

## QUALIFICATION WORK (DIPLOMA THESIS)

Transformation of marketing strategy influenced by the development  
of omni-channel communication  
(based on the materials of «Litma» LLC)

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1 Theoretical foundations of marketing strategy transformation in the context of omni-channel communications. 2 Analysis of the light industry and the activities of «Litma» LLC in the context of omni-channel marketing implementation. 3 Directions of transformation of the marketing strategy of «Litma» LLC taking into account the omni-channel approach

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## ABSTRACT

of the qualification work (diploma thesis) of the master  
Transformation of marketing strategy influenced by the development of omni-  
channel communication (based on the materials of «Litma» LLC)

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Total volume of work: 82 pages, 9 tables, 21 figures, 3 appendices, 46 references.

List of keywords: OMNI-CHANNEL MARKETING, COMMUNICATION STRATEGY, CRM SYSTEM, PERSONALIZATION, AUTOMATION, CUSTOMER EXPERIENCE, MULTICHANNEL INTERACTION, MARKETPLACES, END-TO-END ANALYTICS.

In the first section, the article discusses the theoretical foundations of omni-channel marketing, analyzes modern approaches to the organization of marketing communications, defines the essence and key characteristics of the omni-channel approach, and studies current consumer trends that necessitate the introduction of omni-channel solutions into the activities of enterprises.

The second section analyzes the light industry market of Ukraine and China, as well as the general activities of «Litma» LLC, considers financial and economic indicators, assesses the level of use of omni-channel tools, analyzes the marketing strategy before the transformation, conducts a SWOT analysis and analyzes customer communication channels.

In the third section, proposals for the transformation of the marketing strategy of «Litma» LLC are formulated, taking into account the omni-channel approach. The authors propose the implementation of a CRM system, automation of communications, integration of online and offline channels, optimization of work on marketplaces and building end-to-end analytics, and develop recommendations for improving content, personalization and speed of service.

The results obtained in the form of proposals were implemented in the activities of «Litma» LLC.

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Date 23.05.2025

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## Introduction

In today's digital business transformation environment, businesses are increasingly facing the need to revise their marketing strategies. Changes in consumer behavior, the growing role of digital technologies, and the development of multichannel and omni-channel communication models require new approaches to building effective customer engagement.

Omni-channel marketing, as one of the leading trends in communications, involves creating a single, continuous customer experience regardless of the point of contact – be it an offline store, mobile app, website or social media. The implementation of such strategies requires a deep analysis of the current state of the company's marketing activities and the development of adaptive management mechanisms.

The relevance of the chosen topic is due to the need to adapt the marketing strategies of Ukrainian companies to the new business environment, which requires the integration of omni-channel approaches to ensure competitiveness, retain customers and increase their loyalty. Small and medium-sized enterprises seeking to scale their presence in the digital environment require special attention.

The purpose of the master's thesis is to develop theoretical foundations and practical recommendations for the transformation of marketing strategy under the influence of the development of omni-channel communications.

Achieving this goal necessitated the following tasks:

- to analyze the theoretical foundations of omni-channel marketing and the peculiarities of its use in modern conditions;
- to study key consumer trends that affect the transformation of the marketing strategy of enterprises;
- to characterize the state of the light industry of Ukraine, taking into account the specifics of the activities of «Litma» LLC;
- to provide a general description of the activities of «Litma» LLC, to analyze its financial and economic indicators.

The object of the study is the process of transformation of marketing strategy under the influence of the development of omni-channel communications.

The subject of the study is a set of theoretical foundations and applied tasks of marketing strategy transformation under the influence of omni-channel communications development.

In the master's qualification work, the following methods were used: analysis and synthesis in the processing of scientific literature, regulatory sources and modern approaches to omni-channel marketing, comparative analysis - to assess the state of the light industry of Ukraine and China, as well as in the analysis of various CRM systems and communication channels, SWOT analysis to assess the internal strengths and weaknesses of the enterprise, as well as external opportunities and threats, elements of a systematic approach - in assessing the marketing activities of the enterprise, in particular to study the interrelationships between

The information base of the work was the internal documents of «Litma» LLC, analytical reports, scientific publications and open access sources.

The scientific novelty is to improve the approach to transforming the marketing strategy of an enterprise through the integration of omni-channel communications, which allows to increase the efficiency of interaction with consumers and form a holistic customer experience.

The practical significance of the results obtained is that the theoretical provisions of the master's qualification work have been brought to the level of methodological development and practical application for the transformation of the marketing strategy under the influence of the development of omni-channel communications of «Litma» LLC.

Some provisions and research results were published at: V International Scientific and Practical Conference «Strategic Priorities for the Development of Entrepreneurship, Trade and Exchange Activities», Zaporizhzhia (May 16-17, 2024), I International Scientific and Practical Internet Conference «Marketing in the Development of Digital Technologies», Lutsk (May 24, 2024), II International Scientific and Practical Conference «Modern Perspectives on Global Scientific

Solutions», Bergen, Norway (December 2-4, 2024), III International Scientific and Practical Conference «Marketing and Competitiveness of Socio-Economic Systems in the Context of Sustainable Development», Sumy (May 15-16, 2025).

The master's qualification thesis consists of an introduction, three chapters, conclusions, a list of references, and appendices. The list of references includes 46 references. The thesis contains 21 figures, 9 tables, 3 appendices and calculations. The total volume of the work is 73 pages.

