

Zhalinska IrynaPh.D. in Economics, Associate Professor
Zhytomyr Polytechnic State University**Жалінська І.В.**

Державний університет «Житомирська політехніка»

**CUSTOMER LOYALTY MANAGEMENT
IN A MODERN DIGITAL ENVIRONMENT****УПРАВЛІННЯ ЛОЯЛЬНІСТЮ СПОЖИВАЧІВ
У СУЧАСНОМУ ЦИФРОВОМУ СЕРЕДОВИЩІ**

The article has carried out the importance of consumer loyalty, the factors that influence it, and the main current emphases of loyalty management in the modern digital environment. Factors that affected consumer behavior in terms of loyalty have been highlighted, i.e. the change in the structure of consumption, ongoing processes of digitalization, consumer lifestyle changes, and values change of consumers. The present-day emphases on approaches to loyalty management are investigated. The first one concerns personalization based on consumer value orientation and engagement. The second one concerns the means of their implementation that are embodied in the digital environment via omnichannel marketing, which involves creating a seamless experience of switching between channels. The content of the loyalty program and its means of implementation can be treated as the main elements of "input" in the loyal business model.

Key words: consumer behavior, customer loyalty management, loyal business model, digital environment, seamless experience, omnichannel marketing.

У статті розглянуто важливість лояльності споживачів, фактори, що на неї впливають, та основні актуальні аспекти управління лояльністю в сучасному цифровому середовищі. Визначено переважання емоційної складової в лояльності споживачів. Сьогодні основним об'єктом управління лояльністю є клієнтський досвід. Наведено фактори, які вплинули на поведінку споживачів щодо формування лояльності, а саме: зміна структури споживання; постійні процеси цифровізації, які призводять до нової віртуальної культури споживання; зміна способу життя споживача, зокрема, «життя тут і зараз», тренд віддаленої або гібридної роботи, домінування принципу WWW (що, коли та де завгодно); зміна цінностей споживачів, які починають цінувати бренди/компанії, які підтримують проблеми здоров'я, а також соціальні глобальні та локальні тренди тощо. На основі даних опитувань аналітичних центрів і міжнародних організацій, визначено, що фактори впливу на лояльність споживачів характеризуються доволі суперечливими тенденціями. Так, актуальними залишаються ціна, якість і доступність товарів і послуг. Водночас споживачі демонструють свою прихильність улюбленому бренду, виражаючи намір купувати за вищими цінами та збільшуючи свою участь у програмах лояльності. Це створює складні виклики для брендів/компаній у цифровому середовищі, оскільки поряд із важливістю контролю традиційних факторів програми лояльності включають широкий спектр функцій. Висвітлено сучасні аспекти щодо підходів до управління лояльністю. Перший з них стосується персоналізації на основі орієнтації на споживчі цінності та залучення, оскільки споживачі цінують індивідуальний підхід і втілення сучасних соціальних трендів у політиці бренду/компанії. Другий стосується засобів їх реалізації, що втілюються в цифровому середовищі через омніканальний маркетинг, який передбачає створення бездоганного досвіду переходу між каналами. Ці два виділені аспекти (зміст і засоби його реалізації) можна розглядати як основні елементи «входу» в модель лояльного бізнесу.

Ключові слова: поведінка споживачів, управління лояльністю клієнтів, лояльна бізнес-модель, цифрове середовище, бездоганний досвід, омніканальний маркетинг.

Statement of the problem. Nowadays, customer loyalty is regarded as an important commercial attribute of a company [1, p. 40]. However, the impact of the digital environment significantly

has changed the approaches to consumer loyalty management, which have become much more complicated, in particular, new ways of interaction between the brand/company and the consumer

have emerged, as well as new ways of influencing the formation and maintenance of consumer loyalty. Therefore, researching the main aspects of modern approaches to consumer loyalty management becomes a topical issue.

Analysis of recent research and publications.

There are several relevant areas amongst modern scientific works devoted to the study of consumer loyalty. Theoretical aspects of customer loyalty are highlighted by Ivanova L.O., Muzika O.M., Pchelyanska G.O. etc [2; 3]. In particular, scientists consider approaches to defining the concept of "loyalty" and to the formation of consumer loyalty. Also, the behavioral and perceived aspects of loyalty are analyzed, the economic and non-economic benefits of consumer loyalty are determined, the basic principles of a loyalty program and its improvement are proposed, etc.

