“Personnel aspects of marketing activity reengineering at the industrial enterprises”

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Personnel aspects of marketing activity reengineering at the industrial enterprises

Abstract

While implementing the radical transformations, such as the business processes reengineering in the work of industrial enterprises, there is a need to increase the personnel operating efficiency in the business processes redesign. The urgent increase of control by the top management of companies is demanded for observing the procedure and standards of business processes reengineering at the enterprises in order to increase its cost effectiveness. Therefore, the relevance of the scientific research subject is indisputable. The research works of academic economists concerning the features of staffing for the business processes reengineering of companies are analyzed. The ways to overcome the resistance to organizational changes of industrial enterprises by the staff are developed. The description of the effective members of the reengineering team in the work of the company has been improved by forming special features of each member of the reengineering team. The personal and professional competencies of the personnel are shaped and offered as the most effective ones for successful realization of marketing activity reengineering at the industrial enterprises. A questionnaire was developed as part of the analysis and selection of personnel during the marketing activities reengineering at the industrial enterprises. The resulting component of the questionnaire was developed for making managerial decision on personnel selection in reengineering teams.

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Introduction

Personnel development in the industrial complex most typically reflects the dependence on the conservative system of enterprises' activities. Excessive commitment to the tariff-qualifying directory of occupations and perceiving its recommendations as a legal norm have formed a very negative attitude of young professionals to engineering occupations. For many years, the planned economy followers have been working on the formation of a false rule in the minds of employees that the vertical career ladder movement is the only way to improve the conditions for paying for their own work. Therefore, in teams where senior managerial positions (heads of departments) are occupied by people not older than 45, there is a chance for an effective internal motivation and a desire to be result-oriented. Under an unstable economic system, an industrial enterprise anticipates qualitative improvement of paying conditions only with the transition to a manager position. In addition, the risk to lose a qualified specialist and gaining a manager without leadership talent is completely ignored. In such circumstances, the vast majority of young technicians consider traditional industrial enterprises as the starting point for acquiring knowledge and skills for further employment in the company, which are more effective on the market, in leading companies, including the enterprises abroad. At the same time, business processes reengineering involves a clear separation between job promotion and reward for the results.

The importance of shaping an effective team during the company reengineering, including marketing field, should be noted. The reengineering company does not need traditional managers, since there is an urgent need for trainers who should facilitate the work of the staff, create working conditions, develop their own skills and the skills of the team members of the business process reengineering, which seeks to increase the value added of the products to the ultimate customer.

1. Literature review

1.1. Approaches to the formation of effective staffing for business process reengineering. The system of competencies and skills of team members plays an important role in forming an effective team when reengineering business processes. Hammer and Champy investigated the role of a competent approach while forming business teams of business processes reengineering of the company (Hammer & Champy, 1993).

Also, it is necessary to create a project-oriented approach to management in the reengineering teams, which will allow to divide the sub-processes

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subjected to redevelopment into individual projects. Durney and Donnelly investigated the role of labor resources in the management of rapid technological changes in companies (Durney & Donnelly, 2015). Ozcelik considered the issue of wages in the projects of business processes reengineering of the US companies (Ozcelik, 2010). Crowe, Rathi, and Rolfes analyzed the strategic possibilities of business processes reengineering, including marketing activity in company projects and the role of personnel during its conduct (Crowe, Rathi, & Rolfes, 1997).

1.2. Economic tools for staffing of business processes reengineering at the industrial enterprises. There is a need to take into account the economic indicators of the personnel work and the organizational skills of the business team in the system of sales, as part of the marketing activities of the industrial enterprise during radical transformations. These aspects were studied by Olefirenko and Shevliuga (Olefirenko & Shevliuga, 2017).

The main thing, when conducting business processes reengineering in the marketing of industrial enterprises, is the formation of a business vision as part of the strategic management of business processes reengineering. This aspect was analyzed by Gil-Estallo and Aparicio-Valverde (Gil-Estallo & Aparicio-Valverde, 1999). Chesbrough (2015) studied the business model of innovation in companies in shaping the capabilities of staff development and the corresponding barriers to their growth.

