AUTOMATION OF COMMERCIAL FUNCTION PROCESSES ON THE EXAMPLE OF A NATIONAL LOGISTICS OPERATOR

Abstract. Automation of commercial processes is an important step to optimize the work of companies. It allows companies to automate routine operations, freeing employees from manual work and allowing them to focus on more important tasks. It also allows customers to switch to self-service.

For a National logistics Operator, there are several key processes that can and should be automated. Application management, order management, document management and financial management - all these processes can be automated using specialized systems such as CRM, Client's personal account and electronic document management systems.

Automation of application management can conveniently make receiving and processing applications, as well as tracking the process of their execution. Order management can be automated using the Client's personal account, which allows you to form requests for transportation and track their status. Document management can be automated using electronic document management systems that allow you to automatically generate documents, keep records of documents and exchange them with partners. Automation of financial management allows companies to pay for services via mobile phone or Internet banking, which reduces the cost of visiting banks and other expenses.

This article describes the basic principles of automation of the commercial function of a logistics operator through reengineering, as well as the advantages that companies can get from their implementation. The article discusses the most common methods of automation of commercial processes and provides examples of successful implementation. In addition, the article highlights the problems associated with the low efficiency of commercial function processes in a logistics company and offers methods and tools to solve them. The main conclusion of the study is that the automation of processes allows you to reduce the cost of customer service, improve the quality of services and increase the competitiveness of the company.

Keywords: reengineering, CRM system, automation of business processes, transport and logistics services, commercial function, Client's personal account.

Introduction.
Currently, for all types of businesses, it is necessary to plan periods for conducting and improving their business processes or reengineering them. This can help solve problems and improve the competitiveness of the enterprise. The term "reengineering" was introduced by M. Hammer [1]. Reengineering of business processes is used in cases when it is necessary to carry out radical transformations, business restructuring or replace existing management structures with new ones. Companies wishing to survive or improve their position in the market must constantly
improve their production technologies and ways of organizing business processes. The destruction of the old system and the construction of a fundamentally new one, considering the maximum optimization of business, is perhaps the only way today for companies to break out of the state of "competitive stagnation". Despite the risks and the loss of time and resources to rebuild, such an approach can bring significant benefits in the future. For example, the creation of a client's personal account may be one of the results of reengineering if the company has decided to improve customer service and make it more convenient and efficient. A reengineering project can include various groups of people, such as top managers and company executives, business process specialists, IT specialists, change management specialists and company employees who can help in the development of new processes and technologies.

**Materials and Methods**

During reengineering, the company may discover the need to improve the customer data management system and the customer service process. To solve these problems and provide better customer service, the personal account can become a convenient tool that allows customers to manage their orders, invoices and services at any time and place.

The methodology of business process reengineering is one of the approaches to improving the efficiency and effectiveness of business processes in the company. It is based on several principles, including a focus on business processes, a focus on customer needs, and the use of information technology and automation.

The research conducted based on the business process reengineering methodology includes analysis of existing business processes, identification of problems, development of new processes and their implementation in the company. This approach can help to increase the efficiency of business processes, improve the quality of services, and reduce costs.

The essence of the scientific novelty of the conducted research is as follows:

- Analytical information about the company's work was collected;
- Tools were selected for the development of the company's process model (including the use of Bizagi Modeler and Canva);
- An analysis of the "AS-IS" model was carried out, which made it possible to describe current business processes and establish SLA;
- A "TO-BE" model was built, including processes that can be optimized and automated;
- The BPM system was introduced - an organization management methodology that allows you to control the execution of business processes, provides analytical tools for monitoring and analyzing the performance of processes, and helps to identify bottlenecks in processes.

A project was created aimed at increasing the cost of the logistics operator and implementing fundamental changes, including improving the economic efficiency of the services provided, improving business processes, automating activities through the introduction of customer relationship management tools, improving the professionalism of employees and customer satisfaction.

For example, the analysis of the commercial function of the national logistics operator, current information systems and the "AS-IS" model was carried out, which showed the lack of integration between information systems, the lack of modern document flow within business processes, the lack of clear areas of responsibility and approved SLAs between structural divisions, as well as the lack of a single platform for interaction between employees and customers companies. Figure 1.
From the conducted reengineering, it can be concluded that the implementation of the BPM system is necessary. This system allows you to describe business processes and their interaction with IT systems in the form of a graphical model, which helps to better understand processes and optimize them. [2] Figure 2.

When creating a target business model using the BPMS tool, functions that require automation in our company were identified. These functions are the lack of automation in the commercial block, the lack of approved business processes and responsibilities that consider structural and functional changes, as well as a low level of customer orientation, expressed in the absence of a personal account of the client, the possibility of an online request to calculate the rate.
and the availability of a tariff calculator on the site. Considering these data, the "TO BE" model was built Figure 3 [3].

Figure 3 - The "TO BE" model processes a commercial function using the Client's Personal Account, CRM, Contact center tools

**Results and Discussion.**

The history of the personal account relates to the development of Internet technologies and e-commerce. In the early 2000s, when the Internet began to spread widely, many companies began to create their own websites and online stores. However, to ensure the convenience and comfort of users, it was necessary to create tools for managing personal data and orders.

