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## DIGITALIZATION OF BUSINESS PROCESSES IN THE ENTERPRISE MANAGEMENT SYSTEM ЦИФРОВІЗАЦІЯ БІЗНЕС-ПРОЦЕСІВ В СИСТЕМІ УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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*The article is devoted to the aspects of digital transformation of enterprise management in the context of intensifying global competition. The relevance of the research topic is driven by the rapid development of digital technologies, the need to ensure enterprises' adaptability to changes in the external environment, the growing role of information and analytical systems in managerial decision-making processes, and the necessity to form a new model of business process management based on the integration of digital platforms, analytical tools, and modern management approaches. The aim of the study is to substantiate the theoretical and methodological foundations of business process digitalization in the enterprise management system and to develop an approach to building an adaptive digital management system. The article examines contemporary approaches of foreign and domestic scholars to understanding the essence of enterprises' digital transformation, investigates the impact of digital technologies on the functioning of business processes, and identifies key directions for transforming enterprise management systems in the digital economy. The author proposes a vision of business process digitalization as an integrated managerial mechanism to form an adaptive, intelligent, and customer-oriented enterprise management system by synchronizing digital technologies, process management, analytical platforms, and organizational culture. The necessity of transitioning from fragmented automation of individual operations to a comprehensive digital transformation of business processes within a unified information-analytical environment is substantiated. The architecture of enterprise management elements functioning in a digital ecosystem environment is defined, covering the transformation of planning, organization, control, communication, analytics, and managerial decision-making processes. The study of business process digitalization made it possible to identify that the key prerequisites for effective digital transformation include the integration of digital platforms, the adaptability of the management system, the use of artificial intelligence tools, Big Data, ERP, CRM, and BPM systems, as well as the development of employees' digital competencies. It is determined that business process digitalization creates a new quality of the enterprise management system, grounded in the principles of systemness, continuity, transparency, customer orientation, intellectualization, and security. A model of business process digitalization is substantiated, which includes strategic, organizational, technological, process, analytical, and adaptive components. The proposed model ensures alignment between enterprise strategic goals and digital technologies, establishes an integrated business process management system, and enhances enterprise competitiveness in the digital economy.*

**Keywords:** digitalization, business processes, enterprise management, digital transformation, adaptive management, development, innovation.

Статтю присвячено аспектам цифрової трансформації управління підприємством в умовах посилення глобальної конкуренції. Актуальність тематики дослідження зумовлена стрімким розвитком цифрових технологій, необхідністю забезпечення адаптивності підприємств до змін зовнішнього середовища, підвищенням ролі інформаційно-аналітичних систем у процесі прийняття управлінських рішень та потребою формування нової моделі управління бізнес-процесами на основі інтеграції цифрових платформ, аналітичних інструментів і сучасних управлінських підходів. Дослідження має на меті обґрунтувати теоретико-методичні засади цифровізації бізнес-процесів у системі управління підприємством і сформулювати підхід до побудови адаптивної цифрової системи підприємств, досліджено вплив цифрових технологій на функціонування бізнес-процесів та визначено ключові напрями трансформації системи управління підприємством в умовах цифрової економіки. Запропоновано авторське бачення цифровізації бізнес-процесів як інтегрованого управлінського механізму, спрямованого на формування адаптивної, інтелектуальної та клієнтоорієнтованої системи управління підприємством шляхом синхронізації цифрових технологій, процесного управління, аналітичних платформ та організаційної культури. Обґрунтовано необхідність переходу від фрагментарної автоматизації окремих операцій до комплексної цифрової трансформації бізнес-процесів у межах єдиного інформаційно-аналітичного середовища. Визначено архітектуру функціонування елементів управління підприємством у цифровому екосистемному середовищі, яка охоплює трансформацію процесів планування, організації, контролю, комунікації, аналітики та ухвалення управлінських рішень. Дослідження цифровізації бізнес-процесів дозволило виявити, що ключовими передумовами ефективної цифрової трансформації є інтегрованість цифрових платформ, адаптивність управлінської системи, використання інструментів штучного інтелекту, Big Data, ERP-, CRM- та BPM-систем, а також розвиток цифрових компетентностей персоналу. Визначено, що цифровізація бізнес-процесів формує нову якість системи менеджменту підприємства, засновану на принципах системності, безперервності, прозорості, клієнтоорієнтованості, інтелектуалізації та безпеки. Обґрунтовано модель цифровізації бізнес-процесів підприємства, яка включає стратегічний, організаційний, технологічний, процесний, аналітичний та адаптивний компоненти. Запропонована модель дозволяє забезпечити синхронізацію стратегічних цілей підприємства з цифровими технологіями, створити інтегровану систему управління бізнес-процесами та підвищити конкурентоспроможність підприємства в умовах цифрової економіки.

