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INFORMATION AND PROCEDURAL SUPPORT FOR SALES MANAGEMENT IN THE SEGMENT OF PROFITABLE ORGANIC PRODUCT BRANDS

Viktoriia Lazebnyk. "Information and Procedural Support for Sales Management in the Segment of Profitable Organic Product Brands". *In the modern competitive landscape of the agri-food sector, effective sales management has become a critical factor in ensuring the profitability and sustainability of enterprises, particularly those operating in the premium, organic, and functional food segments. With increasing consumer expectations, seasonal fluctuations in demand, rising resource costs, and rapid digitalization, businesses must rethink traditional sales models and adopt innovative tools to maintain market competitiveness. This paper explores the role of information and procedural support in enhancing the effectiveness of sales management for profitable food brands, with a special emphasis on the impact of digital technologies.*

Information support encompasses the collection, analysis, and use of customer, product, and market data to improve demand forecasting, customize offerings, and mitigate risks. Procedural support, in turn, includes standardized algorithms, workflows, and regulations that coordinate actions across departments and improve customer service quality. The study presents a comprehensive review of recent research by Ukrainian and international scholars, confirming that the integration of CRM, ERP, BI systems, and other digital platforms contributes to operational efficiency, increased customer loyalty, and higher sales performance.

Through the case study of "HealthyChoice Foods," a leading food brand, the article provides empirical evidence of the transformative impact of digitalization. After implementing CRM and ERP systems, the company achieved a 40% reduction in order processing time, a 25% increase in repeat purchases, and a growth in annual sales from $12 million to $58 million. Standardization of processes, automation of logistics, and real-time analytics helped improve the Net Promoter Score (NPS) from 52 to 78, reflecting greater customer satisfaction and loyalty.

The paper also presents a set of practical recommendations for enterprises in the food sector, aimed at optimizing sales management through digital integration. These include implementing scalable CRM and ERP solutions, applying AI for demand forecasting, automating warehouse operations, unifying business procedures, and improving staff digital literacy. Special attention is given to overcoming common challenges

such as high implementation costs, employee resistance, technical limitations, and cybersecurity threats. A dedicated framework is provided to address these issues and ensure successful digital transformation.

The study concludes that information and procedural support systems are not only technical instruments but also strategic resources that drive growth, efficiency, and customer trust. In high-margin segments such as organic food, the ability to personalize communication, streamline distribution, and predict customer behavior becomes a key differentiator. Therefore, enterprises that adopt a systemic and adaptive approach to sales management will be better positioned to respond to market volatility, meet consumer needs, and achieve long-term profitability.

The results of this research offer valuable insights for food industry enterprises developing digital transformation strategies and serve as a foundation for future scientific exploration into the integration of intelligent systems in sales management processes.

***Keywords**:* sales management, profitable brands, organic products, information support, procedural support, CRM systems, digital transformation, analytics, personalization, agribusiness

Вікторія Лазебник. «Інформаційне та процедурне забезпечення управління продажами у сегменті прибуткових брендів органічних продуктів». *У статті розглянуто актуальні аспекти інформаційного та процедурного забезпечення управління продажами як ключового чинника підвищення ефективності комерційної діяльності підприємств в умовах сучасного бізнес-середовища. Особливу увагу приділено аналізу ролі сучасних інформаційних технологій, таких як CRM-системи, ERP-рішення та цифрові платформи, які забезпечують інтеграцію та автоматизацію процесів управління продажами. Досліджено вплив стандартизації та автоматизації процедур на зниження операційних витрат і підвищення рівня задоволеності клієнтів.*

На основі досвіду провідних компаній, зокрема Amazon, визначено ключові переваги впровадження інформаційних систем та аналітичних інструментів. Розроблено практичні рекомендації для підприємств щодо інтеграції сучасних технологій у бізнес-процеси, а також запропоновано шляхи подолання основних проблем і викликів, пов'язаних із впровадженням цих рішень.

Результати дослідження підкреслюють важливість адаптації до цифрових трансформацій, що дозволяє підприємствам підвищувати продуктивність, скорочувати витрати та забезпечувати конкурентоспроможність у швидко змінюваних умовах ринку..

Ключові слова: управління продажами, прибуткові бренди, органічні продукти, інформаційне забезпечення, процедурне забезпечення, CRM-системи, цифрова трансформація, аналітика, персоналізація, аграрний бізнес.