1.3. Efficiency of reengineering teams during business processes reengineering of marketing activities at the industrial enterprises. The analysis of concepts and theories of the economy is an important aspect in the study of the personnel component of business processes reengineering in the industrial enterprises' marketing activity. Pattanayak and Roy considered the role of the resource concept and theories of synergy and sustainable development of economic systems during the personnel reengineering of business processes at the industrial enterprises (Pattanayak & Roy, 2015). Abu-Shanab studied the concept of state regulation of transformational changes in manufacturing companies (Abu-Shanab, 2015).

It is important to note the significance of applying methodological approaches to the effective conduct of business processes reengineering by the company personnel in the marketing of industrial enterprises. Guimaraes and Paranjape explored the method of testing in business processes reengineering in the production and marketing of a company (Guimaraes & Paranjape, 2013).

Risk assessment and management when undertaking business processes reengineering in the company's marketing are also necessary to be considered. This aspect was analyzed by Remenyi (Remenyi, 1996).

Investigation of the sector specific nature of the marketing business processes reengineering at the industrial enterprises is key to shaping the vision of the transformational processes development in the national economies. Budionoa and Loiceb studied business processes reengineering of sales in the machine-building companies of different countries (Budionoa & Loiceb, 2012).

Assessing the staff performance during the business processes reengineering of industrial enterprises is an important step. Huang, Lee, Chiu, and Yen (2015) investigated the impact of investment in information technology and the employee performance in business processes reengineering.

Among the scholarly works devoted to the role of human resources in marketing activities of companies during the business processes reengineering, little attention has been paid to the study of the theoretical and methodological provisions regarding the stuffing for business processes reengineering of marketing industry of the manufacturing companies, which contain a system of competencies, properties, skills of staff while carrying out radical transformations of business processes. Therefore, these issues will be considered in this article. The scientific hypothesis is to improve the theoretical and methodological provisions of staffing support for business processes reengineering in the marketing activity of business entities.

2. Methodology

2.1. Research approach. In this scientific research, a comparative approach is used including methods of abstract-logical and comparative analysis to improve the ways to overcome the personnel resistance to organizational changes at an industrial enterprise; system and structural analysis to determine the characteristics of effective persons of the reengineering team; methods of competencies to develop personnel competencies in the implementation of business processes reengineering in the marketing of industrial enterprises; method of questioning when developing a letter of inquiry as part of analysis and selection of personnel for reengineering the processes of marketing activity of industrial enterprises.

2.2. Participants. The methodical approach to personnel selection during the business processes reengineering at an industrial enterprise was applied at the premises of JSC Nasosenergomash and NPO Nasostekhkomplekt (Ukraine).

2.3. Measurement tools. Measurement tools should include a score assessment on respondents' answers when conducting a questionnaire to select staff for the reengineering team of industrial enterprises that are implementing radical transformations.

3. Results

3.1. Theoretical aspects. Hammer and Champy (1993), the classics of the reengineering theory, state that leadership is a special skill, the same as engineering or sales, and the relationship between professional success and leadership success is very weak and unpredictable.

In general, personnel development in taking reengineering measures is one of the most relevant and important factors determining the overall success of reengineering. On the one hand, reengineering changes people's attitudes towards work, people's behavior, and people themselves, and on the other hand, people, not companies, reengineer.

In support of these words, Duck (2003) points out rightfully that the organization will not change until the views and behavior of its employees change.

Thus, the "creative energy" of all staff members should be released. In order to balance the relationship between economic and social development, appropriate organizational and economic mechanisms must be developed.

Therefore, further research will be focused on shaping the principles of selection and formation of the reengineering team, as well as the definition of the personnel competencies at an industrial enterprise, which has undergone a marketing activities reengineering. As part of the reengineering implementation, it will be necessary to deal with overcoming the opposition. The causes and opposite motive will be different, but each one should be taken into account and carefully handled by the management.