**Ключові слова:** цифровізація, бізнес-процеси, управління підприємством, цифрова трансформація, адаптивне управління, розвиток, інновації.

### Introduction

The current stage of development of the world economy is characterized by a large-scale digital transformation of socio-economic systems, in which information technologies are becoming a key factor in ensuring enterprise competitiveness. adapt to new operating conditions by integrating digital technologies into the management system, transforming organizational architecture, and moving to a data-oriented model of managerial decision-making. The digitalization of business processes is becoming increasingly relevant because these processes underpin value creation, resource coordination, operational efficiency, and interaction with external stakeholders. In modern conditions, digitalization ceases to be merely a tool for automating individual operations and becomes a complex mechanism for systematically updating managerial activities. This necessitates rethinking the essence of business processes as integrated



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digital ecosystems that operate in real time in a single information and analytical environment.

The digitalization of business processes is particularly important for Ukrainian enterprises operating amid economic instability, military challenges, resource shortages, and the need to adapt rapidly to changes in the external environment. In such conditions, digitalization is not only a tool for improving the efficiency of activities but also a factor in ensuring the sustainability, continuity of operations, and preservation of enterprises' competitive positions. It is digital technologies that enable remote management, integration of business processes, quick responses to crisis situations, and the development of a new quality of interaction with customers and partners.

Thus, the relevance of this study is due to the need to form a modern concept of digitalization of business processes, which will ensure a comprehensive transformation of the enterprise management system, integration of digital technologies in all areas of activity, increasing the adaptability of business processes, and creating long-term competitive advantages in the digital economy.

The issues of digitalization of business processes are becoming increasingly important in the context of the global digital transformation of the economy. The foundations of digital transformation of business processes were laid in the works of M. Porter and J. Heppelman [1], who articulated the concept of "smart connected products". An important contribution to the study of digital management was made by G. Westerman, D. Bonnet, and E. McAfee [2], who defined digital transformation as a combination of digital technologies with leadership and organizational changes. The theoretical foundations of the process approach to digitalization were laid by T. Davenport [3], who regarded the reengineering of business processes as a key mechanism for improving enterprise efficiency. The problems of the influence of digital technologies on the transformation of economic processes are studied in the work of E. Brynjolfsson and E. McAfee [4]. The strategic aspect of digitalization of business processes was studied by M. Fitzgerald, N. Krushwitz, D. Bonnet, and M. Welch [5], who identified digital technologies as a strategic imperative for the development of modern enterprises. A theoretical generalization of the processes underlying digital transformation was developed by G. Vial [6], who proposed a conceptual framework for enterprise digital transformation. Practical aspects of intelligent automation of business processes are examined in the study by M. Lacey and L. Wilcox [7], who substantiate the role of robotic process automation and cognitive technologies in improving the efficiency of enterprise management. An important place in modern digitalization research is occupied by process analytics. W. van der Aalst [8] developed the concept of Process Mining, which allows you to analyze the digital traces of business processes, identify bottlenecks, and optimize the operational activities of the enterprise based on data analysis. The peculiarities of managing the digital transformation of large companies were studied by I. Sebastian, J. Ross, C. Bit, M. Moker, C. Moloney, and N. Fonstad [9].