Intraduction. In the modern competitive environment of the agri-food sector, effective sales management is a crucial factor for the stability and profitability of enterprises dealing with organic food products. This is especially true for brands targeting the premium, organic, or functional segments, where not only product quality but also service speed, personalization, and logistical flexibility play a key role. High consumer expectations, seasonal demand fluctuations, rising resource costs, and rapid technological advancements require a rethinking of traditional sales approaches and their adaptation to new conditions.

In this context, information and procedural support becomes particularly important as it forms the foundation for decision-making and the efficient functioning of the sales system. Information support includes the collection, processing, and analysis of data related to customers, product range, market trends, and sales dynamics. This enables improved forecasting accuracy, strategic adaptation, and risk reduction. At the same time, procedural support involves

the development of clear algorithms, regulations, and standards that optimize processes from order to delivery, ensuring coordination between departments and high service quality for customers.

The issue of effective sales management is gaining particular relevance in the era of digital transformation. The implementation of CRM and ERP systems, the use of artificial intelligence and analytical platforms, and the automation of warehouses and logistics are no longer just tools, but strategic drivers of growth for profitable food brands. However, the adoption of such solutions is accompanied by a range of barriers: high technology costs, the need for changes in organizational culture, a lack of qualified personnel, and cybersecurity risks.

Therefore, there is a pressing need for scientific justification of the role of information and procedural support in the sales management system of profitable organic food brands. It is important not only to identify their impact on the efficiency of sales processes but also to develop practical recommendations for overcoming digitalization barriers. This will enable enterprises to adapt to dynamic market changes and strengthen their competitiveness.

Analysis of recent research and publications. The topic of information and procedural support for sales management is actively explored by both Ukrainian and international scholars, who make a significant contribution to the development of this field. In particular, among Ukrainian researchers, Kryzhko O. and Darchuk V. [1] have analyzed the impact of information systems on marketing activities, specifically on the effectiveness of sales management in the context of Ukrainian enterprises. Berestetska O. and Riznyk N. [2], in their research, demonstrated that the implementation of CRM systems improves the accuracy of sales forecasting and reduces customer service time, which positively affects the overall efficiency of commercial operations.

Volianyk H. and Marushko N. [3] focused on procedural support, emphasizing the importance of business process standardization. They argue that process optimization reduces the risk of errors in the sales process and ensures higher customer satisfaction. Moreover, they underline that organizing internal control in the information process of management is a key direction in achieving successful operations of modern trading enterprises. In turn, the study by Pchelianska H. O. and Holovchuk Yu. O. [4] considers the specifics of building a brand of food products, taking into account market characteristics, consumer behavior, and the necessity of forming emotional attachment to the product. The authors emphasize that in a highly saturated market, the brand itself becomes a key differentiating factor capable of ensuring stable sales and customer loyalty.

Among international researchers, the theme of information support and sales management procedures is a vital component of marketing and business strategies. P. Kotler, in his works, highlights the integration of information systems for analyzing customer behavior, which allows for personalized brand offers tailored to specific consumer segments [5]. M. Porter [6] views the optimization of sales management procedures as an element of creating competitive advantages for the enterprise, showing that investments in information support contribute to profitability and operational cost efficiency.

Special attention in the literature is paid to the influence of digital tools on sales management. For instance, D. Aaker [7] emphasizes the importance of digital platforms and analytics in enhancing the effectiveness of brand sales, enabling more timely and effective customer engagement. A. Ross and M. Tyler [8] present sales management models based on the standardization of procedures and the use of modern analytical tools to achieve consistent results.

Thus, academic studies confirm that information and procedural support in

managing sales of profitable food brands are critical factors for improving the effectiveness of commercial activity. The use of modern digital solutions – such as CRM and ERP systems, automated logistics modules, business analytics, and personalized marketing platforms – enables enterprises to respond swiftly to changes in demand, forecast sales more accurately, reduce costs, and strengthen customer loyalty. This not only contributes to increased productivity but also ensures that the brand remains adaptable to dynamic market conditions, maintains profitability, and sustains competitive positioning amid high consumer sensitivity and digital transformation.

The aim of the study is to substantiate the role of information and procedural support in the sales management of profitable organic food brands, as well as to identify effective approaches for their implementation to increase productivity, market adaptability, supply chain optimization, and ensure the long-term competitiveness of enterprises in the food industry. Particular attention is paid to the impact of digital solutions on forecasting accuracy, logistical flexibility, personalized customer interaction, and the stability of supply in the perishable segment of organic products.

