

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V. N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Educational and Research Institute "Karazin Business School"
Department of Management and Administration

BACHELOR'S QUALIFICATION WORK

Title: «Management of Business Processes at the Enterprise»

Completed by 4th year student,
group BA-42,
specialty 073 "Management"
Educational and professional program
"Business Administration"

Noor RAZOUK



Supervisor:
Lecturer of the Department of
Management and Administration

Kateryna ANDREIEVA



MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

V. N. Karazin Kharkiv National University

Educational and Research Institute “Karazin Business School”

Department of Management and AdministrationGraduate degree BachelorSpecialty 073 “Management”

Educational and professional program "Business Administration"

APPROVED BY**Acting Head of the Department**

Viktoriya Tretyak
signature Name, LAST NAME“16” September 2024 year**TASK****TO BACHELOR THESIS**

Noor RAZOUK

(last name, name of the student)

1. Title: Management of Business Processes at the EnterpriseSupervisor: Kateryna ANDREIEVA

(last name, name, degree, academic rank)

approved by the order of the university from «06» March 2025 year №4501-3k/390

2. The term of the student's submission of thesis on May 15, 2025

3. List of issues that need to be developed:


- To reveal and analyze the role and essence of business processes in enterprise management;
- To examine the key methods for managing and optimizing business processes at enterprises;
- To study the use of automation as a method for business process optimization;

- To investigate the influence of consumer preferences on the structure and dynamics of business processes;
- To review the organizational and economic characteristics of the enterprise “Adidas-Ukraine;
- To evaluate the impact of changing consumer preferences on the key business processes of LLC “Adidas-Ukraine;
- To develop practical recommendations for improving the efficiency of business process management at the enterprise.

4. Work plan

| № | Stages of work |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Approval of the thesis content |
| 2 | Preparation of the thesis' first section |
| 3 | Completion of the first section according to the supervisor recommendations. Writing the thesis' second section |
| 4 | Completing of the second section according to the supervisor recommendations. Preparation of the thesis' third section |
| 5 | Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference with a presentation of the main results of the thesis |
| 6 | Writing of the introduction, conclusions of the thesis. Making references list |
| 7 | Submission of the thesis to the Department of Management and Administration |

5. Date of assignment issue ”16” September 2024 year

Student  Noor RAZOUK
signature Name, LAST NAME

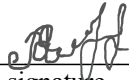
Supervisor  Kateryna ANDREIEVA
signature Name, LAST NAME

TABLE OF CONTENTS

| | |
|-----------------------------------------------------------------------------------------------------------------------------|----|
| INTRODUCTION | 4 |
| SECTION I. THEORETICAL FOUNDATIONS OF BUSINESS PROCESS MANAGEMENT AT A MODERN ENTERPRISE..... | 8 |
| 1.1. The Role and Essence of Business Processes in Enterprise Management | 8 |
| 1.2. Methods of Business Process Management and Optimization at the Enterprise | 15 |
| 1.3. Automation as a Method of Business Process Optimization..... | 25 |
| 1.4. The Influence of Consumer Preferences on Business Processes..... | 34 |
| SECTION II. ANALYSIS OF THE BUSINESS PROCESS MANAGEMENT SYSTEM AT LLC ADIDAS-UKRAINE..... | 44 |
| 2.1. Organizational and Economic Characteristics of LLC “Adidas-Ukraine”..... | 44 |
| 2.2. Analysis of the Impact of Changing Consumer Preferences on the Key Business Processes of LLC “Adidas-Ukraine” | 52 |
| 2.3. Proposals for Improving the Efficiency of Business Process Management at the Enterprise | 60 |
| CONCLUSIONS | 68 |
| REFERENCES | 71 |

INTRODUCTION

Actuality of the Topic. In the conditions of transformation of the world economy and fierce competition for the buyer, as a result of "natural selection" only those enterprises remain to function, the business processes of which are built qualitatively and efficiently. In other words, any socio-economic entity develops steadily, defends its interests and is competitive in the market, if the profit exceeds the costs of ensuring its business processes, that is, economic activity can be considered effective.

Business process management is an important component of the effective functioning of any enterprise. The main advantages of business process management at the enterprise are: improving product (service) quality (business process management allows you to identify and optimize the steps of production or service provision, which helps reduce the number of errors and improve the quality of the product (service)); reducing costs (effective business process management allows you to identify and eliminate unnecessary steps in the production or service provision process, which leads to reduced costs and increased efficiency of the enterprise); improving communication (business process management allows you to create a more effective communication system between different departments and employees of the enterprise); adapting to changes (business process management allows you to quickly adapt to changes in market conditions, through modification of production processes or service provision). Therefore, to ensure the enterprise with stable profit and reduce costs, it becomes necessary to implement competent management of business processes, the problem of which does not lose its relevance even today.

Description of problem development. The issue of improving business processes in the context of changing consumer preferences has attracted the attention of many researchers, both international and Ukrainian.

An analysis of different sources indicates the existence of a significant number of theoretical and practical developments in this area, but also reveals a

number of unresolved problems, in particular in the specific context of adaptation to modern challenges in conditions of high uncertainty.

The issue of business process management (BPM) has been explored by numerous international scholars and practitioners. Notable contributors to the development of BPM theory and practice include Michael Porter, Michael Hammer, James Champy, James Harrington, Martin Robson, Sandra Bai, Thomas Davenport, Paul Harmon, Gartner Group, and Wilfried Krüger. Their contributions range from value chain analysis and business process reengineering to continuous improvement models and BPM maturity frameworks.

In the context of the United Arab Emirates, BPM research has been advanced by scholars such as Abdulrahman Al-Ali, Khaled Shaalan, and Yacine Rezgui. Among Ukrainian scholars, attention to business process management is given by Larysa Balabanova, Viktor Baranovskyi, Oleg Bilorus, Olena Vasyurenko, Oksana Vovchak, Iryna Bushuieva, and Anatolii Kozachenko.

Their BPM theories and applied models provide a theoretical and practical basis for analyzing how enterprises structure, monitor, and improve their internal processes. Based on this academic foundation, combined with the specific needs of modern enterprises in conditions of market instability, digital transformation, and globalization, this study will propose strategies for optimizing business process management to enhance organizational adaptability, efficiency, and long-term competitiveness.

The purpose of this research is a comprehensive analysis of the business processes of Adidas Ukraine and the development of practical recommendations enhancing their efficiency.

To achieve this goal, the *following tasks were set and implemented*:

- the role and essence of business processes in enterprise management were revealed and analyzed;
- key methods for managing and optimizing business processes at enterprises were examined;

- the use of automation as a method for business process optimization was studied;
- the influence of consumer preferences on the structure and dynamics of business processes was investigated;
- the organizational and economic characteristics of the enterprise “Adidas-Ukraine” were reviewed;
- the impact of changing consumer preferences on the key business processes of LLC “Adidas-Ukraine was analyzed and evaluated;
- practical recommendations for improving the efficiency of business process management at the enterprise were developed.

The object of the research is the business processes’ management of the enterprise.

The subject of the research is a set of theoretical and methodical principles of managing business processes at the enterprise.

Research Methods. This study utilizes a combination of qualitative and quantitative research methods to explore theoretical foundations, evaluate the current state, and develop practical recommendations for improving business process management at the enterprise “Adidas-Ukraine.”

The main methods of research include: the method of theoretical generalization – for defining the role, essence, and classification of business processes and forming the conceptual framework of the study; logical analysis – for identifying current challenges and evaluating the management and optimization tools of business processes; comparative analysis – for studying and comparing different business process management approaches and automation practices; system analysis – for structuring the business process management system and identifying relationships between its elements; graphic analysis – for visual representation of key theoretical constructs, process structures, and performance indicators; statistical and economic methods – to analyze the organizational and economic characteristics of “Adidas-Ukraine” and evaluate the efficiency of its business processes; abstract logical analysis – for synthesizing findings and

formulating evidence-based conclusions and practical recommendations for the enterprise.

The theoretical and information base of the research. It includes academic literature in the field of business process management, different reports, ranks and guidelines. The research also relies on methodological guidelines for enterprise process analysis, industry standards in BPM (such as BPMN), and practical frameworks for digital transformation and automation. The informational base includes internal company reports and publicly available data on the organizational and economic activity of “Adidas-Ukraine”. This comprehensive foundation supports both the theoretical depth and the practical orientation of the research, serving as the basis for developing informed strategies for optimizing business process management at the enterprise.

Practical Significance of the Obtained Results. The results of this study have practical value for “Adidas-Ukraine” and other enterprises seeking to improve business process efficiency. The proposed measures – such as process automation, optimization tools, and alignment with consumer preferences – help reduce operational costs, increase adaptability, and enhance customer satisfaction.

These recommendations can serve as a practical framework for other companies undergoing digital transformation. The study also contributes to academic research by offering a real-world case of business process improvement in a multinational enterprise and opens prospects for further research into the use of AI and analytics in BPM.

The structure and content of the qualification work correspond to the settled tasks and consist of an introduction, 2 sections, conclusions, and a list of references. The total volume of work is 77 pages of computer text. The work contains 5 tables, 9 figures, and the list of sources includes 71 items.

SECTION I

THEORETICAL FOUNDATIONS OF BUSINESS PROCESS MANAGEMENT AT A MODERN ENTERPRISE

1.1. The Role and Essence of Business Processes in Enterprise Management

In today's volatile competitive environment, the main goal of the enterprise is to quickly respond to changes and effectively implement existing measures and carry out its own business activities. They determine what actions need to be performed, what resources to use and how to ensure the efficiency and optimality of the enterprise's processes. Business processes can cover various aspects of the enterprise's activities, including production, marketing, finance, logistics and other functional areas [13].

As a result of the historical diversification of management, a process-oriented approach to enterprise governance has emerged. The scientific foundation of this approach lies in the concept of the business process as an element of goal-directed organizational activity aimed at delivering valuable outcomes for the enterprise.

It is important to note that any business process [40] should be considered "as a mechanism for generating added value." That is, the process results in the creation of products or services that meet visible or invisible customer needs, thereby generating income for the enterprise. However, it should also be emphasized that the amount of added value cannot exceed the amount of consumer value [34]. Achieving a balance (correlation) between added and consumer value is a crucial condition for the sustainable functioning of the enterprise.

Today, business process management enables managers to define their processes, organize their execution, and significantly improve the quality and efficiency of management by optimizing and fine-tuning each individual process.

Practical experience shows that debates surrounding quality assurance and product quality enhancement are becoming increasingly acute. From both micro- and macroeconomic perspectives, it is most rational to assess the quality of an enterprise's business processes. In this context, the product is viewed as the outcome of the flow of business processes [70]. Therefore, the example of the sales business process of an enterprise, quality is embedded from the moment of shipment and product safety testing in accordance with the requirements of the International ISO Standard. Consequently, the management of any process is more effective when it is based on the management of the quality of that process.

Business processes are a set of interrelated actions or operations aimed at creating value for the customer or achieving a specific result within the organization's activities. Each business process has clearly defined boundaries, inputs, outputs, resources, participants, and an execution sequence [46].

In a broad sense, business processes form the foundation of any organization's functioning. They encompass all aspects of enterprise activity, from receiving raw materials or orders to delivering the final product to the customer [68].

Key characteristics of business processes (Fig. 1.1):

1. Goal orientation – each business process is focused on achieving a specific result (e.g., product manufacturing, service delivery, or resolving a customer complaint).
2. Sequence of actions – a business process consists of a defined sequence of steps performed to reach a goal.
3. Participants – various departments, employees, suppliers, or customers may be involved in business processes.
4. Resources – processes consume resources such as time, finances, equipment, knowledge, and information.
5. Measurability – business processes can be evaluated using key performance indicators (KPIs), such as cost, execution time, and output quality [8].

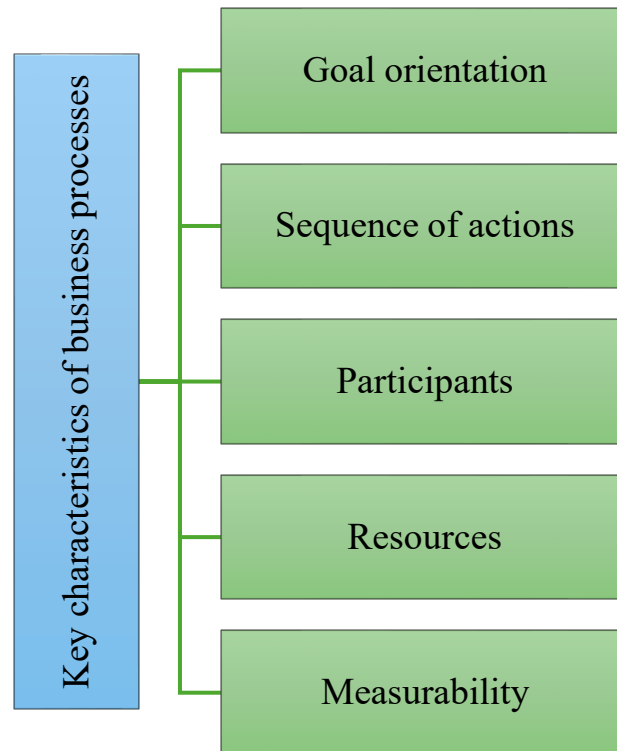


Fig. 1.1 – Key characteristics of business processes

Source: Developed by the author based on [68]

The study of business processes as a phenomenon can be traced back to 1776. In that year, the renowned British economist Adam Smith published his seminal work "An Inquiry into the Nature and Causes of the Wealth of Nations" [62] where he, in fact, described one of the earliest examples of a business process. This example concerned the sequential production of pins. Smith outlined the process as follows: "One man draws out the wire, another straightens it, a third cuts it, a fourth points it, a fifth grinds it at the top for receiving the head; to make the head requires two or three distinct operations; to put it on is a separate operation; to whiten the pins is another; even the packaging of the pins is a distinct task... thus, the manufacture of pins is divided into about eighteen distinct operations" [62].

Following Smith, many scholars from the schools of scientific and administrative management contributed to the development of business process theory. One such figure was Frederick Taylor, an American engineer who, based on numerous experiments, outlined in his work "The Principles of Scientific

Management" methods for organizing and standardizing labor, staff allocation, resource rationalization, and production process management [65].

Despite over 250 years of research, business processes remain a relevant subject of study, as evidenced by the large volume of contemporary academic work on the topic. Many scholars have contributed to the understanding of business processes, including Thomas Davenport, Michael Hammer, and Geary Rummler, among others.

American academic Thomas Davenport, in his book "Process Innovation: Reengineering Work Through Information Technology" defines a business process as "a structured, measured set of activities designed to produce a specific output for a particular customer or market. It implies a strong emphasis on how work is done within an organization" [15]. He further clarifies: "Thus, a process is a specific ordering of work activities across time and space, with a beginning, an end, and clearly defined inputs and outputs — a structure for action" [16].