Among domestic scientists, the issue of enterprise digitalization is studied by O. Kravchenko and A. Zinchenko [10], who consider digitalization a factor in increasing enterprises' competitiveness and social responsibility. O. M. Vovk [11] investigates the formation of enterprises' innovation potential in the context of the digitalization of economic systems and substantiates the need to create integrated digital platforms for enterprise management. The synergy between digitalization and risk management is highlighted in the works of O. Melnychenko, S. Bilous, and R. Danyliuk [12]. V. S. Kovalchuk [13] analyzes the impact of artificial intelligence on the transformation of economic processes and labor markets, focusing on the role of intellectualization of business processes in the modern economy. L. Ligonenko's research [14, 15] is devoted to the influence of artificial intelligence on the transformation of management processes.

Thus, modern scientists consider the digitalization of business processes a complex transformation that encompasses technological, organizational, analytical, and managerial aspects of the enterprise. Despite a significant number of scientific papers devoted to the digital transformation of enterprises, the development of a holistic methodological framework for the digitalization of business processes within the enterprise management system remains underexplored in modern scientific literature. Most of the available approaches focus either on the technological aspects of digitalization or on the automation of individual management functions, whereas integrating strategic, organizational, process, analytical, and adaptive components into a single digital management system requires further scientific justification.

### **Formulation of the article's objectives**

The purpose of the study is to substantiate the theoretical and methodological foundations of the digitalization of business processes in the enterprise management system.

To achieve this goal, the study identifies the following tasks:

to investigate the theoretical approaches of foreign and domestic scientists to the interpretation of the essence of digitalization of business processes and digital transformation of enterprise management systems,

to determine the economic essence, content, and features of digitalization of business processes in the modern conditions of enterprise functioning,

to analyze the impact of digital technologies on the transformation of enterprise management functions,

to develop a model for the digitalization of business processes of the enterprise and to systematize the modern tools for ensuring the digitalization of the business processes of the enterprise,

to form a system of principles for the digitalization of business processes of an enterprise as a conceptual basis for building a modern digital management system.

### **Research results**

A modern enterprise operates in the context of rapid digital transformation, where information technology is becoming not an auxiliary tool, but the foundation of management architecture. The digitalization of business processes involves a deep rethink of how value is created, how customers are interacted with, how internally coordinated, and how decisions are made.

A fundamental contribution to the understanding of digital transformation was made by M. Porter and J. Heppelman [1], who were the first to formulate the concept of "smart, connected products" that blur the boundaries between the physical and digital worlds. Their model of changing competitive forces has shown that digitalization transforms not only products but also entire value chains, i.e., business processes.

Researchers G. Westerman, D. Bonnet, and E. McAfee [2] have identified two dimensions of digital transformation – digital mastery and leadership capacity. They emphasize that the digitalization of business processes requires not so much technology as a change in management culture, a transition to data-driven decision-making. This approach was later expanded

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in a study by M. Fitzgerald, N. Krushwitz, D. Bonnet, and M. Welch [5], who emphasized the strategic imperative for digital technologies to permeate all business processes, from logistics to marketing.

Scientist T. Davenport [3], back in the 1990s, laid the foundations for the process approach, demonstrating that the redesign of business processes influenced by information technologies is a key source of competitive advantage. Today, his ideas have evolved into intelligent process control, in which digital technologies enable real-time analysis of process execution.

Researchers E. Brynjolfsson and E. McAfee [4] have shown that the exponential growth of computing power, artificial intelligence, and robotization has radically changed the structure of operational processes. They emphasize that enterprises must combine human and machine intelligence to create hybrid processes. Similar conclusions were obtained by researchers Fitzgerald M., Krushwitz N., Bonnet D., Welch M. [4]

A thorough theoretical generalization of digital transformation at the level of business processes was carried out by G. Vial [6] in a systematic review of 282 scientific publications. The researcher proposed a conceptual framework in which digital technologies act as catalysts for organizations' strategic responses to change how value is created. This view shifts the emphasis from technology itself to the in-depth redesign of business processes and business models.

Scientists pay considerable attention to the practical tools of intelligent automation. M. Lacey and L. Wilcox [7] substantiated that the convergence of RPA, machine learning, and cognitive technologies creates "next-generation automation." It can process unstructured data (contract texts, customer voice appeals), allowing you to radically reduce end-to-end process durations without sacrificing quality.