Presentation of the main results. Modern information technologies such as CRM systems, ERP solutions, and digital platforms are radically transforming the approach to sales management for profitable food brands. These tools provide effective planning, execution, and control over all stages of the sales process, which is critically important in the highly competitive and high-margin food product segment.

The role of CRM systems in building brand loyalty. CRM systems (Customer Relationship Management) play a key role in building long-term consumer loyalty to food brands. They allow for tracking purchase history, customer preferences, responses to promotions and seasonal offers – particularly valuable in the FMCG segment. Personalized communications and targeted promotions boost repeat purchases, which is a decisive factor in brand profitability. According to research, the use of CRM solutions in the food industry increases the efficiency of loyalty programs and boosts sales volume by 20 – 30% through individualized customer strategies [2; 9].

ERP systems for process integration and efficiency. ERP systems (Enterprise Resource Planning) ensure the integration of production, logistics, and sales processes, enabling food brands to respond quickly to demand changes and avoid shortages or overproduction – especially important for products with limited shelf life. These solutions help automate orders, control inventory, and optimize logistics, reducing storage and transportation costs. For instance, Coca-Cola implemented an ERP system that reduced costs by 18% and sped up order processing by 30% [11].

Digital platforms and analytical tools as growth drivers. Digital platforms (online stores, marketplaces, mobile apps) expand the distribution channels of profitable food brands. The use of analytics enables the identification of consumption trends (e.g., the rising interest in gluten-free or organic products), rapid assortment adaptation, determination of the most profitable SKUs, and effective campaign planning. For example, the use of interactive sales analytics dashboards allows companies to promptly respond to changing customer preferences and meet peak period demand.

A practical confirmation of effectiveness is demonstrated by a Ukrainian company producing organic snacks. After implementing a CRM system, it increased repeat purchases by 25% and reduced customer acquisition costs by 15% thanks to precise analysis of consumer behavior.

Best practices from global leaders. Meanwhile, global food industry leaders such as Amazon Fresh and HealthyChoice Foods use ERP and CRM solutions combined with automated logistics systems to manage large volumes of products. This ensures rapid

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response to demand changes and consistent customer service quality [12; 13].

Thus, in the sector of profitable organic food brands, information technologies serve not only as tools for automation but also as strategic resources that shape competitive advantages, ensure accurate forecasting, improve service quality, and drive profitability through advanced analytics, personalization, and adaptability.

Table 1 presents a comparative analysis of key performance indicators of the organic brand "HealthyChoice Foods" before and after the implementation of modern information technologies such as CRM systems, ERP solutions, and analytical platforms. Prior to 2015, the company relied on traditional retail sales and manual order processing, which resulted in low operational efficiency and limited scalability.

Table 1 – Performance Results of the Organic Brand "HealthyChoice Foods" Before and After the Implementation of Modern Information Technologies

Indicator	Before Implementation of Modern Technologies (before 2015)	After Implementation of Modern Technologies (2016 and beyond)
Core Activity	Production and sale of organic products through traditional retail	Multichannel strategy: retail + e-commerce + HoReCa
Order Management	Manual order processing, errors in picking, long processing time	ERP system enabled automation of logistics and inventory management, reducing order processing time by 40%
Customer Interaction	Standard mailing, lack of personalization	CRM system enabled personalized offers, increased repeat purchases by 25%, and boosted average check size by 18%
Demand Forecasting	Gut-feel forecasting, dependent on manager experience	Integration of BI analytics reduced excess inventory by 22% and minimized returns through accurate seasonal demand forecasting
Marketing Campaigns	Local promotions with no performance tracking	Analytical platform enabled audience segmentation and effective digital campaigns, doubling advertising ROI
Annual Sales Volume	$12 million	$58 million in 2022 (due to expanded distribution and growth of online sales share to 35%)
Operating Profitability	7%	15% (due to automation, logistics optimization, and better demand planning)
Customer Satisfaction (NPS)	52	78 (improved service quality and delivery speed, launch of order-tracking mobile app)

Source: compiled by the author based on data from [13] and typical effects of ERP/CRM/BI implementation in food industry companies.

After the digital transformation launched in 2016, the brand implemented an ERP system to automate logistics and warehouse operations, a CRM platform for managing customer relations, and BI tools for analytics. This significantly reduced order processing time, increased personalization, lowered unsold inventory, and improved overall profitability.

The results demonstrate a significant increase in annual sales volume (from $12 million to $58 million), operational profitability (from 7% to 15%), and the Net Promoter Score (NPS) from 52 to 78 points. This confirms that the implementation of modern information technologies not only optimizes business processes but also fosters long-term competitiveness of profitable brands in the food sector [13].

