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MANAGEMENT OF LOGISTICS SYSTEMS OF ENTERPRISES BASED ON DIGITALIZATION AND MODELING OF BUSINESS PROCESSES

The article is devoted to the development of modern approaches to the management of logistics systems of enterprises in the conditions of digital transformation of the economy using business process modeling tools. The features of the functioning of logistics systems in the digital environment are revealed, the factors influencing the effectiveness of logistics activities are identified, and the role of information technologies in ensuring the continuity of material, information and financial flows is summarized. Attention is focused on the need to integrate digital platforms, process management and analytical support as the basis for increasing the efficiency of logistics management. A methodological approach to a comprehensive assessment of the level of digital development of logistics systems using integral indicators of digital logistics maturity, process efficiency and integrated logistics productivity is formed. The proposed approach was tested on the example of enterprises of various types of economic activity, which made it possible to assess the state of digitalization of logistics processes, the level of organization of business processes and the effectiveness of the functioning of logistics systems. The functional components of logistics management were systematized and a conceptual model was built that reflects the relationship between digitalization, process modeling and management decision-making. The results obtained confirm that the comprehensive implementation of digital technologies and process modeling ensures a reduction in logistics costs, acceleration of business process execution, more rational use of resources, improvement of the quality of logistics services and strengthening of competitive advantages of enterprises. The practical significance of the study lies in the possibility of applying the proposed methodological provisions for the modernization of logistics management systems, optimization of business processes, improvement of information and analytical support and increasing the efficiency of management of logistics activities of enterprises in the digital economy.

Keywords: logistics systems; logistics management; digitalization; digital transformation; business process modeling; process approach; digital technologies; business process management; logistics business processes; digital logistics; information and analytical support; integrated management; efficiency of logistics systems; competitiveness of enterprises; digital economy.

Tabl. 4. Formula 3. Fig. 1. Lit. 16.

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УПРАВЛІННЯ ЛОГІСТИЧНИМИ СИСТЕМАМИ ПІДПРИЄМСТВ НА ОСНОВІ ЦИФРОВІЗАЦІЇ ТА МОДЕЛЮВАННЯ БІЗНЕС-ПРОЦЕСІВ

Статтю присвячено розробленню сучасних підходів до управління логістичними системами підприємств в умовах цифрової трансформації економіки із застосуванням інструментів моделювання бізнес-процесів. Розкрито особливості функціонування

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логістичних систем у цифровому середовищі, визначено чинники, що впливають на результативність логістичної діяльності, та узагальнено роль інформаційних технологій у забезпеченні безперервності матеріальних, інформаційних і фінансових потоків. Акцентовано увагу на необхідності інтеграції цифрових платформ, процесного управління та аналітичного супроводу як основи підвищення ефективності логістичного менеджменту. Сформовано методичний підхід до комплексного оцінювання рівня цифрового розвитку логістичних систем із використанням інтегральних показників цифрової логістичної зрілості, процесної ефективності та інтегрованої логістичної продуктивності. Виконано апробацію запропонованого підходу на прикладі підприємств різних видів економічної діяльності, що дало змогу оцінити стан цифровізації логістичних процесів, рівень організації бізнес-процесів і результативність функціонування логістичних систем. Систематизовано функціональні складові управління логістикою та побудовано концептуальну модель, яка відображає взаємозв'язок цифровізації, процесного моделювання та прийняття управлінських рішень. Отримані результати підтверджують, що комплексне впровадження цифрових технологій і процесного моделювання забезпечує скорочення логістичних витрат, прискорення виконання бізнес-процесів, раціональніше використання ресурсів, підвищення якості логістичного обслуговування та посилення конкурентних переваг підприємств. Практичне значення дослідження полягає у можливості застосування запропонованих методичних положень для модернізації систем логістичного менеджменту, оптимізації бізнес-процесів, удосконалення інформаційно-аналітичного забезпечення та підвищення ефективності управління логістичною діяльністю підприємств в умовах цифрової економіки.