3.2. Comparative analysis. To transform external threats into strategic opportunities, it is necessary to use energy of changes resistance in favor of reengineering measures. In order to reduce the resistance to change, people's beliefs need to be changed.

Kottler and Schlesinger (1979) systematized ways to overcome the opposition. Table 1 gives this classification, analyzes it and adds the authors' own estimations regarding domestic machine-building enterprises.

Table 1. The ways to overcome staff opposition to the organizational changes at the industrial enterprises

Measures	Background to the applying	Advantages	Disadvantages
Training and providing information	Lack of information, inaccurate information or misinterpretation	When the employees are persuaded to take measures, they actively participate in the transformations	It takes a lot of time if you work with a large number of employees
Involvement in the project	Project initiators have insufficient information on the program of changes and permissible opposition	Participants are keen to support changes and actively provide relevant information for planning	It takes a lot of time if the participants misconceive the goals of the transformation
Promotion and support	Resistance due to individual adaptation to certain changes	Helping to adapt and taking into account individual requests facilitate the achievement of transformation goals	It takes a lot of time and high costs, which can result in the project failure
Negotiations and agreements	The opposition of the company managers who are afraid of losing their privileges due to changes	Providing incentives in exchange for support may prove to be a relatively easy way to overcome opposition	It often requires considerable costs and may cause claims of other groups
Personnel replacements and appointments	Failure of other tactics or inadmissibly high costs for them	The opposition is eliminated rather quickly while not demanding high costs	Threat to future projects due to the distrust in persons being examined
Latent or obvious coercive measures	Initiators of transformations have an acute time shortage or lack of power	The threat of sanctions stops opposition and makes the project execution possible	It is associated with risk, generates persistent envy in relation to initiators
↑Ways to overcome the opposition according to Kottler and Schlesinger (Kottler & Schlesinger, 1979)↑			
↓Authors recommendations as to overcoming the opposition (Kobyzskyi is the author)↓			
Guarantees for employment of people from jobs that are cut due to transformations	Under difficult social and economic conditions, the risk of job losses dramatically increases anxiety and discontent, thus worsening the performance and perception of transformations	Demonstrates the high level of patronage on the part of management and creates positive climate for the transformations perception	It requires significant resources for the new jobs creation and possible training of staff according to the new jobs requirements

Table 1 (cont.). The ways to overcome staff opposition to the organizational changes at the industrial enterprises

Measures	Background to the applying	Advantages	Disadvantages
Compensation of wages for the transition period of changes establishment in terms of remuneration	Sharp staff dissatisfaction with new payments in the initial period of establishing a new wage format	It demonstrates a high level of patronage to the staff on the part of management; allows to understand the benefits of the new wage format, to avoid the sharp opposition and form commitment and interest in transformations	It requires a certain delay in transformations in terms of remuneration, but does not require more costs as it was before transformations
Putting the potential major opponents of transformations on the team, giving them powers and obligations, including those from training and reporting to staff the transformations essence and expected benefits	The transformations first mentioned reveal potential opponents who do not even resort to understanding the essence of transformations; conviction and explanation are not effective in this case. The most widespread category – those who are insulted as a result of previous personnel replacements	Granting authority on the basis of insults for previous personnel replacements, instead of definite opposition, one can get a self-motivated and passionate advocate of transformations, who will also actively promote and disseminate information about the transformations feasibility	Requires delicate psychological perception of personal qualities of staff and personnel history of the team; in the case of improperly selected persons, reverse reaction can occur with increasing resistance to transformations
Regulatory support of transformations and personal obligations and appointments	Traditional perception of production data in the form of orders, decrees or other internal documents; distrust in oral information and its perception as rumors	Articulating the provisions, clarification of the essence and consolidation of powers of responsible persons openly, unambiguously and easily deliver information to the staff	Requires complicated paperwork, clear wording and accurate and quick corrections in the event of deviation from the initial plan of transformations

Source: Developed based on Kottler and Schlesinger (1979).