HealthyChoice Foods stands as a prominent example of effective use of standardization and automation in managing profitable organic food brands. Through unified procedures for order processing, inventory management, logistics, and customer service, the company achieved significant gains in operational efficiency and customer satisfaction.

Benefits of unified operations across channels. The unification of processes

enabled a stable level of service across all customer segments, regardless of distribution channel. Clear procedural algorithms significantly reduced the number of errors in order execution, which is critical for brands dealing with perishable goods. Moreover, standardization accelerated logistics operations and shortened the time between order receipt and delivery to the end consumer.

Simultaneously, process automation became a key component of the company's strategy. ERP solutions enabled efficient stock control, avoided overstocking, and optimized logistics and storage costs. The integration of a CRM system allowed for deeper analysis of customer behavior, personalized marketing offers, and increased repeat purchases. The use of business analytics tools enabled accurate demand forecasting, assortment adaptation to consumer preferences, and improved marketing campaign performance.

The introduction of digital delivery services, including integration with logistics operators, allowed the company to provide same-day delivery, positively impacting customer experience and brand loyalty. According to company estimates, the implementation of modern IT solutions reduced logistics and order processing costs by an average of 18 – 20%, while NPS rose from 52 to 78 points [13].

Thus, the experience of HealthyChoice Foods confirms that process standardization and automation are strategically important tools in managing profitable food brands. These approaches help reduce costs, improve productivity, build consumer trust, and ensure sustainable business growth in a dynamic market environment.

Practical recommendations based on experience. Studying the experience of technology implementation in companies allows for the development of a set of effective recommendations for the information and procedural support of sales management in profitable food brands, presented in Table 2. These recommendations can be adapted by businesses of all sizes – from local producers to international retail networks operating in the high value-added food product segment.

Table 2 – Recommendations for Implementing Information and Procedural Support for Sales of Profitable Organic Brands

Directions	Actions	Description of Activities
Implementation of Modern Information Systems	Integration of CRM Systems	Implementing CRM systems enables effective customer base management, personalized offers, and encourages repeat purchases through deeper segmentation.
	ERP Solutions for Process Integration	ERP systems optimize procurement, inventory, production, and logistics, which is especially important for perishable products.
	Analytical Platforms (BI Systems)	BI systems provide accurate demand forecasting, analysis of consumption trends, and profitability of each product line.
Business Process Automation	Warehouse Robotics	The use of automated storage and order picking systems reduces costs and increases service speed.
	Automated Sorting	Implementing sorting centers with minimal human involvement reduces errors and speeds up delivery.
	AI for Demand Forecasting	Machine learning models help detect sales patterns and prevent seasonal supply disruptions.
Standardization of Procedures	Process Unification	Creating unified operating standards across the network ensures consistent service quality regardless of the sales channel.
	Staff Training	Enhancing employee skills in digital tools supports effective integration of changes into daily operations.

	Procedure Documentation	Standardizing procedures facilitates business model scaling in new regions and improves quality control.
Enhancing Customer Orientation	Real-Time Order Tracking	Provides customers with transparency and confidence in the service, which is crucial for online food purchases.
	Personalized Offers	Using purchase history enables tailored recommendations, promotions, and cross-selling.
	Feedback Systems	Automatic post-purchase customer surveys allow prompt response to feedback and increase brand trust.
Investments in Innovation	Pilot Projects	Enables testing of new tools (e.g., chatbots, e-commerce platforms) without risking core operations.
	Integration with Suppliers	Using cloud platforms for data exchange ensures accurate deliveries and reduces shortages or delays.

Source: adapted by the author based on [14; 15; 16], and the analysis of modern sales management practices in the food industry.

The integration of digital tools allows for significant cost reductions, improved forecasting accuracy, personalized customer communications, and more effective assortment management – all of which are critical for brands aiming to maintain profitability in a highly competitive environment. Through business process automation and standardization, companies can reduce operating costs by 15 – 20%, increase customer loyalty, shorten order processing time, and deepen analytics regarding consumer preferences.

The application of the proposed approaches will not only support effective sales management but also strengthen the market position of the brand, particularly in the organic, functional, or premium food niches.

Barriers to implementation of information and procedural systems. The analysis of the problems and challenges faced by enterprises during the implementation of information and procedural support, presented in Table 3, highlights their complexity and multifaceted nature. The main barriers include high costs, technical difficulties, staff resistance, lack of qualified personnel, low levels of digital culture, and cybersecurity risks.