## 1 Theoretical foundations of marketing strategy transformation in the context of omni-channel communications

In today's conditions of dynamic market development, digitalization of the economy and increasing competition, marketing strategy has become a key tool for ensuring a sustainable competitive position of the enterprise. The marketing strategy determines the directions and ways to achieve the goals of the enterprise in the market, taking into account changes in the external environment, consumer needs and resources of the organization itself [1, p. 44].

According to Kotler, a marketing strategy is a rational program of actions that involves the selection of target market segments, product positioning and the development of a set of marketing activities (marketing mix) that ensure the achievement of the set goals [24]. The essence of the marketing strategy is to create value for customers and ensure profitability for the company based on long-term planning, flexibility and adaptability to environmental changes [31, p. 17].

The issue of forming an effective marketing strategy has been actively considered in both domestic and foreign scientific literature. A significant contribution to the development of the theoretical and practical foundations of marketing strategies was made by such scholars as G. Assel, J.-J. Lambin, G. Armstrong, P. Drucker, M. Porter, R. Taylor, F. Kotler, D. Hussey, J. Schumpeter, as well as Ukrainian researchers – Iryna Zakryzhevskya, Y. Hudz, Y. Dzhereliuk, Y. Kravchyk, L. Pronko and others. In their works, they considered both the conceptual foundations of strategic marketing and the tools for implementing effective strategies in practice, which significantly influenced the formation of a modern approach to marketing management of enterprises. In recent years, this circle has been joined by Chinese researchers who focus on the challenges of digital transformation and omni-channel marketing. In particular, Y. J. Cai and T. M. Choi study the features of omni-channel marketing strategy in the context of digital platforms [6], while X. Chen and colleagues analyze the impact of omni-channel interaction on customer loyalty to fresh produce retailers [9]. Y. Cheng, B.

Xie and K. An, in turn, consider the evolution of e-commerce strategies in the context of the integration of online and offline channels [10]. The developments of these authors greatly contribute to a better understanding of the specifics of marketing in the digital era, in particular in the context of the Chinese market.

Table 1.1 shows the main types of marketing strategies.

Table 1.1 – The main types of marketing strategies of the enterprise

Type of strategy	Characteristics
Differentiation strategy	Focus on the unique properties of the product
Low cost strategy	Minimizing costs to ensure competitive advantage
Focusing strategy	Targeting a narrow market segment with a unique offer

Source: compiled by the author based on [18, 23, 29, 45]

The importance of marketing strategy has grown especially in the context of digital transformation, when companies must quickly adapt to new communication channels, consumer behavioral changes, and the use of large amounts of data. An effective strategy allows companies not only to remain competitive but also to create new market opportunities.

It is worth noting that in recent decades, digital marketing in China has been developing rapidly, which has brought the country to a leading position in the global digital space. The origins of e-commerce in China date back to 1997-1998, when the first companies focused on information technology and the media sector began to appear in the country. Since the early 2000s, e-commerce-based businesses have been actively occupying key positions in the market. Subsequently, the growth rate only accelerated, allowing China to lead the global digital commerce sector, outpacing even the United States in terms of e-commerce and mobile payments [36].

In particular, mobile payments have become an integral part of digital marketing in China. This system is characterized by a high level of security, well-developed logistics, and efficient delivery services. Local social media platforms,

such as WeChat and QZone, are also playing a significant role, being only slightly behind Facebook in terms of popularity. The digital advertising market began to show active growth after the 2008 Beijing Olympics, and the World Expo in Shanghai in 2010 only strengthened China's position in this area [9].

The current business reality shows that more and more companies prefer digital marketing channels because of their efficiency and convenience for consumers. Of particular interest in this context are insurance companies that actively use real-time broadcasts to attract customers and promote their services. Such methods allow them to reach a wide audience, which is important for mass marketing and customer value creation.

The retail sector in China is leading the way in e-commerce adoption, and the country has become one of the main innovators in shaping the future of e-commerce. Most tech companies are developing integrated platforms that combine e-commerce with user experience and actively use social media to interact with their audience. Online channels reach more than 850 million users, and digital marketing is seen as the main tool for increasing customer engagement. Alibaba, an e-commerce company, has demonstrated tremendous success by holding one of the largest IPOs in the world. In terms of digital retail, China has surpassed the combined performance of the United States and Europe [10].

In the insurance sector, marketing campaigns actively use popular platforms to maintain constant communication with consumers and meet their needs in different market conditions. In particular, live broadcasting on TikTok is increasingly being used to attract young people. This ensures timely communication, which helps consumers make informed decisions and realize the marketing goals of companies.

The Chinese digital marketing market is highly competitive and saturated, making it difficult for new players to enter. However, some companies, such as Meituan and Pinduoduo, have managed to successfully establish themselves even in this environment.

Success in today's market is ensured by the ability of brands to adapt to consumer demands and expectations. That's why digital marketing is gaining

popularity as a tool for direct interaction with customers and creating a unique consumer experience. The omni-channel approach allows to take into account individual preferences of the audience and maintain stable communication at all stages of interaction.

Digital marketing trends are constantly changing, and it is consumer behavior that drives the need for transformation. Flexibility and the ability to adapt to a dynamic environment are key success factors for Chinese brands. The main trends in the digital marketing market in China are determined by a deep understanding of the consumer and strategic management of business processes. If these trends continue, companies will be able to achieve sustainable development in line with their strategic goals.