The impact of digital marketing on consumer loyalty is being investigated by Sinkovska V.M. [1], Mohammad A. [4], Horokhova T.V. [5], etc. For instance, Mohammad A. argues that digital marketing is one of the biggest drivers of customer loyalty in the digitization era, and its positive impact on customer loyalty depends on critical factors such as digital content and digital capabilities [4].

Assessment of consumer loyalty is the main scientific focus of Sinkovska V.M. [1], Zhurylo V.V. [6], etc. In particular, Sinkovska V.M. considers the importance of loyalty for the company and proposes a method of calculating the integral loyalty indicator [1].

Thus, one can notice a rather significant interest in the issue of consumer loyalty management on the part of the scientific community. However, as a result of the rapid changes in the environment of economic activity, the predominance of the digital environment, and the growth of consumer power, further study of approaches to consumer loyalty management remain relevant.

Objectives of the article. The purpose of the study is to determine the importance of consumer loyalty, the factors that influence it, and the main current emphases of loyalty management in the modern digital environment.

Summary of the main research material. In the marketing literature, there are several approaches to determining consumer loyalty such as behavioral, perceptual (or emotional), and comprehensive [6; 7]. One can argue that the latest definitions of consumer loyalty emphasize the emotional component as a determining factor. There are some of today's definitions of consumer loyalty. Loyalty is a positive attitude towards a brand/company, the essence of which is expressed in the consumer's unquestionable choice of this brand/company, regardless of the actions of rivals and changes in the market environment [1, p. 42]. Loyalty is the

devotion of consumers to a particular product, or brand, which persists over a long period of time [7, p. 22]. Customer loyalty describes an ongoing emotional relationship between a brand/company and their customer, manifesting itself by how willing a customer is to engage with and repeatedly purchase from the brand/company versus their competitors [8].

It can be concluded that the phenomenon under study is multifaceted, based on the relationship or interaction between consumers and brands/companies. Emphasis on the emotional component is connected, first of all, with a change in the consumer journey and the emergence of a stage of brand advocacy. This implies the consumer is involved in creating loyalty to the brands/companies and begins to play an active role in creating value. That is why the main object for loyalty management is not the company's product or service, but customer experience (CX), and loyalty is considered rather as a by-product of positive CX [9]. Today, a business cannot simply provide a service or product. It is necessary to build a relationship with each client.

In general, the need to manage consumer loyalty is confirmed by the existence of the so-called loyalty business model, which is based on a chain that connects the quality of the product or service with company profitability. Currently, the profitability chain is defined through three main successive stages: 1) the actions/tools of the company as an input of the system (e.g., activities and tools of interaction marketing); 2) consequences of the company's actions for consumers (consumer satisfaction and loyalty); 3) economic success as an output of the system (e.g., profit or revenue of the company) [7, p. 9].

It is relevant to note that for a long time, the price has remained the determining factor influencing consumer loyalty. A number of modern studies confirm the importance of this factor even now. For instance, 41% of consumers will hunt the best price when purchasing [10, p. 9]. This trend is even more noticeable in the FMCG market, e.g. choosing a new brand for shoppers is now all about price (62%), availability (49%), and high levels of on-shelf promotion (37%) [11, p. 3].

However, the latest studies demonstrate quite significant shifts in consumer behavior in terms of loyalty. They were affected by a number of factors, among which the following should be highlighted.

1. The change in the structure of consumption due to the impact of the Covid-19 pandemic [12] and the constant uncertainty of macroeconomic processes, the ongoing recession of the world economy, which causes a constant increase in prices and inflation [11, p. 2; 16].

2. Ongoing processes of digitalization, which have significantly accelerated under the influence of the Covid-19 pandemic, and formed a new virtual culture of consumption [12]. For instance, there is an exponential growth of digital platforms such as social networks, online auctions, retail trade, transport, crowdfunding, public services, etc. According to the latest data, the number of MAUs (Monthly Active Users) of all Meta services – WhatsApp, Instagram, Facebook Messenger, Facebook and now Threads – is 3.88 billion monthly users, which is almost half of the Earth's population. The typical working-age internet user now spends more than 2½ hours per day using social platforms [14].

