

UDC 339.33:332.132
JEL L81, R12

М. Н. Безпарточну

Use of reengineering in business processes optimization at a region's wholesale enterprises

Based on the statistical data for activities of business entities, the specifics of functioning, current state and main problems of the wholesale enterprises in a region were investigated. The main problems are: reduction of the number of wholesale enterprises in regions of Ukraine, deterioration of economic performance (loss, debt growth, depreciation of warehouse space), lack of further development strategy, etc. In order to understand the operational processes of functioning and ensure the further development of the wholesale enterprises in a region, the essence of concepts of «reengineering», «business process» and «optimization of operational activities» was considered. Taking into account the practical activity of wholesale enterprises in a region, the key directions of business processes optimization were identified, in particular, improvement of the technical-technological structure, formation effective personnel policy, improvement of the trade-logistics service, information provision of operational activity, improvement of interconnections with consumers at the market. In order to optimize the business processes of wholesale enterprises in a region, an appropriate scheme with the use of reengineering was proposed. A key aspect here is the ranking of business processes at the wholesale enterprises region, use of reverse monitoring, development of business process optimization models and the formation of organizational-economic and information support systems. Perspective ways of reengineering development for business processes in the context of ensuring the efficiency of wholesale enterprises' operation in a region are suggested.

Keywords: reengineering, business processes, wholesale enterprises, optimization, region.

Problem statement. The formation of economic relations in Ukraine was accompanied by an inefficient, unsystematic and poorly structured process of property privatization, which led to the collapse of specialized, mixed and other types of trade, part of which was the wholesale trade. Freedom of trade was manifested in the form of extensive retail development, mainly due to the emergence of market and retail trade, which did not require close ties with wholesale enterprises, but imported goods in small lots. A significant imbalance was observed at the regional level because each territory or region has specific features and entities that ensure the functioning of regional economy. Therefore, the examined enterprises in regions have undergone some changes in connection with formation and ensuring the effective use of their own resource potential, cooperation with entities within infrastructure of the regional consumer market.

Today we can observe the rapid development of retail trade, characterized by an increase in the number of entities, national and international network trade companies, the specialization and wide introduction of trade service standards of the population. The emergence and functioning of a significant differentiation of intermediary structures, in particular wholesale enterprises is driven by the need to adapt to market infrastructure, including at the regional level, the conditions and the ability to meet the demands of counterparties, but not the transformation of wholesale as a holistic system – through the economic structuring of entities. One of the disadvantages of such unsystematic development of domestic trade is the poor understanding of the essence and potential of economic relations in wholesale trade, which calls into question the further effective functioning of wholesale enterprises in a region, forecasting their development, etc. In wholesale trade the system has not yet undergone a substantial restructuring in order to be an effective link for bringing goods to consumers. Consequently, one can conclude that there is an imbalance between the components of the wholesale and retail trade turnover, which determines the

relevance of the research and the search for the directions for ensuring the further operation of the wholesale enterprises in a region.

In the conditions of socio-economic system transformation and regional disproportions, the problem of further functioning and ensuring competitiveness for the wholesale enterprises in a region become acute. A rational solution to these problems is to create a sustainable and efficient management system that is possible by finding new scientific approaches to improving the business entity. The most important tool is a process approach. Its concept allows enterprises to focus on consumer demand, improve trade service and logistics, effectively use resources and provide maneuverability in the competition. The basis of process approach is the concept of «business process». Revaluation of existing management subsystems and transition to thinking «business processes» will increase the effectiveness of enterprise management. Among the concepts of enterprise development management the reengineering of business processes is distinguished, the practical application of which makes it possible to determine the directions of increasing the operational activities efficiency and strengthening the competitive position of wholesale enterprises in a region.

Analysis of recent research. In the recent period, the domestic scientists N. Ilchenko [1], P. Kucik and N. Virt [2], G. Lisak [3], R. Lupak and A. Khomitsky [4], E. Noskova [5], A. Mazaraki [6], N. Trishkina [7-8], L. Frolova [9] have made a significant contribution to examination of problems related to the optimization of operational activity and to ensuring the further functioning of wholesale enterprises in a region, focusing on issues of improving operational activity at the expense of innovative approaches to development of wholesale enterprises, development and implementation of organizational-economic mechanisms of wholesale trade functioning, improving the methodology for assessing the efficiency of resource potential and wholesale trade use and methodological approaches to the analysis and management of wholesale trade.