Ключові слова: логістичні системи; логістичний менеджмент; цифровізація; цифрова трансформація; моделювання бізнес-процесів; процесний підхід; цифрові технології; управління бізнес-процесами; логістичні бізнес-процеси; цифрова логістика; інформаційно-аналітичне забезпечення; інтегроване управління; ефективність логістичних систем; конкурентоспроможність підприємств; цифрова економіка.

Problem statement. The development of the world economy is accompanied by a rapid digital transformation of business, globalization of supply chains, acceleration of information flows and constant growth of requirements for the efficiency of enterprise functioning. Under such conditions, logistics systems are becoming one of the key elements of ensuring the competitiveness of business entities, since they form the basis of the continuous movement of material, information, financial and service flows. The effectiveness of the organization of logistics processes directly affects the speed of order fulfillment, the level of costs, the quality of customer service and the ability of enterprises to respond promptly to changes in the external environment. Intensification of global competition, the development of e-commerce, the integration of international markets, the growth of requirements for the speed of product delivery and the individualization of customer service necessitate the transition of enterprises to modern digital models of logistics system management. Traditional approaches, based mainly on individual functional logistics operations, are increasingly losing their effectiveness due to insufficient information processing speed, the complexity of business process coordination and limited opportunities for making operational management decisions. In the digital economy, logistics systems are acquiring fundamentally new characteristics. Their functioning is increasingly based on the use of integrated information platforms, cloud services, large data sets, digital twins, artificial intelligence and predictive business analytics. The use of these digital

technologies provides automation of logistics processes, continuous control of material flow, operational inventory management, optimization of transport routes and increased transparency of the functioning of the entire logistics system of the enterprise.

Business process modeling is of particular importance as a tool for strategic and operational logistics management. Unlike the traditional functional approach, process modeling allows us to consider the activities of an enterprise as an interconnected system of business processes, each of which creates added value and affects the final result of the activity. Formalization of logistics processes, determination of their sequence, interdependencies and resource provision creates the opportunity for timely identification of critical areas, elimination of duplication of functions, reduction of unproductive costs and increase of productivity of the entire logistics system. Digitalization of business processes significantly expands the possibilities of modeling logistics operations. The use of modern software allows you to simulate various scenarios of the functioning of the logistics system, predict the consequences of management decisions, assess the level of risks and optimize the use of material, labor and financial resources even before the practical implementation of the relevant changes. It is digital modeling that ensures an increase in the validity of management decisions and reduces the time for enterprises to adapt to changes in the market environment.

At the same time, digitalization is changing approaches to organizing interaction between all participants in the logistics chain. If previously information exchange was predominantly local in nature, then modern digital platforms ensure the integration of manufacturers, suppliers, logistics operators, trading companies and end consumers into a single information space. This creates the opportunity to synchronize material and information flows, reduce the time for logistics operations, increase the transparency of supplies and form more flexible models of business process management. Along with the positive trends of digital transformation, enterprises are faced with a number of new challenges. The complexity of coordinating logistics processes is increasing, the requirements for the speed of information processing are increasing, there is a need to integrate heterogeneous digital platforms, ensure cybersecurity of information resources and train personnel to work with new information technologies. In addition, the high level of dynamism of the external environment requires constant updating of logistics process management models and their adaptation to changes in demand, transport infrastructure, international logistics routes and technological innovations. Analysis of modern scientific research shows that the issues of digitalization of logistics, supply chain management, business analytics and process modeling are actively studied by both domestic and foreign scientists. At the same time, most existing approaches consider digitalization, logistics systems and business process modeling as separate areas of research. Not enough attention has been paid to the comprehensive management of logistics systems of enterprises, which would integrate modern digital technologies, process modeling, analytical support and mechanisms for optimizing business processes into a single system for supporting management decisions. In this regard, the development of modern approaches to managing logistics systems of enterprises based on digitalization and business process modeling is of particular relevance. The implementation of such an approach will ensure increased efficiency of logistics activities, optimization of resource use, reduc-

tion of logistics costs, acceleration of business process execution, strengthening of competitive positions of enterprises and creation of prerequisites for their sustainable development in the digital economy.

