

Digital Transformation of Customer Relationship Management Systems in Logistics Systems: A Conceptual Model

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Abstract: In the context of the digital transformation of the economy, customer relationship management systems play a key role in improving business process efficiency and enhancing the competitive advantages of enterprises. Their application is especially important in logistics systems, where effective customer relationship management directly affects service quality, order processing speed, and customer satisfaction. The purpose of the article is to examine the trends in the digital transformation of customer relationship management systems in logistics systems and to substantiate a conceptual model of their integration into the digital business ecosystem of an enterprise. The methodological framework is based on general scientific and specific research methods, including analysis and synthesis, system analysis, generalization, comparative analysis, and the use of statistical and analytical data from international organizations and research agencies. The study identifies current trends in the global customer relationship management market and determines key areas of their application in logistics companies. It is shown that the implementation of such systems enhances customer data management, supports personalized communication, optimizes order processing, and improves logistics service quality. The role of digital technologies, including artificial intelligence, big data analytics, cloud services, and digital platforms, is substantiated. The scientific novelty lies in the development of a conceptual model integrating digital transformation drivers, technologies, customer relationship management systems, logistics processes, and business outcomes. The proposed model has practical value for designing digital transformation strategies in logistics enterprises.

1 INTRODUCTION

In the contemporary conditions of the formation of the digital economy, a profound transformation of enterprise business processes is taking place, accompanied by the active implementation of digital technologies [1], [2], platform solutions, and data analytics systems. One of the key directions of these changes is the digital transformation of customer relationship management systems (Customer Relationship Management, CRM) [3], [4], which are gradually evolving from tools for recording customer information into comprehensive digital platforms for managing customer experience and are

becoming an important factor in enhancing the competitiveness of enterprises.

The global market for customer relationship management systems demonstrates a stable growth trend. According to the analytical company Statista [5], in 2023 its volume amounted to approximately 79 billion dollars, whereas in 2017 it was estimated at about 36 billion dollars, indicating more than a twofold increase over six years. According to forecasts, by 2030 the market volume may exceed 145 billion dollars [5], which confirms the strategic importance of customer relationship management technologies in the modern business environment.

The growing role of customer relationship management systems is largely driven by the transformation of approaches to the formation of competitive advantages, in which customer experience is becoming increasingly central. In particular, according to the results of the PwC Global Consumer Insights Survey [6], 73 percent of consumers identify customer experience as a key factor in purchasing decisions, while 65 percent are willing to abandon a brand after a single negative interaction experience. At the same time, research by Salesforce [7] shows that 88 percent of customers expect personalized interaction that takes into account their individual needs and behavioral characteristics.

An important driver of the development of customer relationship management systems is the global process of digital transformation of the economy. According to estimates by International Data Corporation (IDC) [8], global spending on digital transformation in 2023 exceeded 2.3 trillion dollars and may reach 3.4 trillion dollars by 2026. A significant share of these investments is directed toward the development of digital platforms for managing customer data, analytical systems, cloud services, and artificial intelligence technologies, which creates the preconditions for the qualitative modernization of customer relationship management systems.

At the same time, the role of digital channels of interaction with customers is increasing. According to Gartner [9], by 2025 more than 80 percent of interactions between companies and customers will be conducted through digital channels, including mobile applications, social networks, chatbots, and electronic service platforms. The use of artificial intelligence technologies and big data analytics enables enterprises not only to analyze customer behavior but also to forecast demand, personalize offerings, and improve the effectiveness of managerial decision-making.

Digital customer relationship management systems are of particular importance in enterprise logistics systems. The growth of electronic commerce and digital trading platforms, according to the United Nations Conference on Trade and Development [10], necessitates the integration of logistics processes with customer experience management systems. In particular, the global volume of electronic commerce in 2022 exceeded 26.7 trillion dollars, which is almost 60 percent higher compared to 2016 [11]. Under such conditions, delivery speed, reliability of logistics

operations, and service quality become decisive factors in meeting customer needs.

The efficiency of logistics systems at the macro level is reflected in the Logistics Performance Index, which is calculated by the World Bank [12]. According to the 2023 report, the highest index values are observed in Singapore (4.3), Finland (4.2), and Denmark (4.1), which indicates a high level of digitalization and integration of logistics processes. At the same time, for Ukraine this indicator is 2.7, which indicates significant potential for improving the efficiency of logistics systems, particularly through the implementation of digital solutions and the development of customer relationship management technologies [12].

