

# Organizational and Economic Mechanism of Customer Relationship Management under the Era of Digital Transformations

*Aleksy Kwilinski*<sup>1,2</sup>, *Nataliia Trushkina*<sup>3,\*</sup>, *Iulita Birca*<sup>4</sup>, and *Yuliya Shkrygun*<sup>5</sup>

<sup>1</sup> WSB University, Dabrowa Gornicza, Poland

<sup>2</sup> The London Academy of Science and Business, London, UK

<sup>3</sup> Research Center for Industrial Problems of Development of the NAS of Ukraine, Kharkiv, Ukraine

<sup>4</sup> University of Suceava “Stefan cel Mare”, Suceava, Romania

<sup>5</sup> Institute of Industrial Economics of NAS of Ukraine, Kyiv, Ukraine

**Abstract.** In recent years, there has been a radical transformation of the marketing concept in the direction of an individual approach to the client. At the same time, it must be emphasized that these issues are becoming especially relevant in the digital era, which significantly affects the concept of the logistics management of companies, tools for the formation of marketing strategies, sales policy, and digital channels. In view of this, the purpose of this paper is the theoretical justification and development of scientific and methodological provisions for improving the organizational and economic mechanism of customer relationship management under the era of digital transformations. To achieve the aim of the research, the following scientific methods were used: analysis, synthesis, comparison, classification, expert survey, statistical analysis, and structural and logical generalization. The article specifies the content of the concepts “customer service”, “logistics service”, “loyalty”, “customer interaction”, “customer experience”, and “customer relationship management”. Modern problems of the formation and development of the customer relationship management system and the implementation of information and communication technologies in European countries have been identified. The key barriers restraining the digital transformation of the customer relationship management system have been identified and are conventionally classified into 7 groups: political, financial and economic, market, marketing, organizational, personnel, and informational. It is proven that the elimination of these barriers requires the development of an organizational and economic mechanism for managing relationships with consumers, which should be based on qualitatively new principles, methods and approaches in the conditions of digitalization. The expediency of applying a comprehensive approach to the digital transformation of the customer relationship management system is substantiated.

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\* Corresponding author: [nata\\_tru@ukr.net](mailto:nata_tru@ukr.net)

## 1 Introduction

The transformational processes taking place in the global world today do not allow the effective use of traditional tools, approaches and means in logistics management. In this regard, many nontraditional methods of demand formation and promotion of products, management approaches, “smart” technologies, modern methods of customer attraction, and digital marketing tools appeared in practice.

Currently, it is advisable for companies to apply a client-oriented approach within the framework of the concept of relationship marketing to introduce innovative partnership models, information systems and digital technologies. This will ensure a high level of customer loyalty and satisfaction, improve logistics service, and reduce costs for organizing logistics service processes.

This is also confirmed by the results of surveys of international consulting companies and analytical centres. According to a survey conducted by EY-Parthenon [1], companies continue to make significant investments in digital transformation. Moreover, most leaders and top managers emphasize its crucial importance for survival in a competitive business environment.

A survey of 528 managers and experts on issues of strategic management of digital transformations, which was carried out by the consulting company Altimeter-Prophet [2], showed that the main efforts are aimed at improving the system of contacts with consumers (54% of experts). Research by Campaign Monitor [3] shows that 64.1% of small businesses use e-marketing to attract customers.

According to Gartner estimates [4], in 2019, 25% of all customer interactions were automated using artificial intelligence and machine learning. At the same time, 91% of companies plan to develop artificial intelligence in the future to manage relationships with consumers.

As stated in CMSWire's State of Digital Customer Experience 2023 report [5], digital customer experience (DCX), or digital customer service, is recognized as the most important tool for surveyed companies. This was indicated by 79% of respondents. However, 75% of respondents emphasized that digital tools work well or satisfactorily.

Therefore, for business development, it is necessary to introduce new technologies and digital channels that must be embedded in the customer experience. Experts of the Digital Marketing Institute [6] predict that by 2025, spending on digital transformation strategies worldwide will reach 2.8 trillion dollars. These investments will help international companies implement a holistic digital strategy to interact with consumers and reduce the time it takes to bring products or services to global and national markets.

According to Rocket Marketing Group specialists [7], the growth of customer loyalty helps to increase profits. It depends on the sector of the economy in which the enterprise operates. Attracting a new customer can cost 5 to 25 times more than retaining an existing customer. At the same time, selling to a loyal customer can be up to 20 times more successful than selling to a new customer [8]. Repeat customers are more profitable than new customers because they spend more with the company and have lower service costs [9].