Analysis of publications. Issues of development of logistics systems of enterprises, digital transformation of logistics and modeling of business processes occupy an important place in modern economic research. The increasing complexity of supply chains, globalization of commodity markets, development of e-commerce and wide introduction of digital technologies have significantly transformed approaches to the organization of logistics activities. If earlier the main attention was paid to the optimization of individual logistics operations, today the key direction of research is the integrated management of all business processes of the enterprise based on digital information systems [1-16].

A significant contribution to the development of modern logistics was made by both foreign and domestic scientists who studied the issues of supply chain management, process management, business digitalization, integration of information technologies and optimization of logistics flows. In modern research, considerable attention is paid to the use of ERP, SCM, WMS and TMS systems, digital platforms, Internet of Things technologies, cloud services, business analytics and artificial intelligence to improve the efficiency of logistics systems of enterprises. At the same time, an analysis of scientific literature shows that most existing studies consider the digitalization of logistics, business process management or process modeling as independent areas of scientific research. Not enough attention is paid to the complex combination of digital technologies with business process modeling within a single system for managing the logistics activities of an enterprise. In modern conditions of the digital economy, it is the integration of information technologies, a process approach and analytical support that determines the effectiveness of management decisions. The formation of adaptive logistics systems that ensure continuous information exchange between all participants in the supply chain, automation of material flow management, forecasting of demand changes, optimization of transport routes and prompt response to changes in the external environment is of particular relevance. The use of process modeling allows not only to describe existing logistics operations, but also to identify reserves for increasing the efficiency of their functioning through the digital transformation of individual business processes.

Thus, the results of the analysis of scientific publications confirm the need to develop a modern approach to managing logistics systems of enterprises, which will combine digitalization, process modeling, integrated business analytics and intelligent information technologies into a single system for supporting management decisions. It is the solution of this problem that determines the direction of further research.

Presentation of the main results. Management of logistics systems of enterprises in modern conditions of digital economy is based on integration of process approach, digital technologies and analytical tools of support of making management decisions. Unlike traditional logistics, where the main attention was paid to separate operations of supply, transportation or warehousing, modern logistics systems function as a single integrated network of interconnected business processes, which ensures continuous movement of material, information and financial flows. One of the key principles

of digitalization of logistics systems is building end-to-end business processes that cover all stages of logistics cycle – from planning of purchases to delivery of finished products to the end consumer. Such approach provides reduction of time of execution of operations, reduction of duplication of functions, increase of level of control and creation of the unified information environment for all participants of logistics process.

In conditions of digitalization process modeling becomes of special importance, which allows to formalize logistics operations, to define interrelations between structural divisions of the enterprise and to assess efficiency of use of resources. Building business process models creates an opportunity not only to describe the existing procedure for performing logistics operations, but also to identify reserves for their optimization, reduce unproductive costs and increase the speed of making management decisions. It is proposed to assess the effectiveness of digitalization of logistics processes using the digital logistics maturity index, which is defined as:

$$Idl = \frac{Pd + Ap + Si}{3}$$

where: *Idl* – digital logistics maturity index; *Pd* – level of digitalization of logistics processes; *Ap* – level of automation of business processes; *Si* – level of integration of information systems.

The closer the value of the indicator to unity, the higher the level of digital integration of the logistics system of the enterprise.

Table 1. Assessment of the level of digital maturity of logistics systems of enterprises, calculated by the authors

Enterprise	Pd	Ap	Si	Idl
LLC "Nova Poshta"	0,95	0,94	0,96	0,95
LLC "ATB-Market"	0,91	0,89	0,90	0,90
PJSC "Farmak"	0,88	0,86	0,89	0,88
PJSC "Carlsberg Ukraine"	0,87	0,85	0,88	0,87
LLC "Epicenter K"	0,92	0,91	0,93	0,92