One of the founders of business process reengineering theory, Michael Hammer, together with James Champy, in their work "Reengineering the Corporation: A Manifesto for Business Revolution", define a business process as "a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer" [28]. This definition aligns with Davenport's but emphasizes that the output must deliver value to the customer — i.e., the business process is a value creation chain.

Researchers Geary Rummler and Alan Brache, in their work "Improving Performance: How to Manage the White Space on the Organizational Chart," note that business processes do not always create value solely for the customer. They may also generate value for the organization's internal functioning. Processes directed at customer value creation are called primary, while those supporting internal operations are supporting processes [58].

Broadly speaking, a business process is understood as a structured sequence of actions carried out during all stages of an activity's life cycle – from conceptual

development to implementation and results. It is a systemically closed process aimed at achieving a specific goal or solving a defined task [56].

In our study, we also reviewed a set of definitions by Ukrainian authors to compare international and Eastern-European approaches.

V. Horlachuk and I. Yanenkova define a business process as a systematic, sequential execution of logically connected and interdependent tasks using resources to ensure production activities and to create products of consumer value for the customer [34].

M. Volosatova describes a business process as “a set of interrelated and interconnected actions that have a beginning and an end, aimed at transforming input resources into an output product that meets consumer requirements...” [70].

V. Hurova and A. Sadekova characterize a business process as “a set of actions (functions) carried out within an organization to transform inputs (resources) into outputs (products) that are valuable to stakeholders (consumers, investors, employees, etc.)” [26].

L. Chornobai and O. Duma define business processes as “a system of continuous, interconnected, organized, and managed actions that form an element of the mechanism for generating added value through the transformation of enterprise resources...” [13].

V. Netepchuk sees a business process as a collection of interrelated and interacting business operations which, using input flows in the form of resources and information, are transformed into output flows — i.e., finished products needed by the consumer [46].

We can conclude that a business process can be defined as a specific algorithm of actions that begins with input flows and ends with a value created for the customer or the enterprise. This sequence is repeated consistently whenever such value needs to be produced.

A business process consists of business operations and internal activities that begin with one or more inputs and end with the creation of a product that delivers value to the customer. Business processes encompass not only the internal structure

of an enterprise but also a variety of actions through which resources are utilized and customer value is generated.

It is essential to understand and analyze the functionality of each business process within the enterprise in order to assess its efficiency and effectiveness.

Let us consider a simplified model of enterprise business processes, in which each element is an integral part of any business process and plays a key role (Fig. 1.2).

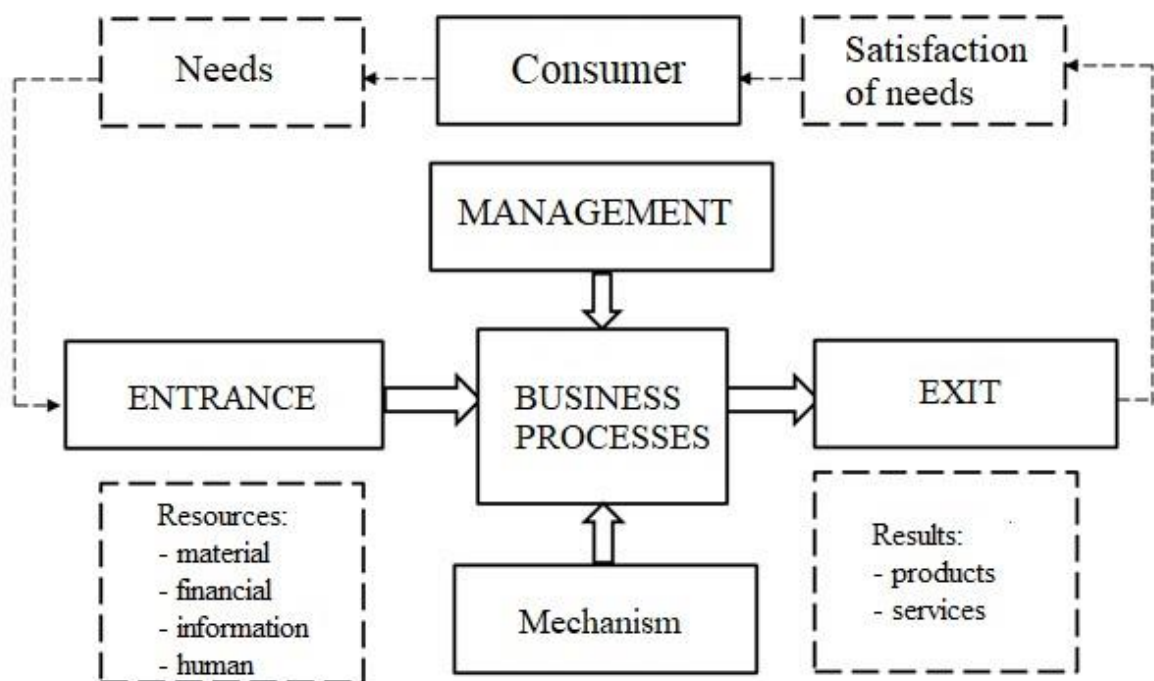


Fig. 1.2 – Simplified model of enterprise business processes

Source: developed on the base [68].

According to the simplified model presented above, the main elements of an enterprise's business processes are:

- Management (standards, instructions, regulations, governing documentation, and other control mechanisms);
- Input (resources directly required for the implementation of business processes);
- Output (the result of the process, which may be either a finished product or a resource for the next process);
- Mechanism (the means of executing the processes) [68].

So, business process management (BPM) is a systematic approach aimed at improving both the functionality of individual processes and the overall performance of the organization. This approach enables the detailed identification of processes, the organization of their execution, and the improvement of output quality [37].

Business processes always exist within a company, as they are the foundation of its operation, enabling the production of goods or the delivery of services. However, not all companies have formalized processes — that is, processes that are clearly described and regulated through official documents, such as job descriptions. The formalization and regulation of processes offer a number of advantages.

The first advantage is standardization, meaning that each process is clearly defined and does not undergo significant variation during its execution. This approach is especially relevant for large companies with multiple departments or branches, as it ensures consistent execution of processes under any circumstances. It allows all employees to follow optimal methods of performing their professional duties, as determined by management.

The second advantage is the ability to facilitate a faster onboarding process for new employees. If standardized processes are included in job instructions, a new employee can quickly understand the company's operating procedures without having to invent their own or rely heavily on experienced colleagues for training.

The third advantage is that formalized processes allow quantitative and qualitative analysis by company management. A formally documented business process enables managers to identify weak points or areas where problems occur, which can then be addressed. With the help of modern information technology systems, it is possible to conduct detailed quantitative analysis based on real-time data generated during process execution.

There are also disadvantages to process formalization. The first drawback is that strict control over business process execution can lead to a decline in employee creativity, as it restricts their ability to take non-standard approaches to problem-

solving. This approach is therefore less effective in organizations that operate under "green" or "teal" paradigms, as defined in Frederic Laloux's theory of organizational colors [37]. One example of such a company is Southwest Airlines, which follows the green paradigm. In its ground operations, decision-making is decentralized, and employees are empowered to find creative solutions to customer problems independently [24]. This approach has contributed to the company's unique corporate culture and high employee motivation, which would be difficult to achieve if processes were strictly formalized and mandatory to follow.

The second disadvantage is the potential for monotony in work. Rigidly following formalized processes without variation can lead to professional burnout. It is therefore important to take preventive measures to mitigate this risk.

In conclusion, when formalizing business processes, company management must proceed with caution. Such decisions should take into account factors such as the corporate culture and the degree of employee autonomy in decision-making at the workplace.

1.2. Methods of Business Process Management and Optimization at the Enterprise

The process-based approach in management refers to the implementation of a management system within an organization that involves the identification of business processes, their interactions, and the management of these processes [26]. Business process management within an organization includes the identification, modeling, analysis, implementation, optimization, and automation of processes.

The algorithm for implementing and maintaining the process-based approach in management is presented in Figure 1.3.

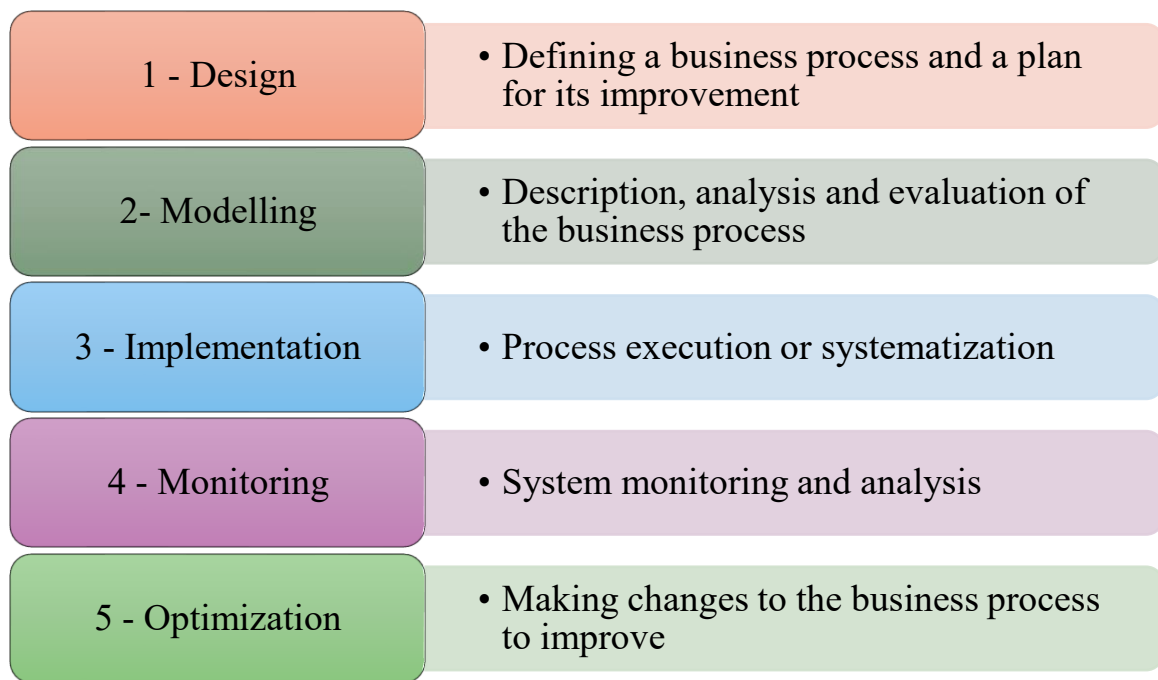


Fig. 1.3 – Main steps of BPM

Resource: developed by the author based on [31].

According to Figure, each of the above steps can be described in more detail [31]:

1. Design (Process Identification): This stage involves identifying and documenting the organization's business processes. It is crucial to determine which processes are planned for future changes and to create a roadmap for their optimization.

2. Process Modeling: At this stage, processes are represented in the form of diagrams, allowing the identification of potential issues and the development of solutions. It includes analyzing and assessing processes to detect weaknesses and opportunities for improvement.

3. Process Implementation: Based on the analysis, changes to the processes may be proposed to increase their efficiency and improve the overall performance of the organization. These changes must then be practically implemented.

4. Process Monitoring and Management: After implementation, it is essential to monitor process execution and manage them continuously to improve the organization's efficiency.

5. Optimization: In the final stage, the newly implemented processes are re-analyzed to identify remaining weaknesses and introduce necessary adjustments or improvements.

These five stages of business process management help organizations improve operational efficiency and enhance the quality of their products or services.

Depending on the specific stage and type of business process, it is also important to consider the business process management systems (BPMS) used to drive improvements. Since BPM is a broad and complex field that typically involves various tools and methodologies, experts often distinguish the following categories and approaches to effective BPM [11, 53]:

1. System-Oriented BPM: This approach focuses on processes that primarily operate within existing systems (such as HRMS, CRM, ERP) with minimal human involvement. Integration-oriented BPM systems are highly flexible, allowing the creation of new processes and relatively quick updates to outdated ones.
2. Human-Centric BPM: Human-centric BPM is designed for processes that rely heavily on human execution. These typically involve multiple approvals and tasks performed by individuals. While this approach requires more time and effort, it often delivers strong results.
3. Document-Centric BPM: This BPM solution is essential when a process revolves around a document (e.g., a contract or agreement). It enables routing, formatting, verification, and signing of documents as part of the workflow.

Most BPM systems combine elements of all the above types, though each tends to have a specific specialization. These systems are crucial for any organization, as they enable the collection, storage, and analysis of large volumes of data across business processes and various operational aspects. With the help of such systems, businesses can make informed decisions, improve process efficiency, and increase customer satisfaction [53].

Business Process Management (BPM) is a type of management in which managers use various methods to study, model, analyze, measure, improve, optimize, and automate business processes. Any combination of methods used to manage business processes within a company constitutes BPM [53]. Processes can be structured and repetitive or unstructured and one-time; permissive technologies may also be used in BPM.

Unlike program management, which focuses on managing a group of related projects, BPM encompasses the identification and coordination of processes themselves. From another perspective, BPM may include program management. In project management, BPM refers to the use of repeatable processes to enhance project outcomes [53].

The key differences between process management and project management are repeatability and predictability. If the structure and nature of the work are unique, it is a project. In BPM, although the structure may vary depending on the project, all potential paths and conditions are known and predictable. If this condition is met, we are dealing with a process.

BPM as a managerial approach views processes as essential components of an organization that must be understandable, manageable, and designed to create added value for customers. This approach aligns with Total Quality Management (TQM) and continuous process improvement methodologies.

ISO 9000 promotes a process-based approach to managing organizations: "It facilitates the implementation of a process approach for the development, implementation, and improvement of a quality management system, to enhance customer satisfaction by meeting customer requirements" [57].

Advocates of BPM also emphasize the role of modern technologies in its implementation and enhancement [57]. As a result, BPM is often discussed from both human and technological perspectives. BPM optimizes business through workflow automation, while Robotic Process Automation (RPA) automates repetitive human actions. Organizations can maximize automation by combining both technologies to improve performance.

Sources like BPM.com and the Workflow Management Coalition [9, 48] define BPM as a discipline that includes any combination of modeling, automation, execution, control, measurement, and optimization of business activities to support enterprise goals, involving systems, employees, customers, and partners both within and beyond the enterprise.

The Association of Business Process Management Professionals (ABPMP) defines BPM as a disciplined approach to identifying, designing, executing, documenting, measuring, monitoring, and controlling automated and non-automated business processes to achieve consistent, targeted results aligned with an organization's strategic goals. BPM involves intentional, collaborative, and increasingly technology-enabled efforts to define, improve, innovate, and manage end-to-end processes that deliver business outcomes, create value, and enable organizations to achieve strategic agility.

Gartner defines BPM as a discipline for managing processes (not tasks) to improve business performance and operational agility. Processes transcend organizational boundaries, linking people, information flows, systems, and other assets to create and deliver value to customers [23].