According to experts [10], 65% of the company's business comes from existing customers. According to the Pareto principle, 80% of a company's future profits will come from 20% of its customers.

The results of research by scientists F. Reichheld and P. Schefter [11] show that a 5% increase in the number of consumers loyal to the company is accompanied by a growth in profit from 25 to 95%, depending on the field of economic activity. According to Bain & Company [12], companies that focus on improving customer experience can increase their revenue by 4-8% of their market.

During the survey by Dimension Data [13], it was found that 92% of companies that prioritize customer experience report an increase in customer loyalty, 84% report growing their profits, and 79% report cost reduction.

As a result of a study conducted by consulting company PwC [14], it was found that 71% of consumers are unlikely to buy a brand that has lost their trust. Based on the survey, the following main factors influencing consumer trust in the brand were determined: availability of the company's products or services; attitude of employees; quality and variety of products or services; and speed of solving customer problems.

Customer loyalty is a topic of considerable interest to academics and marketers (C. Grönroos [15], X. Han et al. [16], A. Moretta Tartaglione et al. [17], H. Nguyen et al. [18], M. Shahid Iqbal et al. [19], D. Siemieniako [20], T. Sitorus and M. Yustisia [21]) due to its importance in achieving sustainable competitive advantage and financial performance. Customers spend 43% more on brands that they are loyal to [10]. Some surveys have shown that increasing customer loyalty is more important than reducing operating costs. A 2% increase in customer loyalty has the same impact on profitability as a 10% reduction in operating costs [22].

Thus, the creation of an effective customer relationship management system capable of flexibly responding to crisis phenomena in the global world and the transformation of the business environment, the instability of product market conditions, and adapting to constant changes in the needs and preferences of customers is included in the priority areas of enterprise logistics management.

Given this, the problems of transformation of the customer relationship management system as a key component of enterprise logistics management in the context of the digital environment remain relevant and require further research.

## 2 Literature Review

The analysis of the scientific literature shows the variety of approaches of scientists to the definition of the concept of “customer relationship management”. Scientists use different concepts, namely, “customer orientation”, “customer centricity”, “customer-oriented approach”, “customer focus”, “logistics service”, “loyalty”, “customer service”, “interaction by customers”, “customer engagement”, “customer experience”, and “customer experience management”. That is, there are many interpretations of these terms, which are based on various scientific concepts, theories and provisions.

A significant variety of formulations of the definition of “customer service” made it possible to conditionally systematize them according to the following groups: philosophy, concept, activity, and process. As a rule, this term refers to management philosophy; a business concept that emphasizes the process of customer satisfaction; the process of creating benefits containing added value; a process aimed at managing supply chains; the degree of evaluation of order fulfilment; philosophy of activity; supplier and buyer contact; field of activity; a set of activities aimed at meeting the needs of customers; service work; activity aimed at creating consumer utility; and the possibility of ensuring the required level of customer satisfaction.

It was established that a number of researchers interpret the concept of “customer service” only as a field of activity or management philosophy. However, they do not explain what processes this activity involves and what exactly the management philosophy is. Other scholars discuss the concept, emphasizing the satisfaction of needs, which also does not fully define the essence of the customer service process.

Some authors use the term “logistics service”, considering it as a component of customer experience. For the most part, scientists understand the term “logistics service” as an activity; part of the business; integrated complex of logistics services; guaranteed service; a set of

intangible logistics operations; sector of individual services; ensuring the required level of customer satisfaction and loyalty, etc.

In foreign literature, the concepts of “logistics service” and “customer service” are mostly undifferentiated. This is explained by the fact that these concepts are considered as a single process aimed at consistent and interconnected customer service at all stages of purchasing a product or providing a service. In scientific sources on logistics and marketing, the terms “customer engagement” and “customer involvement” are found.

It should be noted that in recent years, the concept of “customer experience” has been introduced into scientific circulation. However, although this term is becoming quite popular and widespread, there is no universally accepted definition. This scientific category is considered mostly as a partnership between the client and the company; compliance of the company's service with customer expectations; customers' perception of their interaction with the company; the business discipline associated with the design and management of these interactions; the value that accrues when partnerships are formed with customers through communication, trust, loyalty and referrals; general experience of interaction between the company and the client; and the combination of conscious and unconscious aspects of a visit, transaction or product.