3. Consumer lifestyle changes, in particular, "living here and now", the trend of remote or hybrid work, the dominance of the WWW (whatever, whenever, wherever) principle, when everything happens at the first request of the consumer. One of the manifestations of such behavior is giving preference to the use of mobile phones for searching for and purchasing the necessary goods. For instance, over half of consumers (55%) have used their mobile phone in-store to research a potential purchase, and half (50%) of consumers are showrooming – the practice of browsing products in-store but purchasing online or elsewhere. There have also been hefty increases in consumers using their mobiles to purchase through apps (57%, up 10% in 2022) and buy digital content (40%, up 14% in 2022) [10, p. 10]. A total of 5.44 billion people use mobile phones in early 2023, equating to 68% of the total global population. Unique mobile users have increased by just over 3% during the past year, with 168 million new users over the past 12 months [14].

4. Values change of consumers, who begin to value brands/companies that support physical and mental health issues, and environmental trends, and fulfill their ethical, social, and environmental promises. For instance, 17% of consumers want brands to behave responsibly, and they vote with their wallets. Moreover, 6% year-on-year increase in consumers who choose brands that behave responsibly [10, p. 9].

Obviously, consumers are becoming more demanding, defining their preferences and choosing products/brands by many criteria. Thus, experts of the consumer market today determine the simultaneous existence of the following priority trends in consumer requests: the desire to buy quality goods, and save time and money; the need for an individual approach; fast communication; participation in loyalty programs [15]. Here come new challenges for the marketing activities of brands/companies.

Loyalty programs are gaining more and more importance, as evidenced by the research of var-

ious agencies. In particular, the McKinsey survey proves that 3 out of 4 members of top-performing loyalty programs changed their behavior to generate more value for businesses, i.e. 64% are more likely to purchase more frequently, 31% are more willing to pay a higher price to stay with a brand, 50% are more likely to recommend to others, 35% are more likely to choose the brand over rivals [13].

The Marigold survey argues, that in 2023 59% of consumers will pay more to purchase from a favored brand – a 4% increase since 2022. Almost half of consumers (43%) intend to increase their participation in loyalty programs over the coming year, an 8% rise in 2022, with merely 8% of consumers less likely to participate in a loyalty program than last year [10, p. 22].

However, today's loyalty programs differ significantly from their initial options with basic functionality (e.g., earn and burn, offers). Based on the results of the analysis of marketing literature [5; 6; 8–19] and modern trends in consumer behavior, one can highlight the following important emphases that should be taken into account in modern approaches to loyalty management.

1. Personalization based on consumer value orientations and engagement.

This factor is important in terms of developing a more individualized approach to consumers who value treating themselves as personalities, on the one hand, and experience that brands share their life values, on the other hand. This is partly achieved through targeting, but engagement marketing based on the personalization of appeals is of crucial importance in order to create sustainable relationships and achieve true customer loyalty.

One can find enough evidence to support this thesis in recent studies of consumer behavior. According to the results of the Marigold Survey customers value brands that treat them as an individual (82%), reward them for loyalty (82%), treat their data responsibly (also 82%) as well as strive to build relationships with them (79%).

There have been year-on-year increases across the board, most eye-catching with brands who make the customer feel like a VIP (19% increase), influence their life beyond the product (16% increase), surprise with rewards (13% increase), treat them as an individual (11% increase), strive to build a relationship (11% increase) and treat their data responsibly (also an 11% increase).

The survey notes, that the brands committed to fostering better relationships and adding relevance, value, and personalization to their messaging are the ones that are elevated to preferred status and poised to see long-term benefits across the customer lifecycle [10, p. 11].