As one can see, there are both violent methods and soft and compromise ones. No matter what kind of methods the management has chosen, one thing is obvious, that is the work with the potential staff resistance is a key condition for the reengineering project success. Employees involvement in the process of transformations in the company's marketing, creating for them the opportunity to make their proposals on the goals and methods of transformation, discussing the organizational changes with them, assuring the staff in the necessity and correctness of transformation methods, learning related professions and new methods of work, informing about plans and procedures of transformation, conclusion of transactions, creation of guarantees of non-deterioration in the employees' condition, psychological analysis of the staff, understanding social problems and needs of the staff – all this is an accessible tool for transforming the sharp resistance to fruitful cooperation and facilitating successful transformation.

Managers' lack of knowledge regarding the staff capabilities is one of the most urgent problems for industrial enterprises. The lack of effective feedback forms the background that imperfect knowledge and inadequate use of manpower deprive businesses of their full potential. Another important problem is staff detachment from the ultimate management objectives, as well as isolation from the consumer needs. This is the case of both professionals and their traditional leaders. Therefore, the task of the marketing activities reengineering of industrial enterprises in the field of personnel development is the full use of internal professional reserves, the development of new approaches to personnel management and a qualitative updating of the professional and corporate views, as well as synchronization of the goals of the enterprise with the priorities of each employee.

Coming back to the traditionally mentioned role of the manager, the need to change the essence of the leader while implementing reengineering activities becomes apparent. The transition period of changes and transformations at an enterprise requires not just the manager-functionary, but the manager-leader. Of course, managers-functionaries will also find their own way to establish effective staffing, but under abrupt changes, there is a need for leaders of changes. Any company that seeks to move forward needs a leader of change.

Hammer and Champy, the classics of the theory of reengineering, in their vision of the team reengineering business processes in the company (Hammer & Champy, 1993), represent the desirable list of active individuals, each of which plays an important role in the overall reengineering project: leader, process owner, reengineering team, steering committee, and reengineering czar.

Let's analyze in detail the role of the abovementioned actors according to Hammer and Champy, and draw parallels with the peculiarities of the team members that could effectively implement the reengineering of processes in marketing of industrial enterprises (Table 2).

