

Kolesnyk M. V., Ph.D in Economics, Associate Professor

Gritsenko E. V., Student

Matviichuk A. S., Student

National Aviation University

Kyiv, Ukraine

DOI: <https://doi.org/10.30525/978-9934-26-194-7-17>

**BUSINESS PROCESS MANAGEMENT
IN STRENGTHENING ENTERPRISE
COMPETITIVENESS BY INNOVATION**

Competitiveness of a modern enterprise must withstand pressure of global and local competitors. Source of competitive advantage today is usually innovation. However, innovative activities provide the enterprise with both: competitive advantages and additional market risks, then it require the usage of additional methods and means in the management of such enterprises. Therefore, innovation must be managed. This management process is called innovation management. That is why science and practice need to develop knowledge about the particularities of business process management (BPM) in innovation activities.

Fundamentally, new solutions are called breakthroughs, which mean solving problems in a new, unconventional way. Nowadays, innovations cover all spheres of human activity, radically affect the management process, and change socio-economic relations in society. This creates a new way of thinking and provides more effective means of overcoming crisis situations. Continuous and constant innovations become a necessary and natural form of existence of any firm, ensure its competitiveness and survival in the market.

In the same idea, today an important challenge for innovation policy in emerging countries is to encourage inclusive growth and support research addressing major social challenges [1].

The main purpose of BPM is to bring processes in line with the goals of the organization. Each process must be set up in such a way that the results of the process lead to the achievement of business goals [2]. Implementation of BPM as a process approach in the company can make business more transparent and predictable, manageable, controlled. It can help build an effective motivation system for employees when everyone is interested in achieving results. It is also an opportunity to improve the interaction between the company's departments and employees. When organizational processes are formalized and prescribed, it reduces the impact of the human factor, facilitates and accelerates the process of adaptation of employees [3].

Let us clarify the idea that we can consider the interaction between BPM and innovation activities in two aspects:

- 1) an application of business process management techniques to the innovation process;

- 2) an application of innovation techniques within BPM.

These two aspects may have differences in specific situations, but we will allow each of them to appear in the innovative business process because they are closely interrelated.

Currently, as it is known, BPM is a system approach to management aimed at improving the organization activities and its processes. This approach allows the organization to define its processes, organize their implementation, as well as improve the quality of both the results of processes and the order of execution. So, innovative business processes are a sequence of actions aimed at the implementation of an innovative idea in order to obtain a process or product innovation. In this case, the creation of the innovation business process management system allows creating

the relationship of all elements of the innovation process in progressive development from the initial stage of mental modeling of the innovative idea to the implementation of the original product [4]. Our researches have shown at least the following important aspects of BPM in innovation activities: 1) the necessity to take into account the unpredictable behavior of the process components due to its novation to the internal and external environment; 2) the availability of appropriate characteristics and skills of staff for such activities; 3) the necessity of a correct application of digital technologies in the BPM.

For example, academic sources suggest that: *firstly*, specialists with relevant competence and experience should be engaged in modeling and optimization of business processes [3]; skilled labour plays a key role in innovation by generating new knowledge, adopting and adapting existing ideas to develop innovations [5]; *secondly*, innovation with new processes at its core, plays a more and more important role – especially if you look at digitalization, that is why BPM software (BPMS) is important because it can help organizations gain a competitive advantage by assisting business leaders to improve organizational performance by analyzing, designing, implementing, controlling and modifying operational business processes [6]; *thirdly*, the management of innovation within an enterprise is a business process must be defined, implemented, executed, and controlled just like any other business process, and the «innovation process» is a key process to be managed by BPM.

Thus, all of the above are relevant to all stages of the innovation process: 1) preliminary stage, including: fundamental and exploratory research; applied research; scientific and technical developments; experimental design and experimental technological work; 2) production stage, including: mastering and

preparation of production; organization of serial production of innovative products; 3) market stage, including: introduction to the market (commercialization of innovation); market expansion.

The listed stages are characterized by their deep specificity, which affects the structure of business processes that each of them can constitute.

To solve the problem of organizing the release of new products, it is required, as a rule, to provide an optimal combination of diverse processes, and most of the tasks related to processes management related to: 1) planning the needs of an innovative enterprise; 2) management of stocks of materials and components for the production of innovative products; 3) planning of production facilities; 4) planning interaction with suppliers; 5) operational planning of production tasks; 6) operational management of the resources of an innovative enterprise; 7) operational control over the implementation of production targets; 8) quality management of innovative products.

The stage of commercialization of innovative process requires, as a rule, the solution of the following tasks in managing the business processes of an innovative enterprise:

1. Description of the structure of activities related to marketing research for innovative production [for example, the business process of attracting investment in an innovative project; the business processes for the implementation of additional marketing research of the market, etc.].

2. Description of the optimal way to commercialize an innovative product [for example, the business process of choosing priority methods of commercializing an innovation; the business process of selling licenses, operating new technologies by providing services, etc.].

3. Description of the processes of legal protection of an innovative product requires the solution of particular problems [for example, description of the business process of securing rights to the results of intellectual activity; description of the processes of transferring rights to use the results of intellectual activity etc.].

4. The stage of market expansion [for example, the business processes for the implementation of advertising activities; the business processes for expanding sales activities; the business processes of pricing etc.].

Sum up, that innovative business processes are business processes that are a common base to which the knowledge of the process approach [in its modern form – BPM] is applied, but the innovative environment imposes its own special requirements, the fulfillment of which requires the modification of existing processes, as well as the creation of entirely new processes. The study of new quantitative and qualitative parameters of innovative business processes and the creation of methods for managing them is a prospective direction for future scientific research.

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