Thus, the development of digital technologies, the rapid growth of electronic commerce, the increasing importance of customer experience, and the integration of logistics and marketing processes create an objective need to reconsider approaches to customer relationship management. Under these conditions, the integration of customer relationship management systems with enterprise logistics processes becomes especially important, forming the basis for the development of new conceptual models of customer relationship management in the digital economy.

2 LITERATURE REVIEW

In scientific literature, the development of customer relationship management systems is examined in the context of the transformation of enterprise business models under the influence of digital technologies. Researchers emphasize that customer relationship management systems are gradually evolving from tools for automating marketing and sales processes into comprehensive digital platforms for managing customer experience, which integrate data analytics, digital communication channels, and business process management systems [13].

A. Payne and P. Frow [14] consider customer relationship management as a strategic management concept aimed at building long-term relationships with customers through the integration of marketing, information, and managerial processes of an enterprise. The authors emphasize that the effective functioning of customer relationship management systems requires the use of modern information technologies, customer data analysis systems, and tools for the personalization of customer interaction [14].

Further development of research in this field is associated with the study of the impact of digital transformation on customer relationship management. In modern conditions, digital technologies, including artificial intelligence, big data, cloud computing, and digital platforms, significantly expand the capabilities of customer relationship management systems in terms of analyzing customer behavior, forecasting demand, and forming personalized offers [15]. In particular, studies by international analytical agencies indicate that the use of big data analytics technologies in customer relationship management systems makes it possible to increase the accuracy of consumer demand forecasting by 30 to 40 percent and significantly improve the effectiveness of marketing communications [15].

Considerable attention in contemporary research is also paid to customer experience management, which is regarded as one of the key factors in forming competitive advantages of enterprises in the digital economy. According to Salesforce research [7], the majority of customers expect personalized interaction from companies based on the analysis of their individual needs and behavioral characteristics. In this regard, customer relationship management systems are increasingly integrated with digital communication channels, including social networks, mobile applications, and electronic customer service platforms.

A separate direction of scientific research is related to the study of the role of customer relationship management systems in logistics and transport systems. Under the conditions of digitalization of the economy, the efficiency of logistics processes largely depends on the level of integration of information systems for supply chain management with customer relationship management systems [16]-[20]. Digital platforms for managing logistics operations enable enterprises to ensure transparency of delivery processes, improve the quality of logistics services, and promptly respond to changes in customer needs.

At the same time, the results of studies by the World Bank indicate that the efficiency of logistics systems largely depends on the level of digitalization of infrastructure and the use of information technologies in the management of logistics operations [12]. Increasing the level of digital integration of logistics systems and customer relationship management platforms contributes to the optimization of interaction processes between enterprises and customers, reduction of delivery time, and improvement of customer satisfaction.

At the same time, the analysis of contemporary scientific publications shows that a significant part of research is focused mainly on individual aspects of the development of customer relationship management systems, in particular on issues of digital marketing, customer experience management, or business process automation. The issues of integrating customer relationship management systems with enterprise logistics processes, as well as the formation of comprehensive conceptual models of the digital transformation of customer relationship management systems in logistics systems, remain insufficiently studied.

3 METHODOLOGY

In the context of contemporary processes of digital transformation of the economy, there is a need to reconsider traditional approaches to customer relationship management and the organization of logistics processes of enterprises. Under conditions of rapid development of digital technologies, the expansion of electronic commerce, and the growing importance of customer experience, customer relationship management systems are becoming a key element of the digital infrastructure of enterprises. This requires the application of a comprehensive methodological approach that makes it possible to study the interconnections between technological, organizational, and managerial aspects of enterprise functioning in the digital environment.

The purpose of the study is to substantiate the theoretical foundations and to develop a conceptual model of the digital transformation of customer relationship management systems in logistics systems, taking into account current trends in the development of digital technologies, customer-oriented business models, and the digitalization of logistics processes.

The methodological basis of the study is formed by a combination of general scientific and specific methods of scientific inquiry, which allow for a comprehensive examination of the processes of digital transformation of customer relationship management systems in enterprise logistics systems. The study is based on a system approach, which involves considering customer relationship management systems as a complex, multi-level system of interrelated elements that integrates marketing, information, and logistics processes of the enterprise. The application of the system approach makes it possible to analyze the interaction

of digital technologies, customer data, communication channels, and logistics operations within a unified digital environment.

