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INTERNATIONAL EXPERIENCE IN BUSINESS PROCESS MANAGEMENT: RELATIONS BETWEEN UKRAINE AND THE REPUBLIC OF INDIA

Alona Zahorodnia, Manish Sharma. "International experience in business process management: relations between Ukraine and the Republic of India". *The article explores the concept and classification of business processes, their role in ensuring the efficient operation of enterprises, and creating competitive advantages. Global trends in business process management (BPM) are analyzed, with a focus on India's and Ukraine's experience.*

The key areas of cooperation between Ukraine and India are examined, particularly in the fields of trade, technological solutions, and digitalization. The main challenges and prospects of bilateral relations in the context of current geopolitical and economic changes are outlined. Special attention is given to the potential of leveraging India's experience for the development of business processes in Ukraine, which can contribute to strengthening economic resilience and global market integration.

The main of Effective BPM strategies in supply chain management improve logistics, reduce delays, and ensure transparency.

Keywords: business processes, business process management, automation, digitalization, India, Ukraine, economic cooperation, digital technologies, bilateral relations, international experience

Альона Загородня, Маніш Шарма. «Міжнародний досвід управління бізнес-процесами: українсько-індійські відносини». *У статті досліджено поняття та класифікацію бізнес-процесів, їх роль у забезпеченні ефективної діяльності підприємств та створенні конкурентних переваг.*

Розглянуто світові тенденції у сфері управління бізнес-процесами (BPM) з акцентом на досвід Індії та України.

Проаналізовано основні напрями співробітництва між Україною та Індією, зокрема у сфері торгівлі, технологічних рішень та цифровізації, а також окреслено основні виклики та перспективи двосторонніх відносин у контексті сучасних геополітичних і економічних змін. Особливу увагу приділено потенціалу використання досвіду Індії для розвитку бізнес-процесів в Україні, що може сприяти підвищенню економічної стійкості та інтеграції у світові ринки.

Визначено, що ефективні BPM-стратегії у сфері управління ланцюгами поставок покращують логістику, скорочують затримки та забезпечують прозорість.

Ключові слова: бізнес-процеси, управління бізнес-процесами, автоматизація, цифровізація, Індія, Україна, економічна співпраця, цифрові технології, двосторонні відносини, міжнародний досвід.

Introduction. Business Process Management (BPM) serves as a strategic approach to improving organizational efficiency and competitiveness. In the context of international cooperation, BPM fosters enhanced collaboration by streamlining workflows, improving resource allocation, and fostering innovation. The Ukraine-India relationship offers a compelling case study for examining the interplay of BPM within the frameworks of economic and technological partnerships.

Analysis of recent research and publications. In recent years, the study of business processes and their management has gained significant attention in both academic and professional spheres. H. Binner and other researchers have defined business processes as interrelated actions designed to produce goods or services valued by internal and external stakeholders. Recent studies scientists O. Bordilovska, V. Hlushchevskyi, O. Nyshenko, R. Shulyar emphasize that business processes consist of interconnected steps that require resource optimization and motivation to achieve common goals and results.

The formulation of the goals of the article is to study the concept and classification of business processes, to analyze global trends in business process management (BPM) on the example of India and Ukraine. The article is aimed at studying cooperation between Ukraine and India in the field of BPM, trade and technological

interaction, identifying key areas for mutual development and overcoming challenges related to geopolitical and economic factors.

Presentation of the main results. The main business processes are formed depending on customer requirements. The output of these processes is finished products or services sold to customers. As a result of sales, the company receives revenues and profits, which are the basis for the company's operation. In turn, the outputs of the supporting business processes are aimed at ensuring the main aspects of the enterprise's activities. The mechanism of supporting business processes is formed depending on the requirements of the enterprise.

Business processes of development are important for the enterprise. The mechanism is formed on the basis of environmental conditions and is designed to adapt existing business processes depending on the impact of changing external factors. In general, this classification allows you to prioritize business processes, their importance and place in the overall model of the business system, choose ways of development, set goals for the implementation of processes and monitor the results.

Today, the concept of "business process" is not new. In modern scientific publications, authors try to give the broadest and most complete definition of the term "business process". The scientist H. Binner believes that a "business process" is a system of interrelated actions, the final results of which are the

production of products/services that are of value to external and internal consumers [9].

Most scholars understand business process management as activities aimed at optimizing, accelerating and improving accuracy, including through the automation of such processes. The main stages of this activity at the enterprise are modeling, implementation, control and optimization of business processes [9].

