

THE URGENCY OF THE PROCESS APPROACH IN THE MANAGEMENT OF THE ENTERPRISE

Gening I.

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Today in the conditions of the strict dynamics of the external surroundings the transfer is necessary from the accumulation of the volumes of output to the diversification of the economic activities and the maximum satisfaction of the customers is in the basis. Thus, the application of the process approach to the management is actual. The balanced scorecard by D. Kaplan and R. Norton gives to create the system of the indexes of the management of the process which are directed on the satisfaction of the requirements of the clients.

The dynamics of the external surroundings dictates to the enterprises the necessity of the transfer from the accumulation of the volumes of the production to the diversification of the economic activities on basis of which the maximum satisfaction of the clients is that in its turn requires the flexibility of the new ideas, technologies on new markets, work experience of the competitive advantages.

Today the majority of the enterprises of the machine industry of Russia have the functional organized structure concluded the activity of the enterprise and is introduced in the kind of the collection of the functions fixed with functional subdivisions. It must be noted: the statement is not right that hierarchy build organization has no process. There are some in any organization. Besides if the enterprise is good financial it means that its process is affective and actual in good degree.

The question is that the existing system of management can provide the profitable activity of the enterprise in the long perspective. In this case the process approach is the important instrument of the organized economical mechanism of the enterprise and it can create the effective system of the management using the system approach of the activity of the enterprise in the limits of the linear functional organized structure it is necessary to define the system of the interconnected processes of the organization. As a result, the enterprise is perceived as the system of the business process having all functions inter connected and inter acted business processes having all functions fulfilled in its subdivisions and transformed entrances and exits. The owner of the process holding the strict position in the organizational structure has all resources necessary for the increasing of the effectiveness of the process.

The interaction between all subdivisions has result. Is a clear documentation of the activity of the enterprise. The organized structure does not change without motivated variations.

Defining the processes to functional subdivisions it is necessary:

1. To mark out structure and describe the existing business processes in the business – process system of the organization.
2. To mark responsibility of the rulers for every business - process.
3. To define the indicators of the effectiveness of the business – process and also methods of their measurement.
4. To design and affirm the regulations formulated the work business – processes system.

5. To manage a business – process having rejections in the indexes of the process or having a modification of the external surroundings.

Thus the strict regulated interaction of the processes of the different subdivisions on the entrances – the exits takes place and thus the conditions of the effective and regulated work of the enterprise are provided.

Internal business – processes of the enterprise are subdivided on the basic and auxiliary.

Basic (marketing, the work-jut of the product-innovations, deliveries, the production, sale, service, etc.) create an additional cost: the auxiliary processes (the management of the finances, the administration of the staff, etc.) on form infrastructure of the enterprise on consideration of the enterprise the narrow places are considered and the vector of the improvement is defined.

It is olives that in the dependence of the delivered corporate aim of the enterprise and accordingly the developed strategy of the different variants of the projects on the improvement of these or other processes may be possible.

For the introduction of the process of the approach to the management the stage of the development of the system of the indicators is very important. If the project of the development of the system of the management covers all company, the consideration of the strategic questions and the aims became its inseparable part [2].

The given point of view got the development in the worked out balanced scorecard by R. Kaplan and D. Norton [3]. The balanced scorecard uses the financial, client, process and the perspective components of the management of the processes that permit to orientate them on the satisfaction of the requirements of the clients.

Table 1

Balanced scorecard in business-processes

Business-process	Balanced scorecard of the business-processes	The aim meaning
Finances	The increasing gain from sales	Coefficient of variation of gross sales, $CV_{gr.sales}$.
	The increasing of the profitability of the assets	Return on assets, ROA, %
	The increasing of the profitability of the assets	Net profit ratio, NPR
	The lowering of the expenses on the procedure and realization	Coefficient of production costs of sales, $CPCS$
Marketing Sale	The availability of the level	Coefficient of asset turnover, CAT , turnovers
	Price	Accounts receivable turnover ratio, $ARTR$, turnovers
	Quantity	Ratio of sales to loyal customers, $R_{loyal.cust.}$
	The width of the assortment	Market share, MS , %
	The exactness of the fulfillment of the order	Ratio of sales without delays in delivery time, $R_{sales.with.del.}$
Deliveries	The rhythm of the deliveries	The turnover of the stokes, days
	The uninterrupted operation of the deliveries	
	The quantity of the deliveries	
Innovations	The index of the innovation, TAT	The time from the moment of the realization of the new product till the moments delivery on the market, days
	The index of renovation of the economic bag	The pacific gravity of the production output 2, 3, 5 and 10 years, %
	The duration of the process, of the work out of the innovation	Time, days

Business-process	Balanced scorecard of the business-processes	The aim meaning
Procedure	Production profitability,	Production profitability, \mathcal{DP} , %
	The modernization of the equipment	Return index of fixed assets, RIFA, rub./ rub.
	The modern technology	Coefficient of production costs of sales, \mathcal{CPCS}
Potential	Ratio of employee loyalty	Ratio of employee loyalty, $\mathcal{C}_{loyalty}$.
	The improvement of the qualifications of the personnel	Ratio of employees who have improved their qualification, $\mathcal{C}_{training}$
	The creation of the strategic competations	Ratio of employees who have strategic competencies, $\mathcal{R}_{str.comp.}$

Thus, by means of the introduction of the process of the approach it is possible the creation of the management system of the enterprise permitted:

- to do structure of the process of the enterprise to reform them to account of the outer changes that permits to ensure the high degree of the adaptation of the enterprise to the dynamics of the outer environment;
 - to apply balanced scorecard, provided the connection between strategic and operation aims and also between the functional subdivisions by means of the definition of the strategic aims and measured indexes concreted and controlled these aims and thereby increasing the oriented organization on the demands of the client.
- All this leads to the formation of process-oriented organization in which staff is focused on demands of the client.

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