Marketing communications have undergone a significant transformation in recent decades. Traditional communications were mostly one-way communication through the media, advertising, exhibitions, and direct marketing. With the development of the Internet, mobile technologies and social networks, the importance of interactive, two-way forms of communication has increased, where the consumer not only receives but also generates content [34].

In the 21st century, the concept of omni-channel communications, which involves the use of several channels to interact with consumers, including online stores, mobile applications, physical outlets, call centers, and others, began to develop actively. However, in the absence of proper synchronization between these channels, they often functioned separately, which led to gaps in customer experience [6]. For example, information about a user's request provided in a chatbot might not be taken into account in further communication via email or telephone support, which caused inconsistencies in interaction and reduced customer satisfaction.

The stages of transition from multichannel to omni-channel communications are shown in Figure 1.1.

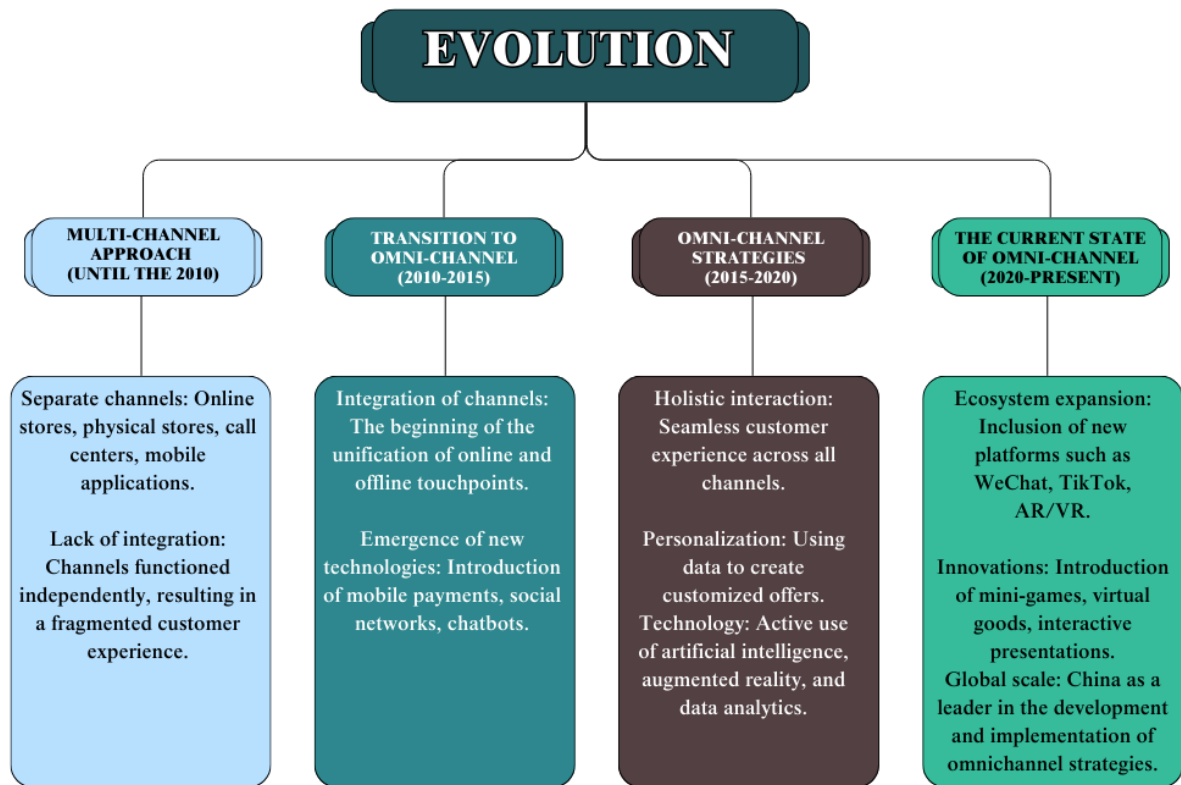


Figure 1.1 – Diagram of the evolution of multichannel communications into omni-channel strategies

Source: created by the author on the basis of [5, 6, 10]

Over time, companies have realized that the fragmented model of communication, in which each channel of interaction with customers operated separately, does not meet the modern expectations of the target audience. Consumers are increasingly demonstrating a need for fast, continuous and personalized service, where information received through one channel is automatically available in another. In the context of growing digital awareness and omni-channel customer behavior, the traditional omni-channel approach has become insufficiently effective as it did not provide a holistic customer experience. In particular, customers faced problems such as re-entering information when contacting through different channels, lack of a single historical record of interactions, or inconsistent messages. This reduced satisfaction, undermined brand loyalty, and increased the likelihood of switching to competitors. In response to these challenges, businesses began to gradually shift from a multichannel to an omni-channel approach. Omni-channel involves the deep integration of all

communication channels into a single, interconnected ecosystem that allows companies to provide consistency, personalization, and convenience of service regardless of the method of contact with the consumer. This approach is becoming the basis of a modern marketing strategy focused on long-term customer relationships and increasing customer trust.

Table 1.2 shows a comparison of multichannel and omni-channel marketing approaches.