To generalize contemporary scientific approaches to the digital transformation of customer relationship management systems, methods of analysis and synthesis were used, which made it possible to systematize the results of scientific research in the fields of customer relationship management, digital marketing, customer experience management, and the digitalization of logistics systems. The use of these methods contributed to the formation of the theoretical basis of the study and the identification of key factors of the digital transformation of customer relationship management systems.

To study current trends in the development of digital technologies and customer relationship management systems, comparative and statistical analysis methods were applied, based on the generalization of international statistical data, analytical reports, and global indices of digital development. This approach makes it possible to identify the main patterns in the development of digital technologies, electronic commerce, and digital channels of customer interaction, as well as to assess their impact on the transformation of logistics processes and customer relationship management systems.

An important element of the research methodology is the method of conceptual modelling, which was used to develop a conceptual model of the digital transformation of customer relationship management systems in logistics systems. The application of this method makes it possible to integrate the results of theoretical analysis, empirical data, and contemporary approaches to digital business process management into a coherent conceptual framework that reflects the relationships between digital technologies, customer analytics, customer experience management systems, and enterprise logistics processes.

For the visual representation of the research results, a graphical method was used, which makes it possible to illustrate the structure of the conceptual model and the interconnections between the key elements of the digital transformation of customer relationship management systems.

The information base of the study consists of statistical data from international organizations and analytical agencies, including the World Bank, the United Nations Conference on Trade and Development, International Data Corporation, Gartner, Salesforce, and PwC. The use of these

sources makes it possible to obtain reliable data on the development of the digital economy, the spread of digital technologies, and the transformation of logistics systems in the global economic environment.

At the same time, the conducted study has certain methodological limitations that should be taken into account when interpreting the obtained results. First, the statistical data of international organizations used in the study are aggregated in nature and reflect general trends in the development of digital technologies and logistics systems, which may limit the possibilities for a detailed analysis of the specific features of the functioning of customer relationship management systems at the level of individual enterprises. Second, the proposed conceptual model has a generalized nature and is primarily aimed at reflecting the key relationships between the main elements of customer relationship management systems in the digital environment. Third, the study is based mainly on secondary statistical data and analytical reports of international organizations, which limits the ability to take into account sectoral and regional features of the implementation of customer relationship management systems in the activities of specific enterprises.

Taking into account the outlined methodological limitations, the results of the study provide a theoretical generalization of the key patterns of the digital transformation of customer relationship management systems and form an analytical basis for the further development of conceptual and applied approaches to their integration into enterprise logistics systems.

4 RESULTS

4.1 Trends in the Digital Transformation of CRM Systems and Logistics

The digital transformation of the economy is radically changing approaches to customer relationship management and the organization of enterprise logistics processes. Under current conditions, the boundaries between marketing, logistics, and information technologies are gradually disappearing, which contributes to the formation of integrated digital management systems [21], [22]. The key drivers of these changes include the rapid growth of e-commerce, the spread of digital

platforms, the development of artificial intelligence and Big Data technologies, and the growing role of customer-oriented business models. As a result, CRM systems are evolving from customer accounting tools into comprehensive analytical platforms integrated with the enterprise’s logistics and marketing processes.

According to international analytical agencies, the global CRM market demonstrates stable positive dynamics [8], [23]. This is confirmed by the data presented in *Table 1*, which show not only the steady expansion of the market but also the strengthening strategic role of CRM solutions in business digitalization.

As shown in *Table 1* [8], [23], during 2017-2024 the global CRM market more than doubled, indicating a high level of demand for digital customer relationship management solutions. The projected acceleration of growth in the forecast period is associated with the active implementation of artificial intelligence, process automation, and predictive analytics. Therefore, CRM systems increasingly act as the core of enterprise digital transformation, ensuring the integration of data, analytics, and managerial decision-making.

Table 1: Dynamics of the global CRM systems market.

Year	Market volume, USD billion	Growth rate, %
2017	36	–
2019	48	33.3
2021	63	31.3
2024	73	15.9
2028*	131	79.5
2030*	163	24.4

Note: projected values of the indicators.

The deepening digitalization of business is accompanied by the wide adoption of CRM technologies across various sectors of the economy. According to international studies, CRM systems are used by more than 90% of companies with more than 10 employees [7]. This indicates that CRM platforms have already become one of the basic elements of the digital infrastructure of modern enterprises.

