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# Управление бизнес-процессами в организациях сферы услуг

**Business process management in service sector`s organizations**

В статье проведен анализ научной литературы по вопросу управления бизнес-процессами в организациях сферы услуг.

Инновационная концепция, в последние годы ставшая центром внимания научных кругов – внедрение инновационных технологий и активная цифровизация сферы услуг, указывает на стремительный прогресс в реализации концепций индустрии 4.0, способствует внедрению цифровых двойников организации сферы услуг, менеджмент и повседневную работу современных организаций.

Данная концепция открывает новые перспективы для роста некоторых сфер экономической деятельности. Одной из таких сфер является сфера услуг.

Развитие данной отрасли обусловлено множеством различных факторов. Это и улучшение общего уровня жизни населения и, как следствие, появления средств на оплату различных услуг и увеличение темпов жизни населения, нехватка времени на самообслуживание; и рост потребности в квалифицированной профессиональной услуге.

Успешная деятельность предприятий сферы услуг, как и любых других организаций в значительной степени определяется эффективностью реализации бизнес-процессов.

The article analyzes scientific and reference literature on the issue of business process management in service organizations.

The innovative concept, which in recent years has become the focus of scientific community attention - the introduction of innovative technologies and the active service sector`s digitalization, indicates the rapid progress in the implementation of the concepts of Industry 4.0, contributes to the introduction of digital twins in the organization of the service sector, management and the daily work of modern organizations.

This concept opens up new prospects for the growth of certain areas of economic activity. One of these areas is the service sector.

The development of this industry is due to many different factors. This is an improvement in the general standard of living of the population and, as a result, the emergence of funds to pay for various services and an increase in the pace of life of the population, lack of time for self-service; and the growing demand for a qualified professional service.The successful activity of service enterprises, like any other organization, is largely determined by the efficiency of the implementation of business processes

**Ключевые слова:** Бизнес-процесс, сфера услуг, организация бизнес-процессов, моделирования бизнес-процессов, оценка бизнеспроцессов.

**Key words**: Business process, service sector, business process organization, business process modeling, business process assessment.

**Introduction**

The modern dynamically developing world opens up new prospects for the growth of some areas of economic activity. One of these areas is the service sector.

The development of this industry is due to many different factors. This includes an improvement in the general standard of living of the population and, as a result, the appearance of funds to pay for various services and an increase in the pace of life of the population, lack of time for self-service; and an increase in the need for qualified professional services.

The service sector is one of the branches of public production designed to flexibly respond to the needs and demand of the population.

The service sector is absolutely dominated by small and medium-sized enterprises. Managers of such enterprises face a lack of information about customers and staff, the problem of unaccounted revenue and significant losses in consumables.

The emerging management information, as a rule, is not structured, is not systematized, is not accumulated in databases, therefore, there is no information for static and dynamic analysis. The lack of such information does not allow optimizing pricing and marketing policy in the conditions of seasonal fluctuations in demand, which the service sector is subject to.

**Business process in service sector organizations and its structure**

A business process in service organizations is one, several or many nested processes (internal steps of an organization's activity) that end with the creation of a product needed by the client. These actions are ordered and aimed at transforming some input information and material flows in order to obtain certain results.

Characteristics of the business process in service organizations:

1. Cost. Should aim for the minimum value.

2. Duration. It is advisable to strive for the maximum speed of implementation.

3. The degree of product quality (customer satisfaction).

There are basic and auxiliary business processes.

Each business process has:

- the owner with the appropriate rights;

- a provider that provides resources for the business process;

- - the consumer receiving the output of the business process.

At the same time, the supplier and the consumer can be both internal to the company and external.

The definition of the process will be more complete if it is supplemented with a number of clarifying concepts:

\* process input - resource (equipment and supplies),

\* process output - result (information, services or goods),

\* process boundaries - start and end points of process fixation,

\* process entry boundary - precedes the first step of the process,

\* process exit boundary - located behind the last step of the process,

\* the primary input of the process is the main resource,

\* secondary process input - supporting resource,

\* the primary output of the process is the main result of the process, the secondary output of the process is a side result of the process.