Table 1.2 – Comparison of multichannel and omni-channel approaches

Parameter	Multi-channel approach	Omni-channel approach
Channel integration	Channels are developed separately, without integration	Coordinated work and integration of all channels
Customer experience	Fragmented user experience	Holistic and continuous experience
Customer data management	Local, within the channel	Single database
Marketing analytics	Scattered across different channels	Single data warehouse and common analytics
Main focus	Each channel works independently of the others	Focus on holistic customer experience
Personalization	Limited (channels do not exchange data)	High level due to a single database

Source: compiled by the author based on [11, 12, 16, 18]

Omni-channel, in contrast to multi-channel, is based on the deep integration of all customer interaction channels into a single, coordinated system. This approach implies that the consumer can seamlessly move between different channels - mobile app, website, social media, offline store, call center – while maintaining the integrity and logic of interaction. All touchpoints are connected through a centralized database that records the history of communications, customer preferences, previous purchases, and requests, which allows for the creation of customized offers in real time. The omni-channel model promotes a continuous, consistent, and personalized customer experience that increases satisfaction, loyalty, and brand trust. In addition, it enables companies to analyze customer behavior more effectively, improve marketing strategies, and respond

quickly to changes in consumer preferences. Due to its flexibility and adaptability, the omni-channel strategy is a key element of business competitiveness in the context of digital transformation (Figure 1.2).

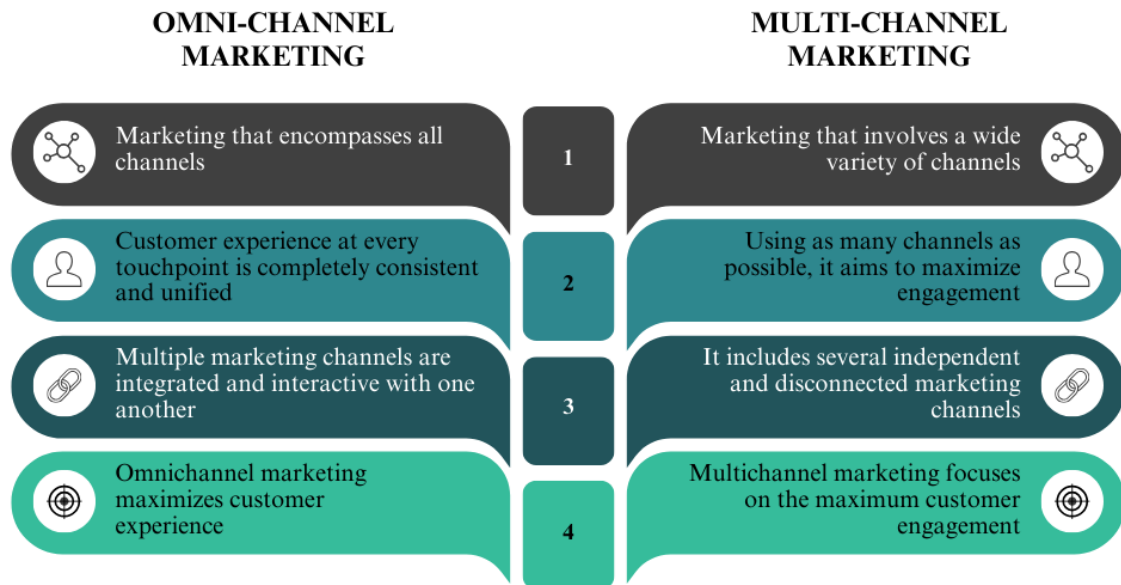


Figure 1.2 – Factors that distinguish multi-channel communications from omni-channel communications

Source: compiled by the author on the basis of [16, 30, 34]

As a result, omni-channel communication strategies have become an effective response to the challenges of digital transformation, as they help to improve the level of service, increase customer loyalty and improve the competitive position of the enterprise in the market.

Analyzing current scientific publications, it can be concluded that the rapid development of digital technologies and the growing importance of omni-channel communications are radically transforming approaches to the formation of marketing strategies. According to Ph. Kotler [24], modern strategic marketing should be aimed at the full integration of all communication channels, which allows creating a single, consistent and personalized experience for the consumer.

At the same time, studies by T. Prompt, A. Young, L. Brown [35] indicate that there are significant difficulties in implementing omni-channel solutions. The main challenges are the high costs of modernizing IT infrastructure and the need to

reorganize internal business processes. The authors emphasize the importance of in-depth analytics, which makes it possible to get a complete picture of consumer behavior throughout the entire cycle of interaction with the brand.

J. Fritsch [12] emphasizes that omni-channel approaches have a positive impact on the level of customer loyalty. According to his conclusions, through the integration of communication channels, companies can more effectively personalize offers, which increases the frequency of repeat purchases and helps to attract new consumers. A similar opinion is expressed by R. Taylor [43], who notes that seamless integration of physical and digital touchpoints is a key condition for building brand trust.

At the same time, S. Duran and H. Collins [11] draw attention to the risks associated with the implementation of omni-channel strategies. They emphasize that the complexity of technological integration requires constant updating of the technical infrastructure and also raises concerns about the security of personal data, which is especially relevant in the context of the growing number of cyber threats.

Personalization plays a special role in modern marketing, according to P. Brown and D. Levy [5]. In their opinion, companies that successfully apply personalized solutions at every stage of the customer journey demonstrate better results not only in increasing loyalty but also in achieving financial stability.

Omni-channel communications is a strategic approach to marketing that involves the integrated and coordinated use of all available sales and communication channels to create a single, holistic and continuous consumer experience. Unlike traditional or multi-channel models, where each channel operates in isolation, omni-channel ensures their integration into a single system where all customer touchpoints – both online and offline – interact and reinforce each other. The main principles of omni-channel are consistency of messages and services across all channels, a personalized approach to each customer based on the analysis of their behavior, ensuring continuity of service at all stages of the customer journey, and the system's adaptability to changes in consumer preferences and the technological environment. This approach allows companies to increase customer loyalty, provide greater flexibility in implementing marketing

strategies, and build long-term relationships with their target audience. In addition, the omni-channel model contributes to more efficient data management, increases the accuracy of analytics, and improves management decision-making based on a deep understanding of customer needs (Figure 1.3) [10].