Table 3 – Challenges and Barriers to the Implementation of Information and Procedural Support and Ways to Overcome Them

Challenges	**Solutions**
High implementation costs	Cost optimization
Information systems such as CRM or ERP require significant investments in acquisition, configuration, and integration with existing processes. Additional training costs for personnel are also required.	• Choosing scalable solutions with the possibility of gradual implementation. • Using cloud services with lower initial infrastructure costs. • Applying for grants or participating in government digitalization support programs.
Resistance to change by personnel	Overcoming resistance to change
Employees may resist adopting new systems due to a lack of technical knowledge or fear of job loss due to automation.	• Conducting employee training focused on demonstrating the benefits of new technologies. • Implementing changes gradually, allowing sufficient time for adaptation. • Incentivizing employees, for example, with bonuses for successfully mastering new systems.
Technical difficulties	Resolving technical issues

Integrating new technologies with existing infrastructure may be challenging, especially if the enterprise uses outdated systems.	• Conducting a preliminary technical audit to assess the enterprise's readiness for implementation. • Engaging external experts or companies experienced in systems integration.
Lack of qualified specialists	Attracting qualified personnel
Enterprises may face a shortage of experienced professionals for system implementation and support.	• Investing in the professional development of current staff through certification programs. • Collaborating with educational institutions to attract young specialists. • Outsourcing system setup and maintenance tasks.
Low level of digital culture	Fostering digital culture
A lack of understanding of digitalization benefits among management or the absence of a strategic vision may hinder progress.	• Developing a digitalization strategy with clear goals and implementation stages. • Conducting information sessions for management to explain the long-term benefits of automation. • Demonstrating successful implementation examples.
Cybersecurity risks	Ensuring cybersecurity
The increasing amount of data processed by systems creates risks of unauthorized access or data loss.	• Installing modern data protection systems, including antivirus software. • Regular staff training on information security practices. • Conducting regular security audits and data backups.

Source: compiled by the author

However, the proposed ways to overcome the challenges associated with the implementation of information and procedural support make it possible to effectively minimize risks and ensure a successful transformation of the sales management system for profitable food brands. Cost optimization, investment in personnel training, involvement of industry experts, fostering digital culture among employees, and the implementation of data protection systems are critically important components for the successful digitalization of enterprises engaged in the production and distribution of food products.

Strengthening competitive advantage through a systematic approach. Enterprises that adopt a systematic approach to solving these problems gain the ability not only to implement effective digital solutions but also to significantly strengthen their competitive advantages in the market – especially in the context of dynamically changing consumer preferences, strict industry regulations, and high sensitivity to reputational risks. The rational integration of information systems such as CRM, ERP, and BI platforms enables real-time logistics optimization, assortment management, rapid demand response, and enhanced customer loyalty.

Thus, the implementation of information and procedural support in managing sales of profitable food brands is a complex but strategically essential step. Following the proposed recommendations contributes to reducing operational costs, improving service quality, enhancing personalized customer interaction, and forming long-term competitive advantages. In the digital economy, these factors are crucial for the successful operation of food companies focused on high profitability, innovation, and consumer trust.

Conclusions. This study highlights the strategic importance of information and procedural support in improving sales management efficiency within the segment of profitable organic product brands. It has been demonstrated that the implementation of modern digital tools – such as CRM systems, ERP solutions, and analytical platforms – not only automates business processes but also enhances customer interaction by enabling a personalized approach, reducing the sales cycle, and increasing consumer loyalty.

Particular emphasis has been placed on the procedural dimension, including process standardization, the development of clear operational algorithms, and internal regulations. These measures reduce risks and improve interdepartmental communication. Case study examples confirm that integrating information systems significantly improves performance indicators, demand forecasting accuracy, customer retention, and overall business profitability.

The findings of this research underscore that for organic brands, which position themselves as environmentally responsible, high-quality information and procedural support serves not merely as a technical instrument but as a foundation for trust, transparency, and competitiveness. In the era of digitalization and growing consumer expectations, agri-food enterprises must adopt adaptive and intelligent sales management strategies to secure sustainable development in both domestic and international markets.

Thus, a comprehensive approach to information and procedural support is a key success factor in the dynamic organic product market. Future research should focus on developing flexible management models based on artificial intelligence, integrating digital systems with supply chains, and analyzing real-time consumer behavior to further enhance sales performance and business resilience.

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