As the theoretical analysis shows, researchers pay considerable attention to defining the essence and content of the concept of “organizational and economic mechanism”. This definition means 1) a component of the economic mechanism, which reflects a set of organizational, financial and economic methods, methods, forms, tools and levers; 2) unity of state regulation and market self-regulation; 3) organizational and economic relations formed in the process of optimization of public work, relations of activity exchange and management relations; 4) a management tool, which is a set of management elements and methods of their organizational, informational, motivational and legal support; and 5) a system of forming goals and incentives that allow the transformation of the material and spiritual needs of society into means of production. A certain number of scientists claim that organizational and economic mechanisms are synonymous with economic mechanisms.

Many scientific works are devoted to conceptual principles and scientific-methodical approaches to improving the effectiveness of managing relationships with consumers in the logistics management system of enterprises of various branches. In the publications of prominent scientists (I. Alarm, Ch. Perry [23]; L. Berry [24]; P. Blaik [25]; P. Fader [26]; C. Fornell et al. [27]; H. Gebauer, C. Kowalkovski [28]; V. Guerola-Navarro et al. [29]; A. Gunasekaran [30]; T. Hennig-Thurau [31]; B. T. Khoa [32]; Ph. Kotler, K. Keller [33]; J.-J. Lambin [34]; C. Ledro et al. [35]; F. Li, G. Xu [36]; V. Liljander et al. [37]; E. W. T. Ngai [38]; S. Oke et al. [39]; A. Payne [40]; D. Peppers, M. Rogers [41]; G. Piccoli et al. [42]; C. Schulze et al. [43]; H. N. Seyed et al. [44]; V. Souitaris, G. Balabanis [45]; C. Wallenburg [46]; K. F. Ward et al. [47], and many others [48-106]) theoretical and methodological principles, logistic approaches, and marketing tools for the formation and development of the customer relationship management system are substantiated and developed, and various aspects of the application of digital technologies are highlighted.

Despite the wide range of research on the given topic, methodological issues regarding customer relationship management in accordance with the challenges associated with the change in marketing and logistics management paradigms, the digitalization of business processes of companies and the intensive use of digital technologies remain insufficiently studied.

Thus, this problem determined the purpose of this paper, which consists of the theoretical substantiation and development of scientific and methodological provisions for improving the organizational and economic mechanism of customer relationship management under the era of digital transformations.

### 3 Methods

The theoretical and methodological basis of the research is the provisions of the institutional theory; theory of systems, management, information society, network economy, digital economy; concepts of sustainable development, strategic, logistics and marketing management, customer relationship management, economy of enterprises.

The following general scientific methods were used in the research process: analysis and synthesis, comparison and classification, expert survey, statistical analysis, and structural and logical generalization.

The information base of the research is the analytical materials of Bain & Company, Campaign Monitor, CMSWire, Digital Marketing Institute, Ernst & Young, Gartner, Harvard Business Review, the IMD World Competitiveness Center, International Telecommunication Union, NerdWallet Inc., Portulans Institute, PRNewswire, PwC, Rocket Marketing Group, UserGuiding, and the World Bank.

The Logistic Performance Index (LPI) was used to determine the modern problems of the formation and development of the customer relationship management system, implementation of information and communication technologies in companies – World Digital Competitiveness Ranking (WDCR), Network Readiness Index (NRI), and ICT Development Index (IDI).

Information on the problems and prospects of strategic management of the client experience was obtained on the basis of a comparative analysis and generalization of the methods of assessing digital maturity and transformation of business processes, which were developed by international consulting companies, analytical centres and scientific institutions: Arthur D. Little, Cisco, Deloitte, Global Center for Digital Business Transformation, IMD, Ionology.

Statistical data for Ukraine include the number of enterprises that had access to the Internet; the number of enterprises by areas of use of the Internet; the number of enterprises to determine the capabilities of the website when using the Internet; the number of enterprises that used social media; the number of enterprises that performed “big data” analysis; the number of enterprises that purchased cloud computing services; the number of enterprises that had specialists in the field of ICT; the number of employed workers who had access to the Internet; the number of enterprises that carried out electronic trade via the Internet; and the volume of sold products (goods, services) from e-commerce. These data are taken from the “Information Society” sections on the official website of the State Statistics Service of Ukraine.

To date, many methods of evaluating the digital transformation of business processes of enterprises have been developed, one of the components of which is client-centricity (customer experience, digital logistics service, omnichannel, digital marketing and communications) (*Table 1*).