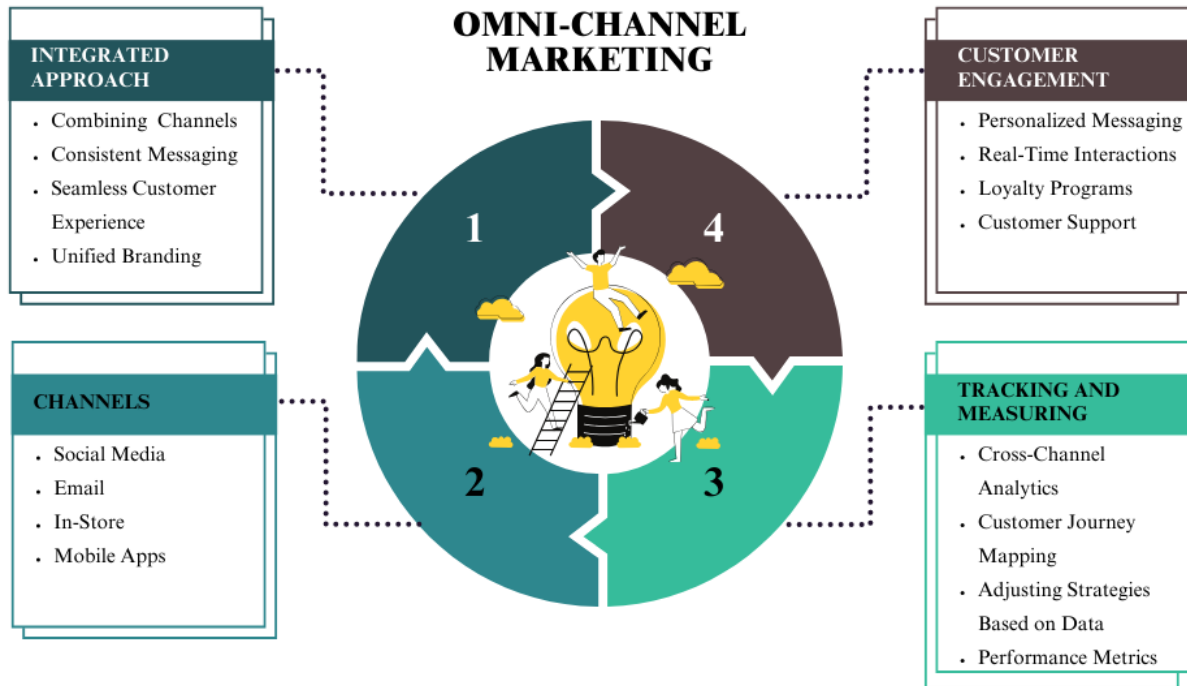


Figure 1.3 – Areas of activity when using of omni-channel communications

Source: developed by the author on the basis of [10, 12, 14, 32, 33]

So, omni-channel communications have become a logical continuation of the evolution. They are based on deep integration of all channels to create a single, seamless customer experience. For example, a customer can start choosing a product on the website, get advice in a chat, order the product in a mobile app, and pick it up in a store. Omni-channel implies a centralized system for managing customer data and interactions at each stage [34].

The main advantages of omni-channel communications include [35]:

- increased customer loyalty due to convenience and personalization;
- increase in conversion due to mutual reinforcement of channels;
- the ability to collect more complete data on customer behavior;
- increasing the effectiveness of marketing campaigns.

However, the omni-channel approach also has certain risks, in particular [44]:

- high costs of integrating IT systems and personnel;
- difficulty in coordinating the actions of different departments;
- the need to ensure cybersecurity and personal data protection;
- risk of information overload for customers.

Scholars note that omni-channel strategies are key to building a sustainable competitive advantage, especially in the context of digital business transformation [23, 31, 34, 43].

The integration of omni-channel communications requires enterprises not only to upgrade their technical equipment but also to deeply revise their classic strategic approaches to doing business. The main transformation is to move from a product-oriented model that focuses on the properties and benefits of a product to a customer-centric strategy that focuses on the consumer and their experience of interacting with the brand. This approach requires building a flexible marketing ecosystem that can adapt to individual customer expectations and needs at every stage of the customer journey, from the first contact to after-sales service.

The key elements of this process are the involvement and effective use of data from CRM systems (customer relationship management systems), which allow storing and analyzing the history of interactions with each customer. Analytics of user behavior also plays an important role, providing a deep understanding of their preferences, purchase frequency, interaction channels, etc. In addition, the automation of marketing processes (through marketing platforms, chatbots, email newsletters, personalized content) allows for targeted communication in real time, reducing costs and increasing efficiency.

In general, the introduction of the omni-channel model changes not only the tactics but also the very philosophy of marketing, focusing on the value of long-term relationships with customers, their experience, loyalty and emotional connection to the brand [38].

Companies should adapt their marketing strategies to the following factors [29]:

- constant presence in the digital space (omnipresence);
- use of a single customer database;
- personalization of interaction at all stages of communication;
- building a flexible KPI system to assess the effectiveness of channels.

The omni-channel approach creates additional value for businesses and customers (Figure 1.4).