It is important to distinguish BPM as a professional discipline from BPMS (Business Process Management Suite), which refers to a set of technological tools designed to help BPM professionals achieve their goals. BPM should not be confused with a program or solution aimed at supporting a specific process. While such solutions aid automation, automation is only one aspect of BPM.

Modern technologies allow BPM to be combined with other methodologies like Six Sigma [53]. BPM tools such as SIPOC, process flows, RACI, CTQ, and histograms enable users to:

- Visualize functions and processes
- Measure process performance
- Analyze models to identify improvements
- Improve by selecting and implementing solutions
- Control improvements through dashboards and real-time monitoring

- Reengineer processes from scratch for optimal results

These tools allow for process modeling based on real data rather than assumptions. Linking BPM to industry-specific methodologies helps continuously optimize processes to meet market needs [53].

Since 2012, BPM research has increasingly focused on compliance. While flexibility is a core aspect of BPM, it must also align with business strategy, policies, and government regulations [9]. Compliance is particularly critical in government organizations. As of 2010, BPM approaches in the public sector have primarily focused on operational processes and knowledge representation [9]. However, legal compliance activities such as implementing regulations in government bodies have been largely overlooked.

Process optimization involves gathering performance data during modeling or monitoring, identifying potential or actual bottlenecks, and applying improvements to enhance cost-effectiveness and efficiency. Process mining tools can identify critical activities and bottlenecks, creating significant value for businesses [69].

When processes become too complex or ineffective and optimization is no longer sufficient, companies often turn to Business Process Reengineering (BPR) to restructure entire process cycles and achieve higher performance.

The market for enterprise software using BPM concepts has led to integrated BPMS platforms that combine business rules engines, process modeling, activity monitoring, and human workflow.

Forrester Research, Inc. categorizes BPM software into:

1. Human-centric BPM
2. Integration-centric BPM (Enterprise Service Bus)
3. Document-centric BPM (Dynamic Case Management)

Over time, integration- and document-centric BPM solutions have evolved into distinct markets.

Low-code/no-code platforms are increasingly popular features in modern BPMS, allowing organizations to reduce maintenance costs and invest more in development and transformation.

Although BPM steps are often cyclical, economic and time constraints may limit iterations. Most organizations use BPM to achieve short- to mid-term goals rather than full cultural transformation. True iteration is possible only with collective effort and enabling technologies that support day-to-day process management.

Today, many organizations initiate BPM projects in areas identified for improvement. As tasks grow in scale and complexity, the availability of technology makes it easier for businesses to equip their teams. BPMS platforms are often seen as a bridge between IT and business operations [11].

The four key components of a BPM Suite are:

1. Process engine – a robust platform for modeling and executing process-based applications, including business rules.
2. Business analytics – tools for managers to detect problems, trends, and opportunities using dashboards and reports.
3. Content management – secure storage and management of documents, images, and other files.
4. Collaboration tools – internal and cross-department communication platforms including forums, workspaces, and bulletin boards.

Process evaluation methods include various tools and approaches to assess the effectiveness and efficiency of company processes. One key method is using Key Performance Indicators (KPIs), such as cycle time, process cost, defect rate, and customer satisfaction level [52].

Another approach is Cost-Benefit Analysis, which compares the costs of executing a process with the benefits it delivers. For deeper analysis, SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats related to a process.

Benchmarking allows comparison of business processes with industry best practices to identify improvement potential. Bottleneck Analysis identifies stages or tasks that limit overall performance and are key points for optimization.

To better understand and visualize current processes, Process Mapping is used to examine each process stage and detect inefficiencies. Customer Satisfaction Surveys provide feedback to evaluate process outcomes from the customer perspective.

Together, these methods form a comprehensive approach to process analysis and improvement.

Change management in business processes is critically important for enabling organizations to adapt to dynamic market conditions, technological innovations, and shifts in consumer preferences. Effective implementation of change requires the use of proven models and methods that provide a structured approach to process transformation [12]. Below are the key models and methods of business process change management:

1. Lewin's Change Management Model

Kurt Lewin, a German-American psychologist, proposed a three-stage model of change management, which includes:

- **Unfreezing:** Preparing the organization for change by raising awareness of the need for transformation and reducing resistance. At this stage, it is important to communicate to employees the reasons for change and its importance for the organization.
- **Change:** Implementing new processes, structures, or behaviors. This is the action phase, where the organization executes planned changes and provides support and training to employees.
- **Refreezing:** Reinforcing new practices and integrating them into the corporate culture. At this stage, it is essential to ensure the stability of new processes and encourage adherence to them [29].

This model emphasizes the importance of preparation, implementation, and stabilization of change.

2. Kotter's 8-Step Change Model

John Kotter, a professor at Harvard Business School, developed an eight-step model that includes:

- Creating a sense of urgency: Highlighting the need for change to motivate employees.
- Forming a guiding coalition: Engaging key stakeholders to support and lead the change process.
- Developing a vision and strategy: Defining the direction of the change and how it will be achieved.
- Communicating the vision: Ensuring that all members of the organization understand and support the goal.
- Empowering broad-based action: Removing obstacles and encouraging employee initiatives.
- Generating short-term wins: Setting and celebrating early achievements to maintain momentum.
- Consolidating gains and producing more change: Using momentum to drive further transformation.
- Anchoring new approaches in the culture: Embedding changes into everyday practices and the corporate culture [35].

This model provides a detailed roadmap for successful change implementation.

3. ADKAR Model

The ADKAR model, developed by Jeff Hiatt, focuses on individual-level change and consists of five elements:

- Awareness: Understanding the need for change.
- Desire: Motivation to participate in the change.
- Knowledge: Knowing how to change.
- Ability: Acquiring skills to implement the change.
- Reinforcement: Sustaining and reinforcing the change.

This model stresses the importance of individual readiness and support at each stage of the change process.

4. Lean Six Sigma Methodology

Lean Six Sigma combines Lean principles (waste elimination) and Six Sigma (reduction of process variability) to enhance process efficiency. It uses the DMAIC cycle:

- Define: Identify the problem and define objectives.
- Measure: Collect data on the current process to evaluate performance.
- Analyze: Determine the root causes of problems and identify opportunities for improvement.
- Improve: Develop and implement solutions to optimize the process.
- Control: Monitor and sustain the new processes to ensure consistent results.

This approach focuses on the continuous improvement and optimization of business processes [35].

5. Agile Methodologies

Agile approaches, such as Scrum or Kanban, provide flexibility and adaptability in implementing changes. They involve iterative development, continuous feedback, and the active involvement of all process participants throughout the change cycle [3].

6. Change Management Through Technology

Modern information technologies play a critical role in BPM implementation and change management. The use of specialized systems enables process automation, monitoring, and optimization, ensuring high levels of efficiency, adaptability, and market competitiveness (Table 1.1).

These models complement each other well, and the choice of the optimal one depends on the context of change, employee readiness, project scope, and the organization's available resources. In many cases, it is advisable to combine several approaches to achieve the best possible results.

Table 1.1 – Comparison of Six Key Change Management Models in Business Processes

| Model | Flexibility | Implementation Complexity | Focus on Individual Approach | Suitable for Large-Scale Change | Use of Technology |
|----------------------------------|-------------|---------------------------|------------------------------|---------------------------------|-------------------|
| Lewin | Medium | Low | Low | No | No |
| Kotter | Medium | High | Medium | Yes | Partial |
| ADKAR | High | Medium | High | Partially | No |
| Lean Six Sigma | Low | High | Low | Partially | Yes |
| Agile | High | Medium | Medium | No | Partial |
| Change Management via Technology | High | High | Low | Yes | Yes |

Thus, improving business process management enables an enterprise to achieve greater productivity and efficiency, enhances its flexibility and adaptability to market changes, helps retain and attract new customers, increases customer satisfaction, and strengthens the company's reputation.

1.3. Automation as a Method of Business Process Optimization

Business process automation could be defined as the automation of complex business processes and functions beyond conventional data manipulation and record-keeping, typically through the use of advanced technologies [10]. This definition is provided by the research and consulting company Gartner in its official IT glossary.

Business process automation is carried out through various software solutions tailored to the specific needs of an enterprise. Examples of automated processes include cash withdrawals from ATMs – an operation that was previously

manual and time-consuming – or the implementation of cloud technologies for processing customer orders.

Types of software that can be used to automate enterprise business processes include:

- CRM systems (Customer Relationship Management),
- HRM systems (Human Resource Management),
- MRP systems (Material Requirements Planning),
- Financial and accounting management systems, and
- Document and data exchange management systems.

These systems can function as standalone software or be integrated into a single ERP system.

According to the Microsoft 2017 Report [44], more than two-thirds of customers surveyed consider it important that vendors understand their preferences and purchase history. E-commerce platforms such as Amazon are capable of simultaneously interacting with millions of users primarily due to the near-complete automation of user data processing within their ecosystems. Clearly, such volume of data would be impossible to handle manually by any team.

Thus, automation plays a pivotal role in enhancing customer service, reducing operational costs, and accelerating deal closure. At its core, it entails the replacement of repetitive manual tasks with algorithmic tools and digital services aimed at achieving key operational and financial objectives. Automation is a vital component of BPM, as it enables both optimization and coordination of processes.

By delegating time-consuming tasks to computers, organizations allow their employees to focus more on high-value activities such as data visualization, creative brainstorming, and performance analysis.

While the cost of automation can sometimes be substantial, initial investments in core software licenses are often relatively affordable. For example, entry-level access to Azure Kubernetes Service may cost around \$85 per month. However, additional expenses—such as integration tools, data storage

infrastructure, employee training, and scaling efforts—can significantly increase the overall cost.

Ultimately, the total investment in automation depends on several factors:

- Volume and complexity of data;
- Number of users;
- Use of third-party or integrated tools;
- Cloud storage requirements;
- Security standards;
- Support and training needs.

Automation is not limited to IT companies or sales teams; it is widely adopted across industrial sectors. For instance, General Electric (GE) developed the Predix platform to automate logistics and asset management, which is now used by nearly 200 organizations in the United States.

Another example is Coca-Cola's subsidiary in Austria, which leveraged MindSphere automation technology to reduce water consumption and optimize energy usage, achieving cost savings in the process [64].

Across industries, common automation applications include data structuring and goal forecasting. For instance, SAP HANA, a cloud-based platform, is utilized by global corporations like Toyota, Costco, and Microsoft to ensure data integrity by aggregating information from multiple organizational devices. These systems also help companies detect bottlenecks and adjust operational tactics accordingly.

Leading Solutions for Business Process Automation

Surveys indicate that 93% of business and IT leaders believe smart technologies can significantly transform enterprise management, highlighting the value of investing in automation initiatives [69].

Selecting the right software is a key success factor. Below is an overview of recommended tools by function:

Financial Management & Reporting:

- SAP
- Expensify

- Zoho Expense
- Emburse Certify

These tools automate accounting, inventory, debt management, and various financial reporting processes.

Human Resource Management:

- Zoho People
- Bamboo HR
- Cezanne
- Zenefits

HR automation supports employee onboarding, performance tracking, time management, and bonus calculation.

Inbound Marketing Automation:

- Marketo
- Constant Contact
- Pardot
- Eloqua

These platforms enable multichannel marketing campaigns, trigger-based email automation, blog posting, and campaign analytics.

Sales Automation:

- ZoomInfo
- Snov.io
- AeroLeads
- Sales Navigator

These tools streamline lead generation, customer data collection, and provide ready-to-use industry-specific lead databases. LinkedIn Sales Navigator, for example, offers advanced B2B filtering options [69].

Workflow Management:

- Atlassian suite
- Blossom
- PivotalTracker

- Workzone

These solutions support task tracking, team collaboration, document flow automation, and issue monitoring.

Business Intelligence & Data Management:

- QlikView
- Tableau
- Power BI
- Qlik Sense

These platforms focus on data visualization, dashboard creation, and enhanced decision-making.

All-in-One Solutions:

- HubSpot
- LeadFeeder
- Adobe Experience Cloud
- Agile CRM

These multifunctional platforms integrate marketing, sales, analytics, and data management capabilities. For example, Adobe Experience Cloud includes Adobe Experience Manager (CMS), Adobe Campaign (digital marketing management), and Adobe Audience Manager (data management platform), offering a unified automation ecosystem [10].

While the right software is crucial, human execution remains equally important. Organizations must clearly identify which processes require automation, select appropriate tools, and engage skilled professionals to implement and manage these systems – ensuring a high return on investment (ROI).

An ERP system (Enterprise Resource Planning) is a type of software designed to manage and account for all the company's resources required for sales, production, procurement, and customer order fulfillment [69]. This type of software allows for the integration of all enterprise information flows into a unified system for the exchange, storage, and analysis of company data.

The functionality of an ERP system varies depending on the software provider and the configurations chosen by the enterprise based on its specific needs. ERP systems can support virtually any category of processes and handle functions such as:

- product sales,
- financial management,
- operations management,
- logistics and warehousing, and
- human resource management.

A CRM system (Customer Relationship Management) is software that enables partial or full automation of marketing, sales, and customer communication processes. The key functions of such a system include: collecting all available personal data about the customer and their interaction history, sending emails and other forms of communication, and analyzing the outcomes of communications and customer transactions.

As of 2020, the largest provider of CRM systems is Salesforce, holding a 19.5% share of the global CRM software market. Other leading vendors include SAP, Oracle, Microsoft, and Adobe. The global market shares of these companies by CRM software revenue are illustrated in Figure 1.4 [6].

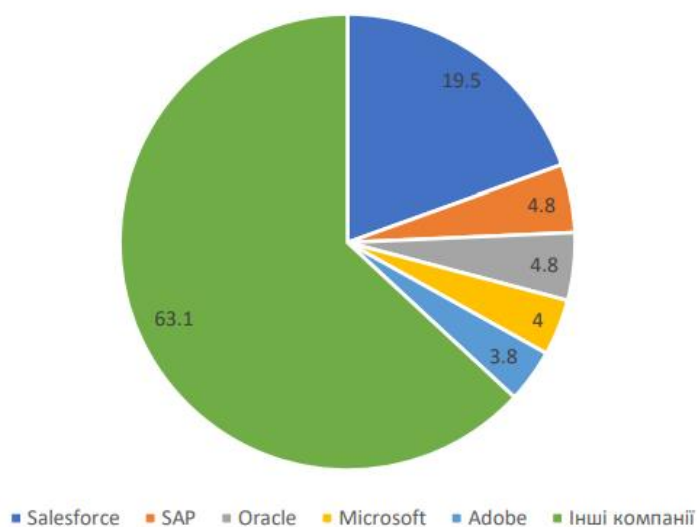


Fig. 1.4 – Share of companies by revenue from the supply of CRM systems in the world in 2020, % [6]

An HRM system (Human Resources Management) is a type of software designed to manage personnel by collecting various employee data for analysis. It enables performance evaluation, payroll calculation based on individual performance indicators, creation of employee profiles, and development of professional growth programs. The system also includes information on staff movements and organizational structure, allowing for effective real-time personnel tracking.