The first personal accounts were created in the banking sector, where customers needed the ability to manage their accounts and finances on the Internet. The first personal accounts were simple web forms where users could log in and view their balance, transaction history, and so on.

The introduction of a client's personal account is important for several reasons:

- improving the quality of customer service by providing online access to information about their services and accounts, which simplifies the process of obtaining information and solving problems, increasing customer satisfaction;
- reducing the time for processing customer requests, as the personal account allows you to solve a number of issues independently, reducing the burden on technical support;
- increase in sales due to the possibility of posting information about the company's promotions and special offers in the client's personal account;
- reduce customer service costs by automating processes such as invoicing and notification of overdue debts;
- improving customer loyalty by providing a convenient tool for managing their services and accounts, which can increase their loyalty level and reduce the likelihood of leaving for competitors.

The introduction of a Client's personal account is an important step to improve the quality of customer service and the efficiency of the company as a whole. Currently, the personal account is available in many industries, such as telecommunications, tourism, education, medicine, and others, and it has become an important tool for increasing customer loyalty and retaining them in the company.

Examples of personal accounts in various industries:
Personal account in online stores. In the personal account, customers can view the history of their orders, track the status of delivery, receive information about discounts and promotions, as well as manage their personal data.

Personal account in banks. In the personal account, customers can manage their finances, check the balance, make transfers, pay for services, issue loans, and so on.

Personal account in educational institutions. In the personal account, students can access educational materials, watch lectures, take tests, check their grades and communicate with teachers.

Personal account in transport companies. Russian Railways (Russian Railways) also provides its customers with a personal account that allows you to manage orders and receive information about cargo transportation.

In the personal account of Russian Railways, customers can perform the following actions:
- Create and manage cargo transportation requests;
- Track the status of applications;
- Receive documents and certificates of work performed;
- Check payments for services rendered;
- Pay bills online.

In addition, information about train schedules and freight rates is available in the personal account of Russian Railways. The Russian Railways personal account is a convenient tool for cargo transportation management, allowing customers to solve their tasks as quickly and efficiently as possible. It also allows you to reduce the time for paperwork and simplifies the process of interaction with Russian Railways. [4]

The process of implementing the Client's personal account.

Before starting the development of a Client's personal account, it is necessary to determine its purpose and the functionality that it will perform. To do this, the company's employees are interviewed and the target audience is studied. Based on the data obtained, an idea is formed about what should be included in the Client's personal account and what the company's clients expect to see. Then the design of the Client's personal account interface begins, followed by the stages of development, testing and implementation. The result of the implementation of the Client's personal account on the example of a logistics operator was the automation of key processes, which were indicated in Figure 4 [5]. In addition, additional modules were developed, such as dislocation, tariff calculator and applications for the formation of a Contract Price Protocol, which were based on the identified needs of the target audience. (Hereinafter referred to as CPC).
The next stage is the integration of all the systems with each other. Figure 5

![Diagram of systems integration](image)

Figure 5 - Information systems integrated with each other in the National Logistics Operator

Results of the completion of the Project "Introduction of a new marketing and sales model (reboot)"

The project "Introduction of a new marketing and sales model (reboot)" was completed in 2021 at JSC NC KTZ as part of the Program. As a result of the project, the following results were achieved [6]:

The level of customer satisfaction of the company according to the CSI and NPS metrics has been increased. Anonymous customer surveys are conducted every 6 months to assess the level of satisfaction with the transport and logistics services provided. The level of customer satisfaction
was 85%. The company holds Info days where the company's top management answers customer questions. 100% of customer requests are recorded, stored and processed in the CRM system. Commercial offers for clients are issued through CRM by 100%, which has reduced the time for submitting commercial offers and concluding a contract. More than 85% of requests for transportation are processed through the client's personal account, which has reduced the time for processing applications from 5 days to no more than 1 day. The possibility of theft of subcodes was prevented by issuing instructions through the personal account without human participation. The company provides information about the location of transportation [7].

Conclusion.

The introduction of reengineering tools and automation of commercial function processes in a logistics operator has led to improved customer satisfaction and increased operational efficiency. A particularly important tool has become the client's Personal Account, which allows customers to receive information about orders, monitor their status and make payments. As a result, the waiting time for customers has been reduced and their satisfaction with the service has increased. Automation of the processes of the commercial function reduced the lead time and reduced the number of errors, which reduced the cost of customer service and increased the profitability of the business. In general, the introduction of reengineering tools and automation of commercial function processes has led to an improvement in the quality of customer service and an increase in the overall profitability of the business.

REFERENCES

[5] personal account of the Client of JSC "KTZ Express";
[7] Internal analytical data of JSC "KTZ Express"

Aldanysh Tulepekova, master's student, Academy of logistics and transport, Almaty, Kazakhstan, a.tulepekova@alt.edu.kz

Roza Mussaliyeva, candidate of technical sciences, associate professor, Academy of logistics and transport, Almaty, Kazakhstan, roza.mussaliyeva@mail.ru