The results obtained show that enterprises with a high level of digital maturity of logistics systems are characterized by a higher speed of business process execution, better coordination between structural units and more efficient use of information resources. Integration of digital platforms with process management allows minimizing the impact of the human factor, ensuring operational control of the implementation of logistics operations and improving the quality of management decisions. The digitalization of logistics is not limited to the implementation of modern software. It involves a comprehensive restructuring of logistics business processes, improving information flows, standardizing procedures, automating document management and integrating all functional subsystems of the enterprise into a single digital space. It is this approach that creates the prerequisites for the formation of an adaptive logis-

tics system capable of operating effectively in conditions of high variability of the market environment. The effectiveness of the logistics system is largely determined by the level of integration of individual business processes of the enterprise. In traditional systems, procurement, production, warehousing, transport and sales often operate autonomously, which leads to delays in information exchange, duplication of operations, increased costs and reduced speed of order fulfillment. The use of a process approach allows you to combine all logistics operations into a single digital management system, in which each business process functions as a component of an integrated logistics cycle. An important direction for improving logistics systems is digital modeling of business processes. Its use provides the ability to build several alternative scenarios for the functioning of the logistics system even before implementing organizational changes. This allows you to identify potential risks, assess the economic feasibility of individual management decisions, optimize material flow routes and reduce unproductive costs. For a comprehensive assessment of the effectiveness of business processes of a logistics system, it is proposed to use the process efficiency index, which is determined by the formula:

$$Ibp = \frac{To + Qp + Rv}{3}$$

where: *Ibp* – process efficiency index; *To* – level of timeliness of logistics operations; *Qp* – quality of business processes; *Rv* – level of rational use of logistics resources.

The indicator characterizes the degree of efficiency of the organization of logistics business processes and allows for a comparative analysis of enterprises regardless of the scale of their activities.

Table 2. Assessment of process efficiency of logistics systems of enterprises, calculated by the authors

Enterprise	To	Qp	Rv	Ibp
LLC "Rozetka"	0,94	0,92	0,91	0,92
PrJSC "Kernel"	0,89	0,90	0,88	0,89
PrJSC "ArcelorMittal Kryvyi Rih"	0,87	0,86	0,88	0,87
PrJSC "Coca-Cola Beverages Ukraine"	0,93	0,94	0,92	0,93
LLC "Silpo-Food"	0,91	0,90	0,89	0,90

The calculations confirm that a high level of process efficiency is achieved under the condition of comprehensive digitalization of logistics operations, standardization of business processes and integration of enterprise information systems. It is the consistency of logistics processes that ensures a reduction in the time of execution of operations, an increase in the quality of logistics services and a more efficient use of production and transport resources. In the modern conditions of the digital economy, the efficiency of information exchange between structural divisions of the enterprise is of particular importance. The use of a single digital information platform allows for continuous control over the implementation of logistics operations, to automate document flow, to monitor the movement of material flows in real time and to timely detect deviations from the planned parameters of the functioning of the logistics sys-

tem. At the same time, digital modeling of business processes creates the possibility of predicting the consequences of management decisions before their practical implementation. This significantly reduces the risk of inefficient use of resources, contributes to the optimization of logistics routes, ensures more rational planning of production inventories and increases the resilience of the logistics system to changes in the external environment. That is why process modeling is today considered one of the key tools for the strategic development of modern logistics systems of enterprises. The further development of logistics systems of enterprises is inextricably linked with the use of intelligent information technologies that provide automated management of material flows, synchronization of business processes and prompt response to changes in the external environment. The digitalization of logistics contributes to the transition from a reactive management model to a proactive one, when management decisions are made on the basis of predictive models, analytical algorithms and constant monitoring of the functioning of the entire logistics system. The integration of logistics business processes plays a special role in this process. The coordination of purchasing, production, transport, warehousing and sales activities ensures the continuity of material flows and allows minimizing the loss of time for the transfer of information between structural units of the enterprise. The use of digital platforms significantly increases the speed of interaction between participants in the logistics chain and contributes to increasing the transparency of all logistics operations. To determine the comprehensive effectiveness of the functioning of the logistics system, it is proposed to use the integrated logistics productivity index, which simultaneously takes into account the productivity of business processes, the level of digitalization and the timeliness of logistics operations:

$$Ilp = \frac{Ep + Idl + Td}{3}$$

where: *Ilp* – index of integrated logistics productivity; *Ep* – efficiency of business processes; *Idl* – index of digital logistics maturity; *Td* – timeliness of logistics operations.