MRP systems (Material Requirements Planning) are used to manage logistics, production, and production support processes. Their functions include production reporting, calculating the required raw materials and supplies, determining optimal inventory levels, and collecting data on process performance [6, 69].

Financial and accounting automation systems allow companies to generate financial reports, control the execution of financial plans and contracts, manage cash flows, and consolidate company reporting. While not all functions may be fully automated, such software significantly reduces the time required for data collection and processing, lowering time expenditures for specialists.

To manage document flow and data exchange, various cloud solutions can be used to integrate all enterprise information into a single system. The functions of such information systems may include document exchange, timely access to necessary information, and document approval processes.

Implementing business process automation at an enterprise provides numerous benefits, including (Fig. 1.5):

- Reduced task execution time;
- Lower labor costs due to the elimination of certain roles after automation;
- Decrease in routine work;
- Increased labor productivity;
- Minimized or eliminated errors caused by human factors;
- More efficient use of enterprise resources;

— Improved coordination between departments.

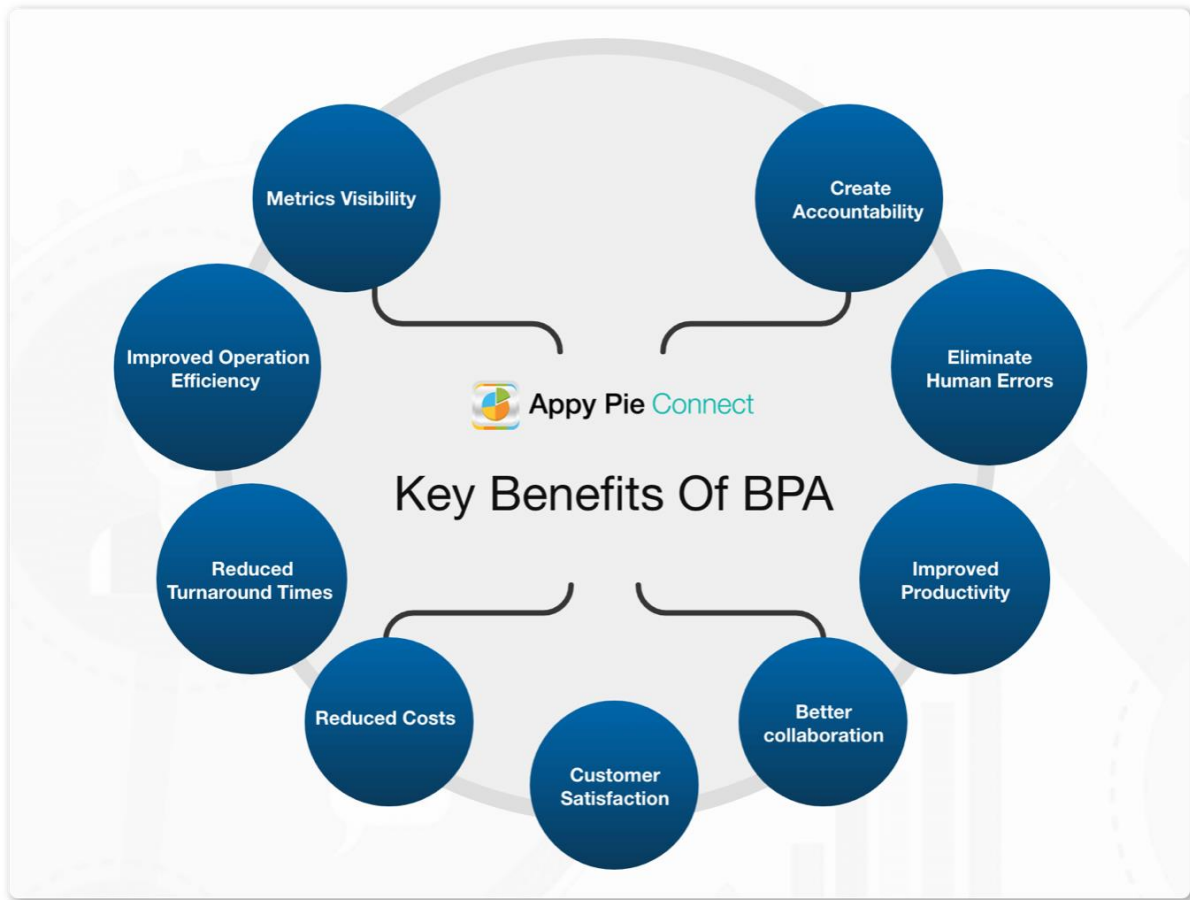


Fig. 1.5 – Key Benefits of BPA [64]

The benefits enterprises gain from implementing business process automation systems depend on the type of software used. For example, according to a joint 2020 study by GfK, 92% of respondents reported increased business efficiency after implementing a CRM system. The reasons for improved company performance following CRM implementation—and the percentage of respondents citing each reason as the most important—are shown in Figure 1.6 [64].

Among the disadvantages of automation that may arise from poor implementation is the lack of oversight and control over fully automated business processes. A notable example of this occurred in 2020 involving the airline company Ukraine International Airlines (UIA).

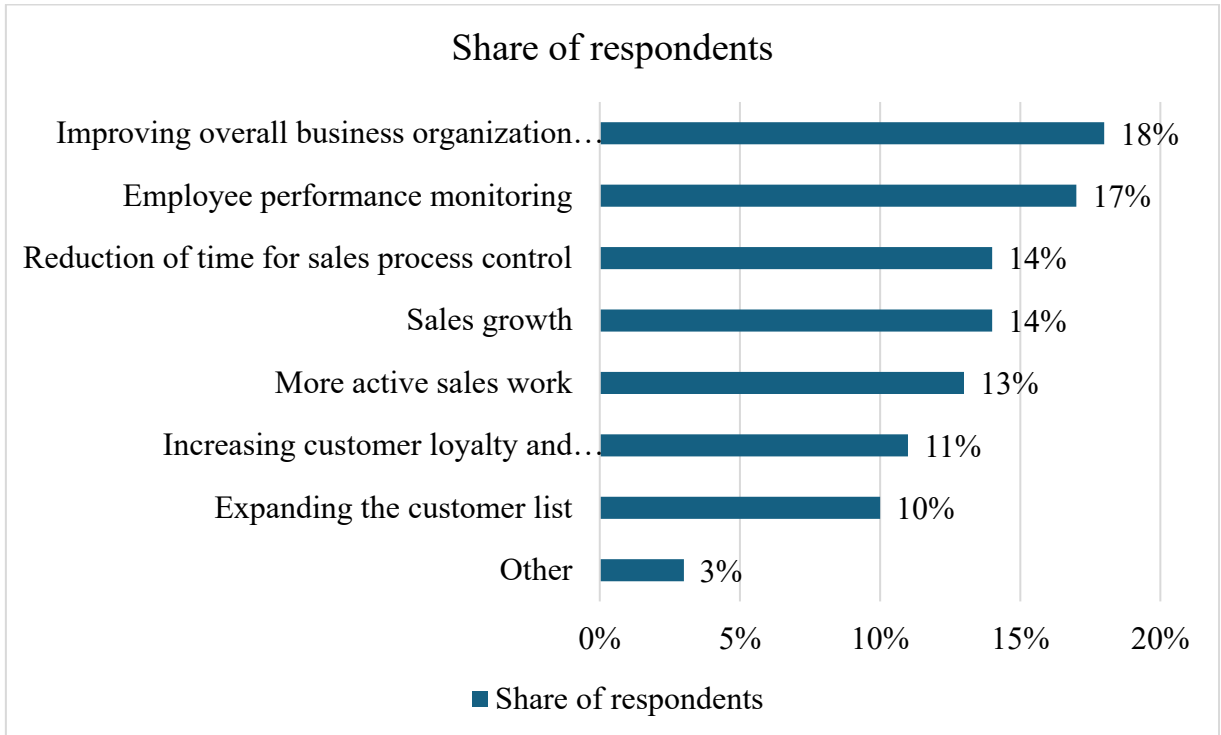


Fig. 1.6 – Reasons for increasing the efficiency of companies as a result of the implementation of CRM systems

Due to the COVID-19 pandemic, the Ukrainian government announced the suspension of international flights, prompting a surge of citizens seeking to urgently return to Ukraine. UIA utilized automated software to set ticket prices dynamically. At that moment, the system detected increased demand and automatically raised ticket prices by approximately 2.5 times, interpreting the situation as high market demand [70].

The public perceived this as an attempt by the company to profit from people in a crisis, which severely damaged the airline's reputation.

1.4. The Influence of Consumer Preferences on Business Processes

Changes in business processes represent the transformation of existing procedures within a company to enhance their efficiency, quality, or adaptability to new conditions. Business process changes are typically a response to both external and internal challenges. These factors necessitate the adaptation, transformation, or improvement of existing processes to ensure efficiency, competitiveness, and sustainability. Below are the key factors influencing the need to modify business processes [69].

1. External Factors

1.1. Market Condition Changes

- Demand and consumer preferences: A sharp increase or decrease in demand, the emergence of new customer segments, or changing expectations.
- Increased competition: The entry of new market players or aggressive strategies by competitors require rethinking processes to maintain market position.

1.2. Technological Progress

- Digitalization: Implementation of new information systems, such as ERP, CRM, or BPM, helps optimize process management.
- Obsolete technologies: Use of outdated solutions hampers business operations, reducing productivity and competitiveness.

1.3. Economic Changes

- Economic fluctuations: Inflation, recessions, or global crises force companies to optimize costs and eliminate inefficiencies.
- Financial stability of clients: Declining purchasing power prompts companies to adjust pricing and processes.

1.4. Regulatory Requirements

- New laws and standards: Environmental, data security, and reporting requirements compel companies to revise their processes.

1.5. Social and Environmental Challenges

- Environmental responsibility: Increasing societal and governmental pressure to implement "green" practices.
- Social trends: Customers' expectations regarding brand social responsibility.

2. Internal Factors

2.1. Operational Inefficiencies

- Process bottlenecks: Function duplication, delays, errors in operations.
- Rising costs: High production costs due to inefficient resource use.

2.2. Strategic Changes

- Business expansion: Entering new markets or launching new products requires process scaling or transformation.
- Business model change: Shifting focus to new market segments or transitioning to an online model.

2.3. Organizational Transformations

- Restructuring: Mergers, acquisitions, or creation of new departments.
- Staffing changes: Employee turnover or the need for new skills among staff.

2.4. Corporate Culture

- Employee engagement levels: Low motivation may indicate a need for transformation.
- Innovation readiness: The level of innovation within an organization affects its capacity for change.

3. Other Factors

3.1. Impact of Pandemics or Global Crises

- COVID-19: The pandemic forced many companies to shift to remote work and revise their business processes.

3.2. Geopolitical Factors

- International conflicts: Military or political conflicts may require companies to revise processes due to supply chain disruptions or market losses.
- Sanctions and trade restrictions: These may affect access to resources or partners.

Factors influencing the need for business process change are complex and interrelated. Effective management of these factors requires a systematic approach, ongoing analysis, and adaptability. Considering both external and internal drivers enables organizations to maintain flexibility, efficiency, and competitiveness.

Consumer preferences are one of the key drivers shaping company strategies and operational activities. They influence how an organization builds its business processes, including product development, marketing, customer service, logistics, and even corporate strategy. Changes in consumer preferences compel companies to adapt their processes to remain competitive and satisfy customer expectations. Consumer preferences most significantly affect the following business activities:

1. Product and Service Development

- Personalization: Modern consumers expect individually tailored products and services. According to McKinsey, 71% of customers expect personalized interactions, while 76% feel frustrated when they are absent. Companies are implementing flexible production processes and utilizing customer data to create personalized offerings [42].
- Sustainability: There is growing demand for environmentally friendly and sustainable products. NielsenIQ reports that over 73% of global consumers are willing to change consumption habits to reduce environmental impact. Companies are adapting production by using eco-friendly materials and technologies and minimizing waste. One example is Adidas, which launched its Parley shoe line made from recycled ocean plastic [47].

2. Marketing and Communication

- Digital channels: The growing popularity of social media and online platforms is pushing companies to focus marketing efforts on digital

channels. HubSpot research shows that 30% of consumers make purchase decisions influenced by social media influencers. Influencer marketing and targeted advertising are becoming standard practice.

- Transparency and authenticity: Consumers value brand openness. Companies are adapting their communication strategies to emphasize honesty and social responsibility.

3. Logistics and Supply Chain

- Delivery speed: There is increasing demand for fast and reliable delivery. PwC research indicates that 88% of consumers are willing to pay more for quicker delivery. Companies are optimizing their supply chains and implementing new technologies to accelerate processes.
- Environmental responsibility: According to KPMG, consumers increasingly focus on the sustainability of products and their environmental impact, prompting companies to adjust their processes accordingly. Businesses are implementing sustainable development strategies, reducing emissions, and using eco-friendly transportation methods [21].

4. Customer Service

- Omnichannel experience: Customers expect seamless interactions with brands across various channels. Salesforce research shows that 84% of customers consider the customer experience as important as the product itself. Companies are integrating online and offline channels to deliver a unified customer experience.
- Automation: The use of chatbots and AI to respond quickly to customer queries is becoming standard.

5. Strategic Planning

- Business model adaptation: Companies are revising their business models, introducing subscriptions, on-demand services, or resource-sharing models. According to the Subscription Economy Index, the subscription service market has grown by 435% over the past nine years.

6. Business Process Digitalization

— Rise of e-commerce: According to Statista, global e-commerce sales reached over \$5.7 trillion in 2023 and are expected to grow to \$8.1 trillion by 2026. Companies are being forced to transform their processes, especially logistics, order processing, and customer service—to meet online shopping demand [63].

— Purchase automation: Simplification of payment and return procedures.

Also, as a UAE resident, I've decided to study specific UAE experience. In the UAE, business processes have progressively adapted to evolving consumer preferences, with firms integrating digital technologies and agile operations to meet high expectations across personalization, convenience, sustainability, and omnichannel delivery.

1. Personalization & Omnichannel Expectations

UAE consumers demonstrate a strong demand for personalized experiences and seamless integration between digital and physical channels. In a 2024–25 KPMG Customer Experience Excellence report, Emirati customers were described as seeking highly orchestrated, AI-enhanced journeys across touchpoints, with minimal tolerance for disjointed interactions. Key findings emphasize real-time data integration, cross-channel continuity, and ethical AI deployment to build brand trust [21].

A 2023 survey by MoEngage revealed that Middle East & Africa consumers – including UAE residents – expect “hyper-personalization”: highly tailored communications based on user behavior and context, beyond basic name insertion. UAE retailers responded by embedding this expectation into BPM framework using real-time offer generation, cart abandonment triggers, and loyalty-based incentives.