It should be noted that the quality of logistics services as an indicator of the Logistic Performance Index is assessed using the methodology developed by the World Bank. According to World Bank research for 2007-2023, there is a positive and stable trend in the positions of the surveyed European countries in the ranking of key indicators characterizing the level and quality of consumer service (*Table 2*). For example, according to the indicator “Competence and quality of provided logistics services”, the rank of Lithuania increased by 31 positions; Latvia, by 20; Estonia, by 17; Croatia, by 12; the Czech Republic, by 9; Romania, by 6; and Poland, by 5 positions. However, according to this indicator, the position in Hungary worsened (decrease by 20 points); in Ukraine, it worsened by 2 points. In Portugal, the situation improved in 2018, when the country's rank rose by 12 positions, and in 2023, it deteriorated again by 11 points.

**Table 1.** Methods of evaluating the transformation of enterprises' business processes

Method	Content
Deloitte's Digital Maturity Model	Assessment of digital capabilities according to 5 key dimensions: <i>consumers</i> , strategy, technology, production, structure and culture
Digital Transformation Index (Arthur D. Little Agency)	Areas of evaluation: strategy and management; products and services; <i>customer management</i> ; operations and supply chains; corporate services and control; Information Technology; workplace and culture
Digital Maturity Index of enterprises	5 consolidated areas of assessment: strategy and business model; <i>consumers</i> ; organizational culture and personnel; operational processes; information technology
The "Digital Piano" model (developed by the Global Center for Digital Business Transformation at the initiative of IMD and Cisco)	7 transformational categories that are the most important elements of the organization's value chain: business model; the organizational structure; employees; processes; IT capabilities; offers; <i>interaction model</i>
The Digital Transformation Change Index (proposed by Ionology)	5 blocks: strategy and culture; staff and <i>clients</i> ; processes and innovations; technologies; data and analytics

*Source:* summarized and compiled by the authors based on [107-112].

**Table 2.** Place of Surveyed European Countries in the LPI Rating

Country	Year	Indicators						
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
Croatia	2007	63	54	48	87	66	78	61
	2018	49	45	47	61	58	39	46
	2023	43	42	65	41	14	47	55
Czech Republic	2007	38	42	42	35	43	36	36
	2018	22	20	16	24	10	30	26
	2023	43	33	30	54	26	47	55
Estonia	2007	47	45	53	58	56	42	40
	2018	36	40	30	43	39	28	44
	2023	26	28	10	23	26	37	39
Hungary	2007	35	37	34	44	42	34	33
	2018	31	38	32	26	43	27	30
	2023	51	57	35	41	26	65	52
Latvia	2007	42	48	35	41	29	58	58
	2018	70	81	113	77	81	49	49
	2023	34	28	17	34	43	31	44
Lithuania	2007	58	64	50	74	48	52	80
	2018	54	54	43	50	74	46	66
	2023	38	33	35	62	26	37	39
Poland	2007	40	38	40	40	52	38	51
	2018	28	29	23	31	12	33	35
	2023	26	33	21	23	38	24	39
Portugal	2007	28	34	21	30	33	26	32
	2018	23	22	18	23	7	35	32
	2023	38	33	35	54	47	37	30

Romania	2007	51	52	66	56	35	56	50
	2018	48	47	39	41	48	80	51
	2023	51	46	35	37	26	65	59
Ukraine	2007	73	90	55	80	83	97	74
	2018	66	61	56	52	68	89	119
	2023	79	92	76	94	75	90	89

*Note:* Overall LPI (1); Logistics quality and competence (2); Timeliness (3); Tracking (4); International shipments (5); Customs (6); Infrastructure (7).

*Source:* [113].

At the same time, some European countries have improved their positions in the logistics efficiency rating based on the “Timeliness of deliveries” indicator. Thus, according to this indicator, the rank of Estonia increased by 43 positions, Romania by 31, Poland by 19, Latvia by 18, Lithuania by 15, and the Czech Republic by 12. However, in Ukraine for the years 2007-2023, the position according to the indicator “Timeliness of deliveries” worsened (decrease by 21 points); in Croatia, by 17 points; and in Portugal, by 14 points. In Hungary, the value of this indicator almost did not change.

The International Institute for Management Development (IMD), a business school in Switzerland, has developed a world rating of digital competitiveness (World Digital Competitiveness Ranking, WDCR) (*Table 3*). This index allows you to assess the potential and readiness of 63 countries of the world to implement digital technologies for economic and social transformations. The calculation of the integral index is carried out according to 52 criteria, which are divided into three areas: knowledge, technologies, and readiness for the future.

**Table 3.** World Digital Competitiveness Ranking of the Surveyed European Countries

Country	Year				Rank changes
	2017	2019	2021	2022	
Estonia	27	25	25	20	↑+7
Lithuania	29	29	30	25	↑+4
Czech Republic	32	33	33	33	↑+1
Croatia	44	44	55	43	↑+1
Latvia	33	35	37	34	↓-1
Portugal	31	32	34	38	↓-7
Poland	38	36	41	46	↓-8
Hungary	42	46	45	42	unchanged
Romania	49	47	50	49	unchanged
Ukraine	59	58	-	-	not rated

*Source:* [114].