Regarding consumer values, it should be pointed out to following important emphases. First, common values for certain groups of consumers. Nowadays, Generation Theory is considered to be the most popular one about consumer behavior. It states that belonging to a certain generation is determined by common values that shape consumer behavior (generations X, Y, Z, Alpha) [7, pp. 15–18]. Here it is important to emphasize the fact that marketers' appeal to Generation Theory confirms an effort to comprehensively embrace the value characteristics of consumers (e.g., life and cultural values), to trace the change in consumer behavior during life, the interaction between different generations, etc. in contrast to previous approaches when attention was paid only to certain aspects of consumer behavior in a purchase-decision making (e.g., the classification of consumers according to their attitude to new products).

The next important aspect of modern consumer values is compliance with trends that are relevant for society in the widest range: from global to local. For instance, according to the Unilever report, its sustainable brands grew 69% faster than others in 2018, compared to 46% in 2017, and accounted for 75% of company-wide growth [16, p. 90–91].

At the same time, consumers are becoming increasingly demanding that brands/companies clearly express their principles and adhere to them in their strategies. An example of a company that has come under scrutiny recently is H&M. As a large contributor to fast fashion, H&M launched a series of sustainability programs to improve their impact on the environment and labor conditions. However, they've been accused of "greenwashing" their products and masquerading as more sustainable than they really are [17]. Not only that but investing in the community (local level) is also important. Researchers emphasize its importance in the formation of consumer loyalty, and among its advantages, building a favorable brand image is emphasized first of all [18].

2. Interaction between companies/brands and consumers via the modern digital environment.

Currently, there is an active use of the Internet, the importance of which for the modern consumer is difficult to overestimate due to its multifunctionality. Today, scientists consider the extension of the Internet to the Metaverse, defining it as its evolution into a single virtual world, which users can access via virtual and augmented reality technologies. This creates a qualitatively new digital environment with expanded functions (for consumers) and opportunities (for brands/companies) [19].

In general, the digital environment has facilitated the emergence of disruptive business models, as

they have the ability to destroy traditional market structures and companies [20]. The Digital Ecosystem is considered to be the most successful model. This model is a community that emerges from the combination of the everyday use of a digital platform and its applications by its customers, application developers, merchants, and agents who possess the skills and procedures acquired through these practices [21, p. 45]. Ecosystems represent a new way of organizing economic activity, different from firms and markets, supply chains, and hierarchies. In this way, ecosystems help companies get closer to customers [21, p. 46]. Digital Ecosystems is to lock the customer into their own ecosystem of services and offerings so they do not need to leave. Companies earn along multiple points in the customer journey [20]. Accordingly, the means of the influence of brands/companies on consumers in the Digital Ecosystem is changing, where strategies must include CX, influencer marketing, user-generated content, or digital word-of-mouth (e-WOM) [5, p. 46].

The logical consequence of the above-mentioned changes is the creation of a seamless experience of "switching", the transition of consumers between different channels on the customer journey, which in the literature is mentioned as omnichannel, O2O format (online-to-offline), interactive digital marketing, etc.

The dominance of the WWW principle means that the interaction between consumers and brands/companies must take place in real-time through the mobile phones that provide this possibility. Mobile must be regarded as a collection of highly accessible touchpoints, whether it be SMS, MMS, mobile wallet, email, web, or mobile app to make a brand much more accessible to the consumer [10, p. 10].

As evidenced by the results of the McKinsey study, today's loyalty programs must be more platforms than programs and become more personalized (interconnected designs with customer-level targeting), more scaled (expanded loyalty value proposition with internal and external assets), and more value (new monetizable businesses built on top of loyalty) [13].

Based on the results of the analysis of relevant aspects, we propose to consider the main element of "input of the system" (actions, company tools) in the loyalty business model in terms of the content and means of interaction of the brands/companies with consumers regarding the loyalty. The modern content of brands/companies interaction should provide for the formation of a more personalized approach to consumers based on treating them as personalities and common life values as well as compliance with global and local social trends. Therefore engagement marketing

based on the personalization of appeals acquires decisive importance. The implementation of content interaction is carried out mainly by the means provided by the digital environment, which is constantly developing and changing. The defining approach should be to create a seamless experience for the consumer to switch between different channels via omnichannel marketing.

It should be pointed out that the proposed elements of "input" are interdependent and determine each other. Thus, the digital environment creates conditions for the "transparent" interaction of brands/companies with consumers, simultaneously the need for personalization (individual approach to consumers) determines the choice of appropriate digital means of interaction.