The allocation and linking of business processes allow us to obtain a single multi-level business model for service organizations.

The structure of the business process, after its initiation, goes through several stages. It includes:

\* preparatory stage;

\* the actual development of a business plan;

\* promotion of the business plan to the intellectual property market;

\* implementation of the business plan.

Each stage can consist of several elements. Thus, the preparatory stage should include the stages of developing an entrepreneurial idea, forming a mission and goals of activity, business plan options, and their assessment of decision-making regarding the chosen option.

A multivariate approach can be applied both when choosing an entrepreneurial idea, and when formulating a mission, goals, and, finally, when considering options. The decision on the choice is applied at each stage of this stage, as well as at any subsequent stage with a return of 2-3 steps back.

**Organization of business processes in service sector organizations**

Description of business processes in service organizations (Business Process Description) - characteristics (parameters) are used to describe the process from a qualitative-quantitative, spatial-organizational and technical-technological point of view.

These parameters include:

\* Process objectives.

\* The object of influence (type, quantity, size)

\* The place of impact (organizational unit, working system).

\* Type and sequence of events, structure.

\* The means of production used (type, quantity, productivity).

\* The course of the process (horizontal, vertical, spatiotemporal).

\* Staff participation (number, qualifications).

• Time spent on events and the overall process (duration of the process).

\* Working conditions, requirements and tasks.

\* Applied technologies, operating modes.

\* Results.

\* Undefined states and events.

The description of processes in service organizations requires the definition of the appropriate area of consideration, i.e. the choice of the starting and ending points that limit the area of interest.

The formation and structuring involves considering not only the typology, but also taking into account the level of the process (see Table 1).

Table 1 - Levels of business processes in service sector organizations.

|  |  |
| --- | --- |
| Process levels | Examples |
| Level 1 processes: Enterprise Chain | Organization of external processes. Example: the  process of logistics of supplies to enterprises of the  production network |
| Level 2 Processes: Enterprise | Organization of the passage of the order for the enterprise. Example: the procurement process at the  enterprise |
| Level 3 processes: Structural Division | Organization of the passage of the order in the structural unit: Example:order development in the procurement department |
| Level 4 Processes: Working System | Organization of the order in a separate working system: Example: approval of the delivery dates of the order by employee N. |

**Methods of modeling business processes in service organizations**

Modeling of business processes in service sector organizations is one of the methods of improving the quality and efficiency of service sector organizations. This method is based on the description of the process through various elements (actions, data, events, materials, etc.) inherent in the process.

As a rule, modeling of business processes in service organizations describes the logical relationship of all elements of the process from its beginning to completion within the organization. In more complex situations, modeling may include processes or systems external to the organization.

Modeling of business processes in service organizations allows you to understand the work and analyze the organization. This is achieved due to the fact that models can be compiled according to various aspects and levels of management. In large organizations, business process modeling is performed in more detail and more multifaceted than in small organizations, which is associated with a large number of cross-functional relationships.

The ultimate goal of modeling business processes in service organizations is to achieve performance improvement. To do this, the analysis focuses on increasing the value of the results of the process and reducing the cost and time of performing actions.

Modeling of business processes, as a rule, involves the execution of several successive stages. Since the ultimate goal of modeling is to improve processes, it covers both the "project" part of the work and the work on the implementation of process models.

Most often in quality management modeling of business processes is performed using the following methods:

A Chart Diagram is a graphical method of representing a process in which operations, data, process equipment, etc. are represented by special symbols. The method is used to display the logical sequence of actions of the process. The main advantage of the method is its flexibility. The process can be represented in many ways.

