CRITERIA AND INDICATORS FOR EVALUATING THE EFFECTIVENESS OF BUSINESS PROCESS MONITORING

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Abstract. This study examines the criteria and indicators used to evaluate the effectiveness of business process monitoring in modern enterprises. Effective monitoring is essential for improving operational performance, optimizing resource utilization, and enhancing strategic decision-making. The research highlights key evaluation dimensions, including time efficiency, process effectiveness, quality, economic performance, customer satisfaction, and process stability. In addition, factors such as flexibility, innovation activity, and the human element are identified as critical components influencing overall business efficiency. The study emphasizes the importance of using integrated indicators and additional coefficients, supported by analytical methods such as correlation and other quantitative approaches, to ensure reliable assessment. The findings suggest that the implementation of advanced monitoring systems, digital technologies, and modern management practices significantly contributes to sustainable business development and increased competitiveness in a dynamic economic environment.

Keywords. Business process monitoring, efficiency evaluation, performance indicators, digital technologies, KPI, customer satisfaction, innovation, flexibility, economic efficiency

Introduction. In the context of rapid digital transformation and growing global competition, enhancing the efficiency of business processes has become a key goal for contemporary enterprises. Organisations must not only perform their operations effectively, but also continuously monitor, evaluate and optimise these processes to remain competitive in a dynamic economic environment. Business process monitoring is a vital managerial tool that allows companies to track operational performance, pinpoint inefficiencies and implement timely improvements.

The growing complexity of business activities, combined with the widespread adoption of digital technologies, has made it significantly more important to develop reliable methods for evaluating monitoring effectiveness. Traditional approaches based on limited indicators are insufficient for modern enterprises operating in environments characterised by uncertainty, rapid change and high customer expectations. Therefore, a comprehensive system of criteria and indicators is needed to assess performance more accurately and holistically.

This study focuses on identifying and analyzing the key criteria used to evaluate the effectiveness of business process monitoring. Particular attention is given to factors such as time efficiency, quality, cost optimization, customer satisfaction, and process stability, as well as emerging dimensions including flexibility, innovation, and the human factor. By integrating these elements into a unified evaluation framework, the research aims to provide a more reliable basis for measuring business performance.

Furthermore, the study highlights the importance of applying quantitative methods and additional performance coefficients to enhance the accuracy of evaluation. In doing so, it contributes to the development of more effective monitoring systems that support informed decision-making and sustainable organizational growth.

Literature Review. The evaluation of business process monitoring effectiveness has been widely explored by various scholars in the fields of management, economics, and information systems. According to Michael E. Porter, organizational performance and competitiveness are closely linked to how effectively internal processes are managed and optimized. He emphasizes that

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efficiency and value creation depend on the proper coordination and continuous improvement of business activities.

Researchers such as Thomas H. Davenport argue that business process monitoring is a critical component of process innovation and organizational transformation. Davenport highlights that continuous monitoring and data-driven analysis enable companies to identify inefficiencies and improve operational performance. Similarly, Hammer Michael stresses that organizations must rethink and redesign their processes, where monitoring systems play a key role in ensuring effectiveness and alignment with strategic goals.

In the context of performance measurement, Robert S. Kaplan and David P. Norton introduced the Balanced Scorecard approach, which integrates financial and non-financial indicators such as customer satisfaction, internal processes, and learning and growth. Their framework supports the idea that business process effectiveness cannot be measured by a single indicator but requires a comprehensive system of interconnected metrics.

The importance of digital technologies in monitoring systems is highlighted by Erik Brynjolfsson and Andrew McAfee, who note that big data analytics, automation, and real-time monitoring significantly enhance decision-making speed and accuracy. They argue that digital transformation enables organizations to move from reactive to predictive management models.

Customer-oriented performance evaluation has also been widely discussed in the literature. According to Philip Kotler, customer satisfaction and value creation are central to business success, and organizations must continuously monitor customer-related indicators to remain competitive. This perspective reinforces the role of monitoring systems in tracking customer feedback, loyalty, and service quality.

Furthermore, Peter Drucker emphasizes the importance of the human factor in organizational performance, stating that employee productivity and motivation are key drivers of efficiency. He suggests that performance measurement systems, including KPI-based approaches, should align individual contributions with organizational objectives.

Research Methodology. This study applies a comprehensive methodological approach to examine the criteria and indicators used in evaluating the effectiveness of business process monitoring. The research is based on both qualitative and quantitative methods, allowing for a holistic analysis of business performance and monitoring systems.A systematic analysis method is employed to examine business processes as interconnected elements within an organizational structure. This approach makes it possible to evaluate how monitoring systems influence different stages of operations, including data collection, processing, and decision-making.

Results and Discussion. In modern enterprise management, evaluating the effectiveness of business process monitoring plays a crucial role. This systematic approach involves the continuous observation, analysis and improvement of all operational processes within an organisation. A proper assessment of monitoring effectiveness can increase a company’s competitiveness, ensure the efficient use of resources and facilitate strategic decision-making. This evaluation is based on several interconnected key criteria and indicators that collectively define overall performance.