The scale of CRM adoption by companies of different sizes is summarized in *Table 2* [7], [9]. The data show that the degree of CRM integration depends significantly on the scale of business activity, resource availability, and organizational maturity.

As can be seen from *Table 2*, CRM systems are most actively used by large enterprises, where they

are embedded into key business processes and serve as an instrument for coordinating marketing, service, and sales activities. At the same time, adoption in the small business segment remains lower due to financial, technological, and organizational barriers. Nevertheless, the gradual diffusion of cloud-based solutions and modular CRM platforms creates conditions for expanding their use among small and medium-sized enterprises. Consequently, the further development of CRM systems is associated not only with technological sophistication but also with increasing accessibility and adaptability for businesses of different sizes.

The evolution of CRM platforms is directly determined by the introduction of modern digital technologies that expand their functional capabilities and analytical potential. In contemporary business practice, CRM systems no longer perform merely operational functions related to storing customer data. They are transforming into complex digital environments capable of collecting, processing, interpreting, and using information in real time.

The main technologies that shape the digital transformation of CRM systems are presented in *Table 3* [9], [21], [22].

Table 2: Level of CRM systems adoption in companies.

Indicator	Value	Interpretation
Share of companies using CRM	91%	CRM has become a standard tool of digital management
Share of small businesses	~50%	Resource constraints hinder implementation
Share of medium-sized businesses	70–85%	Active digitalization
Share of large companies	>90%	High level of CRM integration
Average CRM market growth rate	10–14%	Stable development of the industry

As shown in *Table 3*, the use of digital technologies ensures a transition from reactive to proactive customer relationship management. In particular, artificial intelligence technologies make it possible to forecast customer behavior, identify hidden demand patterns, and automate communication scenarios. Big Data technologies, in turn, provide a deeper analysis of customer needs, preferences, and interactions across different channels. Cloud computing enhances system flexibility and scalability, while IoT and digital platforms contribute to integrating customer data with logistics and operational processes. Thus, CRM

systems are increasingly turning into management decision-support platforms that connect marketing, logistics, and service processes within a single digital architecture.

Table 3: Key technologies of CRM digital transformation.

Technology	Main functions	Impact on CRM
Artificial Intelligence	prediction of customer behavior	personalization and automation
Big Data	processing of large data sets	improved analytical accuracy
Cloud computing	cloud infrastructure	scalability and accessibility
Internet of Things	integration of physical objects	expansion of customer-related data
Digital platforms	omnichannel communication	integration of interaction channels

Alongside the development of CRM systems, logistics processes are also undergoing intensive digital transformation. In the modern economy, logistics efficiency is becoming one of the key determinants of enterprise competitiveness, as it affects delivery speed, service quality, cost levels, and the transparency of supply chains. For this reason, the digitalization of logistics should be considered not as a separate process but as a structural component of the overall transformation of business management systems.

To assess the effectiveness of logistics systems, the Logistics Performance Index (LPI), calculated by the World Bank, is widely used [12]. The leading countries according to this indicator are presented in Table 4 [12].

The analysis of Table 4 shows that the leaders are countries with highly developed digital infrastructure and a high level of integration of information systems into logistics activities. Their high LPI values result not only from the quality of transport networks or customs procedures but also from the use of digital platforms, data exchange systems, real-time tracking tools, and analytical instruments for supply chain coordination. This confirms that digitalization is one of the decisive factors in improving logistics efficiency and in ensuring the adaptability of enterprises to changes in customer demand and market conditions.

The parallel development of CRM systems and logistics solutions creates objective preconditions for their integration into a unified digital ecosystem of

business process management. Such integration allows enterprises to synchronize customer information with operational logistics processes, thereby improving service quality, increasing forecast accuracy, and optimizing delivery management.

Table 4: Leading countries by the Logistics Performance Index (LPI, 2023).

Country	LPI value	Characteristic
Singapore	4.3	high level of logistics digitalization
Finland	4.2	integration of digital services
Denmark	4.1	efficient infrastructure
Germany	4.1	developed logistics networks
Netherlands	4.1	digital logistics platforms

The main effects of integrating CRM and logistics systems are summarized in Table 5 [1]-[4].

Table 5: Effects of CRM and logistics systems integration.