2. Convenience, Payment Preferences & Digital Channels

Research comparing India and the UAE [61] shows 54% of UAE consumers primarily use credit cards for online transactions, compared to just 16% favoring cash on delivery. Convenience rankings also highlight the need for flexible

payment solutions, including buy-online-return-in-store and home delivery, as noted by Adyen, where over 50% of UAE shoppers expect such flexibility.

Automation has been a cornerstone in response: BPM systems now include modules for payment orchestration, fraud detection, adaptive routing for logistics, and near real-time settlement – to satisfy consumer demand for speed and convenience.

3. Quality Prioritization & Price Sensitivity

A 2023 study of UAE hypermarket consumers found that product quality surpasses price in priority, though affordability remains crucial in determining purchase volume and location. Increased consumer consciousness post-pandemic has also led to heightened expectations for hygiene, layout efficiency, and transparency.

To align with these preferences, BPM implementations in retail incorporate quality checkpoints – automated alerts at goods receiving, handling, and packaging stages – while monitoring prompt responses to exceptions, thus ensuring consistent customer satisfaction.

4. Sustainability as a Purchasing Driver

Sustainability is rapidly influencing consumer behavior in the UAE. A 2025 IOSR Journal study found affordability, certification, and social-media visibility significantly shape intentions to purchase sustainable goods. This reflects a broader shift toward environmental awareness among Emirati shoppers [4].

In response, companies are including eco-criteria fields within BPM workflows – such as supplier certifications, carbon-impact calculations, and compliance flags for sustainable sourcing.

5. Luxury & Experiential Retail

Luxury remains a priority market in the UAE. Post-COVID data from Vogue Business indicates the luxury sector rebounded, with GCC luxury spending reaching US\$9.7 billion in 2021 and projected to reach US\$11 billion by 2023. Fulfilment expectations are particularly high: 83% of UAE consumers demand

real-time inventory visibility, cross-channel returns, instant click-and-collect, and fast shipping [5].

To meet this, BPM redesigns incorporate integrated logistics, dynamic pricing engines, and bespoke service workflows, creating fluid luxury experiences both online and in flagship stores.

6. Digital Retail Growth & E-Commerce

E-commerce in the UAE continues its upward trajectory. A Visa-PYMNTS 2023 survey reported surging online penetration, with digital-enabled “click-and-mortar” models dominating consumer activity. Insights from NielsenIQ (Q3 2024) show USD 3.7 billion in retail spend—driven heavily by back-to-school sales and convenience retail.

Consequently, BPM systems incorporate real-time integration of online orders, inventory reconciliation, last-mile logistics, and returns. Emphasis is placed on frictionless experiences and high digital reliability.

7. Outsourced Process Uptake

Business-process outsourcing (BPO) for customer experience is thriving in the UAE. Grand View Research forecasts BPO revenue to reach USD 1.6 billion by 2030, growing at 8.3% annually. This reflects UAE companies’ desire to scale agent networks and enhance service agility [4, 5].

Outsourcing logistics and back-office functions allows firms to concentrate BPM efforts on customer relationships and personalization frameworks.

Taken together, these consumer-driven preferences have profound implications for BPM design in the UAE:

- Real-time orchestration of payment, promotion triggers, and quality control modules;
- AI-driven personalization embedded in loyalty, marketing, and offer-management platforms;
- Integrated omnichannel logistics connecting e-commerce, mobile checkout, and in-store pick-up;

- Sustainability-focused workflows with certification and compliance checkpoints'
- Outsourcing-enabled service scalability, allowing internal BPM systems to focus on experience design.

These adaptations enable UAE businesses to maintain agility, customer relevance, and operational efficiency, confirming the central role of BPM in responding to UAE consumer expectations [4, 5].

As I decided to analyze activities of Adidas Ukraine in the Section II, it was really important to reveal the impact of consumer preferences on business process management in Ukraine.

In Ukraine, one of the key BPM transformation trends is the focus on digitalization and personalization, driven by shifts in consumer behavior [43, 69]:

1. E-commerce growth: As of 2024, around 11 million Ukrainians make approximately 17 online purchases per year, with total online spending reaching €239 billion, a 25% increase from 2023. This surge pushes businesses to modernize logistics, implement integrated payment systems, and streamline return processes.

2. Online payments and trust: 93% of Ukrainian online retailers accept online payments; 60% have integrated digital wallets, and 74% enable social media-based payments. These trends force companies to adapt their BPM to online environments, including data encryption, security verification, and compliance with privacy protocols.

3. Demand for quality and standards: Around 40% of Ukrainian consumers prefer certified products or well-known brands. In response, business processes increasingly include supplier verification, certification tracking, product labeling, and logistics quality control.

4. Economic and wartime challenges: Amid ongoing conflict, e-commerce has seen growth exceeding 40%, with consumer demand focused on essential goods. This has prompted businesses to reprioritize product lines, shorten inventory cycles, and accelerate delivery mechanisms.

5. State support for digital transformation: Since 2023, in partnership with the OECD, the Ministry of Digital Transformation has relaunched SME digitization programs. These initiatives support the implementation of BPM systems in small businesses, emphasizing automation, training, and process-based management.

6. E-governance infrastructure: The *Diia* platform, launched in 2020 and most recently updated in December 2023, now integrates over 130 public services. This encourages businesses to align their BPM with state platforms through electronic identification, digital signatures, and data integration [43, 69].

Consumer preferences in Ukraine – shift to online, demand for digital trust, certified products, and faster services – have driven BPM transformations toward payment integration, quality assurance, responsiveness to economic shocks, and compatibility with public digital infrastructure. This is laying the foundation for more agile, efficient, and consumer-oriented business process management.

So, we can conclude that consumer preferences are a key driver of business process change. Companies that adapt to customer expectations gain a competitive edge, increase customer loyalty, and optimize their operations. Continuous monitoring of consumer behavior changes is crucial for success in today's dynamic market environment.

Conclusions for Section I:

In Section I we provided a comprehensive theoretical and methodological foundation for understanding the nature, management, and optimization of business processes in modern enterprises. The key conclusions based on the analyzed materials are as follows:

1. Business processes are the cornerstone of enterprise functioning. They represent a structured set of interrelated actions aimed at delivering value to the customer and achieving operational goals. Based on classical and contemporary academic perspectives, it was confirmed that business processes are not just operational tools but strategic assets. The process-based approach ensures that organizations can consistently generate value, adapt to market conditions, and align

internal activities with customer expectations. Ukrainian and international scholars converge on defining business processes as repeatable, goal-oriented sequences of activities that transform inputs into customer-focused outcomes.

2. The study detailed five core stages of BPM: identification, modeling, implementation, monitoring, and optimization. These stages reflect a continuous cycle of improvement that enables organizations to refine workflows, reduce inefficiencies, and enhance performance. In addition to these, various management systems were reviewed, each applicable based on process type and organizational structure. Importantly, the integration of ISO 9000 principles and Total Quality Management (TQM) methods supports a systematic focus on continuous improvement and customer satisfaction. The analysis emphasized that modern BPM is increasingly driven by data, transparency, and agility.

3. Automation was shown to be a key enabler of BPM transformation. It allows enterprises to replace routine manual labor with algorithm-based operations and digital tools, thereby increasing accuracy, speed, and scalability. Through case studies (e.g., GE, Coca-Cola Austria), it became evident that automation facilitates better resource management, process standardization, and real-time responsiveness. A wide range of software tools were discussed as enablers of process automation. Moreover, the research highlighted both the advantages (efficiency, error reduction, improved coordination) and potential drawbacks (loss of human oversight, reduced creativity) of automation.

4. Consumer expectations emerged as a decisive external factor shaping business process structures. Trends such as personalization, speed, omnichannel service, transparency, and sustainability require businesses to redesign their workflows accordingly. The research demonstrated how digital consumers are pushing companies toward more flexible and automated systems. Studies by McKinsey, Nielsen, and Salesforce confirmed the tangible impact of consumer behavior on business models. As such, aligning BPM with consumer preferences is no longer optional – it is a prerequisite for long-term competitiveness and relevance.

SECTION II

ANALYSIS OF THE BUSINESS PROCESS MANAGEMENT SYSTEM AT LLC ADIDAS-UKRAINE

2.1. Organizational and Economic Characteristics of LLC “Adidas-Ukraine”

LLC “Adidas-Ukraine” is the official representative office of the Adidas AG corporation in Ukraine. The company operates in the market of sportswear, footwear, and accessories, focusing its activities on providing Ukrainian consumers with high-quality products that support an active lifestyle.

The company’s headquarters is located in Kyiv, while the central warehouse is situated in the Kyiv region. The enterprise was established in 1996 as a wholesale distributor for the sale of Adidas Group branded sports products in Ukraine. The company is engaged in marketing and selling Adidas Group branded sports goods.

Products are sold on the Ukrainian market through the company's own retail network, which includes 41 stores, as well as through wholesale partners. According to the company’s Charter, the executive management body is the Director [1, 2, 22].

The enterprise is composed of the following structural units:

- Design and Construction Department
- Legal Department
- Logistics Department
- Human Resources Department
- Administrative Department
- Regional Development Department
- Wholesale Department
- Procurement Department
- Retail Department

- Finance Department
- Marketing Department
- Directorate
- IT Department
- Distribution Center
- Visual Merchandising Department
- E-Commerce Department

The analysis of the financial indicators of LLC “Adidas-Ukraine” for the years 2021–2023 reveals several key trends and the dynamics of the company’s performance in the Ukrainian market.

Table 2.1 – Dynamics of Financial and Economic Indicators of LLC “Adidas-Ukraine” for 2021–2023 [1, 2, 7].

| Indicator | Thousand UAH | | | Relative Deviation, % | |
|----------------------------------|--------------|-----------|-----------|-----------------------|-----------|
| | 2021 | 2022 | 2023 | 2022/2021 | 2023/2022 |
| Net revenue from product sales | 1,550,472 | 1,478,371 | 1,495,090 | -5% | 1% |
| Net profit | 95,806 | 58,274 | 87,875 | -39% | 51% |
| Gross profit | 702,648 | 653,919 | 702,648 | -7% | 7% |
| Financial result before taxation | 116,865 | 70,705 | 116,865 | -39% | 65% |
| Net financial result | 95,806 | 58,274 | 87,875 | -39% | 51% |

Net income slightly declined in 2022, which may reflect external factors such as economic instability and the consequences of war. In 2023, income did not return to the 2021 level, but showed some growth compared to 2022. This indicates a gradual business recovery and adaptation to new market conditions.

Net profit dropped significantly in 2022, which may indicate increased costs or reduced operational efficiency. However, in 2023, profit increased to UAH 87,875 thousand, demonstrating that the company was able to partially restore profitability. Although the figure has not returned to the 2021 level, the growth indicates positive shifts. Gross profit declined in 2022 but returned to the 2021 level

in 2023. This suggests a stable level of core activity revenue, despite a drop in net profit. The company may have optimized costs or improved its cost structure.

The financial indicators of “Adidas-Ukraine” demonstrate the company’s adaptability in conditions of economic instability and challenges. Despite revenue and profit declines in 2022, the company managed to partially recover in 2023. Being part of a global structure, Adidas-Ukraine adheres to the corporation’s overarching mission and strategic goals, which include innovation, quality, environmental responsibility, and consumer focus [7, 22].

Adidas’s main mission is to inspire people to achieve their athletic goals through quality products that promote a healthy lifestyle. The company emphasizes several key aspects of its operations:

- Promoting a healthy lifestyle and developing a sports culture. Adidas-Ukraine aims to expand opportunities for Ukrainians to engage in sports and active recreation by offering a wide range of products that meet the needs of both professional athletes and amateurs.
- Sustainable development and environmental care. The company implements initiatives aimed at reducing its carbon footprint and shifting to environmentally responsible materials. Today, this is a key part of its strategy aligned with sustainable development trends.
- Innovation and technological leadership. The brand invests in research of new materials, advanced technologies, and the integration of digital solutions that help create high-quality products.

As part of the "Own the Game" strategy [1] developed for the global market, Adidas-Ukraine adapts its strategic goals for the local market:

1. Expanding market share and strengthening competitive position. The company plans to increase its share in the Ukrainian sportswear market through local adaptation of global marketing campaigns, expansion of retail store networks, optimization of seasonal assortments, and development of online sales.
2. Implementing environmental responsibility. The company introduces technologies to produce goods from recycled materials and

implements environmental standards in its production processes. The goal is to minimize environmental impact, which is especially relevant in a market where eco-friendly products are gaining popularity.

3. Customer engagement and retention through service improvement. The company strives to strengthen customer trust by enhancing service support, improving the e-commerce platform, and using innovations for personalized customer experiences.

In today's environment, the sportswear market is rapidly evolving under the influence of various global and local trends. According to forecasts, by 2025 the global sports goods market will increase by 25%, reaching USD 551 billion. This growth is driven by increased demand for sports clothing and footwear, as well as the growing popularity of an active lifestyle.

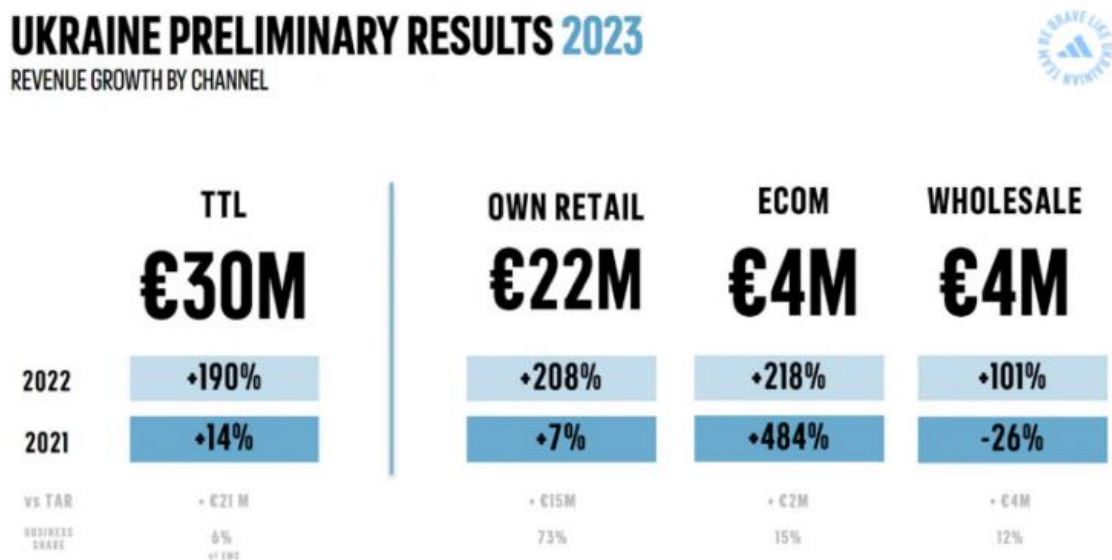


Fig. 2.1 – Sales dynamics of LLC Adidas-Ukraine from retail, e-commerce, and wholesale channel for 2021-2023 [20]

Let's look at the key trends driving market development:

- Growing popularity of eco-responsible products. As consumers pay more attention to ethical production and environmental sustainability, Adidas integrates the principles of sustainable development. For example, a significant portion of new collections is made from recycled

materials, and footwear and clothing made from organic cotton are becoming key product lines. The brand is expanding the use of technologies such as water-saving fabric dyeing, minimizing water use in production processes, and eliminating plastic in packaging.

