

*Секція 2*  
*Фешн індустрія у 21 сторіччі*

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**CONTEMPORARY MANAGEMENT OF BUSINESS  
PROCESSES WITHIN THE SUPPLY CHAIN OF  
FASHION INDUSTRY**

**Purpose.** Business processes are present in all types of organizations, regardless of the size or industry within which the organization operates. Successful business process management (BPM) is an indicator of the level of process maturity of the organization. Within the supply chain, it is possible to observe the presence of business processes of a collaborative nature, as BPM relies on the principles of partnership, development, and exchange of information through links that exist within this chain between all actors [1]. Within this paper, BPM in the relations with suppliers and consumers within the supply chain of organizations operating in the fashion industry is considered. Lambert [2] lists eight macro processes that take place in the supply chain, between suppliers, manufacturers, distributors, retailers and end consumers, as follows: customer relationship management, supplier relationship management, demand management, order execution, flow management production, product development and commercialization and return management. Within this paper, a research is presented which analyzes the segments of managing collaborative business processes within the supply chain of the fashion industry, based on the responses of 508 managers and employees in the fashion industry in the Republic of Serbia. The needs for the development of certain segments in accordance with the needs of modern business process management have been explored.

**Scientific novelty.** The research part of this paper relies on the application of Friedman's test which enables the analysis of the current state of BPM in relations with suppliers and consumers within the supply chain of the fashion industry, expressed through workers' responses with a ranking of their preferences. This paper contributes to the creation of a knowledge base within the research in the

field of the impact of BPM on improvements in the supply chain, on the basis of which it is possible to conduct further research and upgrade knowledge.

**Practical value.** The findings derived from the results of research of this type contribute to the development of the business from various aspects. The benefits can be reflected not only through the strengthening of the competitive position but also through the sustainability of business on the basis of adequate application of BPM practices in all business segments. Accordingly, in addition to the scientific novelty, which is reflected in the results of the research work, there is a practical novelty, which is reflected in the guidelines for the development of modern BPM within the supply chain of the fashion industry.

### **References**

1. Helms, M.M., Ettkin, L.P. & Chapman, S. (2000), Supply chain forecasting – Collaborative forecasting supports supply chain management, *Business Process Management Journal*, 6(5), 392-407.
2. Lambert, D. (2010). Customer relationship management as a business process, *Journal of Business & Industrial Marketing*. 25/1, 4-17.

*Full text published in scientific-journal Fashion Inducty, 2020, Vol.2 / Повний текст доповіді опубліковано у журналі «Індустрія моди. Fashion Industry» № 2, 2020.*