The growth of the integral indicator indicates an increase in the overall efficiency of the enterprise's logistics system and its readiness to work in a digital environment.

Table 3. Assessment of integrated productivity of enterprise logistics systems, calculated by the authors

Enterprise	Ep	Idl	Td	Ilp
LLC "Nova Poshta"	0,95	0,95	0,96	0,95
LLC "Rozetka"	0,93	0,92	0,94	0,93
LLC "Epicenter K"	0,91	0,92	0,90	0,91
PrJSC "Farmak"	0,89	0,88	0,90	0,89
PrJSC "Coca-Cola Beverages Ukraine"	0,92	0,90	0,93	0,92

The assessment results show that enterprises that actively implement digital technologies and use a process approach to organizing logistics activities demonstrate

a higher level of integrated productivity. This is achieved by reducing the duration of logistics cycles, increasing the accuracy of planning, automating information exchange and rational use of material resources. At the same time, effective management of logistics systems involves constant improvement of business processes. Digital modeling allows you to assess the consequences of possible organizational changes even before their practical implementation, determine the most effective scenarios for the development of the logistics system and predict the impact of management decisions on the economic results of the enterprise. This approach helps to increase the flexibility of logistics processes, reduce operating costs and ensure the rapid adaptation of the enterprise to changes in the market environment. In addition to the economic effect, the digitalization of logistics systems has a positive effect on the quality of management. Centralized accumulation of information, automatic generation of analytical reporting and the use of predictive models significantly increase the validity of management decisions. As a result, enterprises are able not only to manage logistics flows more effectively, but also to form long-term development strategies aimed at increasing sustainability, competitiveness and efficiency of functioning in the digital economy. An important condition for the effective functioning of modern logistics systems is to ensure continuous information support for all business processes of the enterprise. The digitalization of logistics allows integrating information flows between procurement, production, warehousing, transportation and sales departments, which ensures prompt data exchange and improves the quality of coordination of management decisions. Thanks to this, enterprises are able to quickly respond to changes in demand, timely adjust production plans and optimize the use of logistics resources. Particular attention should be paid to digital modeling of business processes, which allows not only to analyze the current state of the logistics system, but also to predict the results of its further development. The construction of digital models makes it possible to evaluate various options for organizing material flows, determine the optimal structure of logistics operations, analyze the level of utilization of transport and warehouse capacities and choose the most effective scenario for the development of the enterprise. Thus, process modeling is transformed into a strategic management tool that combines operational planning with long-term forecasting. The level of digital interaction between all participants in the supply chain has a significant impact on the effectiveness of logistics systems. Automated information exchange between manufacturers, suppliers, logistics operators and trading organizations helps to reduce order processing time, minimize logistics risks and increase the reliability of contractual obligations. It is the integration of digital information platforms that ensures the formation of a single information space within which all logistics processes function in a coordinated manner. The results of modeling logistics business processes after digital transformation are shown in Table 4.

The presented results confirm that digital modeling of business processes provides a comprehensive positive effect for the functioning of logistics systems. The greatest changes are observed in reducing order fulfillment time, which directly affects the level of consumer service and the competitiveness of enterprises. At the same time, process automation contributes to reducing logistics costs, more efficient use of production resources and increasing labor productivity. In modern conditions of the digital economy, the logistics system must function as a self-regulating infor-

mation and analytical system capable of adapting to changes in the external environment without significant organizational restructuring. This is achieved through the use of predictive analytics, automated control of key performance indicators, intelligent inventory management and digital support of logistics operations at all stages of the movement of material flows.