- Rapid growth of e-commerce and digital channels. With the growth of e-commerce, the company adapts to online customer needs by expanding digital sales channels, including its own online store, integration with marketplaces, and presence on social media. Additionally, the company uses artificial intelligence technologies to automate processes and improve customer service, such as recommendation systems that analyze buyer preferences.
- Increasing demand for innovative solutions and customization. Personalization has become one of the most significant current trends. Customers are increasingly looking for opportunities to create personalized products. Adidas offers customization options through its online store: consumers can choose colors and add personal elements such as names or numbers. This increases brand loyalty and helps expand the customer base.
- Changing seasonal needs and fashion influence. Product seasonality remains an important factor for the company. The company adapts collections to seasonal demands and creates limited editions in line with current trends. This allows better coverage of a wider audience, as the products meet seasonal preferences and rapidly changing fashion trends [1].

The company's external environment significantly influences its development strategy. Key aspects shaping the business environment for Adidas-Ukraine include:

- Competitive environment. The Ukrainian sportswear market is highly competitive. Adidas's main competitors are global brands such as Nike, Puma, Reebok, and New Balance, as well as local producers offering more affordable products. This competition requires constant product assortment

updates, development of innovative features, and adaptation of marketing strategies. Adidas-Ukraine actively works to increase its market share by focusing on product quality, a strong brand, and attracting new customers through marketing initiatives.

- Political and economic factors. Political instability and economic fluctuations in Ukraine create additional risks for the company. Exchange rate volatility affects the cost of imported goods, and reduced purchasing power may limit access to products for certain consumer groups. In addition, regulatory requirements — particularly regarding tax legislation and quality standards — require the company to adapt its business processes to Ukrainian conditions.
- Social factors. Social conditions significantly affect demand for sports products. In Ukraine, there is a growing popularity of sports and healthy lifestyles, which creates potential for sales growth. Consumers are becoming more demanding in terms of product quality and prefer brands that reflect their values.
- Technological factors. The development of digital technologies enables the company to actively implement new approaches in product promotion and supply chain management. The company's own online store and integration with digital platforms allow Adidas-Ukraine to expand sales channels and simplify customer interaction. Additionally, the company uses analytical systems to track customer behavior and optimize the assortment according to market demands [22].

To achieve sustainable market development, Adidas-Ukraine relies on a set of resources and competencies:

- Financial resources. Being part of the global Adidas structure ensures financial stability. This allows the company to quickly respond to market changes and invest in the introduction of new products. Moreover, financial capacity enables Adidas-Ukraine to maintain competitive prices, which is important in a highly competitive environment.

- Technological and innovation resources. Adidas is a leader in implementing technological solutions. This enables the Ukrainian division to use innovative materials and manufacturing methods that ensure high product quality. For example, using recycled materials in production is a major competitive advantage that appeals to environmentally conscious consumers.

- Marketing resources. Thanks to the global popularity of the Adidas brand, Adidas-Ukraine has access to effective marketing strategies that attract new customers. Local adaptations of campaigns help address the specific features of the Ukrainian market more precisely. Use of digital channels, social media, and influencers increases audience reach and advertising effectiveness.

- Human resources and staffing potential. Qualified personnel play a key role in achieving strategic goals. Adidas-Ukraine invests in employee training and development, helping to form a professional team capable of responding promptly to market challenges [22].

The company bases its activities on clearly structured business processes that cover all aspects of its operations. Below is a detailed description of these processes, showing how Adidas-Ukraine organizes its work to achieve strategic objectives:

1. Supply and Procurement

- Supplier selection: Evaluation of suppliers according to Adidas quality standards, determining the best cooperation terms (global office).

- Product procurement: Planning purchases of sportswear, footwear, and accessories (global office).

- Logistics: Organizing product transportation to warehouses with compliance with customs procedures.

2. Inventory Management

- Warehouse storage: Storing goods in proper conditions to ensure quality.

- Inventory control: Monitoring stock levels and planning purchases to maintain optimal balance.

3. Marketing and Promotion

- Marketing strategy development: Creating plans to attract customers and increase brand awareness.
- Advertising and PR: Using various media to promote products, working with media outlets.
- SMM (Social Media Marketing): Creating content, managing brand pages, launching advertising campaigns on social media, engaging with audiences.

4. Sales

- Retail: Managing a network of brand stores, ensuring high service levels.
- Online sales: Operating the official online store, supporting online customers.
- Wholesale: Working with distributors to expand product reach.

5. Customer Service

- Customer support: Engaging with customers via hotline, chatbots, and social media.
- Returns and complaints processing: Managing return and replacement processes.
- Feedback collection and analysis: Evaluating customer feedback to improve products and services.

6. Financial Management

- Budgeting and planning: Managing finances and allocating funds across operations.
- Accounting and reporting: Maintaining financial documentation in line with standards.

- Audit and control: Ensuring compliance of financial operations with regulations.

7. Human Resource Management

- Recruitment and selection: Attracting qualified personnel.
- Training and development: Organizing staff training and development programs.
- Motivation and retention: Designing motivational programs and improving work conditions.

8. Information Technology

- IT infrastructure support: Ensuring stable operation of software and technical systems.
- Development and implementation of IT solutions: Integrating new technologies to automate processes.
- Data protection: Implementing cybersecurity measures.

2.2. Analysis of the Impact of Changing Consumer Preferences on the Key Business Processes of LLC “Adidas-Ukraine”

Changing consumer preferences represent a strategic challenge for companies in the retail sector, especially for global brands like "Adidas-Ukraine." Given the increasing demands from customers for quality, convenience, sustainability, and digital services, the company is compelled to adapt its business processes to maintain competitiveness [1, 2, 22]:

1. Supply and Procurement – The growing popularity of eco-friendly products forces the company to revise its approach to selecting suppliers and materials. Consumers expect products made from recycled or sustainable materials, in line with global environmental standards. They also demand quick responsiveness to fashion trends, especially in the case of seasonal demand such as winter or summer collections.

2. Inventory Management – Constant shifts in demand and the popularity of new collections require the company to adjust inventory volumes, minimize excess stock, and ensure fast product turnover. The company uses modern Warehouse Management Systems (WMS) to automate accounting, sorting, and shipping processes. Predictive models are also integrated to analyze demand through Big Data analytics.

3. Marketing and Promotion – The growing influence of digital channels and social media in customer decision-making requires the company to adapt its marketing strategies. Modern consumers expect personalized messaging and real-time interaction with the brand. "Adidas-Ukraine" actively develops SMM campaigns, creating creative content for Instagram and Facebook. To boost brand awareness, influencers, athletes, and celebrities are involved, along with the use of personalized advertising tools that analyze user behavior.

4. Sales – The rising demand for convenient and safe shopping is driving the development of online commerce. Consumers expect fast delivery, user-friendly website navigation, and exclusive offers. In response, the functionality of the Adidas.ua online store has been expanded to include detailed filters and catalogs tailored to niche requests. Additionally, in 2024, the company launched its own mobile app in test mode.

5. Customer Service – Increasing customer expectations for fast and personalized support require the company to enhance service quality. To address this, chatbots and interactive FAQs have been implemented to promptly respond to typical queries. Special attention is also given to training employees to handle "dissatisfied" customers through dedicated training programs.

6. Financial Management – Modern consumers expect transparent pricing and diverse payment options, including contactless technologies. In response, the company has implemented NFC, QR codes, and digital wallets (Apple Pay, Google Pay). Loyalty programs have been introduced, allowing customers to accumulate bonuses and receive discounts.

7. Human Resource Management – Brand ethics and employee treatment have become important factors for today’s consumers. The company organizes training to enhance employee qualifications and participates in social programs, such as supporting youth sports. Additionally, working conditions are being improved to foster a positive employer image.

8. Information Technology – The digitalization of business and the growing volume of data require the implementation of advanced IT solutions. The company uses cloud platforms for data storage and processing, integrates Big Data analytics to forecast consumer behavior, and expands cybersecurity measures to protect clients’ confidential information.

Table 2.2 – Assessment of the Impact of Changing Consumer Preferences on Key Business Processes

| Key Business Process | Main Effects of Changing Consumer Preferences | Highest Impact | Impact Score (1–5) |
|-----------------------------|-----------------------------------------------------------------|-------------------------------------------------|---------------------------|
| Supply and Procurement | Demand for eco-friendly products, seasonal and trendy models | Expectation for a large number of trendy models | 5 |
| Inventory Management | Agility in stock changes, demand-driven adaptation | Speed and accuracy in stock management | 5 |
| Marketing and Promotion | Growth of digital channels, personalization | Digitalization and social media | 5 |
| Sales | Expansion of online commerce, convenience focus | Accessibility of online channels | 4 |
| Customer Service | Higher expectations for quality support | Service quality and responsiveness | 4 |
| Financial Management | Expectations for transparent pricing and modern payment methods | Transparency of financial operations | 3 |
| Human Resource Management | Ethics of the company, improved working conditions | Staff motivation and satisfaction | 3 |

| | | | |
|------------------------|---------------------------------------------------|------------------------------|---|
| Information Technology | Digitalization, big data analytics, cybersecurity | Use of advanced technologies | 2 |
|------------------------|---------------------------------------------------|------------------------------|---|

Source: Compiled by the author based on [22]

Based on the evaluations in Table 2.2, we can conclude that changes in consumer preferences have the greatest impact on those business processes at "Adidas-Ukraine" that are directly related to customer experience, such as inventory management, marketing, promotion, and sales. This requires the company to actively adapt, implement modern technologies, and apply flexible approaches to quickly respond to the dynamic needs of the market. Innovative solutions in these areas not only help meet customer expectations but also ensure competitive advantages in the long term.

To operate effectively under changing consumer preferences, the company faces a constant need to adapt its processes. In today's competitive environment, the ability to respond swiftly to market demands is crucial and spans all stages—from product supply to promotion. However, these very key business processes often become sources of difficulties that can significantly affect company performance.

Below are the main problem areas in the business processes of LLC "Adidas-Ukraine" that are most affected by consumer preferences and require attention and improvement in the current conditions:

1. Supply and Procurement

Changing consumer preferences, especially the demand for eco-friendly and trendy products – create the following issues:

- **Supply Instability:** Global disruptions in supply chains (post-COVID-19, geopolitical risks) can lead to delays and increased costs. For instance, 3.6% of the “Spring-Summer 2025” collection orders were canceled, and 8.1% were delayed.

Table 2.3 – Arrival Status of "Spring-Summer 2025" Collection

| Arrival Status | Quantity | % |
|-----------------------|-----------------|----------------|
| On time | 82,872 | 76.80% |
| In warehouse | 12,326 | 11.42% |
| Canceled | 3,890 | 3.60% |
| Delayed (5–60 days) | 8,736 | 8.10% |
| Future orders | 82 | 0.08% |
| Total | 107,906 | 100.00% |

Source: Logistics report, LLC "Adidas-Ukraine"

- **Difficulty Managing Seasonal and Trendy Products:** Fluctuations in demand pose risks of either overstock or shortage. As seen in Figure 2.2, the sales velocity for winter items in the "Autumn-Winter 2024" collection is 31%, almost identical to the average across all products (31.4%). This is critical, considering the winter season has just begun [20].

2. Inventory Management

Rapid shifts in consumer preferences and demand for trendy products expose the following issues:

- **Lack of Flexibility in Inventory Management:** Standard inventory approaches don't accommodate sharp demand changes, leading to delays or overstocking.

Table 2.4 – Inventory of Key SAMBA Franchise (End of Autumn-Winter 2024)

| Article | Description | Inventory |
|----------------|--------------------|------------------|
| B75806 | SAMBA OG | 4,673 |
| B75807 | SAMBA OG | 3,138 |

- **Demand Forecasting Difficulties:** A lack of systematic communication between local and global procurement departments results in forecasting errors, especially for trendy products.

- **Excess Inventory of Unpopular Items:** Delayed adaptation to demand shifts leads to unsold, outdated products that increase storage costs.

3. Marketing and Promotion

Constant changes in consumer preferences and the rise of digital technologies lead to these challenges:

- **Poor Adaptation to New Communication Channels:** Weak presence on platforms like TikTok limits access to younger audiences and reduces model visibility.
- **High Marketing Costs:** Competition for consumer attention raises customer acquisition costs.
- **Influencer Dependence:** Collaboration with influencers poses risks due to reputation changes or low trust in sponsored content.
- **Lack of Integration Between Marketing and Inventory:** Mismatches between marketing campaigns and warehouse capabilities lead to delays in fulfilling popular product demand [20].

4. Sales

The shift towards online shopping and demand for speed and convenience cause:

- **Low Integration of Online and Offline Sales:** Lack of an omnichannel approach creates fragmented customer experiences.
- **Difficulty Managing Promotions and Discounts:** Poor synchronization between promotions and inventory can lead to stockouts or surpluses.

Interconnection of Problem Areas

The problem areas in supply and procurement, inventory management, marketing, promotion, and sales are highly interconnected, as they collectively aim to meet consumer needs, enhance customer experience, and ensure competitive advantage. They operate as parts of a unified value chain.