Thus, business processes are a set of actions and activities that interact with each other in order to create products or services that are valuable to customers [3]. The peculiarity of business processes is that they consist of interrelated steps based on the use of economic resources and motivation to achieve common goals and results [8].

So, above the international experience of cooperation between Ukraine and India in the field of business. Diplomatic relations with the Republic of India are traditionally called friendly and partners, with a high degree of trust and mutual understanding. Recently, the two countries have been able to build a fairly solid base for the development of economic cooperation, trade relations and scientific ties, using the traditions of cooperation of the XX century and common approaches to understanding the modern world [1].

Ukraine and India have long-standing diplomatic relations, established in 1992. Over the years, these ties have expanded to include economic, cultural and scientific cooperation. Ukraine is a significant supplier of machine-building products, technologies and agricultural goods to India, while India is an important partner in the field of pharmaceuticals and information technology.

Ukraine's main exports to India include agricultural products, machinery, and minerals, while India exports pharmaceuticals, chemicals, and IT services. Effective BPM strategies in supply chain management improve logistics, reduce delays, and ensure transparency.

Indian investments in Ukrainian IT companies and the pharmaceutical sector highlight the potential of BPM to optimize

project implementation, improve communication, and monitor performance.

India's Business Process Management Landscape. From last number of years India has been a leader in global BPM and outsourcing markets. It is because of a well established Information technology (IT) services sector. The Indian BPM market comprises a wide range of services which include finance & accounting, human resources, customer support, supply chain management etc. India has been favorite country for global outsourcing for rest of the world. It is because of large skilled work force, cost benefits and advanced technological infrastructure.

In India, BPM is evolved with a rapid adoption of automation, AI & machine learning. The latest technologies are creating automation in routine tasks, improve process visibility and enhance decision-making for the companies [11]. The efforts by the tech companies and support by the government is accelerating BPM adoption across various industries such as banking, retail, healthcare etc. As per the survey report of Nasscom, the Indian business process management industry is growing rapidly and is expected to reach USD 100 billion by 2032 [2]. India has the largest concentration of G2000 organizations using and evaluating as delivery locations for BPM services. 60% or the organizations are focusing on digital transformation. In the present era technology emerges as the source of competitive differentiation and more than 90% of the G2000 companies are expected to increase their IT budgets for 10% in coming years. Although there are number of uncertainties such as geopolitics, issues related to macroeconomics, delayed decision making etc. play a vital role in development of BPM in India. In fact, technology and data capabilities emerge as the most important value creation levers to drive BMP for growth.

Revenue generated by BPM industry in India. The growth of BPM industry in India is tremendously high in past few decades. Here

is a table presenting the growth and revenue (tab. 1) [5].

Table 1 – Revenue generated by BPM industry in India

Year	Revenue Generated (USD Billion)	Growth Rate (%)	Export Revenue (USD Billion)	Domestic Revenue (USD Billion)
2019-2020	190.5	7.9	146	44.5
2020-2021	194	2.3	150	44
2021-2022	227	17	170	57
2022-2023	245	7.9	194	51
2023-2024	276	12.7	216	60

Course: Department of Commerce, Ministry of Commerce and Industry, New Delhi

Emerging Roles in Business Process Management (BPM) in India. With the evolve of BPM in India, certain new roles are also emerging to meet the needs of rapidly changing business environment. This field has been reshaped with the integration of advanced technologies and focus on customer centric processes. Following are the emerging key roles-

Business Analyst. Business Analysts play a crucial role in BPM by assessing and optimizing business processes. They are the key mediator between technical teams and the business stakeholders. They identify inefficiencies and propose better solutions. Further they analyse current processes for improvement, collaborate with the IT teams for technological solutions etc.

Strategy Manager. Strategy managers are responsible to align BPM initiatives with the master business strategies. They play a critical role in formulating growth strategies and ensure support of every process for organizational goals. Their primary functions include analysing the market trends, structuring workflows, setting metrics for performance to evaluate success etc.

Automation Specialists. Automation is treated as an integral part to BPM. Automation specialists are the key players who focus on integrating robotics process automation and other technologies into

existing flow of work. Their responsibilities within the company are identifying suitable processes for automation, to design and implement automated solutions, to monitor the performance of automated processes to ensure effectiveness.