Each business process must be completed within a specific time period; the shorter this period, the more efficient the organisation is considered. Reduced delays in order processing, service delivery or product distribution, for example, indicate that the monitoring system is functioning effectively. The amount of resources required to complete processes is also an important indicator. Higher efficiency is achieved when better results are obtained in less time, with less labour or at a lower financial cost.

Process effectiveness is another key criterion. This refers to the extent to which a process achieves its predefined objectives. In production processes, for instance, it is assessed by whether the planned output has been fully achieved; in service delivery, it involves determining whether customer

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requirements have been satisfied. The difference between the planned and actual outcomes is also an important indicator the smaller the difference, the more effectively the process is being managed.

Quality indicators also play a significant role in evaluating the effectiveness of monitoring. Quality is measured by factors such as the number of errors, the amount of rework required, and the level of compliance with established standards. A high frequency of errors suggests issues with either the monitoring system or the management processes. Conversely, a reduction in errors and improved compliance with standards positively influences the organisation's reputation and reflects improved quality.

To ensure the reliability of evaluating the performance efficiency of business entities, it is considered appropriate to study and use an additional group of coefficients.

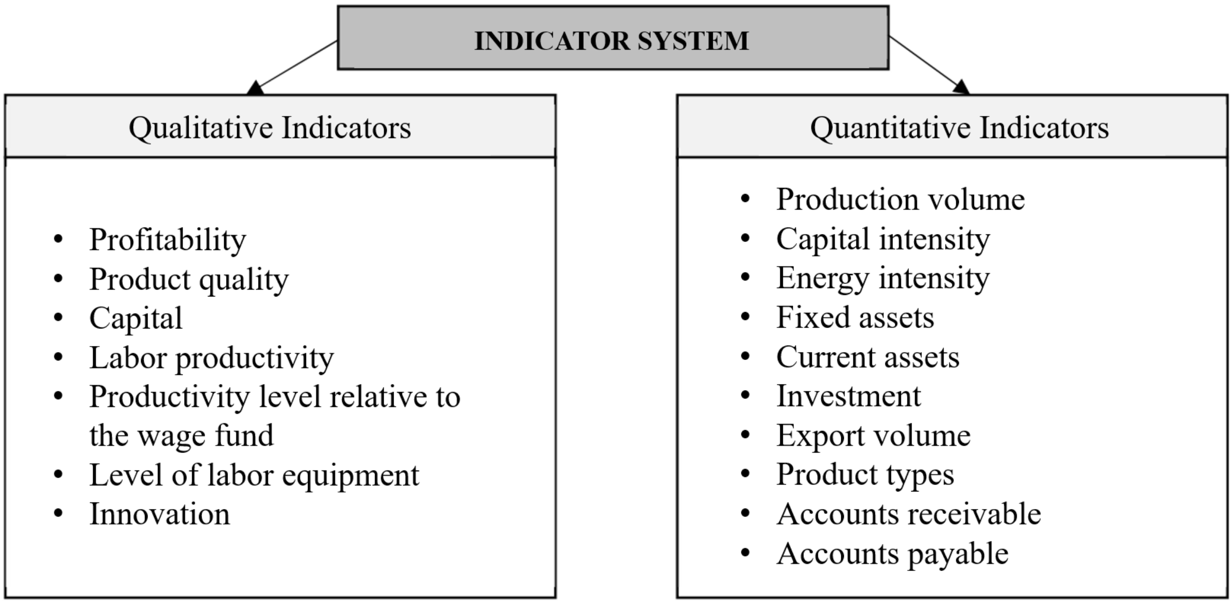

Figure 1. System of indicators for evaluating the efficiency of business entities

Economic efficiency is another important criterion. Every process is associated with certain costs, and optimising these costs directly increases profitability. If the cost of performing a process decreases while the outcome remains the same or improves, this indicates higher economic efficiency.

Customer satisfaction is also one of the most important evaluation criteria today. As the ultimate goal of any business process is to meet customer needs, indicators such as service ratings, reduced complaint rates, repeat purchases and Net Promoter Score directly reflect the effectiveness of monitoring systems. High customer satisfaction indicates that business processes are well organised and functioning efficiently.

Process stability is also highly important. This refers to continuous operation, minimal technical disruption and overall system reliability. Frequent interruptions or system failures suggest that the monitoring system is ineffective. In the context of the digital economy, real-time monitoring, automated systems and big data analysis play a crucial role in significantly improving the speed and accuracy of decision-making.

The effectiveness of business process monitoring cannot be measured using a single indicator.it requires a set of interrelated criteria, including speed, quality, cost, performance results, stability and customer satisfaction. Together, these factors determine an enterprise's overall efficiency and serve as an important foundation for its strategic development.

Business process flexibility is also considered an important indicator. This reflects a company's ability to respond quickly to changes in the external environment, such as shifts in market demand, competitors' strategies or economic conditions. In organisations with a high level of flexibility, the

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monitoring system is continuously updated and processes are optimised to ensure sustainable long-term development.

The human factor also plays a significant role in evaluating business performance. Employee productivity, skill levels and motivation directly influence process outcomes. For this reason, many organisations implement KPI systems to assess the performance of each employee or department individually. This approach improves both individual and team efficiency.