The Network Readiness Index (NRI, Portulans Institute, USA) (*Table 4*) was developed to assess the network (technical) readiness of countries worldwide to use the possibilities of information and communication technologies and systems. From 2002 to 2016, this index was published by the World Economic Forum as part of the Global Information Technology Report. Today, on the basis of the NRI, 134 countries of the world are evaluated according to 60 indicators, which are systematized according to 4 main groups: technologies, personnel, management, and influencing factors. NRI covers issues from artificial intelligence technologies and the Internet of Things to the role of the digital economy in achieving the Sustainable Development Goals.

The ICT Development Index (IDI) is a combined indicator that characterizes the achievements of the countries of the world in terms of the development of information and communication technologies. The index was developed according to the methodology of the International Telecommunication Union, a specialized unit of the United Nations that defines global standards in the field of ICT. The IDI is calculated on the basis of summing up 11 indicators to an integral criterion, which allows comparing the achievements of the countries of the world in the development of the ICT sphere. The index can be used as a benchmarking tool at the global, regional and national levels.

As the analysis shows, the leaders in the field of information and communication technologies in 2007 were Sweden, South Korea, Denmark, the Netherlands, and Iceland. In 2017, Iceland, South Korea, Switzerland, Denmark, and Great Britain were the leading countries in the field of ICT.

During 2007-2017, the positions of some European countries worsened. Thus, the rank of Ukraine in the rating of the development of information and communication technologies decreased by 28 points; Portugal and Hungary, by 13; Romania, by 12; Poland, by 10; Lithuania, by 8; and the Czech Republic, by 3 points. At the same time, Estonia's position improved by 9 points, and Croatia's improved by 7 (Table 4).

**Table 4.** The ICT Development Index of the Surveyed European Countries

Country	Year				
	2007	2010	2014	2015	2017
Croatia	43	31	37	42	36
Czech Republic	40	37	41	34	43
Estonia	26	33	21	20	17
Hungary	35	34	46	48	48
Latvia	36	40	33	37	35
Lithuania	33	35	40	40	41
Poland	39	38	44	44	49
Portugal	31	27	43	43	44
Romania	46	48	58	59	58
Ukraine	51	62	73	79	79

*Source:* [116; 117].

If we consider Ukraine, it is worth noting that the number of enterprises that had access to the Internet increased by 10.2% in 2016-2021. According to the State Statistics Service of Ukraine, the number of enterprises that had specialists in the field of information and communication technologies increased by 8.3%. However, during this time, the number of enterprises that conducted training courses for specialists in information and communication technologies decreased by 16.1%, and those that recruited such specialists decreased by 36.5% (Table 5).

**Table 5.** Dynamics of the number of enterprises that have access to the Internet

Indicators	Years					
	2016	2017	2018	2019	2020	2021
The number of enterprises that have access to the Internet	38,825	39,582	43,303	43,785	44,508	42,785
The number of enterprises that had specialists in the field of ICT	10,436	10,660	10,973	10,953	11,127	11,304
The number of enterprises that organized training courses for ICT specialists	2,131	1,942	1,804	1,932	1,858	1,788



The number of enterprises that recruited specialists in the field of ICT	4,024	4,663	3,082	3,117	2,823	2,556
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Source: [118].

As statistical analysis shows, the number of employed workers who have access to the Internet increased in 2021 compared to 2018 by 6.4%, and their share in the total number of employed workers increased by 0.9 percentage points (*Table 6*).

**Table 6.** Dynamics of the number of employed workers who have access to the Internet

Indicators	Years			
	2018	2019	2020	2021
The number of employed workers who have access to the Internet, <i>thousands of people</i>	1,064.7	1,090.0	1,112.0	1,133.1
in % to the total number of employed employees of enterprises	27.1	28.4	28.2	28.0

Source: [118].

For 2016-2021, the number of enterprises that used the Internet to use instant messaging and electronic bulletin boards increased by 40.6%; the implementation of banking operations increased by 26.9%; access to other financial services increased by 39.4%; obtaining information about goods and services increased by 30.1%; and sending or receiving messages by e-mail increased by 25.8% (*Table 7*).

