Davenport T. H., Stoddard D. B. Reengineering: business change of mythic proportions. MIS Quarterly, 1994. P. 121–127.

4. Drucker P. F. Classic Drucker: essential wisdom of Peter Drucker from the pages of Harvard Business Review. Harvard Business Press, 2006. 240 p.

5. Kaplan R. S., Norton D. P. The execution premium: Linking strategy to operations for competitive advantage. Harvard Business Press, 2008. 336 p.

6. Коваленко Н., Манджула В. Реінжиніринг бізнес-процесів як інструмент розвитку підприємства // Економіка та суспільство. 2021. № 33. doi: 10.32782/2524-0072/2021-33-84 (дата звернення: 04.03.2025).

7. Гадецька З. М., Тобілевич Ю. Є. Побудова оптимальної моделі реінжинірингу бізнес-процесів // Економіка та суспільство. 2018. № 19. doi: 10.32782/2524-0072/2018-19-213 (дата звернення: 10.03.2025).

8. Котенок А., Зверєв Б., Соколан О. Особливості та умови успіху реінжинірингу бізнес-процесів на підприємстві // Development Service Industry Management. 2024. № 2. С. 244–248. doi: 10.31891/dsim-2024-6(38) (дата звернення: 10.03.2025).

9. Dimitrova K. Business Process Reengineering in the Era of Global Digitalization // *Economics and Management: How to Cope With Disrupted Times:* 8th International Scientific Conference EMAN 2024 – Conference Pro-

ceedings, 2024. Association of Economists and Managers of the Balkans, Belgrade, Serbia. P. 267–276. doi: 10.31410/EMAN.2024.267

10. Business Process Reengineering (BPR) Advantages and Disadvantages. *The Business Scroll*: [веб-сайт]. 2024. URL: https://www.thebusinessscroll.com/bpr-advantages-and-disadvantages/ (дата звернення: 11.03.2025).

11. Al-Anqoudi Y. et al. Using Machine Learning in Business Process Re-Engineering // Big Data and Cognitive Computing. 2021. Vol. 5, No. 4. P. 61. doi: 10.3390/bdcc5040061 (дата звернення: 11.03.2025).

12. 20 Insightful Business Process Reengineering Examples (+ Tips). PROVEN Consult, 2024. URL: https://provenconsult.com/business-process-reengineering-examples/ (дата звернення: 10.03.2025).

13. Lean cases. Lean Institute Ukraine. *Lean Institute*: [веб-сайт]. URL: https://lean.org.ua/lean-case (дата звернення: 10.03.2025).

14. Зос-Кіор М., Гнатенко І., Рабчук С. Організаційне перепроєктування бізнес-процесів туристичних компаній в контексті управління змінами в умовах розвитку інноваційного підприємництва // Актуальні проблеми економіки. 2024. № 9 (279). С. 238–244.

15. 10 Business Process Reengineering Case Study You Should Know. PROVEN Consult, 2024. URL: https://provenconsult.com/10-business-process-reengineering-case-study-you-should-know/ (дата звернення: 11.03.2025).

16. Переваги гнучкого підходу у бізнес-стратегіях: оптимізація витрат і покращення бізнес-показників. *Forbes*: [веб-сайт]. URL: https://forbes.ua/company/perevagi-gnuchkogo-pidkhodu-v-biznes-strategiyakh-optimizatsiya-vidatkiv-i-pokrashchennya-biznes-pokaznikiv-04012024-18277 (дата звернення: 11.03.2025).

17. Бондаренко Л. А. Кризовий реінжиніринг бізнес-процесів як сучасний метод забезпечення якості туристичних послуг // Економічний вісник Дніпровського університету технологій. 2024. № 85. С. 22–33. URL: https://doi.org/10.33271/ebdut/85.022 (дата звернення: 11.03.2025).

Стаття надійшла 16.03.2025
Стаття прийнята до друку 30.03.2025
Доступно в мережі Internet 22.04.2025

Цитування згідно ДСТУ 8302:20
Didukh S., Dukovska Ya. Business process reengineering as a tool for economic development of enterprises // Food Industry Economics. 2025. Vol.17, Iss. 1. P. 32-40. doi 10.15673/fie.v17i1.3101

Cite as APA style citation
Didukh, S., & Dukovska, Ya. (2025). Business process reengineering as a tool for economic development of enterprises. *Food Industry Economics, 17*(1), 32-40. doi 10.15673/fie.v17i1.3101