A separate powerful direction is process thinking, which W. van der Aalst [8] identified as a bridge between data science and process science. Thanks to the analysis of digital traces in corporate systems (ERP, CRM), it becomes possible to automatically reproduce real business process models, identify hidden bottlenecks, and predict deviations, turning analytics into an integral element of operational management.

Finally, researchers I. Sebastian, J. Ross et al. [9] have proven that successful digitalization of business processes requires a two-speed IT architecture: a stable "operational framework" for critical transactions and a flexible "digital service platform" for rapid delivery of customer-centric innovations. This ensures a balance between reliability and adaptability.

As we can see, modern foreign science considers the digitalization of business processes not only a technological update but also a complex transformation that requires appropriate architectural, analytical, and cultural restructuring.

Ukrainian scientists are also actively researching the digitalization of business processes through the prism of national economic realities. Researchers O. Kravchenko and Zinchenko A. [10] systematized theoretical approaches to the digital transformation of an enterprise, distinguishing three stages: digitalization, digitalization, and digital transformation. Scientists emphasize that at the level of business processes, digitalization means not just automation, but a change in the logic of interaction between participants in the process.

In O. M. Vovk's work [11], the digitalization of enterprise management is considered a multi-level process that encompasses the organizational structure, communication channels, and technological platform. The author proposes using service-oriented architecture to build flexible management systems.

In the study, O. V. Melnychenko and co-authors [12] analyzed the digital economy at the macro level; however, in the context of entrepreneurial activity, the researchers focus on the need to implement ERP systems as a core management capability that integrates all business processes into a single information space.

Scientist V. Kovalchuk [13] focuses on the development of business processes in the context of digitalization through the lens of the Lean methodology, which enables the elimination of losses through digital means. She suggests using a combination of Lean Six Sigma with cloud technologies to continuously improve processes.

Researcher L. O. Ligonenko [14, 15] thoroughly examines the management of business processes in the digital economy, emphasizing that the key lies in strategic vision, which translates digital initiatives from individual improvements to business model transformation.

We conclude that the digitalization of business processes is a continuous process of change that requires leadership and cultural transformation, with technology serving as an integrator. However, the question of a holistic methodological mechanism that would combine principles, stages, methods, and tools into a single management system remains open.

Based on the generalization of the studied approaches to the digital transformation of enterprises, the author's vision of digitalization of business processes as an integrated management mechanism aimed at the formation of an adaptive, intelligent, and customer-oriented enterprise management system through the synchronization of digital technologies, analytical platforms, process management, and organizational culture is proposed.

In contrast to the traditional interpretation of digitalization as the automation of individual operations, our proposed approach is based on the consideration of business processes as a dynamic digital ecosystem, within which all control elements: planning, organization, control, communication, analytics, and decision-making, function in a single information and analytical environment. This approach provides not only a reduction in the cost of time and resources, but also the development of a new quality of management based on speed of response, risk forecasting, and adaptability to changes in the external environment (Table 1).

The combination of these elements within a single information and analytical environment transforms the enterprise's management system. Rather than the mechanical performance of individual functions, an emergent property of the digital ecosystem emerges: the ability of an enterprise to self-organize and evolve in step with changes in the global environment.

We are convinced that the digital transformation of the enterprise should take place not fragmentarily, but comprehensively covering:

- operational processes,
- management processes,
- communication processes,
- analytical processes,
- processes of interaction with external stakeholders,
- processes of creating and realizing value.

As an endogenous driver of system transformations, digital capital ensures the emergence of the management system and forms a new quality of organizational architecture according to the following key vectors:

1. *End-to-end integration of functional subsystems.*

Digital technologies serve as an integration platform that eliminates traditional cross-functional barriers and ensures the convergence of the enterprise's marketing, production, logistics, and financial subsystems. This allows you to transform discrete business processes into a holistic, dynamic digital ecosystem that operates on a single platform and synchronizes material, financial, and information flows.

2. *Building absolute transparency of business processes.*

The implementation of advanced architectural solutions enables real-time visualization and auditing of operational activities. Transparency in the information environment minimizes information asymmetry, ensures clear traceability of value chains, eliminates inefficient duplicate operations, and reduces the organization's transaction costs.