**Table 7.** Directions for using the Internet at enterprises

Directions of use	Years					
	2016	2017	2018	2019	2020	2021
Sending or receiving messages by e-mail	37,659	38,929	42,733	43,278	45,273	47,360
Obtaining information about goods and services	33,298	34,663	38,468	39,066	41,133	43,309
Using instant messaging and electronic bulletin boards	17,587	18,704	21,167	21,654	23,142	24,731
Carrying out banking operations	36,991	38,227	42,070	42,754	44,810	46,966
Access to other financial services	14,837	15,535	17,612	18,147	19,370	20,676

Source: [118].

During the analysed period, there was a trend of growth in the number of enterprises in which the website provided the following opportunities: staff training – by 55.9%; formation of orders for goods online – by 37.6%; supply of products online – by 35.5%; tracking or checking the status of placed orders – by 34.6%; customer service – by 31.1%; and personalized information content of the website for regular customers – by 18.6% (*Table 8*).

**Table 8.** Opportunities of the website when using the Internet at enterprises

Possibilities	Years					
	2016	2017	2018	2019	2020	2021
Customer service	7,188	7,442	8,305	8,471	8,934	9,423
Delivery of products online	2,570	2,774	3,088	3,100	3,286	3,483

Formation of orders for goods and services online	4,255	4,457	5,061	5,169	5,502	5,856
Personalized information content of the website for regular customers	4,188	4,018	4,565	4,647	4,805	4,969
Tracking the status of placed orders	3,791	4,003	4,537	4,551	4,819	5,103
Personnel training	1,495	1,598	1,916	1,965	2,140	2,331

Source: [118].

Based on the analysis of statistical data, it was established that the number of enterprises that used social media for hiring employees increased by 106.5% in 2016-2021; receiving feedback from consumers or providing answers to their orders, by 81.2%; presentation of the company or advertising of its goods/services, by 75%; involvement of clients in development or innovative activity, by 71.4%; and cooperation with various groups of stakeholders, by 55.4% (Table 9).

**Table 9.** The purpose of using social media at enterprises

Purpose of use	Years					
	2016	2017	2018	2019	2020	2021
Representation of the enterprise or advertising of its goods/services	8,460	9,470	11,284	11,927	13,290	14,809
Receiving customer feedback or providing answers to their questions	6,089	6,871	8,260	8,772	9,838	11,033
Involvement of customers in the development or innovation of goods and services	3,963	4,388	5,221	5,511	6,118	6,791
Cooperation with business partners and other stakeholder groups	6,789	7,339	8,427	8,872	9,675	10,550
Hiring employees	4,275	5,131	6,276	6,717	7,700	8,828

Source: [118].

During the research period, the number of enterprises that used cloud computing services increased by 79.8%. This is due to an increase in the number of enterprises that bought file storage services – by 178.9%; database hosting – by 144.3%; programs for customer relationship management – by 99.8%; office software by 88.2%; financial and accounting application programs – by 74.5% (Table 10).

**Table 10.** Use of cloud computing services at enterprises

Indicators	Years					
	2016	2017	2018	2019	2020	2021
Total number of enterprises	3,639	4,135	4,831	5,207	5,837	6,543
<i>Including</i> businesses that bought office software	1,672	1,932	2,125	2,445	2,774	3,147
enterprise database hosting	1,197	1,449	1,664	2,042	2,443	2,924
file storage service	1,145	1,447	1,788	2,139	2,613	3,193
financial and accounting applications	2,162	2,413	2,585	3,010	3,370	3,773
programs for managing relationships with customers	967	1,050	1,223	1,453	1,675	1,932

Source: [118].

**Table 11.** Number of enterprises that performed “Big Data” analysis

Sources of “Big Data”	Years					
	2016	2017	2018	2019	2020	2021
Your company's data from smart devices or sensors	3,581	3,194	2,917	2,896	2,682	2,484
Geolocation data from portable devices	1,466	1,584	1,697	1,874	2,036	2,211
Data from social media	1,707	1,659	1,600	1,658	1,640	1,623
Other sources	4,972	3,815	2,974	2,852	2,300	1,854

Source: [118].

In 2016-2019, the number of enterprises purchasing goods via the Internet increased by 42.3%. However, the number of enterprises that received orders with help of the Internet for the sale of products decreased by 2.5% (*Table 12*).

**Table 12.** Electronic commerce using the Internet

Indicators	Years			
	2016	2017	2018	2019
The number of enterprises that purchased goods or services via the Internet	7,147	8,168	9,583	10,169
The number of enterprises that received orders through the Internet for the sale of products or services	2,503	2,596	2,476	2,440

Source: [118].