An analysis of special literature and fundamental works of foreign scientists M. Hammer and J. Champy [10-11], M. Greasley [12], A. Gunasekaran and B. Kobu [13], Z. Irani, V. Hlupic and G. Giaglis [14], M. Ould [15], K. Vergidis, A. Tiwari and B. Majeed [16] and domestic scientists L. Hrytsenko [17], V. Ivata [18], M. Klymchuk [19], L. Lytvynenko [20], L. Taranyuk [21], N. Chukhray [22] on business process optimization shows that problems of further entities' functioning are possible to be solved due to reengineering.

At the same time, the analysis of recent publications showed that the current state of the problem of business processes reengineering requires a more detailed study of this issue, a qualitative analysis of numerous reengineering methods and improvement of existing mechanisms in the framework of adaptation for further application by wholesale enterprises in a region.

The purpose of the paper. Given the relevance of scientific research, the objectives of the article are: examining of the specifics of functioning, the current state and problems of wholesale enterprises in a region; definition of the reengineering essence, business processes and optimization of operational activity at the wholesale enterprises in a region; identification of key directions to optimize business processes for the wholesale enterprises in a region; creating a scheme of business processes optimization for the wholesale enterprises in a region and determination of perspective ways to develop business processes reengineering in the context of examining the operation efficiency at the wholesale enterprises in a region.

Major research findings. The main task of wholesale trade is to create the most favorable conditions for consumer market entities for rational commodity circulation in order to satisfy the demand of organized consumers and retailers as much as possible at the time convenient for them, in the required quantity and quality and the desired assortment.

Wholesale trade provides:

- formation of commodity flows and directing them from producers to buyers with a minimum level of turnover and the maximum speed of the goods movement;

- formation, preservation and management of inventory of goods necessary for timely provision of consumer market entities in case of situation changes;
- steady supply of buyers in case of temporary lack of production or consumption (for example, seasonal breaks in production, transportation, etc.);
- formation of demand for new goods, promotion of them on the consumer market;
- induction of commodity producers to manufacture new products in accordance with changes in requests and preferences of buyers, increasing their purchasing power. Wholesale trade tracks changes in market conditions, consumer demand and exerts pressure on commodity producers in order to react to them;
- professional service and advice to buyers, especially in relation to technically complex goods and special purpose goods.

However, in recent years there have been some tendencies towards further ensuring the efficient functioning of wholesale enterprises in a region, as evidenced by the results research (Table 1-2).

Table 1

Structure of wholesale turnover of wholesale enterprises, 2013-2017

Indicators	2013	2014	2015	2016	2017	2017 in % to 2013	2017 in % to 2016
Wholesale turnover, millions UAH	1074753,2	987957	1244221	1555965,7	1908670,6	177,6	122,7
foodstuffs	199674,1	194669,3	224268,9	252771,0	314047,6	157,3	124,2
non-food products	875079,1	793287,7	1019952	1303194,7	1594623,0	182,2	122,4
Share in wholesale trade, %	100,0	100,0	100,0	100,0	100,0	x	x
foodstuffs	18,6	19,7	18	16,2	16,5	-2,1	0,3
non-food products	81,4	80,3	82	83,8	83,5	2,1	-0,3
Share of sales of goods produced in Ukraine, %	54,3	48,5	46,9	44,5	43,7	-10,6	-0,8
foodstuffs	71,7	71,4	75,2	76,4	76,8	5,1	0,4
non-food products	50,3	42,9	40,7	38,3	37,2	-13,1	-1,1

Source: calculated according to data [23]. 2014-2017 – data are given without taking into account the temporarily occupied territory of the Autonomous Republic of Crimea, Sevastopol and part of the temporarily occupied territories in the Donetsk and Luhansk regions.

As the data in Table 1 show, during the period under investigation, the volume of wholesale trade in wholesale enterprises increased; in 2017 to 2013 – by 77.6%, compared with 2016 – by 22.7%. In the structure of wholesale trade, the largest share of sales is taken by non-food products. A negative trend is to reduce the share of non-food products manufactured in Ukraine.

Describing of enterprises (wholesale and retail trade; repair of motor vehicles and motorcycles) in a regional section (Table 2), it should be noted that in 2017 to 2013, the number of enterprises increased only in Kyiv (by 0.2%), Kirovohrad (by 1.2%) and Cherkasy (by 1.6 %) regions.