3. *Transition to the paradigm of intelligent data management.*

In an era of information saturation, digital technologies enable a transition from the simple accumulation of information to the intelligent processing of large data sets. Thanks to machine learning and artificial intelligence algorithms, the enterprise gains the ability to transform unstructured information into strategic knowledge, conduct predictive analysis of market trends, simulate scenario development, and proactively identify potential risks.

**Table 1. Architecture of Functioning of Controls in a Single Digital Ecosystem Environment**

Control	Traditional approach	Transformation in the digital ecosystem	Adaptability options
Planning	Static, discrete (for a certain period) Weak connection with current market changes.	Continuous, sliding, and scenario planning in real time. Dynamically adjust goals based on current data flows.	Reaction speed: Instant reassessment of plans in case of market perturbations. Risk Forecasting: Automatic "What If" Simulation
Organization	Rigid functional structures. Slow cascading of tasks and allocation of resources.	Flexible cross-functional coordination. Automatic reformatting of operational processes to align with current priorities.	Adaptability: Staff mobility and dynamic power redistribution. Savings: Reducing the time spent on organizational bureaucracy.
Control	Post-factum (ex-post control over reporting periods). High probability of data distortion or delay.	24/7 monitoring (ex-ante control). Proactive detection of deviations from specified metrics before losses occur.	Risk forecasting: Early warning of critical deviations. New quality: Absolute transparency and reliability of operational information.
Communication	Vertical, fragmented (silo communications). The presence of significant information barriers.	Horizontal, end-to-end omnichannel interaction. Synchronization of internal and external communication flows (with partners/stakeholders).	Reaction speed: Elimination of time delays in the transmission of control impulses. Effects: Formation of high social capital and cohesion.
Analytics	Descriptive (descriptive) analytics of past events. Manual processing and consolidation of reports.	Predictive (predictive) and prescriptive (indicative) analytics of large data sets. End-to-end intellectual analysis.	Risk forecasting: Identifying hidden market trends and consumer behavior patterns. Saving resources: Automating data collection and analysis.
Decision-making	Intuitive, based on the subjective experience of the manager Centralized and long-term approval.	Data-driven solutions (based on accurate objective data). Automation of routine decisions, intelligent support for strategic choices.	New quality of management: Minimization of human error and cognitive errors. Adaptability: Maximum reduction of the management cycle

Source: author's development

4. *Maximizing the relevance of managerial decision-making.*

Reducing the time lag between detecting market signals (changes in market conditions, fluctuations in demand, and disruptions in supply chains) and implementing management responses is critical for survival in a turbulent environment. The integration of decision support systems minimizes the negative impact of human factors and management cognitive biases, ensuring the transition to data-oriented management, in which the speed of the system's response is commensurate with the speed of changes in the external environment.

5. *Deep personalization and differentiation of customer interactions.*

In the digital environment, modern analytical CRM platforms, predictive segmentation algorithms, and chatbots with cognitive capabilities enable you to shift from mass communication to personalized interaction. This ensures accurate forecasting of individual consumer behavior patterns, maximizing the customer lifetime value indicator and fostering high levels of consumer loyalty.

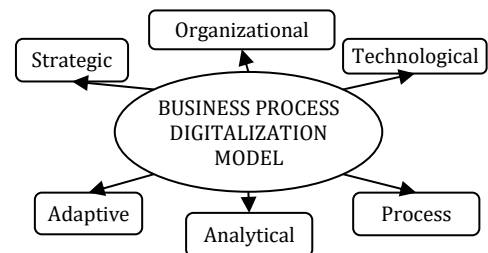
6. *Cumulative increase in the competitiveness of the enterprise.*

The synergistic effect of implementing the vectors manifests as a strengthening of the entity's strategic market position. Due to high operational flexibility, optimization of the cost basis, and the ability to generate common value, the enterprise exhibits high adaptability, a key prerequisite for the formation of its long-term, protected from external disruption, competitive advantages in national and global markets.

The model of digitalization of business processes of an enterprise is based on the integration of six interrelated components: strategic, organizational, technological, process, analytical, adaptive, and schematically looks like this (Fig. 1).

The proposed model enables us to align the enterprise's strategic goals with digital technologies and create an integrated business process management system. In Table 2, we have systematized digital tools by model components.