It should be noted that the number of enterprises that carried out electronic trade increased by 1.5% in 2021 compared to 2018. Their specific weight in the total number of enterprises for all types of economic activity almost did not change and amounted to 5% in 2021. In 2018-2021, the specific weight of the volumes of products sold with the use of electronic trade tools increased by 1.8 percentage points, or from 3.5 to 5.3% of the total volume of products sold by all types of economic activity (*Table 13*).

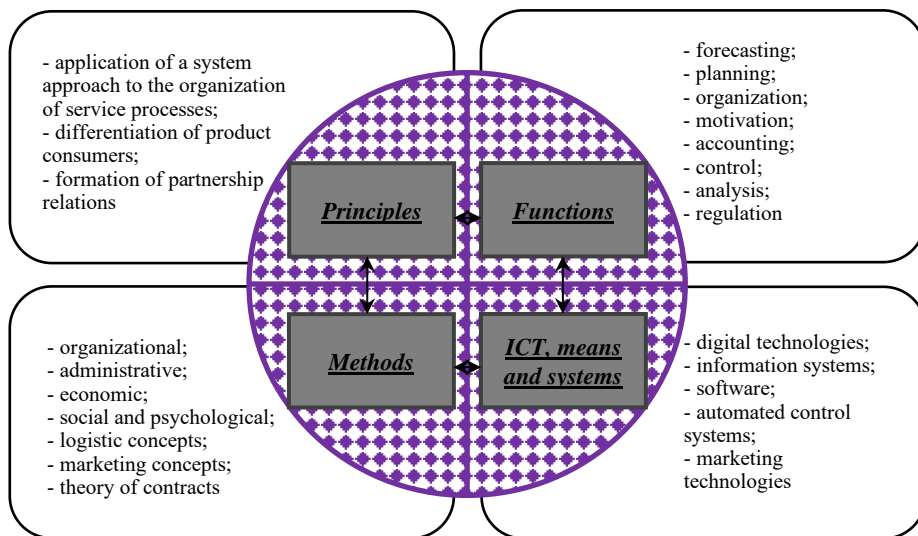
**Table 13.** Dynamics of the volume of products sold through electronic commerce

Indicators	Years			
	2018	2019	2020	2021
The number of enterprises that carried out electronic trade	2,476	2,440	2,494	2,513
in % to the total number of enterprises	5.0	4.8	4.9	5.0
The volume of sales of products obtained from e-commerce, <i>million UAH</i>	228.0	292.7	364.6	435.9
in % to the total volume of products sold by enterprises	3.5	4.5	5.0	5.3

Source: [118].

Therefore, as the analysis of statistical data shows, Ukrainian enterprises actively use modern digital technologies and information systems. This, in turn, will affect the effective organization of customer service processes and logistics services in the digital economy.

## 4 Results



**Fig. 1.** Structural Elements of the Organizational and Economic Mechanism of the Customer Relationship Management

Source: Author's development.

As a result of the conducted research [119-170], it was established that the effective digital transformation of the customer relationship management system is held back by a number of barriers, which can be conventionally classified into the following groups:

*political* (instability of the political situation and geopolitical situation in the world due to the exacerbation of armed conflicts and the resolution of acute conflicts between states);

*financial and economic* (changes in the global economy; constant fluctuations in currency markets; instability of the economic situation in the countries of the world due to crisis situations and natural cataclysms and disasters; insufficient investment in advanced technologies (Internet of Things, artificial intelligence, blockchain, etc.));

*market* (constant fluctuations in sales market conditions; instability of consumer demand for finished products);

*marketing* (insufficient consideration of the specifics of service to different categories of consumers depending on the specifics of the enterprise's activity; imperfection of the contractual activity of enterprises; ineffective use of digital marketing tools; insufficient application of a client-oriented approach to consumer service);

*organizational* (lack of a clearly defined digital transformation strategy, vision of the company's digital future and management deficiencies; inability to manage organizational and transformational changes; lack of a digital strategy for managing relationships with consumers);

*personnel* (low level of employee involvement; lack of qualified and competent personnel who would meet the modern requirements of digitalization of the economy; lack of a digital strategy for company personnel management; cross-functional obstacles in the knowledge of business leaders, top managers and IT specialists, i.e., insufficient application of a cross-functional approach, which involves the possession of knowledge regarding the development of strategies and their implementation and the necessary technological knowledge and skills);

*informational* (lack of a unified approach to defining a conceptual and categorical apparatus for digital transformation; difficulties with operations that include digital design of products, services and services, rapid adaptation of operational processes and real-time monitoring; lack of knowledge and skills in the digital economy and advanced technologies; insufficient use of digital technologies and electronic platforms for customer relationship management).