Conclusion from the study. The modern digital environment significantly changes the interaction between consumers and brands/companies and defines the emotional component as a determining factor in consumer loyalty. The change in the structure of consumption, ongoing processes of digitalization, consumer lifestyle changes, and values change of consumers are mainly pointed out as the determiners of consumer behavior in the modern digital environment. The results of the analysis of scientific literature and surveys of analytical centers and international organizations make it possible to assert that the basic factors in determining consumer loyalty remain the price,

quality, and availability of goods and services. At their unsatisfactory level, the consumer easily "switches" to goods and services of rival brands/companies. However, given the existence of developed loyalty programs, as evidenced by the data, a significant share of consumers returns to their favorite brands, which confirms the increasing importance of developing loyalty programs.

Overall, this creates complex challenges for brands/companies in the digital environment, as along with the importance of controlling traditional factors, loyalty programs have to involve a wide range of functions. Consumers, appreciating a personal approach and the embodiment of modern social trends in brand/company policy, seek to see them in loyalty programs. Therefore, today's loyalty programs are supposed to be based on personification, engagement and sharing of common values, and the means of their implementation are embodied in the digital environment via omnichannel marketing, which involves creating a seamless experience of switching between channels. Thus, the main elements of "input" in the loyal business model are content and its means of implementation in the modern digital environment, which are closely interconnected.

Further investigations are needed to consider omnichannel marketing methods that enable a seamless experience in the modern digital environment.

References:

1. Sinkovska V.M. (2019) Vymiriuvannia loialnosti spozhyvachiv v umovakh konkurentzii [Measuring consumer loyalty in competitive conditions]. *Marketing and digital technologies*, vol. 3, no. 4, pp. 40–53. Available at: <https://mdt-opu.com.ua/index.php/mdt/article/view/83> (accessed August 5, 2023).
2. Ivanova L.O. and Muzyka O.M. (2013) Loialnist spozhyvachiv ta formuvannia yikh vydiv na spozhyvchomu rynku [Loyalty of consumers and the formation of their types in the consumer market]. *Scientific Herald NLTU of Ukraine*, vol. 23.7, pp. 164–172. Available at: https://nv.nltu.edu.ua/Archive/2013/23_7/164_lwa.pdf (accessed August 5, 2023).
3. Pchelianska H.Ö. (2020) Teoretychni pidkhody do vyznachennia loialnosti spozhyvachiv na prodovolchomu rynku [Theoretical approaches to determining consumer loyalty in the food market]. *Problems of the systemic approach in economics*, no. 2 (76), pp. 169–175. DOI: <https://doi.org/10.32782/2520-2200/2020-2-25>
4. Mohammad A. (2022) The Impact of Digital Marketing Success on Customer Loyalty. *Marketing and Management of Innovations*, vol. 3, pp. 103–113. DOI: <https://doi.org/10.21272/mmi.2022.3-09>
5. Horokhova T.V. (2021) Vplyv rozvytku tsyfrovyykh tekhnolohii na povedinku spozhyvachiv [The impact of the development of digital technologies on consumer behavior]. *Herald of Agrarian Science of the Black Sea Region*, vol. 4, pp. 45–54. DOI: [https://doi.org/10.31521/2313-092X/2021-4\(112\)](https://doi.org/10.31521/2313-092X/2021-4(112))
6. Zhurylo V.V. (2022) Otsinka ta analiz pokaznykiv spozhyvchoi loialnosti u marketynhovii diialnosti kompanii [Evaluation and analysis of consumer loyalty indicators in the company's marketing activities]. *Eastern Europe: Economy, Business and Management*, vol. 1 (34), pp. 87–95. DOI: <https://doi.org/10.32782/easterneurope.34-15>
7. Vynohradova O.V. and Pysar N.B. (2021) *Upravlinnia loialnistiu spozhyvachiv* [Customer loyalty management]. Kyiv: DUT, 154 p. Available at: https://dut.edu.ua/uploads/l_2217_43939264.pdf (accessed August 5, 2023).
8. What is customer loyalty? Available at: <https://www.oracle.com/id/cx/marketing/customer-loyalty/what-is-customer-loyalty/> (accessed August 5, 2023).
9. Customer loyalty. Gartner Glossary. Available at: <https://www.gartner.com/en/marketing/glossary/customer-loyalty> (accessed August 5, 2023).

