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THE IMPACT OF DIGITALIZATION OF SALES MANAGEMENT PROCESSES ON THE ECONOMIC SECURITY OF ENTERPRISES IN THE DAIRY INDUSTRY

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Abstract. *The article examines the impact of the digitalization of sales management processes on the economic security of dairy industry enterprises. Sales management is substantiated as a core business process through which enterprises' cash flows are generated, interaction with the market is ensured, and a significant share of financial, operational, and information risks is concentrated. In the context of market instability, intensified competition, and structural transformations in the agricultural sector, the digitalization of sales management acquires strategic importance for strengthening the economic security and long-term sustainability of dairy enterprises. The methodological framework of the study is based on the provisions of enterprise economic security theory, the concept of business process digitalization, and modern approaches to sales management. The research employs general scientific and special methods, including analysis and synthesis, induction and deduction, structural and logical analysis, comparative analysis, grouping, and modeling. The study systematizes the main business processes of sales management in dairy enterprises, including sales planning, accounting and control of sales operations, demand forecasting, distribution management, and customer relationship management. Key digital tools supporting these processes are identified, namely CRM systems, ERP modules, business intelligence (BI) analytics tools, electronic document management systems, and automated inventory management systems. It is established that the level of digitalization significantly varies depending on enterprise size, which determines differences in sales performance, adaptability to market changes, and the overall level of economic security. The main components of economic security–financial, operational, information, market, and human resource–are identified, and the impact of sales management digitalization on each of them is analyzed. The findings demonstrate that digitalization enhances financial stability, increases*

transparency and controllability of sales processes, reduces operational losses, and improves enterprises' ability to respond promptly to fluctuations in demand and competitive pressures. At the same time, digital transformation generates new risks associated with cybersecurity threats, technological dependence on external IT platforms, and insufficient digital competencies of personnel. A conceptual model illustrating the relationship between digital tools, managerial effects, and the components of economic security is proposed. The results obtained may serve as a theoretical and practical basis for substantiating strategic directions of digital transformation aimed at strengthening the economic security of dairy industry enterprises.

Keywords: *enterprise economic security; dairy industry; dairy industry enterprises; sales management; digitalization; digital tools.*

This study examines the impact of sales management digitalization on the economic security of dairy industry enterprises. Sales management is identified as a key business process through which financial flows are generated and a significant share of operational, financial, and informational risks is concentrated. In the context of an unstable market environment and ongoing digital transformation, the digitalization of sales processes becomes a strategic factor in enhancing enterprise resilience and adaptability.

The paper systematizes core sales management processes, including planning, accounting, forecasting, distribution, and customer relationship management, and analyzes the role of digital tools such as CRM systems, ERP modules, business intelligence (BI) analytics, electronic document management, and automated inventory systems. It is established that the level of digitalization varies depending on enterprise size, which directly affects the efficiency of sales activities and the level of economic security.

The research identifies key components of economic security–financial, operational, informational, market, and personnel–and substantiates their interconnection with the level of digital maturity in sales management. The findings indicate that digital tools improve transparency, decision-making quality, demand forecasting accuracy, and coordination between business processes, while also reducing operational risks and losses associated with perishable products.

At the same time, digitalization introduces new challenges, including cybersecurity risks and technological dependency on IT systems. A conceptual model of the influence of digitalized sales management on economic security is proposed, illustrating the relationship between digital tools, managerial effects, key performance indicators, and security components.

The study concludes that digitalization of sales management should be considered not only as a means of increasing operational efficiency but also as a strategic direction for strengthening the economic security and competitiveness of dairy enterprises.

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