Describing in general the operational activities, we identified the main problems of operation at the wholesale enterprises, namely:

- lack of a clear strategy for functioning on the consumer market;
- lack of sufficient financial resources;
- loss-making activity and low profitability;
- increase in operating expenses;
- limited storage space and lack of modern innovative storage technologies;
- low specialization (according to the product range, functional direction, for the set of services);

Table 2
Number of enterprises (wholesale and retail trade; repair of motor vehicles and motorcycles) by
Ukrainian regions, 01.11.2013-2017

Regions	2013	2014	2015	2016	2017	2017 in % to 2013	2017 in % to 2016
Vinnitsya	2459	2439	2442	2081	2142	87,1	102,9
Volyn	1631	1629	1611	1406	1591	97,5	113,2
Dnipropetrovsk	9989	8625	9010	8225	8823	88,3	107,3
Donetsk	9470	8812	3556	3077	3063	32,3	99,5
Zhytomyr	1564	1522	1481	1287	1401	89,6	108,9
Transcarpathian	1373	1423	1436	1165	1277	93,0	109,6
Zaporizhzhya	4336	4049	4076	3742	3991	92,0	106,7
Ivano-Frankivsk	2234	2231	2179	1816	1937	86,7	106,7
Kyivska	5395	5062	5121	5035	5407	100,2	107,4
Kirovohrad	1516	1578	1576	1428	1534	101,2	107,4
Luhansk	3262	3107	745	679	699	21,4	102,9
Lviv	5352	5236	5205	4185	4803	89,7	114,8
Mykolayiv	2242	2179	2225	2030	2179	97,2	107,3
Odesa	6158	5411	5255	4436	4968	80,7	112,0
Poltava	2708	2546	2555	2119	2432	89,8	114,8
Rivne	1335	1320	1310	1137	1295	97,0	113,9
Sumy	1610	1578	1557	1331	1424	88,4	107,0
Ternopil	1140	1114	1061	798	888	77,9	111,3
Kharkiv	7998	7384	7415	5949	6409	80,1	107,7
Kherson	1961	1979	1899	1571	1734	88,4	110,4
Khmelnyskyi	1655	1697	1672	1411	1540	93,1	109,1
Cherkasy	1986	2003	1981	1818	2018	101,6	111,0
Chernivtsi	1020	976	926	778	845	82,8	108,6
Chernihiv	1721	1604	1594	1341	1503	87,3	112,1
Ukraine	112243	102345	94770	83120	90861	81,0	109,3

Source: calculated according to data [23].

- insufficient level of conformity of the wholesale trade intermediaries' services with the requirements of main clients;
- insufficient level of information provision for customers of the consumer market;
- poor participation in shaping the image of domestic commodity producers in the market, etc.

These problems reduce the efficiency of functioning and hamper development of the wholesale enterprises in a region. In connection with this, there is a need to consider the business processes of wholesale enterprises and their optimization through reengineering.

M. Hummer and J. Champy give the following definition: reengineering is fundamental rethinking and radical redesign of business processes at the enterprise to achieve breakthrough improvements in key current performance indicators [11, p. 15].

The business process is a set of internal steps that begin with one or more inputs and end with the creation of products required by the customer [14, p. 6]. The main purpose of business processes reengineering is to improve the quality of individual business activities.

Optimization of business processes includes:

- one of the tools and techniques of an intensive way of enterprise development, which allows to organize the activities of entity with the most effective use of its internal reserves;
- direct development and implementation of measures to improve (reorganize) business processes of the enterprise;
- complex of activities that provides the interconnection of business processes;

- way to reduce the cost of business processes;
- process of achieving the business objectives of the company, formulated in terms of quantitative indicators, used as criteria of optimality;
- work on continuous improvement of the enterprise [16, p. 230].

The separation of business processes at the wholesale enterprises in a region implies a clear determining of the structure of its organization and its main functions. Structure of a region's wholesale enterprises reflects the composition and interaction of business processes occurring in the entity and ensures the preservation of its properties in the presence of external and internal influences. To implement the reengineering business process, it is necessary to optimize the technological structure and personnel policy, to conduct marketing research, and to determine the functions of wholesale trade. In our opinion, this includes the following steps:

1. Improvement of the trade-technological structure: a sharp reduction of expenses time to perform production functions; automation of labor processes; accelerated advancement of new technologies; modernization of material and technical base; appropriate equipment of the warehouse; advantageous location of the wholesale enterprises region; effective use of space.

2. Improvement of personnel policy: effective organization of personnel work; increase of staff mobility; creating an atmosphere of work; optimization of staffing, etc.

3. Determination of the main functions of a region's wholesale enterprises: provision of the manufacturer services in relation to the sale of their products with a minimum of contacts with consumers; reduction of transport and warehouse expenses; taking on the risk associated with theft, damage and aging of stocks; providing marketing, personnel and technical support to producers.