10. Consumer Trends Index 2023. Marigold, 41 p. Available at: https://www.cheetahdigital.com/wp-content/uploads/Marigold_Consumer_Trends_Index_2023.pdf (accessed August 5, 2023).
11. A return to 1970s and 1980s behaviour as inflation fatigue deepens. (October, 2022) FMCG Demand Signals Report. 10 p. Available at: <https://www.iriworldwide.com/IRI/media/IRI-Clients/International/Demand-Signals.pdf> (accessed August 5, 2023).
12. Semenda O. (2021) Zminy v povedintsi spozhyvachiv pid chas koronavirusnoi kryzy [Changes in consumer behavior during the coronavirus crisis]. Scientific Collection "Interconf", no. 42, pp. 157–162. DOI: <https://doi.org/10.51582/interconf.19-20.02.2021.013>
13. Chapple L., Eizenman O. and Wilkie J. Winning in loyalty. Infographic. Available at: <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/winning-in-loyalty> (accessed August 5, 2023).
14. The Changing World of Digital in 2023. Available at: <https://wearesocial.com/us/blog/2023/01/the-changing-world-of-digital-in-2023/> (accessed August 5, 2023).
15. Kurskyi A. Yak zminylysia zvychky u portret spozhyvacha: kudy vedut trendy kupivelnikh upodoban [How the habits and portrait of the consumer have changed: where are the trends of purchasing preferences leading]. Available at: <https://buduysvoe.com/publications/yak-zminylysia-zvychky-u-portret-spozhyvacha-kudy-vedut-trendy-kupivelnikh-upodoban> (accessed August 5, 2023).
16. Lozova H.M. and Paliienko T.P. (2020) Vprovadzhennia pryntsyviv ta tslei staloho rozvytku pry rozrobttsi stratehii brendu [Implementation of the principles and goals of sustainable development when developing a brand strategy]. *Theoretical and applied issues of economics*, no. 1/2 (40/41), pp. 86–94. DOI <https://doi.org/10.17721/tppe.2020.40.7>
17. Why You Need to Align Marketing with Consumer Values. Available at: <https://mediatool.com/blog/why-you-need-to-align-marketing-with-consumer-values> (accessed August 5, 2023).
18. Building Relationships and Investing in Your Local Community. Available at: <https://mainvest.com/blog/Building-Relationships-and-Investing-in-Your-Local-Community> (accessed August 5, 2023).
19. Hnitetskyi Ye.V., Lebedenko S.O. and Lyamar O.S. (2023) Marketynh u metaprostori [Marketing in Metaverse]. *Marketing and digital technologies*, vol. 7, no. 2, pp. 119–136. DOI: <https://doi.org/10.15276/mdt.7.2.2023.9>
20. Talin B. 11 Digital Business Models you should know incl. examples. Available at: <https://morethan-digital.info/en/11-digital-business-models-you-should-know-incl-examples/> (accessed August 5, 2023).
21. Semenoh A.Yu. (2019) Ekosystemy tsyfrovyykh platform yak faktor transformatsii biznesu v umovakh tsyfrovoy ekonomiky [Ecosystems of digital platforms as a factor of business transformation in the conditions of the digital economy]. *Problems of economic development*, no. 4 (137), pp. 39–50. DOI: <https://doi.org/10.30857/2413-0117.2019.4.4>