Table 4. Results of modeling logistics business processes after digital transformation, calculated by the authors

Enterprise	Reduction in the duration of business processes, %	Reduction in logistics costs, %	Productivity increase, %	Reduction in order fulfillment time, %
LLC "Nova Poshta"	18,6	15,2	17,9	21,3
LLC "Rozetka"	16,9	14,5	16,4	19,7
LLC "Epicenter K"	15,4	13,8	15,9	18,2
PrJSC "Farmak"	14,8	12,9	15,1	17,6
PrJSC "Coca-Cola Beverages Ukraine"	17,2	14,7	16,8	20,4

The practice of leading enterprises shows that the digitalization of logistics systems is no longer a separate direction of modernization, but is becoming a necessary condition for ensuring business efficiency. It is the integration of modern digital technologies with process modeling that forms the basis for building flexible, adaptive and highly productive logistics systems capable of ensuring sustainable development of enterprises in the conditions of digital transformation of the economy. In the conditions of digital transformation, logistics systems management requires a comprehensive combination of digital technologies, a process approach and information and analytical support. Unlike traditional logistics management models, modern digital systems function as an integrated environment in which all business processes are interconnected and supported by a single information platform. In view of this, a conceptual model of enterprise logistics systems management based on digitalization and business process modeling has been proposed (Fig. 1).

The proposed conceptual model demonstrates that the digitalization of logistics systems is not a separate technological solution, but a complex mechanism for integrating business processes, information flows and management functions. The central place in the model is occupied by process modeling, which ensures the coordination of logistics operations with the digital infrastructure of the enterprise. This allows for continuous monitoring of the functioning of the logistics system, prompt detection of deviations from planned parameters and the formation of justified management decisions to increase the efficiency of logistics activities. The implementation of the proposed model contributes to the reduction of the duration of logistics cycles, optimization of resource use, improvement of the quality of consumer service and strengthening of the competitive positions of enterprises in the conditions of digital transformation of the economy.

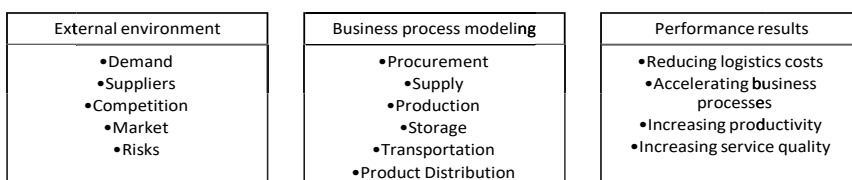


Fig. 1. Conceptual model of enterprise logistics systems management based on digitalization and business process modeling, proposed by the author

Conclusions. The article substantiates the theoretical and applied principles of enterprise logistics systems management based on digitalization and business process modeling. It has been established that the current conditions for the development of the digital economy, the increasing complexity of supply chains, increased competition and acceleration of information flows necessitate a transition from traditional models of logistics management to integrated digital systems that combine a process approach, information technologies and analytical support for making management decisions. A methodological approach to assessing the effectiveness of the functioning of logistics systems is proposed, which is based on the use of the author's integral indicators of digital logistics maturity, process efficiency and integrated logistics productivity. Practical testing of the proposed indicators on the example of enterprises in various sectors of the economy confirmed the possibility of their application for a comprehensive assessment of the level of digitalization of logistics processes, the effectiveness of business processes and the overall efficiency of the functioning of the logistics system. A conceptual model of managing logistics systems of enterprises based on digitalization and business process modeling has been developed, which ensures the integration of digital platforms, process modeling, information and analytical support and management functions into a single system. Unlike existing approaches, the proposed model is focused on continuous monitoring of logistics processes, prompt adjustment of management decisions and synchronization of material, information and financial flows, which creates the prerequisites for increasing the efficiency of enterprises. The practical significance of the results obtained lies in the possibility of using the proposed methodological provisions when improving logistics management systems, optimizing business processes, automating logistics operations management, reducing logistics costs, increasing productivity and quality of customer service. The implementation of the proposed approach will contribute to strengthening the competitive advantages of enterprises, increasing the sustainability of logistics systems and ensuring their effective functioning in the conditions of digital transformation of the economy. It is advisable to link the prospects for further research with the development of intelligent models of logistics system management using artificial intelligence technologies, digital twins, predictive analytics and automated systems to support management decisions.

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