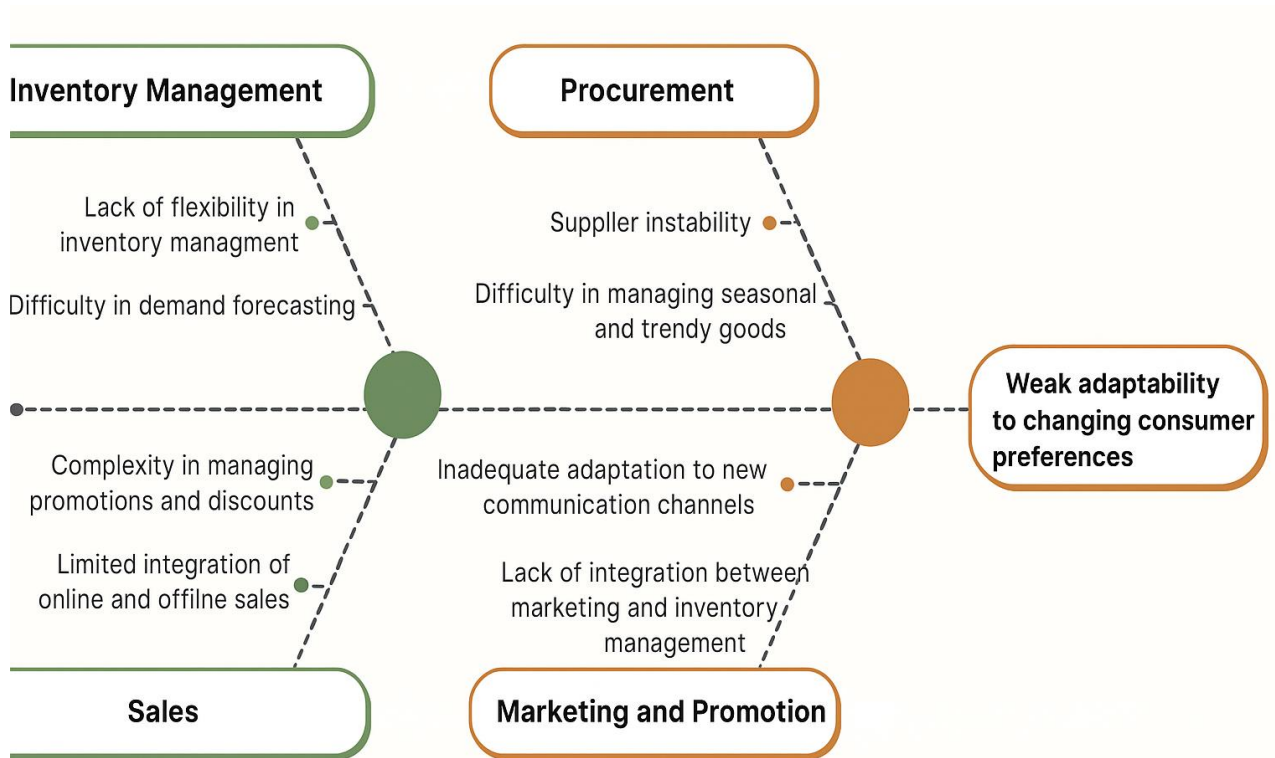


Fig. 2.2 – Ishikawa Diagram: Root Causes of Low Adaptability to Consumer Preference Changes

Source: Developed by the author based on [1, 2, 22]

Key Dependencies:

1. Supply & Procurement ↔ Inventory Management

Delays or insufficient quantities of seasonal/trendy goods affect inventory. If suppliers can't meet demand, stockouts or excess of outdated items occur. Supply stability defines inventory management effectiveness; forecasting errors increase order inaccuracies.

2. Inventory Management ↔ Marketing & Promotion

Campaigns drive demand that must be forecasted and met with accurate inventory. Lack of stock for promoted items harms sales and reputation, while overstock from poor forecasting raises storage costs.

3. Supply & Procurement ↔ Marketing & Promotion

Marketing-driven demand (e.g., eco/trendy products) must align with supply capabilities. If procurement doesn't adjust, unmet expectations result. Conversely, misguided campaigns may create demand for hard-to-supply products.

4. Marketing & Promotion ↔ Sales

Marketing success directly affects sales. Poor integration leads to issues like out-of-stock popular items or insufficient personalized offers, breaking the customer experience chain.

5. Inventory Management ↔ Sales

Inventory efficiency impacts product availability. Stockouts reduce sales; overstocks raise costs. Poor inventory management causes delayed deliveries and limited product choice, lowering customer satisfaction.

The Continuous Business Process Cycle

1. Marketing & Promotion generates demand and defines procurement needs.
2. Supply & Procurement provides the necessary resources.
3. Inventory Management ensures timely storage and delivery.
4. Sales complete the cycle, enabling fulfillment and feedback for strategy refinement.

To ensure alignment across supply, inventory, marketing, and sales, the company must focus on: data integration, process automation, enhanced communication, use of Big Data analytics, omnichannel sales strategies, close coordination between marketing and inventory management. These efforts will help LLC "Adidas-Ukraine" adapt more effectively to evolving consumer preferences.

2.3. Proposals for Improving the Efficiency of Business Process Management at the Enterprise

To transition from the "AS IS" to the "TO BE" state in the company's business processes, several changes are needed, including the addition of subprocesses, resource optimization, and redistribution of responsibilities.

- In inventory management, the key change involves implementing automated inventory data updates to eliminate manual work and delays. This requires an ERP system for real-time data updates and analytical tools for trend-based demand forecasting. Coordination between inventory and procurement departments must be enhanced for effective planning. Responsibility lies with the IT department (ERP and BI setup) and inventory management (control and analysis). Additional resources: employee training and infrastructure upgrades.
- In procurement and supply, the main task is integrating with marketing and inventory processes through data-driven demand forecasting. Purchases should be based not only on historical data but also on seasonality and marketing campaigns. A new subprocess should be added for supplier coordination to optimize delivery schedules and ensure real-time inventory updates. Responsibility lies with procurement and marketing departments (data provision), with IT handling platform integration.
- In sales, an omnichannel approach should merge online and offline systems. This requires CRM integration to collect and use customer data for personalization and real-time inventory updates. A subprocess for customer data collection and segmentation should be added. Responsibility lies with the sales department (data use) and IT (CRM and ERP integration). Required resources: analytics tools and staff training.
- In marketing and promotion, synchronization with inventory and sales is crucial. A subprocess for stock and sales analysis before campaign launches will help avoid shortages or surpluses. Real-time campaign performance

monitoring tools (dashboards) should be implemented. Responsibility lies with marketing (planning and control) and IT (analytics tools). Additional resources: BI systems and training.

Overall, the key changes involve ERP and CRM systems for data integration, automation for efficiency, analytical platforms for demand forecasting and performance, and close interdepartmental collaboration. Staff training and IT responsibility are central to the implementation of a unified system for inventory, procurement, sales, and marketing—enabling fast responses and efficient resource management.

To ensure competitiveness, integrated solutions must reflect process interdependence and their impact on customer value creation. The following proposals focus on optimizing key business processes using modern technologies, data analytics, and innovative approaches for both immediate satisfaction and long-term sustainability.

1. Procurement and Supply

- Innovation in procurement:
 - Monitor market trends via Big Data platforms to quickly respond to changing demand.
- Flexible seasonal planning:
 - Develop demand forecasting models based on seasonality and historical sales.
 - Establish continuous communication between local and global procurement teams.

2. Inventory Management

- Demand-based stock optimization:
 - Use Big Data to analyze customer behavior and forecast demand for trending products.
 - Introduce early warning systems for demand changes.
- Risk minimization (overstock/stockout):
 - Systematic monitoring with a focus on fast-moving seasonal/trendy items.

3. Marketing and Promotion

- Omnichannel marketing:
 - Integrate online and offline channels for a seamless shopping experience.
- Personalization:
 - Use CRM and analytics for customer segmentation by preferences, history, and behavior.
 - Develop custom offers such as discounts, promos, and product recommendations.
- SMM campaigns:
 - Launch a TikTok account with influencer involvement to promote or create demand.
 - Create viral content targeting youth (e.g., creative videos and challenges).

4. Sales

- Omnichannel sales integration:
 - Implement a unified platform to manage and analyze online/offline sales.
 - Enable “click and collect” options.
- Customer experience personalization:
 - Use analytics for online product recommendations.
 - CRM data to tailor offers during repeat purchases.
- Enhancing digital sales:
 - Integrate augmented reality (AR) to enable virtual product try-ons.

Given the close connection between procurement, inventory, marketing, and sales, improvement requires integrated solutions aimed at synchronizing workflows:

1. Procurement & Inventory Integration

- Data-driven demand forecasting:
 - Use analytics to determine product needs, avoiding overstock.
 - Establish permanent communication between local and global teams for real-time market trend response.
- Purchase planning aligned with warehouse needs:

- Plan based on stock levels and demand forecasts.
- Adjust purchasing during marketing campaigns to avoid shortages.

2. Inventory & Marketing Synchronization

- Campaign & stock alignment:
 - Identify product needs in advance and ensure stock availability.
 - Maintain regular data exchange on demand changes and new trends.
- Demand change adaptation tools:
 - Use flexible inventory systems to respond to demand spikes.
 - Build buffer stock for campaigns.
- Excess stock reduction:
 - Analyze past campaign effectiveness for accurate forecasting.
 - Apply dynamic inventory management for real-time adjustments.

3. Marketing & Sales Integration

- Omnichannel approach:
 - Align online/offline sales with marketing to ensure unified experience.
 - Design promotions based on stock availability across all platforms.
- Sales-driven personalization:
 - Segment audiences and tailor campaigns by product categories.
 - Launch loyalty programs based on individual preferences.
- Optimizing promotions:
 - Align marketing strategy with sales and stock levels.
 - Sync discounts with product availability to boost sales efficiency.

4. Sales & Procurement Connection

- Sales-based demand forecasting:
 - Use gender/division/category/type data to refine future procurement.
 - Create integrated models combining sales, marketing, and inventory data.
- Sales performance monitoring:
 - Implement joint KPIs to assess procurement, inventory, and sales.
 - Gather customer feedback to adjust strategies.

To improve business process adaptability, SE “Adidas-Ukraine” must rely on data synchronization and digital technologies to ensure seamless integration across procurement, inventory, marketing, and sales. This approach allows for quick adaptation to consumer preference changes and boosts overall process efficiency.

To adapt to changing consumer preferences, a comprehensive action plan is needed – covering strategic phases, resources, timelines, and responsible parties (Fig. 2.3).

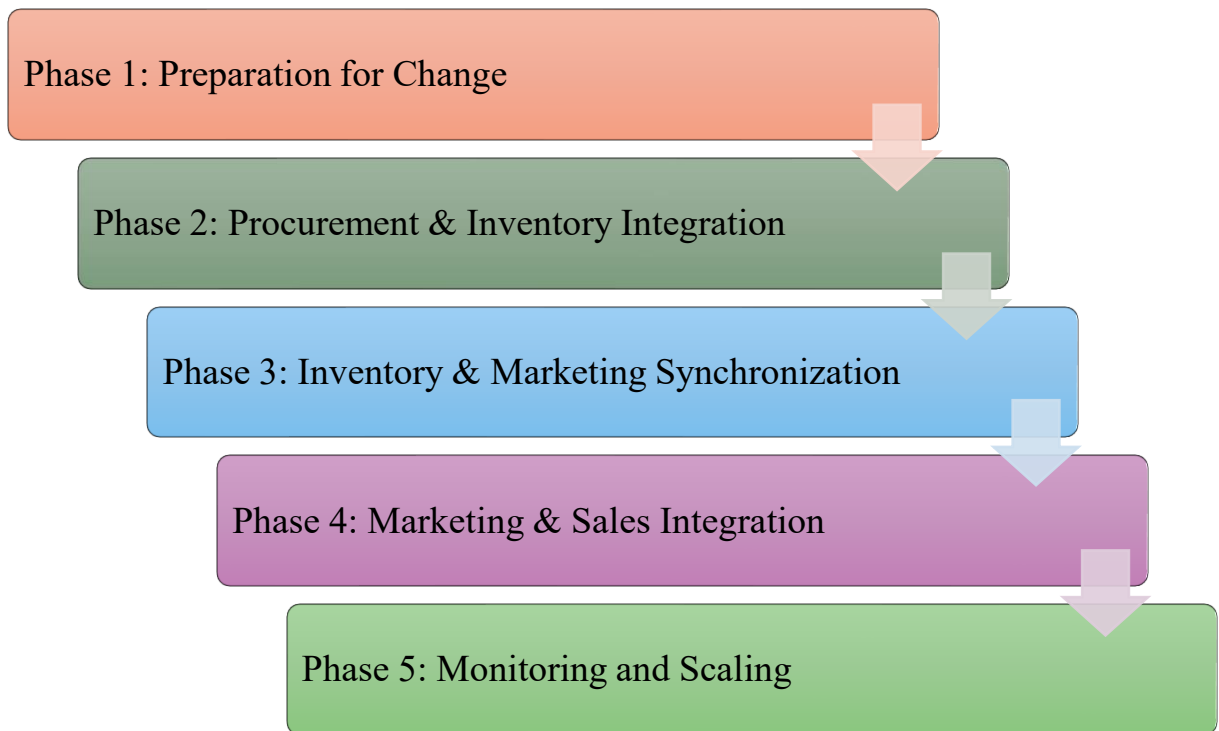


Fig. 2.3 – Action plan to adapt to changing consumer preferences.

Phase 1: Preparation for Change

- Current process audit
 - Review supply, procurement, inventory, marketing, and sales processes.
 - Evaluate automation, integration, and communication effectiveness.
- Working group formation
 - Include representatives from relevant departments (procurement, inventory, marketing, sales, IT).
 - Assign responsibility by change area.

- Roadmap development
 - Set priorities based on problem areas and process interdependencies.
 - Develop a detailed implementation schedule.

Timeline: 1–2 months

Responsible: Operations managers, department heads

Phase 2: Procurement & Inventory Integration

- Procurement optimization
 - Establish weekly communication between global and local teams.
 - Align procurement planning with stock needs and campaigns.

Timeline: 3–6 months

Responsible: Procurement and inventory managers, IT department

Phase 3: Inventory & Marketing Synchronization

- Data exchange system
 - Build tools for sharing insights and forecasting demand for popular products.
- Inventory optimization
 - Implement dynamic inventory management based on campaign performance.
 - Create buffer stocks for high-demand periods.
- Effectiveness monitoring
 - Collect demand data during campaigns and assess forecast accuracy.

Timeline: 3–4 months

Responsible: Heads of marketing, procurement, and inventory

Phase 4: Marketing & Sales Integration

- Omnichannel implementation

- Integrate sales platforms and provide real-time stock visibility to customers.
- Personalization
 - Use CRM data to build individualized offers and loyalty programs.
- Promotion optimization
 - Develop discount alignment algorithms and real-time campaign dashboards.

Timeline: 4–5 months

Responsibles: Heads of marketing, sales, IT

Phase 5: Monitoring and Scaling

- Execution control
 - Hold regular group meetings, define KPIs for each process.
- Staff training
 - Conduct training on new tools and platforms with IT support.

Timeline: 2–3 months

Responsible: Working group, IT, department heads

The proposed implementation plan for LLC “Adidas-Ukraine” ensures a structured transition aligned with consumer preferences. The step-by-step roadmap will build an effective management system that harmonizes supply, procurement, inventory, marketing, and sales.

Conclusion for Section II:

Section II provides a comprehensive analysis of the business process management system at LLC “Adidas-Ukraine” in the context of evolving consumer behavior. Initially, the organizational and economic characteristics of the enterprise were reviewed. As the official representative of Adidas AG in Ukraine, the company demonstrates strong brand positioning, a structured organizational model, and access to global resources. Despite the economic and geopolitical challenges

of recent years, the enterprise has shown signs of recovery in financial performance and has maintained its strategic focus on innovation, sustainability, and customer-centricity.