The proposed model for the digitalization of an enterprise's business processes forms a holistic architecture of digital transformation that combines strategic, technological, organizational, process, analytical, and adaptive components. At the same time, the effectiveness of such a model largely depends on compliance with the relevant principles of digitalization of



**Fig. 1. Components of the business process digitalization model.**

Source: improved by the author

business processes, which determine the logic, sequence, and nature of transformational changes in the enterprise management system.

It is the principles that lay the foundation for digital transformation, ensuring consistency among technological solutions, management approaches, and the enterprise's strategic goals. They enable the creation of a single conceptual platform for digitalization, minimize the risks of fragmented implementation of digital technologies, and ensure the systemic nature of change. We agree with the opinions [7, 9] that the principles of digitalization of business processes should now be considered not only as theoretical provisions but also as practical guidelines for building an adaptive, intelligent, and customer-oriented enterprise management system.

**Table 2. Digital tools for the digitalization of business processes**

Component	Contents	Basic tools
Strategic	Forming a digital strategy and prioritizing transformation	Digital Strategy, KPI, Balanced Scorecard
Organizational	Transformation of the organizational structure and corporate culture	Agile, Scrum, Digital Leadership
Technological	Formation of the digital infrastructure of the enterprise	ERP, CRM, BPM, Cloud, IoT
Process	Optimization and automation of business processes	RPA, BPMN, Lean Six Sigma
Analytical	Data management and decision support	BI systems, Big Data, AI analytics
Adaptive	Providing flexibility and continuous improvement	Process Mining, Digital Twin, Predictive Analytics

*Source: systematized by the author*

We see the following system of principles for the digitalization of the enterprise's business processes.

The principle of consistency provides for the consideration of the digitalization of business processes as a complex, interconnected transformation of all elements of the enterprise management system. Within the framework of this principle, digital changes should cover not individual functions or structural units, but the entire set of business processes, information flows, management decisions, and organizational relationships. The implementation of the principle of consistency ensures that digital solutions align with the enterprise's strategic goals and minimize the risks of fragmented or incompatible digital initiatives.

The principle of integration is the creation of a single digital information space for the enterprise, in which all business processes, functional subsystems, and digital platforms interact through synchronized information flows. The practical implementation of this principle involves integrating digital systems into a single digital management architecture. This ensures prompt data exchange, the elimination of information duplication, and the formation of a holistic analytical basis for managerial decision-making.

One of the key principles of the digitalization of business processes is adaptability, which enables an enterprise to respond quickly to changes in the external environment, shifts in market conditions, changes in consumer needs, and emerging technological challenges. In an unstable environment, adaptability is critical to ensuring the enterprise's competitiveness. The implementation of this principle involves using flexible management methodologies, digital analytics, predictive models, and artificial intelligence technologies to quickly modify business processes in response to changes in the operating environment.

The principle of continuity in digitalization rests on the understanding of digital transformation as an ongoing process of improvement, rather than a one-time technological project. Within the framework of this principle, the enterprise must ensure continuous monitoring of the effectiveness of its business processes, update digital platforms, improve data processing algorithms, and develop the digital competencies of its personnel. The continuity of digitalization creates conditions to maintain the relevance of the management system and ensure its long-term effectiveness.

Of great importance in the digitalization of business processes is the principle of transparency, which ensures the accessibility, reliability, and efficiency of information for all participants in the management process. The implementation of this principle ensures greater controllability of business processes, the establishment of digital monitoring of operational activities, and the timely detection of deviations. Thanks to digital platforms and BI systems, the company's management can operate in real time, significantly improving the quality of management decisions.

The principle of customer focus, according to which the digitalization of business processes should be aimed at creating maximum value for the consumer. This principle involves personalizing customer interactions, integrating digital communication channels, using consumer behavior analytics, and demand forecasting tools. The implementation of the principle of customer focus ensures an increase in the level of customer loyalty, improvement of the quality of service, and the formation of sustainable competitive advantages of the enterprise.

The principle of intellectualization involves the active use of artificial intelligence, machine learning, large-scale, and predictive analytics technologies in the process of business process management. Within the framework of this principle, the digital management system is transformed from an accounting and control tool into an intelligent platform for supporting management decisions. Intellectualization of business processes allows you to automatically identify patterns, predict risks, optimize resources, and simulate alternative scenarios for enterprise development.