Table 2. Characteristics of effective persons in the reengineering team

Role in the team	Hammer and Champy's description (Hammer & Champy, 1993)	Kobyzskyi's recommendations
Leader	One of the company's top executives who authorizes and motivates reengineering activities in general. He must have sufficient authorities and control. Makes reengineering a reality and provides a suitable environment. The leader is genuinely enthusiastic about the idea of creating a new company, motivates and inspires the entire team with the idea of reengineering. The leader in reengineering should be the leader by nature. The leader pushes people to volunteer to reengineering ideas and removes the obstacles that are on the way to reengineering. The leader must demonstrate signals and symbols and use management systems that protect the reengineering and associated people in failures, mistakes and doubts.	One of the most problematic positions to choose in real life of domestic machine-building enterprises. At the same time, the spirit of reengineering, the belief in reengineering and reengineering projects can enter real businesses only thanks to the leaders enthusiastic about reengineering. The main problem is the inertia and personal priorities of most senior managers, as well as the lack of the necessary influence and authority of young leaders. Therefore, when giving young leaders the necessary powers and obligations, a system of supporting and protecting organizational decisions is needed.
Process owner	A manager who is responsible for a specific process and for measures to re-engineer it. Manager with the adequate authority, which must provide the necessary conditions for the reengineering within a specific process. The managers are often selected who share the idea of reengineering, enjoy the respect of colleagues-counterparts, occupy leading positions in functional areas, which are closely related to the processes that are the object of reengineering. They have to be calm about changes, about the unknown and to be resistant to failures. They protect the reengineering team from external harassment, provide them with everything they need, neutralize bureaucratic obstacles and establish the necessary co-operation with other managers and departments.	The selection of managers should be carried out with care and caution, given the possible blocking of changes on the part of managers that potentially can lose in terms of the individual financial interest. It is necessary to avoid managers who have no respect for the task overload of the reengineering team, who begin to panic at the first failures and obstacles on the way to the reengineering team, and also require immediate results. It is recommended to choose among managers who enjoy authority both with subordinates and managers. They have to remain with the processes even after the reengineering projects. The problem of properly identifying processes and separating them from functional procedures is system-based for domestic machine-building industry, and, therefore, requires third-party assistance from reengineering experts.
Reengineering team	A group of individuals committed to reengineering a particular process that diagnoses an existing process and controls its re-design and development again. They take on the main role in planning and practical implementation of reengineering. One team should deal with one reengineering project. The recommended number is from 5 to 10 people. It is assumed that the team contained insiders (people working in the process of updating) and outsiders (people working outside the process or out of the company) with a recommended ratio of 2-3 insiders per 1 outsider. It is advisable to be careful about the wide experience and deep knowledge of the process on the part of insiders in order not to depend on previous experience. In the work of the team, overall efficiency and effectiveness are valued, not individual. The team should appreciate a creative approach, a gradual opening a new way of doing work. The team must work together geographically. It is allowed to attract temporary assistants of field-specific profile.	The main effective force of reengineering. Having proper support and protection, teams can fully disclose their potential. Participation in a reengineering team may be an optimal option for implementing diverse opportunities for young experts who have been neglected within the functional divisions. Domestic enterprises have a strong potential of young specialists, so a proper analysis of experts from different fields can help to form an effective reengineering team. In the case of marketing activities reengineering, the team of marketing experts can be best complemented by representatives of design services, automation systems, and project management services. It is necessary to treat the existing experience with caution, to take it into account, and not to consider it as the norm including when selecting team members. Given the weak reengineering experience and the lack of knowledge on the theoretical and methodological provisions, it is expedient to include a reengineering specialist, as an outsider, in the reengineering team for operational team support.
Steering committee	A group of senior managers who develop a policy, general organizational strategy for reengineering and monitor its implementation. Not a mandatory part of the reengineering team. The head of the steering committee should be a leader in reengineering. The issues that are outside one process or one reengineering project are solved.	In the case of domestic enterprises, it is very desirable, since the conflict of interest of projects and processes is widespread and characteristic for domestic enterprises. An unbiased and authorized view and relevant solutions are an effective way to overcome potential conflicts in the absence of a culture of self-organization and prompt settlement of disputes.
Reengineering czar	A person responsible for developing the methods and tools for reengineering within the company, as well as ensuring the coherence of different reengineering projects. The czar performs two main functions, namely providing assistance and supporting all the owners of individual projects, as well as coordinating all reengineering activities. The czar is comfortable with techniques and reengineering tools to provide the necessary explanations to those who have faced them for the first time. The czar can help to select insiders and outsiders for a re-engineering team. The czar has to conclude on reengineering projects and look forward to complying with the available infrastructure for future reengineering projects.	Given the lack of wide experience in implementing reengineering activities at domestic enterprises, it is recommended to attract experts from outside. In this format, the potential problem of the relationship with the leader in reengineering is eliminated. It is intended to subordinate the leader and provide him with comprehensive assistance in methodological support for reengineering. Moreover, impartiality, objectivity and perception are guaranteed in dealing with so-called hosts of different processes and different reengineering teams.

Source: Improved based on Hammer and Champy (1993).

By systematizing the above characteristics of the reengineering team, one can highlight the personal and professional characteristics that are offered as most useful for the successful implementation of the marketing activities reengineering at the industrial enterprises:

- propensity to innovate;
- openness to learning and the ability to work in conditions of changes and transformations;
- ability to work in a team;
- design work skills;
- awareness of the reengineering provisions;
- belief in the successful reengineering activities;
- activity, stress resistance, persistence, and initiative;
- being influential in the team (mainly for leadership roles);
- awareness of the organization of the redesigned process and its links with other processes at the enterprise;
- awareness and perception of the strategic goals of the company's development;
- awareness of the company's market situation, its main nomenclature and the potential field of consumers of products and services;
- awareness of the role of the consumer and market priorities in the organization of the enterprise's work;
- the absence of subjective factors of attachment to the existing organization of the process, the system of motivation and personal relationships;
- professional success.

