



## BUSINESS REENGINEERING

This section defines a reengineering plan for the research company, as the research carried out among employees found that there is a need for business process reorganization. In the first phase of the reengineering process, the existing state and business process organization will be defined to gain insight into weaknesses and weaknesses, and then a new business strategy will be defined and the recommended methods of reengineering will be defined. The research company has been operating since 1993, and its core business is designing and creating graphic products, as well as preparing them for the printing process. The company also designs and executes marketing strategies in which it defines visual identities and compiles websites, and internet and mobile applications. The products and services of the company are in almost equal proportions both domestically and internationally. The company employs 9 employees, and the owner also carries out the duties of creative director and project manager, and participates in the creation of graphic products. Another employee performs the function of a project manager, while other employees perform duties related to the creation of graphic products. Accounting and administrative work on behalf of the company is carried out by another company specializing in accounting and finance located in the same business premises as the research company. Business processes take place in a way that project managers communicate directly with clients or other intermediary companies, define goals and tasks that are then passed on to employees. Employees are also occasionally involved in communicating with clients. After delivering a product or service to a client, Project Managers forward the invoice order to a book-keeping and administration company. According to the research conducted, it is evident that employees are not satisfied with internal and external communication, suggesting the need to analyze current communication channels in order to detect shortcomings.

The company has been faced with the recession over the last few years a significant decrease in production, and the number of employees decreased significantly. Although the current business of the company can still be characterized as successful, The reorganization of business processes tends to contribute to increasing the same, and even outperform business results before falling production. Given three types of businesses who need reengineering, defined in the second chapter, a research company we can fall into a group of companies that are not yet in big trouble, but there are



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upcoming difficulties conditioned by various causes such as new competitors, changing consumer demands, economic opportunities, and the like. The basic objectives of the new business strategy of the research enterprise are to increase the quality of products and services and their sales, to expand the range of products and services, to increase the efficiency and efficiency of business processes, to increase market competitiveness and to improve human resources. The new strategy encompasses the restructuring of business processes, i.e. the process of reengineering. Strategy planning seeks to identify the advantages and disadvantages of the external and internal environment of the company, and accordingly defines the SWOT analysis.

### 1. The strength of a company

Long experience in graphic design; A large number of branded products on the domestic and foreign markets; A wide assortment of products that is not limited to printed graphics; products, but also includes digital technology products; Young and ambitious employees are ready to adopt new technologies and trends

### 2. Weaknesses of enterprises

Insufficient internal and external communication system; uneven distribution of responsibility; Lack of technological equipment needed for increased efficiency; Insufficient investments in additional education and professional training of employees

### 3. Business Opportunities

Great market demand; Development of communication technology that enables unlimited product placement on the foreign market; Development of new technologies that contribute to increased efficiency; Development of new products on the market to expand the range and so on increase competitiveness in the market

### 4. Business Threats

Unfavorable economic opportunities; Rapid growth and competition development; The appearance of small companies that lower the cost of work.

For successful business strategy results it is necessary first to eliminate the company's weaknesses. In order to increase efficiency, it is necessary to carry out the reorganization of internal communication processes and work organization according to reengineering methodology. Vertical communication system is transformed into horizontal. The line communication channel



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completely eliminates the function of the project manager as a separate staff in the enterprise, i.e. every employee becomes the project manager and independently communicates with the clients. This increases the responsibility of each employee, while simultaneously reducing the amount of control and monitoring during the process itself. This mode of communication is more efficient and efficient because it does not lose time on mediation communication with frequent misunderstandings and misses. The project leader gets a new manager function that acts according to the characteristics of the reengineering process, ie gains the role of the mentor. The role of a manager is crucial in complex and complex operations, and its primary task is to connect such process, solely by making decisions by employees. As the position or employee accountability changes, which now need to improve their own knowledge and skills, it is necessary to provide additional employee training. Part of the employee's work requires education in terms of acquiring new knowledge and technology, while work needs additional effort in developing communication and business skills. In co-operation with the university with which the company has been cooperating in the past business, the company will enable employees to start on selected programs of education and specialist education. Each employee will receive additional training in one of the offered programs in the current business year:

Specialist for Business Informatics; Specialist in graphic preparation and desktop publishing; Graphic designer - a specialist in digital publishing; Specialist in digital photography and processing; Specialist for digital and video editing;

Project Management Assistant - Specialist; Business Manager in Small Business

Head of sales team; Specialist for advanced network technology; Internet application developer

Employees are also offered the opportunity to attend seminars organized by the organization of the same institution, in quarterly periods:

Graphic Seminars; Project Management Seminars; Specialist IT education; Business IT education.

Business projects will be organized as individual or team work depending on the complexity of the projects, with the obligatory engagement of all team employees. One of the managers' tasks will also be to promote teamwork and equitable engagement and employee accountability. The research company will



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endeavor to organize joint activities of employees out of time at least 2 times a year. In the initial phase of each project, a brainstorming practice is introduced in which all employees will participate. At the very beginning of the reengineering process, the research company tried out the above mentioned method, and it was shown to be an extremely effective source of creative solutions, so it will be implemented on a regular basis in the future. The compensation fee system will also change with respect to the ideology of reengineering. The basic remuneration for work will be the average for all employees, with the application of a reward system in the form of bonuses depending on the success of a business project. It seeks to further motivate employees to become more involved in project performance. The research company is also introducing the ideology of Kaizen or Kaikaku method. The cleanliness and functional organization of the workplace is now the priority of every employee, so far the day after day care has been taken care of daily by the cleaner. The cleaner will continue to carry out duties related to regular maintenance of office premises, but the workplace of each employee as well as the meals used during the meal, thereafter the responsibility of every employee without exception.