To eliminate the barriers listed above, it is advisable to develop an appropriate organizational and economic mechanism for managing relationships with consumers, which includes a set of principles, functions, methods, digital tools, software and technical tools, aimed at reducing the level of costs for the organization of customer service processes and the quality of the provided logistics services (*Figure 1*).

For the purpose of digital transformation of the customer relationship management system, it is proposed to use a comprehensive approach, which consists of the integration and symbiosis of system, process, functional and situational approaches in the context of partnership marketing (*Figure 2*).

## 5 Conclusions

The intensity of the use of information systems and digital technologies, the digitalization of logistics service processes, the increase in the volume of e-commerce, and the personalization of logistics services require the search for fundamentally new approaches to the transformation of the customer relationship management system.

The generalization of theoretical provisions regarding this issue allowed us to propose an author's approach to defining the essence and content of the following concepts:

“customer service” – the organization of a complex of consecutive interrelated processes of sales activities and transport services, aimed at satisfying the demand of consumers by supplying them with the necessary volume of finished products for the implementation of the production process or its further sales with the aim of obtaining profit;

“Logistics service” (*from three positions*) is a component of the client experience; organization of an integrated complex of logistics services using digital technologies, which should be aimed at ensuring the appropriate level of satisfaction and loyalty of consumers; activities aimed at identifying and meeting logistics needs, with a focus on customer experience as one of the key factors in increasing the competitiveness of enterprises;

“Loyalty” (*from three positions*) is the key basis of effective customer experience; a high level of trust and commitment of the consumer to a specific product or service; the favorable attitude of the consumer towards a certain company or trademark (brand), regardless of various marketing actions of competitors (dumping prices, discounts, improving the quality of logistics service and level of service, etc.) and changes in the business environment;

“customer interaction” – a partnership between the consumer and the enterprise through various online or offline channels with an emphasis on the strategic task of achieving and maintaining a high degree of customer engagement, which directly affects both the profitability of the company and the long-term loyalty of the end consumer;

“Customer experience” (*from two positions*) – a form of interaction between the consumer and the enterprise, which is implemented through trust, loyalty, and logistics service in the relationship marketing system; experience in forming an effective system of partnership relations between the company and consumers as a result of increasing the level of trust, loyalty, service and quality of logistics service;

“customer relationship management” – a continuous iterative process, which is carried out through the implementation of management functions (forecasting, planning, organization, motivation, accounting, control, analysis and regulation) of a single complex

of consecutive processes of sales activity and logistics service of various categories of consumers;

“Customer relationship management system” is an interconnected set of management objects and subjects through the implementation of the entire list of functions of managing customer service processes based on the use of information, organizational and logistical support mechanisms.

For the purpose of ranking the countries of the world according to the indicators “Quality of logistics service” and “Timeliness of deliveries”, the Logistic Performance Index was used. However, it is worth emphasizing that the LPI assessment methodology is imperfect and not fully up to date. Thus, this integral index does not include an information component; that is, it does not take into account the influence of information and communication technologies on the development of the consumer relationship management system. In this regard, it needs significant revision and the introduction of appropriate changes and additions, taking into account the global challenges of the modern digital environment.

As a result of the conducted research, it was established that in modern business conditions, it is expedient to develop and implement a digital strategy for managing partnership relations with consumers on the basis of institutional theory, network and information economy, the concept of interaction marketing, theories of networks and interested parties (stakeholders), which should include the following elements:

1) use of information tools and digital channels (types of CRM systems, electronic platforms, software products, various options of digital channels);

2) formation of a qualitatively new culture of marketing communications (integration of CRM systems into the IT architecture of companies; integration of digital marketing communication channels into a single system);

3) directions for improving the quality of logistics service (formation of client-oriented thinking; reorientation on the client in the development of products and services; comprehensive modernization of business processes; digitalization, machine learning and robotics to increase the speed and efficiency of the organization of logistics activity processes; optimization of the organizational structure of marketing activity management; transformation of customer behaviour models; creation of a digital profile of customers, which is managed in the Customer Data Platform; creation of “smart” chatbots based on artificial intelligence; optimization of retargeting);

4) formation of an omnichannel environment (integration of all digital channels, retail points and back offices into a single information space, that is, the use of omnichannel as a key tool of a client-oriented model of partnership relations with consumers).

Prospects for further research consist of the theoretical generalization of approaches to the definition of the concept of “strategic management of relationships with consumers” and the development of strategies for the digital transformation of the customer relationship management system in the context of behavioural economics.

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