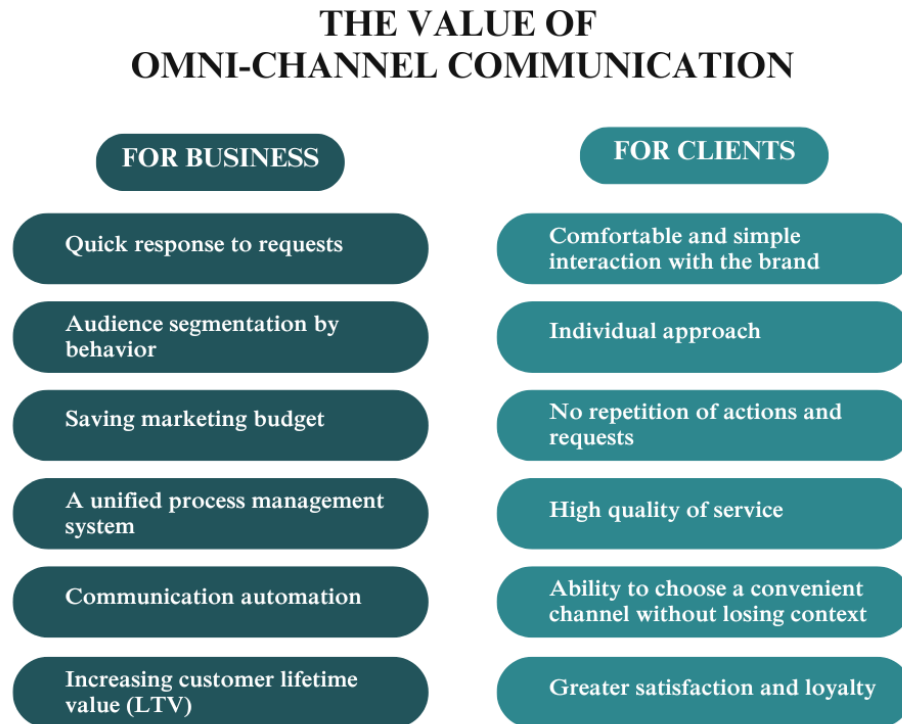


Figure 1.4 – Added value of the omni-channel approach

Source: compiled by the author based on [29, 32, 34, 35]

Practical research shows that businesses that have successfully implemented omni-channel approaches achieve higher customer retention, an increase in average check, and positive brand perception [17].

The technological wave in marketing and business in general has had a significant impact on the level of performance in different markets, in particular, taking into account the needs of consumers. From the perspective of Chinese marketing, omni-channel strategies are consumer-centric approaches in which all channels are integrated to create a single, consistent system that improves the brand experience both in physical stores, on websites and in mobile applications

[6]. The goal of this strategy is to enable consumers to interact with brands across multiple platforms, with the long-term result of increasing brand value. The current state of omni-channel marketing in China is focused on creating a unified marketing approach that allows consumers to access different brands and products from virtually anywhere, providing the ability to compare and establish a platform for interaction [36]. Consumer needs are met according to how products on the market are aligned with customer expectations.

In China, omni-channel marketing has become a major strategy, especially among luxury brands, to provide personalized experiences for targeted consumers. One of the key strategies is consumer profiling. Consumer data is collected from various channels to create a holistic view of their behavior and preferences. To this end, products are designed to meet the requirements and desires of consumers that have been identified during data collection.

In addition, artificial intelligence plays a significant role in analyzing customer data and developing appropriate algorithms to improve the experience of interacting with the brand. This allows the system to be adapted to meet changing market trends and consumer needs [6]. This approach ensures full interaction with products, helping customers make an informed purchase decision based on information from marketing campaigns and product experience.

In Chinese marketing, there is also a strong focus on customer journey mapping to better understand how consumers interact with the products they buy. This is achieved through customer interaction platforms via apps or websites. The collected data is processed to create visual representations that reflect consumer expectations and, in the process, help improve the consumer experience. Direct interactions with customers through feedback and communications are an important factor in driving positive change and enabling sustainable strategy development.

Omni-channel strategies in digital marketing are important in today's marketplace because they take into account the specific needs of consumers. Focusing on personalized experiences is the basis for establishing an emotional connection with target consumers, which allows to ensure that the level of service

is constantly in line with market needs and achieve the desired effect. Another important aspect is ensuring consistency of messages across different channels to achieve impact in line with market demand. For this purpose, analytical tools are used to optimize marketing campaigns, taking into account consumer behavior and performance indicators at different stages of interaction.

Thus, the transformation of a marketing strategy to omni-channel involves a step-by-step process of data preparation, channel selection, and implementation of appropriate technologies. The main steps of this process are shown in Table 1.3.

Table 1.3 – Stages of marketing strategy transformation using omni-channel communications

Stage	Main actions and measures
1 Collecting data	Analyze existing channels of interaction with customers; create a customer journey map (CJM)
2 Selection of channels	Determining the optimal communication channels (SMS, messengers, email, social networks) based on the analysis of the target audience
3 Staff training	Preparing the team to work in an omni-channel system: training, distribution of responsibility for channels
4 Strategy development	Integration of marketing tools and CRM; automation of processes and setting up a common database
5 Implementation of technologies	Launching an omni-channel service platform; ensuring seamless communication between channels

Source: compiled by the author based on [4, 6, 10, 18, 45]

The omni-channel strategy also transforms processes within the company: marketing interacts more closely with sales, logistics, IT, and analytics departments. This approach requires systematic work on internal business processes and organizational culture [18].