Flow Diagram (data flow diagram). A data flow diagram or DFD is used to display the transfer of information (data) from one operation of a process to another. DFD describes the relationship of operations through information and data. This method is the basis of structural analysis of processes, because it allows you to decompose the process into logical levels. Each process can be broken down into sub processes with a higher level of detail. The use of DFD allows you to reflect only the flow of information, but not the flow of materials.

Role Activity Diagram. It is used to model the process in terms of individual roles, groups of roles and interaction of roles in the process. A role is an abstract element of a process that performs an organizational function.

The Value-Added chain Diagram (VAD) notation is a value-adding process chain diagram used to describe the business processes of an organization at the top level. As a rule, consultants using ARIS recommend identifying six to eight top-level business processes and describing them in VAD notation.

The types of Product/Service and Information Service objects are selected to describe the infrastructure required to perform the process. The choice of object types for displaying real streams is rather conditional. It is very important at the beginning of work on modeling processes to determine which types of objects will be used, and which objects of the real world they will display.

Objects are connected to each other using a certain type of connections. The principles of constructing a top-level process diagram in VAD differ significantly from IDEF0: in VAD, arrows can enter any side of the Value added Chai object. This notation is mostly illustrative in nature and is not intended to create complex models of top-level processes of an organization.

**Assessment of business processes of a service enterprise**

The assessment of the competitiveness of business processes of an enterprise should be carried out according to a three-level approach to the assessment of business processes of enterprises in the service sector.

At the first stage of assessing the competitiveness of business processes of a service sector enterprise, it is necessary to build a network of business processes. To identify the main business processes that characterize each of the studied levels of competitiveness of business processes.

The second component characterizing the operational level of competitiveness of business processes of service enterprises is the process efficiency indicators, which reflect the effectiveness of the implementation of the main business processes.

The next step of the three-level approach to the assessment of business processes of service enterprises is the study of business processes, the nature of which forms the tactical level of competitiveness.

To assess the strategic level of competitiveness of business processes, it is necessary to study the business processes of the development of service enterprises, which characterize the direction of the business process of economic activity based on the continuous process of development of available resources and products that are formed in the process of providing services.

**Characteristic features of the business processes management system in service sector organizations**

Optimization based on the improvement of the company's management system. If IT technologies are based on methods of reducing costs when working with information, then approaches to the process of making, implementing and evaluating the effectiveness of a management decision are considered as the basis for improving the management system in service organizations.

Business process management issues are acute in a company when, at a certain stage of its development, failures in the interaction of departments, managers, and employees begin to be regular, while having a significant impact on the effectiveness of the organization itself. Business process management in service sector organizations is based on their description, optimization and regulation, and such projects affect the interests of a wide range of employees, whose requirements vary significantly, depending on their role in the company. When implementing a project, it is necessary to take into account the interests of all these groups of employees.

Ch. Hofer and D. Schendel distinguish three levels of strategies - corporate strategy, business strategies and functional strategies.

"The corporate strategy reflects the specifics of the organization's activities, is of the most general nature and characterizes the prospects for its development as a whole.

At the next stage of its development, the company moves to regular management, when a centralized management system begins to form.

The second important point is that only those processes that have formed and are steadily repeated are subject to description and regulation. For a company with a large variability of processes, it is necessary not to regulate, but rather to model processes, test different options and choose the optimal one - these are other approaches and projects.

Finally, the third aspect is the nature of the company's activities. Management through the description and regulation of business processes is not effective for every type of activity.

**Conclusion**

As a result of the conducted research on the topic: "Characteristic features of the business process management system in service sector organizations.", it can be concluded that today the assessment of the effectiveness of the business process in service sector organizations is relevant, because there is a problem of identifying indicators such as:

\* Resource costs: temporary (cycle, duration, productivity, speed of order fulfillment); material (expenditure of funds and materials, assets used in the form of accounts receivable, inventory, etc.)

\* The costs of training, training and advanced training of employees.

\* Resource efficiency per unit of production: equipment utilization coefficients; resource utilization coefficients, raw materials and materials; time spent on carrying out a unit of work or services.

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