

## A-13. MECHANICAL IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING

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Reengineering process provides the maximum improvement, but, nevertheless, remains time-consuming and the most expensive of all approaches to improve business processes. It is also related to the greatest degree of risk. The reengineering process often includes organizational restructuring and can be extremely damaging to the organization. Most organizations can effectively implement not more than one change of such scale at a time [1]. However, under this approach, elements are used consistently and as a result the desired breakthrough is achieved [2]. This approach can be applied both at the level of an individual process, and at the level of an entire organization. Process management provides planning, management and monitoring controls. The subject is both the main and auxiliary processes [2].

The change refers to the continuous adjustments that organizations make to address areas like the increasing customer demands and technological changes, while transition refers to the major disruptions to an organization's business model, product or service mix, leadership, structure or culture. Transitions have

a deeper psychological impact compared to the changes in the workplace, which are usually discrete with ordered, incremental and continuous steps. Change is a path to a known state, while transition is a path to an unknown state. Moreover, transition represents a turning point, a break from the past, where existing practices have to be abandoned and new ones adopted [3].

### References

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3. Coulson-Thomas C. Business Process Reengineering: Myth and Reality. – London: Kogan Page Ltd, 1994.