Abdikeiev and Kyseliov (2010) give their attention to the experience of American and European management in finding a universal tool for the assessment and selection of employees, which allows predicting the success of the person being treated. So they quote the research theses by Mills (2004), Spencer L. and Spencer S. (2005), and Dubois (1993):

- the basic characteristic of a person who, based on criteria, is reasonably related to the effective or best performing at work or general situations;
- a set of behavior styles that individuals perform better than others;
- a set of behavior patterns that an employee must use within his/her job to perform the tasks and functions competently;
- the main characteristic of a person, which may be a motive, a feature of character, a skill, a representation of himself, a social role or a body of knowledge;
- a description of the behavior or actions that can be observed during the proper execution of the work;
- a typical and measurable model of behavior, knowledge and skills that contribute to the highest performance (Abdikeiev & Kyseliov, 2010).

Therefore, the interpretation of the concept of "competence" varies in a broad range. Different schools give different interpretations of approaches to defining the essence of competences. The American school focuses on the description of the optimal necessary behavior and compliance of the employee's behavior with this model; the British school emphasizes the functional approach and the ability to demonstrate work in accordance with the effective performance standards; the German school distinguishes professional, personal, social, cognitive and self-competence competencies.

Generally, according to the authors, the model of competences should be a mechanism that links the system of personnel management with the strategy of enterprise development; a mechanism that generates a list of skills, knowledge, personal and behavioral features that are critical for the company's overall success in a given area.

In the modern business environment, there are many ready-made models of competencies. At the same time, taking into account the peculiarities of the national mentality, the traditions of business relations and the prevalent internal informal relationships, the authors recommend to develop individual competency models that, on the one hand, will ensure the impartiality of the results, and on the other hand, will guarantee a real long-term advantage in the case of successful implementation. The model of competencies is not identical to the traditional set of qualifications or professional requirements for employment. An efficiently developed model of competence is capable of identifying qualities that are not described by formal statistical indicators, it helps to select professionals that will best complement and implement planned organizational transformations and introduce a new value system. Thus, the model of competencies should be synchronized with a new vision of the organizational structure and corporate policy. Otherwise, innovations in human resources work will be perceived as another threat and cynical introduction of more stringent standards.

Therefore, the reengineering of marketing activities as a separate strategy for the company growth requires developing its own model of competencies, which in the future will be used to form a new-style team that will plan and carry out marketing activities of the machine-building enterprise.

3.4. Analysis of results and questionnaires. Taking the above into account, the questionnaires are formulated (Table 3) that will reflect the availability and degree of expressiveness of critical competencies to reengineering on the one hand, and on the other, will help to identify systemic problems in the staff perception of the company's mission, its strategic priorities, attitudes to the existing organizational system and working principles.

Table 3. Questionnaire as part of the staff analysis and selection during the reengineering of marketing activities (fragment)

No.	Questions		Comments
1	Estimate (1 to 5) your attitude to the following factors of work activity		A block of questions illustrating the management patronage to employees with regard to their actual needs and level of satisfaction and motivating employees to work with a questionnaire; they also allow to update information about the critical priorities of the staff
		1) satisfaction with the level of wages;	
		2) satisfaction with working conditions;	
		3) satisfaction with the level of social protection;	
		4) satisfaction with the level of self-realization and personal achievements;	
		5) satisfaction with perspectives of professional growth and work for the company	
2	Prioritize (from 1 to 5) the following factors of working activity		
		1) satisfaction with the level of wages;	
		2) satisfaction with working conditions;	
		3) satisfaction with the level of social protection;	
		4) satisfaction with the level of self-realization and personal achievements;	
		5) satisfaction with perspectives of professional growth and work for the company;	
		6) your own answer	
3	Choose the theses characterizing the company's position on the market (three at most)		Illustrate the awareness and objective perception of the staff (both marketing departments and others) about the current and future activities of the company on the market. Compatibility with real data determines compliance with the competence of the staff interviewed. It is especially informative for surveying out-marketing staff
	1) the company is confident with holding the previously occupied positions on the market;		
	2) the company began to lose market position;		
	3) the company has lost market share;		
	4) the company is on the edge of losing the entire market;		
	5) the company is preparing taking on new markets;		
	6) the company has taken a new share on the traditional market;		
	7) the company has successfully brought the product to a new market;		
	8) your own answer		
4	Assess as an expert the role of the company on the market		
	1) market leader;		
	2) applicant;		
	3) follower;		
	4) niche participant		
5	Do you have suggestions for improving marketing activity?		Characterizes an expert's desire for qualitative transformations; demonstrates attitude towards marketing activity in general
	1) Yes		
	2) No		