4. Conducting a marketing system: a radical increase of the effectiveness of marketing policies; increase of the image of the wholesale enterprises in a region; effective commodity policy; ease of entry into the world business space for the organization of foreign economic cooperation.

Based on steps of business process reengineering, we have proposed the scheme of business processes optimization for the wholesale enterprises in a region (Figure 1).

We have identified the main advantages of business processes reengineering at wholesale enterprises of a region:

1. Business process reengineering enables regional wholesale enterprises to reduce costs and increase net profits. This will allow creating new formats for the activities of wholesale enterprises in different regions of Ukraine, depending on the needs and economic indicators that can offer the most complete range of basic and additional trade-logistics services; formation of new conditions for cooperation of wholesale enterprises with commodity producers and retailers of the region; strengthening of integration processes in the market of wholesale trade services, that is, the formation of resellers associations, capable of meeting the interests of consumers most fully and effectively; financial rehabilitation and increase of activity efficiency of the wholesale enterprises in a region.

2. Reengineering of business processes leads to high security quality of inventory and services for consumers. The structural divisions of the wholesale enterprise in a region involved in the operational activities perform business processes according to clearly specified stages. They understand each step of the process and have full control over the entire process.

3. Improving the level of service and customer satisfaction. Wholesale enterprises in a region form the cross-functional teams, where the business process owner controls the whole process and its final result. Consequently, consumers can track their orders at any time and get a very quick feedback.

4. Redesigning and changing business processes as a level upgrade of the effectiveness of information flows. With a functional approach, departmental divisions are divided and perform separate tasks. In process, the management interacts with all units in certain business processes not impeding work between departments,