Integration direction	Effect	Business result
Customer data	personalization	increased loyalty
Delivery management	optimization	cost reduction
Demand analytics	forecasting	reduced risks
Communications	omnichannelity	improved service quality

As can be seen from Table 5, the integration of CRM and logistics provides a synergistic effect manifested in enhanced business process efficiency, improved customer experience, and strengthened enterprise competitiveness. The integration of customer data enables more accurate personalization of service, while the connection between CRM and delivery management systems helps to optimize logistics routes, reduce delays, and improve order fulfillment quality. In turn, demand analytics supports more accurate forecasting and lowers the risks associated with inventory imbalances or supply chain disruptions. Thus, the integration of CRM systems and logistics platforms should be regarded as one of the strategic directions of enterprise digital transformation.

4.2 Conceptual and Ecosystem Models of CRM Digital Transformation in Logistics Systems

The generalization of the results presented in Tables 1-5 provides grounds for developing the author’s conceptual model of CRM systems digital transformation in logistics systems, shown in Figure 1. The proposed model reflects the systemic logic of CRM transformation as a multi-level process that combines the digital environment, digital technologies, CRM mechanisms, logistics processes, and business outcomes within a unified management system. Unlike traditional approaches, where CRM is mainly viewed as a tool for sales support or marketing automation, the proposed model considers CRM as the integration core of the enterprise’s digital business architecture.

As shown in Figure 1, the transformation process begins with the influence of the external digital environment, including the development of the digital economy, the rapid growth of e-commerce, market globalization, and technological innovation. The next level is represented by digital technologies such as artificial intelligence, Big Data analytics, cloud computing, the Internet of Things, and digital platforms, which create the technological basis for integrated digital management.

The central place in the model is occupied by the CRM system, which integrates customer data, analytics, marketing processes, and communication channels into a unified management environment. The logistics level includes order management, supply chain coordination, delivery optimization, and logistics service management. The final level reflects business outcomes, including improved customer experience, operational efficiency, competitiveness, and business growth. Thus, Figure 1 demonstrates that the effect of digital transformation is achieved through the integration of digital technologies, CRM systems, and logistics processes within a coherent business architecture.

While Figure 1 presents the hierarchical logic of transformation, Figure 2 reflects the ecosystem dimension of digital customer relationship management in logistics systems. The ecosystem approach makes it possible to reveal the interconnections among digital platforms, CRM systems, logistics operations, marketing activities, customer experience, and the analytical data layer.

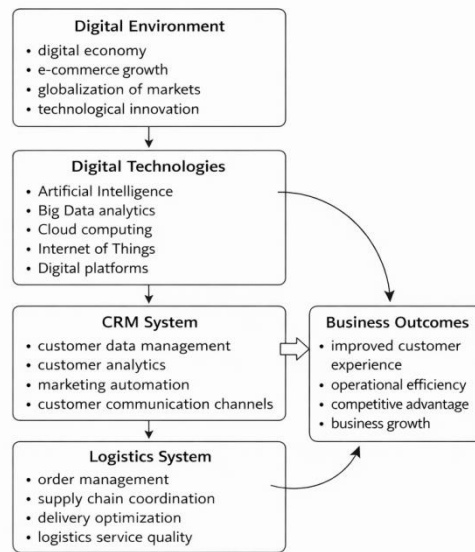


Figure 1: Conceptual model of CRM systems digital transformation in logistics systems.

As illustrated in Figure 2, digital platforms form the technological environment of the ecosystem and include cloud infrastructure, omnichannel communication tools, e-commerce solutions, and social media integration mechanisms. They ensure continuous interaction among customer data, operational information, and marketing processes.

Within this ecosystem, CRM performs the role of the central coordination hub by integrating customer information, analytics, communication channels, and decision-making processes. Through CRM, customer data are connected with logistics execution, marketing activities, and customer service processes.

The logistics subsystem covers order tracking, delivery logistics, supply chain visibility, and transport management, while the marketing subsystem includes campaign management, personalized offers, customer segmentation, and communication activities. Their integration within the ecosystem supports coordinated customer service and logistics performance.

An important component of the ecosystem is the Data and Analytics Layer, which supports data processing, customer segmentation, predictive analytics, and performance measurement. This analytical layer integrates all subsystems at the data level and provides adaptability and feedback within the digital ecosystem.