The principle of security protects the enterprise's information resources, digital infrastructure, and corporate data. Digitalization of business processes is accompanied by an increase in the volume of information flows, which increases the risks of cyber threats, data leakage, and unauthorized access to information systems. Therefore, implementing this principle requires the introduction of modern cybersecurity systems, data backup mechanisms, multi-level information protection, and digital access controls.

The principle of efficiency provides for the orientation of digitalization of business processes to achieve specific economic, organizational, and managerial results. Within the framework of this principle, digital technologies should enable cost reduction, increased productivity, resource optimization, accelerated operations, and improved management quality. At the same time, the effectiveness of digitalization should be evaluated not only by financial indicators but also by criteria such as flexibility, adaptability, responsiveness, and customer satisfaction.

The proposed system of principles for the digitalization of business processes forms the conceptual basis for building a modern digital enterprise management system. Their integrated application ensures the integrity of digital transformation, enhances the effectiveness of management decisions, promotes the integration of digital technologies across all areas of the enterprise's activities, and creates the prerequisites for developing long-term competitive advantages in the digital economy.

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## Conclusions and prospects for further exploration

Digitalization of business processes in modern conditions is not a separate technological direction of enterprise modernization but rather a complex mechanism for transforming the management system, integrating information technologies, management decisions, and organizational architecture into a single digital environment. It has been proven that digitalization forms a new logic of enterprise functioning, in which the key factors of efficiency are the speed of information processing, adaptability of business processes, intellectualization of management, and the ability to predict changes in the external environment.

The scientific approaches of foreign and domestic scientists to the digital transformation of enterprises are generalized. It has been established that modern scientific thought views the digitalization of business processes as a multi-level transformation, encompassing not only the automation of operational activities but also changes in business models, organizational culture, communication mechanisms, and approaches to managerial decision-making. The key characteristics of a modern digital management system are integration, transparency, adaptability, continuity, and customer focus.

Our vision of digitalization of business processes as an integrated management mechanism aimed at forming an adaptive, intelligent, and customer-oriented enterprise management system through the synchronization of digital technologies, analytical platforms, process management, and organizational culture is substantiated. In contrast to traditional approaches, the proposed approach treats business processes as a single digital ecosystem that operates on continuous information exchange and real-time analytical support for management decisions.

The integration of digital technologies into enterprise management functions ensures the transformation of traditional approaches to planning, organization, control, communication, analytics, and decision-making. It has been established that the use of digital platforms enables you to move from static, reactive management to dynamic, predictive, data-oriented management, which significantly increases the enterprise's speed of response to changes in the external environment and the validity of management decisions. A model for the digitalization of an enterprise's business processes has been developed, based on the interaction among strategic, organizational, technological, process, analytical, and adaptive components. The proposed model ensures alignment between the enterprise's strategic goals and digital technologies and establishes an integrated business process management system focused on flexibility, transparency, and continuous improvement of the enterprise's activities.

The digital toolkit for ensuring the digitalization of business processes is systematized, and it is determined that the greatest efficiency is provided by the integrated use of ERP, CRM, BPM systems, Big Data technologies, artificial intelligence, Process Mining, RPA, and Predictive Analytics. It has been established that their integrated application enables increased operational efficiency, reduced transaction costs, automation of routine processes, and the development of an intelligent system to support management decisions.

A system of principles for the digitalization of the enterprise's business processes has been formed, including consistency, integration, adaptability, continuity, transparency, customer focus, intellectualization, security, and efficiency. It has been proven that the comprehensive implementation of these principles ensures the integrity of digital transformation, the consistency of managerial and technological decisions, and creates the prerequisites for the formation of long-term competitive advantages for the enterprise.

Thus, the digitalization of business processes ensures the emergence of a new quality in the enterprise management system, characterized by high adaptability, self-organization, transparent information flows, intelligent support for management decisions, and a focus on creating maximum value for the client. Digital technologies are a key driver of enterprise competitiveness, ensuring its stability, flexibility, and ability to function in the digital economy and amid global turbulence.

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