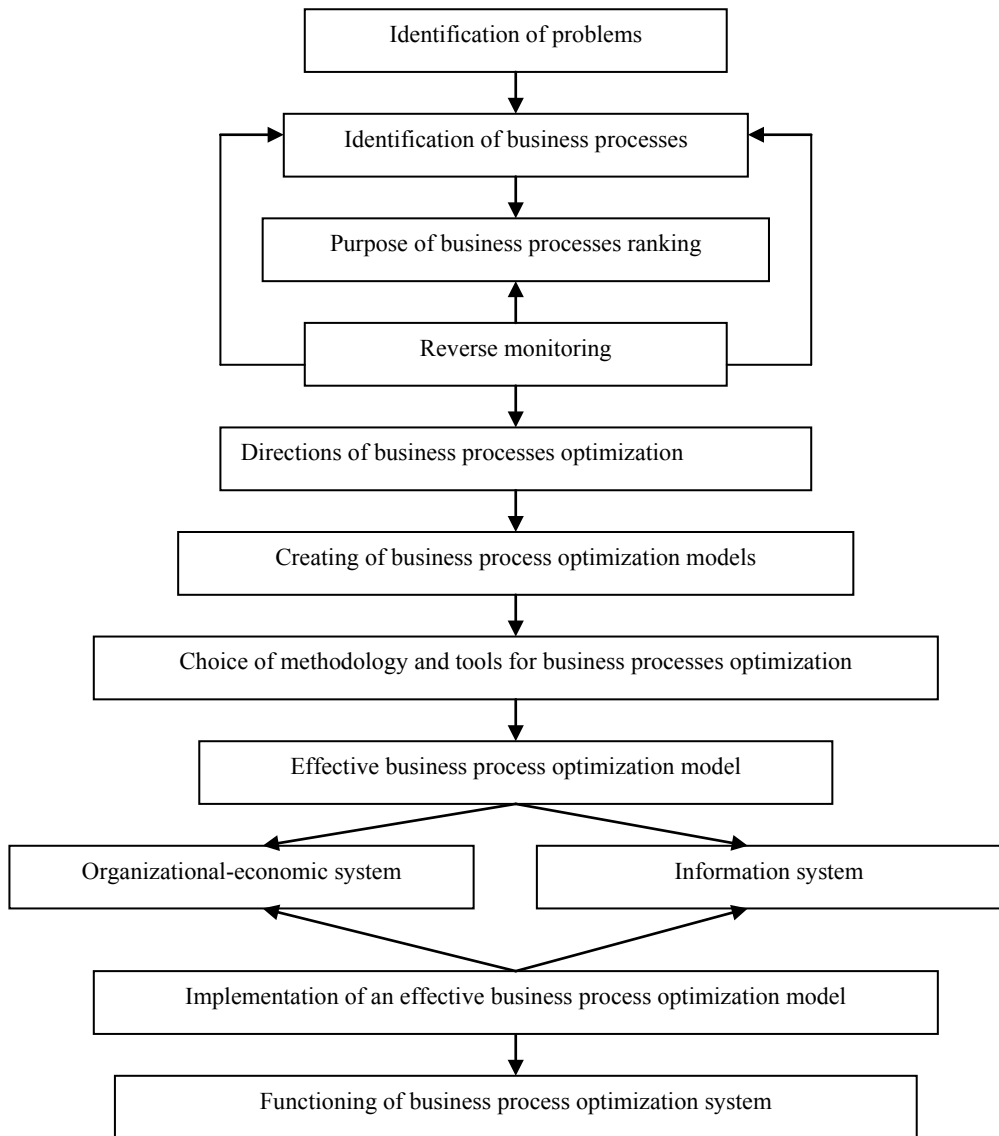


Figure 1. Scheme of business processes optimization for the wholesale enterprises in a region [developed by the author]

because they all interact in specific business processes, which leads to not blocking information and interconnections.

5. Minimizing and preventing risks. Detecting problems with analysis and description of new business processes develops corrective and preventive actions in the case of crisis and unforeseen events.

6. Reengineering of business processes widely covers other means of business processes redesigning at a wholesale enterprise in a region.

7. Reengineering of business processes using methodical approach based on the stages of the life cycle is used not only for overcoming the crisis, but also for another problem situation at any stage of its development.

Conclusions. The need for reengineering in business processes optimization at the wholesale enterprises in a region is conditioned by the modern realities of ensuring the effective functioning of the entities on consumer market, growth of consumer needs,

development of competition among the participants in process of bringing products from manufacturer to consumer. Monitoring the economic activity of wholesale enterprises in a region makes it possible to objectively identify those business processes that need to be improved. Developed author's approaches have allowed identifying «bottlenecks» including rising operating costs and loss-making, deteriorating trade and logistics services, lowering the level of customer service quality, lack of modern information provision in wholesale trade. In order to improve the efficiency of economic activity and further development perspectives, a scheme of business process reengineering for wholesale enterprises in a region is proposed. It allows ranking of the business processes in accordance with their optimization and applying modern tools and methods for improving economic activity with the use of innovations. This will increase competitiveness on the consumer market and strengthen economic relations with the economic entities of infrastructure, helping meeting the needs of consumers and increasing the level of trade and logistics services and so on.

A prospect for further research in this direction is development of methodical tools for assessing the effectiveness of business processes reengineering at wholesale enterprises in a region.