Another key indicator is the level of innovation activity. A company's competitiveness is enhanced by the introduction of new technologies, products, or services. Innovations are identified through monitoring systems, and their effectiveness analysed. In organisations with a high level of innovation, business processes are optimised more rapidly and the ability to adapt to market changes is strengthened.

Improving business efficiency is currently one of the most important issues for any company or organisation. In practice, however, there are many challenges that prevent firms from operating at full efficiency.

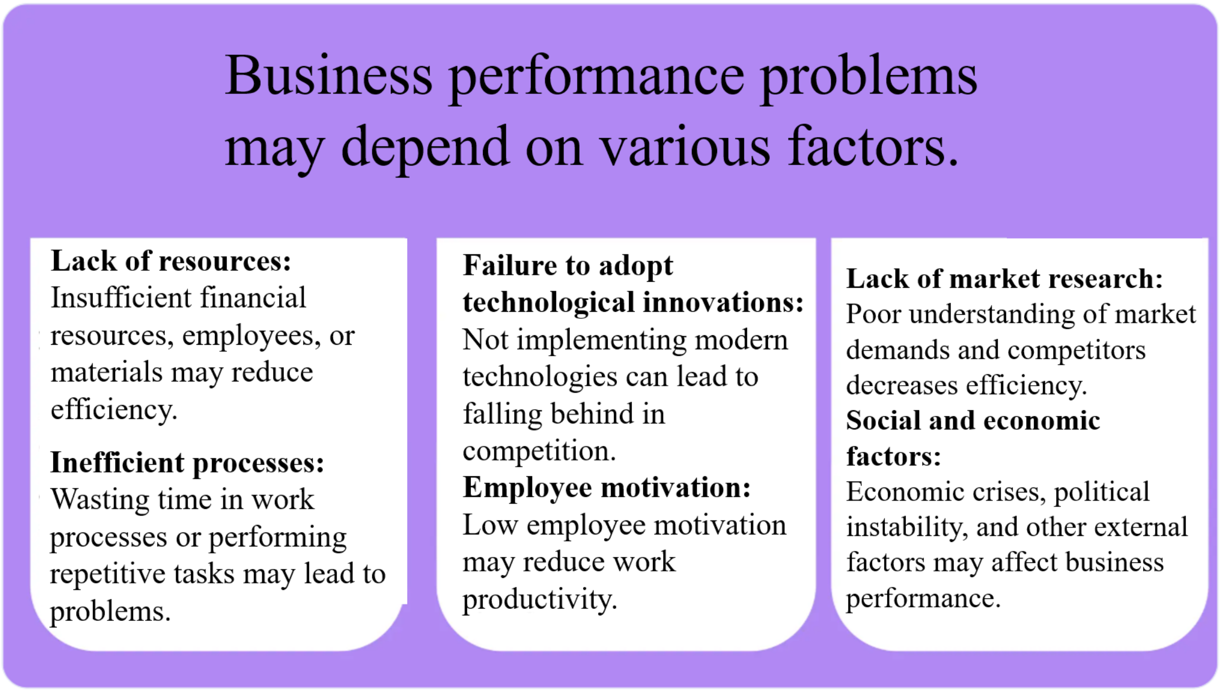

Figure 1. Key Factors Affecting Business Performance Efficiency

Numerous factors affect business performance, including organisational, technological, financial and human resource-related issues. To address these issues, enterprises must implement modern management approaches, adopt digital technologies on a large scale, enhance their employees' skills and develop a clear strategic planning system.

Conclusion. The findings of this study demonstrate that evaluating the effectiveness of business process monitoring is a critical component of modern enterprise management. Effective monitoring enables organizations to gain a clear understanding of their operational performance, identify inefficiencies, and implement timely improvements. As a result, it contributes significantly to enhancing competitiveness, optimizing resource utilization, and supporting informed strategic decision-making.

The analysis shows that business process monitoring cannot be assessed through a single measure. Instead, it requires a comprehensive framework that integrates multiple interrelated criteria, including time efficiency, process effectiveness, quality, cost optimization, customer satisfaction, and process stability. In addition, factors such as flexibility, innovation, and the human element play an

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increasingly important role in determining overall business performance in a rapidly changing environment.

The study also highlights the importance of applying quantitative methods and additional evaluation coefficients to improve the accuracy and reliability of performance assessment. The use of modern analytical tools, including data-driven approaches, real-time monitoring, and digital technologies, enhances the ability of organizations to respond quickly to changes and make more precise decisions.

At the same time, the research confirms that various challenges—organizational, technological, financial, and human-related can limit the effectiveness of business processes. Addressing these challenges requires the adoption of advanced management practices, continuous employee development, and the implementation of well-defined strategic planning systems.

A multidimensional and integrated approach to evaluating business process monitoring effectiveness is essential for achieving sustainable development and long-term success. Organizations that effectively combine performance indicators with modern technologies and adaptive management strategies are better positioned to improve efficiency and maintain a strong competitive advantage in today's dynamic business environment.

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