

## THEORETICAL BASIS OF EVALUATION OF CHANGES IN BUSINESS PROCESSES

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Relevance of the topic. In today's world, constantly changing operating conditions, the desire to gain competitive advantage in conditions of market uncertainty force companies to restructure their activities, to develop methods of operative reaction to factors of external and internal environment, to improve business processes. Changes in business processes play one of the leading roles in enterprises, because their consistency and logic allow to improve work processes, minimize costs, increase profits.

Despite the fact that there are many methods of improving the activities of companies that are actively used in modern management practice, changes in BP have a special place for a number of reasons. A fundamental feature is that changes in BP allow to improve the whole set of operations of the enterprise and effectively use available resources to increase profits.

The work of such foreign and domestic specialists as H. Shane, E. Cameron, I. Adizes, J. Harrington and others is devoted to the theory and methodology of change management.

Their research identified the need for change; approaches to management; stages of change, styles, etc.

In modern market conditions, the enterprise as a complex system is in the process of constant internal change.

The high dynamics of the modern economic space requires development companies, the ability to respond effectively and quickly to change.

This is possible if sufficient attention is paid to change management in business processes (BP).

The process of change is continuous and is one of the most important objects of management in the implementation of the company's goals.

Changes in BP play a leading role in enterprises, as their consistency and logic make it possible to improve work processes, minimize costs and increase profits.

However, there is no consensus in theory and practice on the appropriateness of targeted change management in the BP. In the theory and practice of management, scientists consider changes from different positions: as a new state, as a process of movement; as a synonym of the term "reorganization", "transformation", "innovation", but there is no single definition of "change" (Table 1).

**Table 1 - Definition of "change"**

Author	Definition of organizational change
Bozhenko O.S. [2]	Different types of innovations that can be skillfully combined in different directions, namely: changing the goals of the organization, structure, technology, technological processes, product designs, etc.
Sheremet M.A. [4, p. 117]	Noticeable differences in the situation, the person, the working group, the organization in the relationship between two consecutive moments of time
Drucker P.F. [5, p. 104]	A new opportunity that can be used to the benefit of the organization
"New explanatory dictionary of the Ukrainian language" [6, p. 158]	1 Change; transition, transformation of something into something qualitatively different; 2 Replacement of someone, something by someone, something else
Grinko T.V. [7]	Necessary tool for the development of economic entities, namely change management should ensure the competitiveness of enterprises on the basis of adaptation to environmental conditions
Voronkov D.K.[8]	Introduction of innovations to transform the company's activities in accordance with market requirements
VandeVenA., PoopleM. S. [10, p. 512]	It is the empirical observation of various in the form, quality or condition of any organizational element over time.

In his work Garafonova O.I. [1] looked in detail at the concept of "change" in comparison with other concepts: transformation, transformation, reorganization, etc.

We must agree with her conclusions that in general, change is a

gradual or phased process of transition to a new level using existing ideas and concepts.

The reasons for changes in organizations are divided into internal (rapid restructuring of the enterprise, organizational crisis, obsolescence of the product (technology), reduced productivity, failure to carry out previous transformations, falling performance indicators of the organization) and external (economic situation, government regulation, socio-cultural components). changes in laws and other regulators, level of competition).

There are also terminological discussions regarding the identification of changes in BP. To better understand the concept of "change in BP", consider it in more detail, breaking it down into components: "change" and "business process".

The concept of "business process" is ambiguous, and at the present stage there is no single accepted definition. Formally, it can be considered that this is a limited set of activities, characterized by such concepts as "input", "process", "output", "management", "process provider", "process client".

BP in a broad sense means a structured sequence of actions to perform a certain type of activity at all stages of the life cycle of the subject - from creating a conceptual idea through design to implementation and result, ie a certain system-closed process [4].

BP is a flow of work that passes from one person to another, and for large processes – from one department to another. Processes can be described at different levels, but they always have a beginning, a certain number of steps and a clearly defined end. There is no standard list of processes, and organizations must develop their own.

All definitions are united by the emphasis on the fact that business processes are continuous, have certain inputs (supply of resources, new product ideas, etc.) and outputs in the form of a product that meets the needs of consumers. Thus, the BP covers the entire organization, from top to the bottom.

Therefore, it is necessary to highlight their characteristics and summarize, to plan further actions.

Therefore, summarizing the existing in the literature classification features and types of changes in BP, and taking into account the classification features, it should be noted that changes in BP are very diverse and relate to many aspects of the organization.

It should be noted that this classification is incomplete and mainly

concerns the general characteristics of change (any type of specific change can be characterized by the features used: what is caused (driving forces), who is covered (degree of coverage), etc.); specific types of changes in the BP are not considered.

Types of changes in the BP of the enterprise are proposed to be considered in accordance with their structure.

Each BP of a certain direction consists of a set of processes of different types – any organized activity (that has an owner and regulated by relevant documents), planned to create a pre-set for a particular user output, while providing the necessary input process.

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