References

1. Ilchenko N. (2016). Issues of innovative approaches implementation to the wholesale trade enterprises. *Ekonomichnyy chasopys-XXI – Economic Annals-XXI*, 160 (7/8), 66-70. Retrieved from <http://soskin.info/userfiles/file/Economic-Annals-pdf/DOI/ea-V160-13.pdf>
2. Kutsyk, P. O., & Virt, M. Ya. (2011). Orhanizatsiyno-ekonomichnyy mekhanizm funktsionuvannya optovoyi torhivli v rynkovomu seredovyshchi [Organizational and economic mechanism of the functioning of wholesale trade in a market environment]. Lviv: Publishing of Lviv Commercial Academy. [in Ukrainian].
3. Lysak, H. H. (2013). Optova torhivlya Ukrainy: rehional'ni osoblyvosti rozvytku [Wholesale trade Ukraine: regional peculiarities of development]. In *Naukovyy visnyk Poltav's'koho universytetu ekonomiky i torhivli. Seriya: Ekonomichni nauky [Scientific Bulletin of Poltava University of Economics and Trade. Series: Economics]*: Vol. 5 (61) (pp. 131-134). [in Ukrainian].
4. Lupak, R. L., & Khomytsky, A. I. (2016). Udoskonalennya metodyky otsynuyannya efektyvnosti funktsionuvannya pidpryemstv optovoyi torhivli [Improving the methodology for evaluating the effectiveness of wholesale trade enterprises]. *Biznes Inform – Business Inform*, 7, 73-79. Retrieved from http://business-inform.net/export_pdf/business-inform-2016-7_0-pages-73_79.pdf [in Ukrainian].
5. Noskova, E. V. & Romanova, I. M. (2015). Metodicheskiy podkhod k otsenke resursnogo potentsiala sfery optovoyi torgovli regiona [Methodical approach to the estimation of resource potential of the region's wholesale trade]. *Aktual'ni problemy ekonomiky – Actual Problems of Economics*, 5, 288-296 [in Russian].
6. Mazaraki, A. A. (Ed.) (2016). *Optova torhivlya v Ukraini [Wholesale trade in Ukraine]*. Kyiv: Kyiv National University of Trade and Economics [in Ukrainian].
7. Trishkina, N. I. (2014). Innovatsiyni pidkhody rozvytku optovoyi torhivli Ukrainy [Innovative approaches to the development of wholesale trade of Ukraine] In *Naukovyy visnyk Bukovyn's'koho derzhavnoho finansovo-ekonomichnoho universytetu. Ekonomichni nauky [Scientific Bulletin of the Bukovinian State Financial-Economic University. Economics]*: Vol. 27 (pp. 411-416). [in Ukrainian].
8. Trishkina, N. I. (2014). Optova torhivlya yak skladova infrastruktury tovarnoho rynku [Wholesale trade as a component of the commodity market infrastructure]. In *Naukovyy visnyk Kherson's'koho derzhavnoho universytetu. Seriya: Ekonomichni nauky [Scientific Bulletin of Kherson State University. Series: Economics]*: Vol. 4 (pp. 72-76). [in Ukrainian].
9. Frolova, L. V. & Yurchenko, Yu. Yu. (2011). Metodolohichni pidkhody do analizu y upravlinnya steykholderamy v optoviyi torhivli [Methodological approaches to stakeholder analysis and management in wholesale trade]. *Visnyk Donets'koho natsional'noho universytetu ekonomiky i torhivli im. Mykhayla Tuhan-Baranovs'koho. Seriya: Ekonomichni nauky – Bulletin of Donetsk National University of Economics and Trade named after Mykhaylo Tuhan-Baranovsky. Series: Economics*, 3, 206-211 [in Ukrainian].
10. Champy, J. (1995). *Reengineering Management – The Mandate for New Leadership*. New York: Harper Business
11. Hammer, M., & Champy, J. (1993). *Reengineering the Corporation – A Manifesto for Business Revolution*. New York: Harper Business.
12. Greasley, M. (2003). Using business-process simulation within a business process reengineering approach. *Business Process Management Journal*, 9, 408-420.
13. Gunasekaran, A., & Kobu, B. (2002). Modelling and analysis of business process reengineering. *International Journal of Production Research*, 11, 2521-2546.
14. Irani, Z., Hlupic, V., & Giaglis, G. (2002). Business process reengineering: An analysis perspective. *International Journal of Flexible Manufacturing Systems*, 14, 5-10.

15. Ould, M. (1995). *Business Processes: Modelling and Analysis for Re-Engineering and Improvement*. Chichester, U. K.: Wiley
16. Vergidis, K., Tiwari, A., & Majeed, B. (2006). Business process improvement using multi-objective optimization. *BT Technology Journal*, 24(2), 229-235
17. Hrytsenko, L. L. (2015). Henezys reinzhynirynhu biznes-protseviv yak elementa formuvannya efektyvnoyi systemy upravlinnya v diyal'nosti promyslovykh pidpryyemstv [Genesis of business process reengineering as an element of the formation of an effective management system in the activities of industrial enterprises]. *Mekhanizm rehulyuvannya ekonomiky – Mechanism of Economic Regulation*, 2, 31-37 [in Ukrainian].
18. Ivata, V. V., Milko, I. V., & Shvets, K. M. (2016). Pidkhody do upravlinnya reinzhynirynhom biznes-protseviv na pidpryyemstvakh mashynobuduvannya [Approaches to managing reengineering of business processes at machine engineering enterprises]. *Investytsiyi: praktyka ta dosvid – Investment: Practice and Experience*, 11, 32-35 [in Ukrainian].
19. Klymchuk, M. M. (2015). Formuvannya ta realizatsiya orhanizatsiyno-ekonomichnoho aparatu reinzhynirynhu v upravlinni biznes-protseivy [Formation and implementation of organizational and economic apparatus for reengineering in the management of business processes]. In *Formuvannya rynkovykh vidnosyn v Ukraini [Formation of market relations in Ukraine]: Vol. 5* (pp. 116-119). [in Ukrainian].
20. Lytvynenko, L. L., & Sobkova, A. O. (2015). Osoblyvosti reinzhynirynhu biznes-protseviv na pidpryyemstvakh YeS [Features of reengineering business processes at EU enterprises]. In *Formuvannya rynkovykh vidnosyn v Ukraini [Formation of market relations in Ukraine]: Vol. 2* (pp. 83-87). [in Ukrainian].
21. Taranyuk, L. M. (2011). Metodolohiya reinzhynirynhu biznes-protseviv promyslovykh pidpryyemstv [Methodology of reengineering business processes of industrial enterprises]. *Mekhanizm rehulyuvannya ekonomiky – Mechanism of Economic Regulation*, 1 (51), 111-119. [in Ukrainian].
22. Chukhray, N. I., & Matviy, S. I. (2015). Reinzhynirynh biznes-protseviv u tsentralizatsiyi upravlinnya promyslovym pidpryyemstvom [Reengineering business processes in the centralization of management by an industrial enterprise]. *Marketynh i menedzhment innovatsiy – Marketing and Management of Innovations*, 3, 172-181 [in Ukrainian].
23. Optova torhivlya [Wholesale trade] (2018) (Statistical Information). *Website of the State Statistics Service of Ukraine*. Kyiv. Retrieved from <http://www.ukrstat.gov.ua> [in Ukrainian].