The section also evaluated the impact of changing consumer preferences on the company's key business processes. Modern consumers increasingly demand eco-friendly products, digital convenience, personalized experiences, and transparent service. These expectations have significantly influenced the company's supply chain, inventory management, marketing, sales, and IT operations. The analysis revealed several problem areas, including instability in seasonal supply, forecasting inaccuracies, and limited integration between functional units. Interdependencies between departments underscore the need for synchronized, flexible, and data-driven process management.

Finally, practical recommendations were developed to improve the efficiency of business process management. These include implementing ERP and CRM systems, strengthening interdepartmental coordination, and adopting Big Data analytics for real-time forecasting and customer segmentation. An omnichannel approach is proposed to enhance customer experience, while dynamic inventory systems and personalized marketing are expected to improve responsiveness and reduce operational risk. Together, these measures form a foundation for increasing agility and sustaining long-term competitive advantage in a rapidly changing market.

CONCLUSIONS

In the course of this research, a consistent analysis of the theoretical basis and practical organization of business process management was conducted, with a focus on its application at LLC “Adidas-Ukraine.” The study comprehensively covered all aspects stated in the objectives of the thesis and allowed for reasoned conclusions to be drawn.

At the first stage, attention was paid to understanding the essence and importance of business processes in the management of a modern enterprise. It was determined that business processes represent logically connected sequences of actions aimed at achieving specific results and delivering value to both internal and external stakeholders. Their proper structure, transparency, and efficiency directly determine how adaptable and competitive the enterprise is in a rapidly changing environment.

In addition, the study provided an overview of the main approaches and tools used in business process management and optimization. These include not only traditional models such as Lean, Six Sigma, and reengineering, but also modern concepts like process mining, agile management, and continuous improvement. Their use enables companies to reduce process costs, improve quality, eliminate duplication, and align internal activities with strategic goals.

One of the central elements of optimization discussed was the implementation of automation technologies. The role of ERP, CRM, BI, and other integrated software solutions was highlighted as critical to ensuring transparency, speed, and control in business operations. The introduction of automation not only reduces manual labor but also supports real-time decision-making, increases process consistency, and improves customer satisfaction.

The research also emphasized the growing influence of consumer preferences on internal business architecture. It was established that shifts in consumer demand – especially in relation to personalization, eco-consciousness,

speed of service, and digital convenience — compel companies to modify traditional business practices. These preferences affect procurement logic, inventory policy, service standards, and even communication methods with clients.

The second part of the study was devoted to the in-depth analysis of LLC “Adidas-Ukraine”, which is a key player in the Ukrainian market of sportswear and part of a global corporate structure. The company has a stable organizational system, diversified distribution channels, and well-established internal functions. Despite external macroeconomic instability, the enterprise has maintained market presence and partially restored profitability in 2023 after experiencing a decline in 2022.

A comprehensive assessment was conducted regarding how consumer behavior changes influence key business processes at Adidas-Ukraine. The evaluation showed that functions such as inventory management, sales, procurement, and marketing are the most exposed to these influences. The demand for sustainability, fast delivery, personalized offers, and digital interaction has created new challenges – including forecasting errors, supply delays, and fragmentation in customer experience across channels.

In this context, the research offered a set of practical and actionable recommendations aimed at improving process efficiency. These proposals include the implementation of ERP/CRM platforms for synchronized operations, the use of big data for demand prediction, the launch of omnichannel sales formats, integration of flexible inventory control models, and development of adaptive marketing campaigns aligned with real-time stock information.

To facilitate change, a step-by-step implementation plan was suggested – covering process audit, interdepartmental integration, real-time monitoring, staff training, and KPI tracking. The plan is designed to ensure systemic improvements and reduce risks associated with inefficiency and misalignment between business units.

Summing up, the thesis confirms that business process management, when properly systematized and supported by technology, becomes a key driver of organizational development. In the case of Adidas-Ukraine, it provides a foundation for adapting to customer expectations, increasing operational responsiveness, and achieving sustainable growth in an unstable market. The results of the study confirm the need for continuous monitoring of both internal processes and external consumer trends to maintain competitiveness and ensure long-term success.

REFERENCES

1. Adidas AG. Strategy ‘Own the Game’. <https://www.adidas-group.com/en/investors/strategy/>
2. Adidas. World Economic Forum: URL: <https://www.weforum.org/organizations/adidas/>
3. Agile Alliance. Guide to Agile Practices. <https://www.agilealliance.org/agile101/>
4. Al-Aali A. R. et al., “Measuring the Service Quality of Mobile Phone Companies in Saudi Arabia,” *King Saud University Journal–Administrative Sciences*, vol. 22, no. 2, pp. 43–55, 2011
5. Al-Aali A. R. et al., “Perceived Export Barrier Differences Among Exporters: A Less Developed Economy Evidence,” *African Journal of Business and Management*, vol. 6, no. 36, pp. 9945–9956, 2012
6. Align customer needs and grow your business with Salesforce Customer 360, the world’s #1 CRM Salesforce – Режим доступа до ресурсу: <https://www.salesforce.com/campaign/worlds-number-one-CRM/>.
7. Annual Report 2023. Ten-Year Overview. URL: <https://report.adidasgroup.com/2023/en/additional-information/ten-year-overview.html>
8. Becker J., Kugeler M., Rosemann M. Process Management: A Guide for the Design of Business Processes. Springer, 2011. 368 p.
9. BPM.com. What is Business Process Management? <https://www.bpm.com/what-is-bpm>
10. Business Process Automation // Gartner Glossary. URL: <https://www.gartner.com/en/information-technology/glossary/bpabusiness-process-automation>.
11. Business Process Management, BPM. IT-Enterprise – your one-stop platform for digital transformation | www.it.ua. URL: <https://www.it.ua/knowledge-base/technology-innovation/businessprocess-management-bpm>

12. Change Management in Business Transformation. URL: <https://www.whitesales.ua/uk/blog/upravlinnya-organizacijnimi-zminami-v-transformaciyi-biznesu>
13. Chornobay, L. I. Enterprise Business Processes: General Characteristics and Economic Essence. *Management and Entrepreneurship in Ukraine: Stages of Formation and Development Problems*, Issue 769, 2013. P. 125–131.
14. Cook S. Process improvement: a handbook for managers. Aldershot, Hampshire, England. 1996. 162 p.
15. Davenport T. H., *Process Innovation: Reengineering Work through Information Technology*, Boston: Harvard Business School Press, 1993.
16. Davenport T.H. & Short J.E. The New Industrial Engineering: Information Technology and Business Process Redesign. *Sloan Management Review*, 1990. Vol. 31(4), pp. 11–27.
17. Deloitte. Global Powers of Retailing 2024. <https://www2.deloitte.com/>
18. Dunchen, V. Global Trends in the Management of Enterprise Business Processes. *Scientific Journal "Business Inform"*, 2020. URL: https://www.businessinform.net/export_pdf/business-inform-2020-10_0-pages-407_412.pdf
19. Eurostat. E-commerce statistics for individuals. <https://ec.europa.eu/eurostat/>
20. Financial Statements of SE "Adidas-Ukraine" for 2023. URL: <https://donttakefake.com/adidas-opublikuvav-zvit-za-2023-rik-dohody-lajfstajl-segmentu-padayut/>
21. Five Consumer Trends That Are Changing Business. URL: <https://kpmg.com/ua/uk/home/media/press-releases/2021/11/pyat-spozhyvchykh-trendiv-yaki-zminyuyut-biznes.html>
22. Forbes. How Adidas Is Innovating in a Competitive Sportswear Market. <https://www.forbes.com/>
23. Gartner Group, *Market Guide for Business Process Management Platforms*, Stamford, CT: Gartner, Inc., 2020.
24. Gittel J. H. *The Southwest Airlines Way*. McGraw Hill. 2005. 336 p.

25. Global retail e-commerce sales 2014-2027. URL: <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/>
26. Gurova, V. O., Sadekova, A. I. Optimization of Business Processes at the Enterprise in Crisis Conditions. *Ukrainian Journal of Applied Economics*. Vinnytsia, 2016. P. 75–82.
27. Halpin, J.F. Zero Defects: A New Dimension in Quality Assurance. New York : McGraw-Hill, 1966. 228 p.
28. Hammer M., Champy J. Reengineering the Corporation: A Manifesto for Business Revolution. PerfectBound. 2002. 268 p.
29. Harmon P., *Business Process Change: A Business Process Management Guide for Managers and Process Professionals*, 4th edition, Morgan Kaufmann, 2018.
30. Harrington J., *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness*, New York: McGraw-Hill, 1991.
31. Harvard Business Review. Improving Business Processes (Pocket Mentor). Harvard Business Review Press. 2010. 112 p.
32. Harvard Business Review. What Do Customers Really Want? <https://hbr.org/2020/10/what-do-customers-really-want>
33. Honcharova, O. Re-engineering of Business Processes as a Method of Process Management. *Bulletin of Taras Shevchenko National University of Kyiv. Series: Economics*. 2013. P. 151.
34. Horlachuk, V. V., Yanenkova, I. H. *Economics of the Enterprise: Textbook*. Mykolaiv: Publishing House of Petro Mohyla Black Sea National University, 2010. 344 p.
35. Kotter J.P. Leading Change. Harvard Business Review Press, 2012. 208 p.
36. Kovalova, T. V. The Supply Process in Enterprise Management: Accounting Aspect. In: *Problems of Modern Transformations. Series: Economics and Management*, No. 10, 2023. URL: <https://reicst.com.ua/pmt/article/view/2023-10-09-02/2023-10-09-02>

37. Laloux F. *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness*. Brussels: Nelson Parker, 2014. 382 p.
38. Laudon K.C. *E-commerce: Business, Technology, Society*. Pearson, 2021. 944 p.
39. Laudon K.C., Laudon J.P. *Management Information Systems: Managing the Digital Firm*. Pearson, 2021. 656 p.
40. Lavrenenko, V. V. *Organizational Development of the Enterprise: The Essential Characteristics of Business Processes*. *Economist's Library*. URL: <https://library.if.ua/book/28/1897.html>
41. McCormack K., Johnson W. *Business Process Orientation: Gaining the E-Business Competitive Advantage*. CRC Press, 2000. 264 p.
42. McKinsey & Company. *The State of Fashion 2023*. <https://www.mckinsey.com/industries/retail/our-insights/state-of-fashion>
43. Melnychuk, H. S., Marchenko, O. I. *Specific Aspects of Digitalization of Enterprise Business Processes in Modern Conditions*. *Collection of Scientific Papers of the University of the State Fiscal Service of Ukraine*, 2021. P. 169–185.
44. Microsoft Power Automate. <https://powerautomate.microsoft.com/>
45. Nechepurenko, D. S. *Features of Implementing Global Experience of Cloud-Based ERP Systems by Machine-Building Enterprises*. *Scientific Bulletin of Kherson State University. Series: Economic Sciences*, 2017, 23(2): P. 83–85.
46. Netepchuk, V. V. *Business Process Management: Textbook*. Rivne: National University of Water and Environmental Engineering, 2014. 158 p.
47. Nielsen. *The Changing Face of the Consumer*. <https://www.nielsen.com/global/en/>
48. Object Management Group. *Business Process Model and Notation (BPMN) Version 2.0*. <https://www.omg.org/spec/BPMN/2.0/>
49. Oliver R.L. *Satisfaction: A Behavioral Perspective on the Consumer*. Routledge, 2014. 496 p.

50. Olshansky, O. V. Analysis of Methods for Improving Business Processes of Trade Enterprises. *State and Regions. Series: Economics and Entrepreneurship*, 2019, No. 2: P. 104–110.
51. Osterwalder A., Pigneur Y. *Business Model Generation*. Wiley, 2010. 288 p.
52. Parmenter D. *Key Performance Indicators*. New Jersey, USA: John Wiley & Sons, inc. 2007. 233 p.
53. Polak P. BPMN Impact on Process Modeling // *Proceedings of the 2nd International Business and System Conference BSC 2013*. 2013. c. 26–32.
54. Porter M. E., *The Competitive Advantage: Creating and Sustaining Superior Performance*, New York: Free Press, 1985 (republished 1998)
55. Porter M. E., *The Value Chain and Competitive Advantage, Understanding Business Processes*, pp. 50–66, 2001.
56. Rezgui Y., Shaalan K., “Framework for Enterprise BPM in Middle-East Organizations,” *International Journal of Information Management*, vol. 45, pp. 150–162, 2020.
57. Robson M., Bai S., Krüger W., *Business Process Management: Practical Guidelines to Successful Implementations*, London: Kogan Page, 2015.
58. Rummler G. A., Brache A. P. *Improving Performance: How to Manage the White Space in the Organization Chart*. Jossey-Bass. 1995. 256 p.
59. Salesforce. Align Customer Needs with Salesforce Customer 360. <https://www.salesforce.com/campaign/worlds-number-one-CRM/>
60. Schwaber K., Beedle M. *Agile Software Development with Scrum*. Prentice Hall, 2001. 158 p.
61. Shaalan K., *Modeling and Design of Business Processes in Gulf-UAE Enterprises*, Abu Dhabi: UAE University Press, 2018.
62. Smith Adam. *An inquiry into the nature and causes of the Wealth of Nations*. MetaLibri, 2007. 743 p.
63. Statista. Adidas Revenue Worldwide 2023. <https://www.statista.com/statistics/269599/>

64. Take care of what's important. Automate the rest. // Microsoft. Режим доступу до ресурсу: <https://flow.microsoft.com/en-us/>.
65. Taylor Frederick. The principles of scientific management. Floating Press, 2012. 118 p.
66. Tickets for Many UIA Flights to Ukraine Cost Over 20,000 UAH One-Way Ahead of Flight Ban. *Novoe Vremja*, 2020. (Ukrainian news article).
67. Trkman P. The Critical Success Factors of Business Process Management. *International Journal of Information Management*, 2010. Vol. 30(2), pp. 125–134.
68. Tur, O. V., Matuselych, A. S. Business Process Management at the Enterprise. *Efficient Economy*, Issue 6, 2018. P. 57–64.
69. Turchynskyi, R. V., Onopchenko, M. A. Essence and Main Aspects of the Change Management Process at the Enterprise. In: *Enterprise Development as a Factor of National Economy Growth: Materials of the XXII International Scientific and Practical Conference, Kyiv, November 22, 2023 / Igor Sikorsky KPI*. Kyiv, 2023. P. 75.
70. Volosatova, M. Concept of the Category “Business Process” and Its Essential Features. *Modern Trends in the Development of the Economy and Management at Enterprises of Ukraine: Collection of Materials of the IV All-Ukrainian Scientific and Practical Conference of Students, Postgraduates and Young Scientists*. Kharkiv: Kharkiv National Automobile and Highway University, 2018. P. 473.
71. World Economic Forum. The Future of Jobs Report. <https://www.weforum.org/reports/the-future-of-jobs-report-2023>