Data Analysts. Decision making is one of the most important function of any business organization. Data analysts play a vital role in leveraging data driven insights for decision making for organizations. Further their role involves collection and analysing the data relate to business processes of the organization, creation of dashboards and reports to provide performance metrics, recommending process adjustments based on different data findings etc.

The BPM landscape is evolving in India rapidly. With the help of technological advancements and changing market demands the need of BPM is on hike. There are many more roles reflect the need for skilled professionals who can be a part of these changing needs. Organizations focus efficiency and customer satisfaction on high priority. Thus these emerging roles for skilled professionals become crucial in shaping the future of BPM in India.

Trade between Indian and Ukraine: Bilateral trade between the two countries had grown steadily to reaching US\$ 3.386 billion in 2021-2022 (Department of Commerce,

GOI). However, the bilateral trade declined in the last two years due to the challenges posed by the Russia-Ukraine conflict including

logistical issues. The trade figures for the last 5 years are presented in the tab. 2.

Table 2 – Values in US\$ Millions

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Indian Exports	46381	450.97	472.68	132.68	173
Import from Ukraine	2060.79	2139.86	2913.61	650.26	540
Total Trade	2765.14	2590.83	3386.29	782.94	713

Course: Department of Commerce, Ministry of Commerce and Industry, New Delhi

Overview of India-Ukraine Cooperation in Business Process Management. There is a significant development in relationship between India and Ukraine. The evolvement of BPM is one of the major attraction in between both of the nation. This cooperation is facilitated through different initiatives and agreements which aim in enhancing economic ties, trade and technological collaboration.

The major key areas of cooperation are:

1. Inter-Governmental Commission (IGC):

The IGC plays a critical role in guiding bilateral cooperation across number of sectors. These sectors include trade, economic cooperation, technology, pharmaceuticals etc. [10]. The commission focuses to boost trade and investment. This includes enhancing bilateral trade and exploring new areas of economic collaboration. Recent meetings between the officials of two nations have focused on revitalizing trade relations that have diminished because of conflict.

2. Agreements and initiatives: In terms of recent high-level contacts, Prime Minister Shri Narendra Modi and the President of Ukraine, President Volodymyr Zelenskyi have had three bilateral meetings on the margins of multilateral events. There were four significant agreements were signed which includes agriculture, pharmaceutical and humanitarian assistance [4]. These

agreements will play a vital role in enhancing the ease of doing business between India and Ukraine.

3. Digital and technological collaboration: Both of the countries want to enhance their digital public infrastructure. For example the DIIA app of Ukraine can be a potential model for improving governance in India whereas the electronic voting systems in India can be useful in Ukraine [6].

It should be noted that on August 23, 2023, Ukraine and India signed agreements on cooperation in the medical, agricultural, humanitarian and cultural spheres. They were agreed upon during the visit of Indian Prime Minister Narendra Modi to Ukraine. A joint statement "On Building a Strategic Partnership between Ukraine and India, Development of Trade and Military-Technical Cooperation" was also prepared during this visit.

Conclusions. Based on the analysis of the scientific study, business processes are systems of interrelated actions aimed at creating products or services that are valuable to consumers. Core business processes focus on the final product or service, while supporting processes ensure key aspects of enterprise activities, such as resource management and informational support.

India holds a leading position in the global business process management (BPM) and outsourcing market due to its large pool of skilled professionals, advanced

technological infrastructure, and relatively low labor costs. Key BPM service directions include finance, supply chain management, human resource support, and customer service.

The Indian BPM sector is rapidly adopting automation, artificial intelligence (AI), and machine learning (ML), which enable process optimization, enhance transparency, and facilitate data-driven decision-making.

The development of BPM in India has led to the emergence of new roles, such as business analysts, strategy managers, automation specialists, and data analysts. These roles form the foundation of modern BPM, focusing on efficiency and customer satisfaction.

Cooperation between Ukraine and India shows positive prospects due to intergovernmental agreements and initiatives covering economic, technological, healthcare, and digital transformation areas. Both nations aim to enhance digital

infrastructure and share expertise in implementing electronic governance solutions.

Despite logistical challenges posed by the conflict and geopolitical factors, both countries continue to work toward restoring and expanding economic relations. Recent agreements in healthcare, agriculture, and humanitarian assistance are expected to facilitate business processes and foster economic cooperation.

Business processes play a crucial role in building the competitive advantages of enterprises. India's experience in BPM demonstrates the potential of automation and digitalization to enhance business efficiency. Strengthening Ukraine-India cooperation in technology and BPM could become a significant factor for economic growth and global market integration for both nations.

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