

STRATEGIJA EFIKASNIH POBOLJŠANJA POSLOVNIH PROCESA REINŽENJERING METODOM

EFFECTIVE STRATEGY TO IMPROVE BUSINESS PROCESSES BY BUSINESS PROCESS REENGINEERING METHOD

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Rezime

Uspešno poslovanje privrednih sistema u procesu njihovog životnog ciklusa rasta i razvoja, inkorporira veliki broj faktora u proizvodne procese. Strategija efikasnosti tih procesa determiniše uslove rada: vremenom u kome se taj rad obavlja i zahtevima eksternog okruženja – konkurentskog tržišta. Globalno posmatrano, veliki broj kompanija u zemljama EU, želi da poveća postojeći obim proizvodnje, kvalitet i izvoz, da osvoji nova tržišta i da uđu u strateška partnerstva sa svetskim kompanijama ili kompanijama iz svoje branše.

Prihvatanje promena poboljšanja proizvodnih procesa, strategijski menadžment dovodi do poboljšanja ukupnog poslovanja, što vodi ka izlazu iz nastalog "kriznog" poslovanja.

Strategijska uloga preduzetničkog menadžmenta u uslovima "kriznog" poslovanja ima veliki značaj. Činjenica je, da poslovni sistemi rastu, razvijaju se i prilagođavaju se promenama iz okruženja. Ukoliko se to prilagođavanje ne obavlja adekvatno, odnosno menadžment ne učestvuje u fleksibilnom stvaranju i prihvatanju promena, dovodi se celokupno poslovanje u krizno stanje. Kriza nije problem. Problem je neadekvatno reagovanje na krizu koje za posledici može da ima ne likvidno i neuspešno preduzeće. Adekvatno reagovanje na pojavu početnih, pretećih faktora efikasnih poslovnih procesa za poslovni uspeh, omogućava da se poslovnost dovede revitalizacijom – reinženjeringom u vraćanje kompanija na put uspeha.

Uvođenje kvalitetnih i potrebnih principa redizajniranja poslovanja u kompanijama naročito, u zemljama u razvoju kojima pripada i naša zemlja, podrazumeva realizaciju savremenih metoda uspešnog poslovanja u kome se pojavljuju dva značajna faktora procesa: korist i rizik.

Primenjeni koncept razvoja reinženjeringa poslovnih procesa – BPR, može da ima veliki efekat u uslovima novih promena.

Time se strategijskim planom rada uspešno izvodi rekonstrukcija: organizacijskog nivoa poslovanja, vlasničkog, kadrovskog, upravljačkog kao i tehničko – tehnološkog nivoa cele kompanije.

U radu je prikazan pristup radikalnim promenama u okviru preduzeća koja su strategijski usmerena ka modernom poslovanju i zauzimanju visokog mesta na konkurentskom tržištu. Primenjeni redizajn postojećeg stanja poslovanja, odnosno reinženjering poslovnih procesa kao savremena metoda unapređenja kvaliteta omogućava preduzećima ostvarivanja poslovne izvrsnosti - TQM.

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Pri implementiranju koncepta reinženjeringa poslovnih procesa u kompanijama, menadžment danas treba da ima u vidu da je kupac najvažniji i da savremena tehnološka revolucija uslovljava da potrebe kupaca postanu divergentne.

Činjenice poslovnog preduzetništva kod nas i u svetu govore, da danas kupac zahteva da ima sofisticiran, specifičan, funkcionalan i atraktivan proizvod niskih cena i visokog kvaliteta koji može da ispuni sve njegove želje i zahteve kvalitetnog života. To govori da je tehničko tehnološki efekat proizvoda veoma značajan, odnosno proizvod po konstrukciji treba da bude jednostavan, estetski lepo dizajniran, da se lako eksploatiše i održava, i da je svetske klase kvaliteta.

Ključne reči: strategija, proizvodni procesi, krizni menadžment, reinženjering

Summary

Successful operation of business systems in the life cycle of growth and development, incorporates a number of factors in the production process. The strategy determines the efficiency of the process conditions: the time in which the work is performed and demands of the external environment - competitive market. Globally, a number of companies in the EU, want to increase the current production volume, quality and export to new markets and to make strategic partnerships with international companies or companies in their industry.

Acceptance of changes to improve production processes, leads strategic management to improved business performance, leading to the exit from the resulting "crisis" business. The strategic role of entrepreneurial management in terms of "crisis" business is very important. The fact is that business systems grow, evolve and adapt to changes in the environment.

If this adjustment is not performing adequately, if management does not participate in the creation of flexible and accepting of change, it leads the overall operations in a crisis situation. The crisis is not a problem. The problem is the inadequate response to the crisis that results of which may have no liquidity and can lead to the company's failure.

Adequate response to the occurrence of initial, threatening factors of effective business processes for business success, makes it possible to lead the revitalization of professionalism - reengineering the company, returning it to the path of success.

The implementation of quality and necessary principle of additional operations in companies in particular, in developing countries, which belong to our country, involves the implementation of modern methods of successful business in which two important factors of the process appear: benefits and risks. The applied concept of business process reengineering - BPR, can have a major impact in terms of new changes.

This strategic work plan successfully performs reconstruction: the organizational level of business ownership, control and technical - technological level of the company.

This paper presents a method of radical changes within the companies that are strategically focused on modern business and capturing high places in a competitive market.

Implemented redesign of the existing state of affairs, and business process reengineering is a modern method of improving quality to companies achieving business excellence – TQM.

In implementing the concept of reengineering of business processes in the company, management today should bear in mind that the customer is the most important along with modern technological revolution, which leads to the state in which customers' needs become more divergent.



The facts of the business enterprise at home and abroad say that today, the customer is required to have a sophisticated, unique, functional and appealing product low price and high quality that can fulfill all his wishes and requirements of a quality life.

This suggests that the effect of technical technological products is very important, and the product design should be simple, aesthetically beautifully designed to be easily operated and maintained, and that the world class quality.

Keywords: strategy, production processes, crisis management, reengineering