Source: Developed by the authors.

The results of the questionnaire are proposed to be analyzed as follows:

- each answer has its price (number of points), each company has its own number of points; in terms of the principles of reengineering or other chosen strategy and the company's goals;
- counting the number of points scored according to the question, and analyzing the revealed tendencies and common repetitions – situation assessment in the staff perception;
- selecting the questionnaire winners, which are potential members of the reengineering team.

When forming the questionnaires, it is expedient to provide a field for providing employees with information on the unit, position, age, and working experience in the company. The survey is supposed to be conducted among mid-level managers and dedicated experts of the relevant units.

Kobyzskyi's methodical approach to personnel management during the business processes reengineering was tested at the premises of JSC Nasosenergomash Sumy (Ukraine) and NPO Nasostekhkomplekt (Ukraine). JSC Nasosenergomash Sumy specializes in the development and manufacture of high-tech components and monitoring systems for pump and compressor units and cooperates not only with all manufacturers of pumping equipment, but also with other companies from around the world. NPO Nasostekhkomplekt provides services to eliminate the causes of increased vibration of equipment

(pumps, compressors, turbines, fans, smoke exhausters, etc.), provides consultations on vibration testing (vibration diagnostics) and balancing of various equipment.

4. Discussion

Regarding the formation of an effective staffing of business processes reengineering in the marketing of industrial enterprises, attention should be paid to the procedure for recruiting staff to the business processes reengineering teams. To do this, it is also necessary to differentiate the competencies, functions, and responsibilities of each team member. An important way is also to increase both financial (premiums, bonuses, cash aid) and non-financial (adequate psychological climate in the team, social measures, preventing mobbing in the team from the company's leaders) incentives for staff.

5. Implications for managers

To make full use of the revealed human resources during the business processes reengineering, the authors recommend to prearrange management work in order to ensure career growth, form personnel reserve, develop training programs and optimally distribute roles in the reengineering team. The competence model is positioned as a flexible system. Over time and with respect to changing business environment, the model of competencies should be adjusted to ensure its relevance and effectiveness. Constancy of the competencies model results in the loss of its relevance and respect from the management and staff of the company.

Conclusion

In the article, research works of foreign and Ukrainian academic economists on the features of personnel support for business processes reengineering of manufacturing companies, including their marketing work, are studied. The ways to overcome the organizational changes of industrial enterprises by the personnel, which makes it possible to reduce the level of social dissatisfaction with changes at the enterprises, are developed. The description of the effective members of the reengineering team in the work of the company has been improved by forming the special features of each member and introducing the authors characteristics for each team member. The personal and professional competencies of the personnel are shaped and offered as the most effective for successful realization of marketing activity reengineering of industrial enterprises. A questionnaire was developed as part of the analysis and selection of personnel during the marketing activities reengineering, which enables to increase the efficiency of personnel support for reengineering measures in the marketing at the industrial enterprises. The resulting component of the questionnaire was developed to make managerial decisions on personnel selection in the reengineering teams and to form an effective personnel support for business process reengineering in the marketing of companies.

The authors recommend to focus on the practical testing of the proposed methodological approaches to personnel selection in the reengineering team of manufacturing companies.

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