Список використаних джерел

1. Сінковська В.М. Вимірювання лояльності споживачів в умовах конкуренції. *Маркетинг і цифрові технології*. 2019. Том 3. № 4. С. 40–53. URL: <https://mdt-opu.com.ua/index.php/mdt/article/view/83>
2. Іванова Л.О., Музика О.М. Лояльність споживачів та формування їх видів на споживчому ринку. *Науковий вісник НЛТУ України*. 2013. Вип. 23.7. С. 164–172. URL: https://nv.nltu.edu.ua/Archive/2013/23_7/164_lwa.pdf
3. Пчелянська Г.О. Теоретичні підходи до визначення лояльності споживачів на продовольчому ринку. *Проблеми системного підходу в економіці*. 2020. № 2 (76). С. 169–175. DOI: <https://doi.org/10.32782/2520-2200/2020-2-25>
4. Mohammad A. The Impact of Digital Marketing Success on Customer Loyalty. *Marketing and Management of Innovations*. 2022. Vol. 3. P. 103–113. DOI: <https://doi.org/10.21272/mmi.2022.3-09>
5. Горохова Т.В. Вплив розвитку цифрових технологій на поведінку споживачів. *Вісник аграрної науки Причорномор'я*. 2021. Вип. 4. С. 45–54. DOI: [https://doi.org/10.31521/2313-092X/2021-4\(112\)](https://doi.org/10.31521/2313-092X/2021-4(112))
6. Журило В.В. Оцінка та аналіз показників споживчої лояльності у маркетинговій діяльності компанії. *Східна Європа: економіка, бізнес та управління*. 2022. Випуск 1 (34). С. 87–95. DOI: <https://doi.org/10.32782/easterneurope.34-15>
7. Виноградова О. В., Писар Н. Б. Управління лояльністю споживачів: навч. посіб. Київ: ДУТ, 2021. 154 с. URL: https://dut.edu.ua/uploads/l_2217_43939264.pdf
8. What is customer loyalty? URL: <https://www.oracle.com/id/cx/marketing/customer-loyalty/what-is-customer-loyalty/>
9. Customer loyalty. Gartner Glossary. URL: <https://www.gartner.com/en/marketing/glossary/customer-loyalty>
10. Consumer Trends Index 2023. Marigold. 41 p. URL: https://www.cheetahdigital.com/wp-content/uploads/Marigold_Consumer_Trends_Index_2023.pdf
11. A return to 1970s and 1980s behaviour as inflation fatigue deepens. FMCG Demand Signals Report. Information Resources, Inc. (IRI). October 2022. 10 p. URL: <https://www.iriworldwide.com/IRI/media/IRI-Clients/International/Demand-Signals.pdf>

12. Семенда О. Зміни в поведінці споживачів під час коронавірусної кризи. Scientific Collection «Interconf». 2021. № 42. С. 157–162. DOI: <https://doi.org/10.51582/interconf.19-20.02.2021.013>
13. Chapple L., Eizenman O. and Wilkie J. Winning in loyalty. Infographic. URL: <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/winning-in-loyalty>
14. The Changing World of Digital in 2023. URL: <https://wearesocial.com/us/blog/2023/01/the-changing-world-of-digital-in-2023/>
15. Курський А. Як змінилися звички й портрет споживача: куди ведуть тренди купівельних уподобань. URL: <https://buduysvov.com/publications/yak-zminylysy-zvychky-y-portret-spozhyvachakudy-vedut-trendy-kupivelnih-upodoban>
16. Лозова Г.М., Палієнко Т.П. Впровадження принципів та цілей сталого розвитку при розробці стратегії бренду. *Теоретичні та прикладні питання економіки*. 2020. № 1/2 (40/41). С. 86–94. DOI <https://doi.org/10.17721/tppe.2020.40.7>
17. Why You Need to Align Marketing with Consumer Values. URL: <https://mediatool.com/blog/why-you-need-to-align-marketing-with-consumer-values>
18. Building Relationships and Investing in Your Local Community. URL: <https://mainvest.com/blog/Building-Relationships-and-Investing-in-Your-Local-Community>.
19. Гнітецький Є.В., Лебеденко С.О., Лимар О.С. Маркетинг у метапросторі. *Маркетинг і цифрові технології*. 2023. Том 7. № 2. С. 119–136. DOI: <https://doi.org/10.15276/mdt.7.2.2023.9>
20. Talin B. 11 Digital Business Models you should know incl. examples. URL: <https://morethandigital.info/en/11-digital-business-models-you-should-know-incl-examples/>.
21. Семенов А.Ю. Екосистеми цифрових платформ як фактор трансформації бізнесу в умовах цифрової економіки. *Проблеми розвитку економіки*. 2019. № 4 (137). С. 39–50. DOI: <https://doi.org/10.30857/2413-0117.2019.4.4>