Thus, omni-channel significantly changes the concept of marketing strategy: from a passive tool, it turns into a flexible, integrated customer value management system that requires an innovative approach to management, analytics, and technology.

## Conclusions to the first chapter

In today's environment of active digitalization of the economy, fierce competition and rapid changes in the market environment, marketing strategy is becoming a key tool for achieving sustainable success. It determines the vector of the company's development, ensures adaptation to consumer needs, changes in technology and external challenges. According to the concepts of leading researchers, such as F. Kotler, G. Armstrong, J.-J. Lambin, an effective marketing strategy is a systemic model of interaction with the external environment based on targeted segmentation, proper positioning and use of a set of marketing tools.

A study of the main types of strategies, such as differentiation, focus or cost minimization strategies, suggests that each of them can provide competitive advantages if properly applied in the context of market specifics and company capabilities. Strategic management becomes especially relevant in the context of digital transformation, when the latest technologies and consumer behavioral changes dictate the need for new approaches to marketing activities.

Analysis of the development of digital marketing in China shows that the integration of information technology into business processes can significantly expand the audience, improve customer interaction and provide a high level of personalization. China is a leader in the introduction of mobile payments, the development of e-commerce and the effective use of social platforms, which creates a new business reality for enterprises. In particular, insurance companies are actively using modern communication formats, such as live broadcasts, to attract their target audience, and companies such as Alibaba are demonstrating the deep integration of digital solutions into their business model.

In this context, considerable attention is paid to the transition from a multichannel to an omni-channel approach in marketing communications. Whereas

the multichannel model involves the use of different channels without proper synchronization, omni-channel ensures their integration into a single system that creates a consistent, continuous and personalized experience for the consumer. This is achieved by combining information from all points of interaction, which increases the effectiveness of marketing decisions and helps to build long-term relationships with customers.

In general, omni-channel strategies are a response to the challenges of the digital age, as they allow companies to respond to the growing demands of customers for personalized service and convenience. Their effectiveness is confirmed by the results of practical research, according to which companies that have implemented omni-channel communications demonstrate higher customer retention rates, sales growth and improved brand image. At the same time, the implementation of such strategies requires significant investments in digital infrastructure, analytics, and staff training, which is a challenge for many businesses.

The example of the Chinese market shows the effectiveness of using omni-channel in combination with consumer behavior analysis, artificial intelligence, and customer journey mapping. Such approaches contribute to a deeper understanding of the audience's needs, improve the quality of service, and create a unique consumer experience. In China, omni-channel strategy is already a standard for many companies, especially in the premium product segment, where personalization plays a crucial role.

Thus, a modern marketing strategy is no longer just a set of tools for promoting a product, but a complex system for managing customer relationships in a digital environment. Its effectiveness largely depends on the company's ability to adapt quickly, use innovations and focus on building value for the customer at all stages of interaction. The transition to an omni-channel approach is not just a trend, but a necessity that allows businesses to remain competitive in the long run.

## 2 Analysis of the light industry and the activities of «Litma» LLC in the context of omni-channel marketing implementation

### 2.1 Analysis of the current state of the light industry in Ukraine and China

The light industry, in particular the footwear industry, plays an important role in the economies of both Ukraine and China, but the nature of its development differs significantly due to economic, technological and geopolitical factors.

Ukraine's light industry is a traditional sector that includes the production of textiles, clothing, leather and footwear.

As of 2024, there were more than 2,500 enterprises in this sector in Ukraine, of which only 12% were medium-sized, 25% were small, and the rest were microenterprises. The total number of people employed in the industry exceeds 90 thousand, and about 42 thousand more employees work for individual entrepreneurs [2].

As of 2024, the industry is under significant pressure due to several factors:

- growing competition with imports, in particular from China, Turkey, and Poland
- limited access to investment and innovative technologies;
- high production costs due to the tax burden and instability of the energy market;
- problems with exports due to martial law and blocked logistics routes.

Despite the unfavorable factors for development listed in Table 2.1, Ukraine is experiencing an increase in demand for domestic footwear brands that focus on quality, environmental friendliness, and unique design. Many Ukrainian companies (in particular, small and medium-sized enterprises) are actively switching to online sales, experimenting with omni-channel solutions and seeking to enter European markets.

Table 2.1 – Unfavorable factors for the development of the light industry in Ukraine

Design and construction	Provision of with raw materials	Production
Full-scale war. Lack of professional staff	Decrease in raw material production. Loss of raw material suppliers. Difficulties in logistics. Inability to travel abroad to inspect and purchase raw materials	The risk of destruction and/or damage to production. Outflow of qualified personnel. Mobilization of employees
Import dependence	Dependence on foreign raw materials. Increased cost of logistics	Dependence on foreign equipment. Changing and increasingly expensive routes for finished products (both for export and for the domestic market)
Lack of resources Lack of funding for research to enter new export markets	Dependence on foreign raw materials. Difficulty in setting up own raw material production facilities	High cost of equipment Difficulty in maintaining a long production cycle. Lack of financial resources to modernize production facilities Lack of qualified personnel
Lack of government support	Lack of an industry support program for flax cultivation and processing	Lack of support for national producers. Booking
Other: prevalence of outsourcing	Unsuitable climatic conditions for growing raw materials	

Source: compiled by the author based on [2, 7, 41]

In the first half of 2024, Ukraine saw a decline in light industry production: the overall decline was 3,9%, including 10% in clothing production, 1,1% in leather and leather products, while textile production grew by 1,9%. These negative trends are driven by several factors: the absence of foreign orders, which used to provide a significant portion of the industry's work; power outages that lead to the need to purchase autonomous energy sources, which in turn reduces the competitiveness of products; and a shortage of qualified personnel, including technical specialists such as highly specialized engineers and operators of specialized equipment. As a result of the decline in foreign orders, the industry's

foreign trade deficit is growing: in 2022, imports exceeded exports by 3,6 times, in 2023 – by 6,9 times, and in the first eight months of 2024 – by 3.6 times.