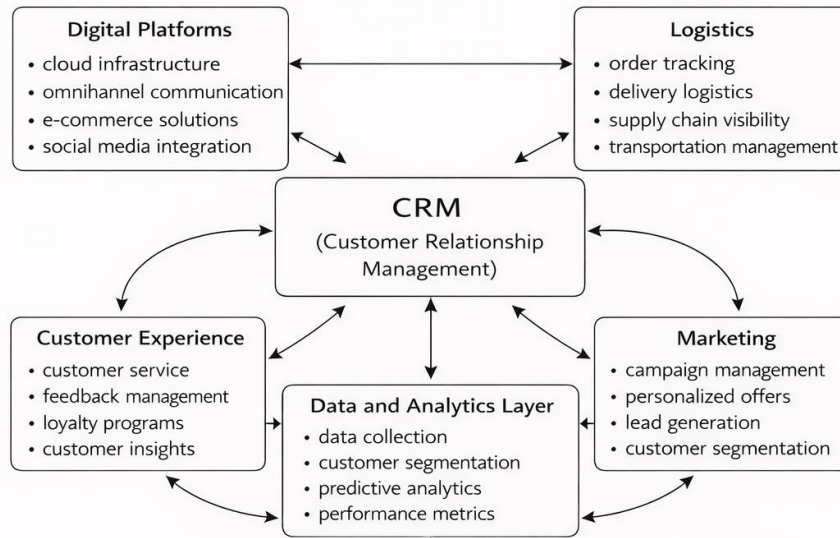


Figure 2: Ecosystem of CRM digital transformation in logistics systems.

In the proposed model, customer experience is interpreted as an integrated outcome of the coordinated interaction among digital platforms, CRM systems, logistics processes, marketing activities, and analytics. Therefore, Figure 2 supplements Figure 1 by demonstrating the internal structure of the digital ecosystem and the interconnected nature of customer-oriented logistics management.

4.3 Mini-cases of CRM Integration in Logistics Companies

4.3.1 Mini-Case 1. Amazon

Amazon’s digital ecosystem shows a high level of integration between CRM technologies and logistics processes. The company actively uses artificial intelligence and predictive analytics tools to personalize customer interaction, forecast demand, and improve delivery operations. Its CRM system is connected with order tracking services, recommendation algorithms, and customer support channels, which helps coordinate customer data with logistics activities. This approach improves service speed, delivery accuracy, and customer satisfaction.

4.3.2 Mini-Case 2. DHL

DHL applies a digital approach to logistics management through the integration of CRM platforms with shipment monitoring systems and

digital communication channels. The use of data analytics and real-time technologies allows the company to track delivery status, coordinate logistics operations, and provide more personalized communication with customers. The integration of CRM with logistics infrastructure increases service transparency and improves customer experience management.

4.3.2 Mini-Case 3. FedEx

FedEx uses CRM solutions as part of the digital coordination of transport and logistics operations and customer service processes. The company implements omnichannel communication tools, digital shipment tracking platforms, and analytical systems for forecasting customer needs. The combination of CRM technologies with logistics platforms helps optimize delivery routes, reduce response time to customer requests, and improve the flexibility of logistics operations.

The presented mini-cases confirm the practical importance of integrating CRM systems with logistics processes and demonstrate that the use of digital platforms, data analytics, and artificial intelligence technologies creates the basis for the development of customer-oriented logistics management models.

5 DISCUSSION, LIMITATIONS AND FUTURE RESEARCH

The results of the study confirm that the transformation of customer relationship management systems in logistics goes beyond the technological modernization of separate business processes. In today's digital environment, CRM systems are gradually becoming a coordination center that integrates customer data, communication channels, analytics, service processes, and logistics operations. This approach creates the conditions for moving from fragmented customer interaction management to a more flexible model of coordination between marketing, service, and logistics decisions.

The obtained results are consistent with the approach of A. Payne and P. Frow [14], who consider CRM as a strategic concept of long-term customer relationship management rather than only a tool for sales automation or marketing communications. At the same time, this study develops this approach further by explaining the role of CRM in connecting customer analytics with logistics processes, including order management, supply coordination, demand forecasting, and supply chain transparency.

The ideas of F. Buttle and S. Maklan [13], who define CRM as a multi-component system integrating information technologies, analytical tools, and management processes, are also supported by the results of the study. At the same time, the proposed conceptual model allows CRM to be viewed more broadly as a system-forming element of the enterprise digital business ecosystem. In this ecosystem, CRM supports interaction between digital platforms, marketing channels, analytical modules, and logistics infrastructure.