Список використаних джерел

1. Pchenko N. Issues of innovative approaches implementation to the wholesale trade enterprises // *Економічний часопис-XXI*. 2016. № 160 (7/8). P. 66-70. Retrieved from <http://soskin.info/userfiles/file/Economic-Annals-pdf/DOL/ea-V160-13.pdf>
2. Кущик П. О., Вірт М. Я. *Організаційно-економічний механізм функціонування оптової торгівлі в ринковому середовищі*: монографія. Львів: Вид-во Львівської комерційної академії, 2011. 320 с.
3. Лисак Г. Г. Оптова торгівля України: регіональні особливості розвитку // *Науковий вісник Полтавського університету економіки і торгівлі. Серія «Економічні науки»*. 2013. № 5 (61). С. 131-134.
4. Лупак Р. Л., Хомицький А. І. Удосконалення методики оцінювання ефективності функціонування підприємств оптової торгівлі // *Бізнес Інформ*. 2016. № 7. С. 73-79. Режим доступу: http://business-inform.net/export_pdf/business-inform-2016-7_0-pages-73_79.pdf.
5. Носкова Е. В., Романова И. М. Методический подход к оценке ресурсного потенциала сферы оптовой торговли региона // *Актуальні проблеми економіки*. 2015. № 5. С. 288-296.
6. *Оптова торгівля в Україні*: монографія / ред. А. А. Мазаракі. Київ: Київський національний торговельно-економічний університет, 2016. 208 с.
7. Трішкіна Н. І. Інноваційні підходи розвитку оптової торгівлі України // *Науковий вісник Буковинського державного фінансово-економічного університету. Економічні науки*. 2014. Вип. 27. С. 411-416.
8. Трішкіна Н. І. Оптова торгівля як складова інфраструктури товарного ринку // *Науковий вісник Херсонського державного університету. Серія: Економічні науки*. 2014. Вип. 4. С. 72-76.
9. Фролова Л. В., Юрченко Ю. Ю. Методологічні підходи до аналізу й управління стейкхолдерами в оптовій торгівлі // *Вісник Донецького національного університету економіки і торгівлі ім. Михайла Туган-Барановського. Серія: Економічні науки*. 2011. № 3. С. 206-211.
10. Champy J. *Reengineering Management – The Mandate for New Leadership*. New York: Harper Business, 1995.
11. Hammer M., Champy J. *Reengineering the Corporation – A Manifesto for Business Revolution*. New York: Harper Business, 1993. 223 p.
12. Greasley M. Using business-process simulation within a business process reengineering approach. *Business Process Management Journal*. 2003. Vol. 9, No. 3. Pp. 408-420.
13. Gunasekaran A., Kobu B. Modelling and analysis of business process reengineering. *International Journal of Production Research*. 2002. Vol. 40, No. 11. Pp. 2521-2546.
14. Irani Z., Hlupic V., Giaglis G. Business process reengineering: An analysis perspective. *International Journal of Flexible Manufacturing Systems*. 2002. Vol. 14. Pp. 5-10.
15. Ould, M. (1995). *Business Processes: Modelling and Analysis for Re-Engineering and Improvement*. Chichester, U. K.: Wiley.