This integration becomes especially important in logistics systems, where the level of customer service depends not only on communication quality, but also on order processing speed, forecasting accuracy, delivery transparency, and the ability to respond quickly to changing customer needs. In this context, CRM systems perform a coordination function by connecting customer analytics with logistics operations.

The theoretical contribution of the study lies in the development of the conceptual understanding of CRM as a tool for integrating digital, marketing, and logistics processes within an enterprise. Unlike approaches that mainly examine CRM within marketing or information technology frameworks, this study focuses on its role in creating an integrated digital environment for customer value

management. The proposed model systematizes the relationships between digital technologies, data flows, logistics operations, and business results. This expands the scientific understanding of enterprise digital transformation mechanisms.

At the same time, the study has several limitations. First, it is mainly based on international statistical data, analytical reports, and scientific sources. This made it possible to identify global trends in the development of CRM systems and digital logistics solutions, but limited the opportunities for a deeper analysis of sectoral and regional features of their practical implementation. In addition, the proposed model has a conceptual character and does not include a quantitative assessment of CRM integration with logistics platforms at the level of individual enterprises.

Another limitation is that some behavioral, organizational, and institutional aspects of digital transformation were outside the scope of the study. In particular, further attention should be paid to staff readiness for change, the level of digital skills, data compatibility, cybersecurity, personal data protection, and regulatory requirements related to customer data use. In logistics management practice, these factors may strongly influence the effectiveness of digital solutions.

Future research should focus on the empirical testing of the proposed conceptual model using examples from enterprises in different sectors of the economy. Special attention should be given to assessing the impact of CRM systems on logistics efficiency, customer service quality, demand forecasting accuracy, supply chain adaptability, and the ability of enterprises to respond quickly to market changes.

Further studies may also focus on the development of the ecosystem approach to customer relationship management. In particular, important areas include the creation of integrated analytical platforms, the assessment of interaction between CRM and logistics systems, and the development of tools for measuring the effectiveness of digital coordination of business processes. Additional attention should also be paid to the role of artificial intelligence, predictive analytics, digital leadership, and change management in the development of next-generation CRM systems.

6 CONCLUSIONS

The study confirmed the growing role of CRM systems in coordinating customer, service, and

logistics processes within digitally transformed enterprises. It was found that under the conditions of economic digitalization, CRM systems are evolving from tools for supporting marketing communications into integrated management platforms that combine customer analytics, communication channels, service functions, and logistics operations within a unified digital environment. The integration of CRM platforms with logistics systems contributes to more effective customer data management, optimization of order processing, improvement of logistics service quality, and greater adaptability of enterprises to changes in the market environment.

The analysis of current trends in the global CRM market confirmed the increasing importance of digital technologies in the development of customer-oriented management models. The study showed that the use of artificial intelligence, Big Data analytics, cloud services, IoT technologies, and digital platforms expands the functional capabilities of CRM systems and creates the technological basis for integrating marketing, analytical, and logistics processes. At the same time, the growing level of CRM adoption among enterprises demonstrates that CRM systems are becoming one of the key elements of modern digital business infrastructure.

The scientific novelty of the study lies in the development of a conceptual model of CRM systems digital transformation in logistics systems and in the substantiation of the ecosystem approach to customer relationship management. The proposed model reflects the relationships among the drivers of digital transformation, digital technologies, CRM platforms, logistics processes, and business outcomes. Unlike traditional approaches, the model is based on the integration of customer analytics, digital communications, logistics management, and data-driven decision-making within a unified digital business ecosystem.

The practical significance of the obtained results lies in the possibility of using the proposed model for developing digital transformation strategies for logistics enterprises, improving customer relationship management, enhancing the coordination of logistics operations, and developing personalized services. The implementation of integrated CRM solutions contributes to greater transparency of business processes, faster managerial decision-making, improved logistics coordination, and higher customer service quality. In addition, the proposed approach may be useful for enterprises seeking to strengthen their competitiveness and increase the flexibility of

logistics systems under conditions of rapid market change.

Future research should focus on the empirical assessment of CRM integration effectiveness in logistics systems, as well as on studying the impact of artificial intelligence, predictive analytics, digital ecosystems, and data-driven management technologies on the development of customer-oriented logistics management models. Further studies may also examine organizational and behavioral aspects of CRM implementation, including digital leadership, change management, staff readiness for digital transformation, and data security issues in logistics systems.

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