16. Vergidis K., Tiwari A., Majeed B. Business process improvement using multi-objective optimization. *BT Technology Journal*. 2006. Vol. 24(2). Pp. 229-235.
17. Гриценко Л. Л. Генезис реінжинірингу бізнес-процесів як елемента формування ефективної системи управління в діяльності промислових підприємств // *Механізм регулювання економіки*. 2015. № 2. С. 31-37.
18. Івата В. В., Мілько І. В., Швець К. М. Підходи до управління реінжинірингом бізнес-процесів на підприємствах машинобудування // *Інвестиції: практика та досвід*. 2016. № 11. С. 32-35.
19. Клімчук М. М. Формування та реалізація організаційно-економічного апарату реінжинірингу в управлінні бізнес-процесами // *Формування ринкових відносин в Україні*. 2015. № 5. С. 116-119.
20. Литвиненко Л. Л., Собкова А. О. Особливості реінжинірингу бізнес-процесів на підприємствах СС // *Формування ринкових відносин в Україні*. 2015. № 2. С. 83-87.
21. Таранюк Л. М. Методологія реінжинірингу бізнес-процесів промислових підприємств // *Механізм регулювання економіки*. 2011. № 1 (51). С. 111-119.
22. Чухрай Н. І., Матвій С. І. Реінжиніринг бізнес-процесів у централізації управління промисловим підприємством // *Маркетинг і менеджмент інновацій*. 2015. № 3. С. 172-181.
23. Оптова торгівля. Статистична інформація. Сайт Державної служби статистики України. 2018. Режим доступу: <http://www.ukrstat.gov.ua>

Безпарточний М. Г. Використання реінжинірингу при оптимізації бізнес-процесів підприємств оптової торгівлі регіону.

Розглядаються основні аспекти забезпечення оптимізації бізнес-процесів оптових підприємств регіону на основі реінжинірингу. На підставі статистичних даних щодо діяльності суб'єктів господарювання досліджено сучасний стан та основні проблеми оптових підприємств регіону. Враховуючи специфіку функціонування оптових підприємств регіону, встановлено, що забезпечення їх ефективної діяльності та подальшого розвитку стримується регіональними диспропорціями, ресурсним забезпеченням та тісною зв'язку між суб'єктами інфраструктури споживчого ринку. До основних проблем здійснення господарської діяльності оптових підприємств регіону належать: зменшення кількості оптових підприємств у регіонах України, погіршення економічних показників діяльності (збиток, зростання заборгованості, амортизація складських площ), зростання конкуренції з боку національних та іноземних роздрібних торговельних мереж, відсутність подальшої стратегії розвитку тощо. Для розуміння операційних процесів функціонування та забезпечення подальшого розвитку оптових підприємств регіону здійснено розгляд сутності понять «реінжиніринг», «бізнес-процес» та «оптимізація операційної діяльності». Встановлено, що основною метою реінжинірингу бізнес-процесів оптових підприємств регіону є зниження операційних витрат і збільшення прибутку. Враховуючи практичну діяльність оптових підприємств регіону, ідентифіковано основні напрями оптимізації бізнес-процесів, зокрема, удосконалення техніко-технологічної структури, формування ефективної кадрової політики, покращення торговельного та логістичного сервісу, інформаційне забезпечення операційної діяльності, удосконалення взаємозв'язків зі споживачами на ринку. Для оптимізації бізнес-процесів оптових підприємств регіону запропоновано відповідну схему з використанням реінжинірингу. Основним аспектом при цьому є ранжування бізнес-процесів оптових підприємств регіону, використання зворотного моніторингу, розробка моделей оптимізації бізнес процесів і формування організаційно-економічної та інформаційної систем підтримки. Визначено перспективні шляхи розвитку реінжинірингу бізнес процесів у контексті забезпечення ефективності функціонування оптових підприємств регіону. Серед них: зниження рівня операційних витрат і зростання прибутку, це дозволить оптовим підприємствам збільшити обсяги діяльності у регіонах, запровадити нові формати торгівлі; забезпечення контролю якості торговельних і сервісних послуг для споживачів; підвищення рівня задоволення потреб споживачів; впровадження відповідного інформаційного забезпечення для категорій споживачів та операційної діяльності; мінімізація та попередження ризиків задля розробки та впровадження заходів щодо пом'якшення негативного впливу на діяльність та усунення зовнішніх загроз; удосконалення техніко-технологічного стану складських приміщень шляхом запровадження сучасних технологій та автоматизації складських процесів; використання методологічного підходу, що дозволяє контролювати бізнес-процеси на усіх стадіях життєвого циклу оптового підприємства.

Ключові слова: реінжиніринг, бізнес-процеси, оптові підприємства, оптимізація, регіон.

*Безпарточний Максим Григорович – доктор економічних наук, доцент, професор кафедри економіки і маркетингу Національного аерокосмічного університету імені М. Є. Жуковського «Харківський авіаційний інститут» (e-mail: businesshold@mail.ru, ORCID ID: <https://orcid.org/0000-0003-1272-6442>).
Bezpartochnyy Maksym Hryhorovych – Dr. Sci. (Econ.) Assoc. Prof., Professor of the Department of economics and marketing of the National Aerospace University n.a. N.E. Zhukovskiy “Kharkiv Aviation Institute”.*

Надійшло 18.06.2018 р.