The full-scale invasion did not affect the share of imports held by the current leaders among the countries importing light industry products to Ukraine. China, which continues to be the main supplier, accounts for 34% of this market. China is the main supplier of raw materials for the production of consumer goods, and Ukrainian producers often turn to Chinese suppliers due to low prices for services, efficient logistics, a wide range of products, and the ability to purchase already certified goods, the share of imports of raw materials from China to Ukraine in 2018-2023 is shown in Figure 2.1.

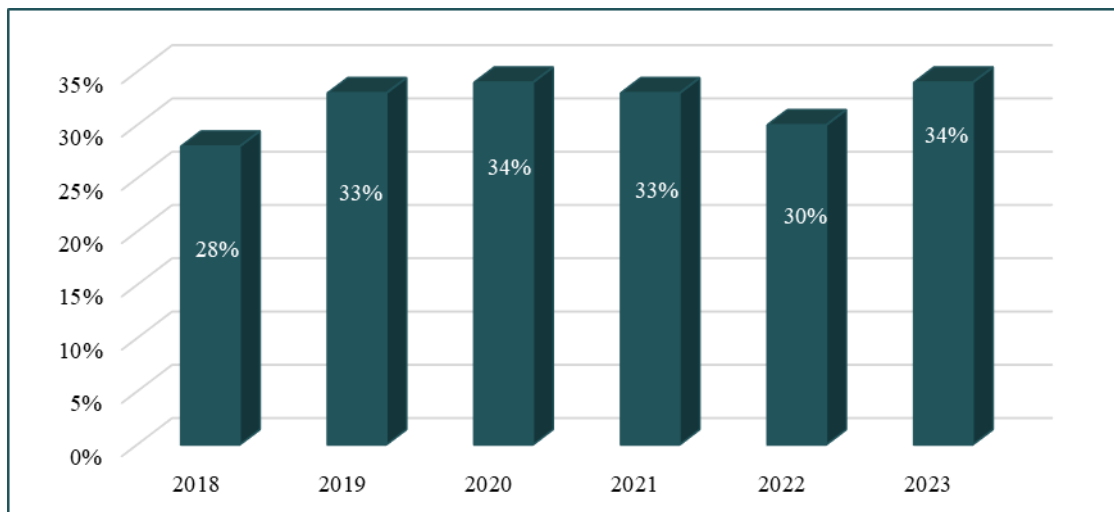


Figure 2.1 – Share of imports of raw materials for light industry from China to Ukraine

Source: [39]

Despite the difficulties, new promising areas are emerging in the industry, including the production of products for military needs and special clothing for law enforcement agencies, such as military, medical, tactical, and firefighting clothing. These products are in demand both in the domestic market and for export. In addition, an important area of the industry's development is its green transformation in accordance with the EU standards and requirements for the management, recycling and reuse of waste from its own production. However,

examples of such practices are currently few and far between, in particular due to a lack of information on the benefits of transitioning to the production of environmentally friendly products, integrating circular business models into business operations, and a lack of support for such projects at the national and municipal levels.

Thus, in the first half of 2024, Ukraine saw a slowdown in industrial production growth, particularly in light industry. Prolonged power outages due to massive Russian attacks led to a decline in activity in energy-intensive sectors and exacerbated the problem of staff shortages. Further industrial development depends on the speed of restoration of energy infrastructure, the return of migrants and their economic reintegration, the involvement of the available labor force in economic activities through training, professional development and retraining, as well as the expansion of export opportunities for enterprises, acceleration of European integration processes and adaptation changes at the micro level in the face of existing problems and constraints.

Ukraine's light industry faces a number of challenges, including [41]:

- outdated equipment: the lack of domestic production of modern equipment and limited access to financing complicate the modernization of enterprises;
- competition with imports;
- shortage of personnel: there is a shortage of qualified workers, especially technicians and operators of specialized equipment;
- dependence on tolling: many enterprises operate under the tolling scheme, manufacturing products for foreign brands, which limits the development of their own brands.

The Ukrainian light industry is highly export-oriented. However, imports of light industry goods significantly exceed exports, which indicates a negative foreign trade balance in this sector.

In 2023, Ukrainian light industry enterprises invested over USD 62 million. This is 156% of the level of 2022. In addition, more than UAH 3.7 billion in taxes were paid, which is 1.5 times more than in 2022 [2].

Despite the difficult conditions caused by the full-scale war, new promising areas of production are being formed in Ukraine, which are in demand both in the domestic market and are export-oriented. These include

- manufacturing products for military needs and uniforms for law enforcement agencies
- production of home clothes;
- production of wedding dresses.

The light industry has traditionally been an important component of the economy, as clothing and textiles are always in demand, even in times of economic crisis. In addition, the industry often becomes one of the largest sources of income for developing countries.

Experts are confident that Ukraine's light industry can not only survive, but also develop. The light industry has become a new job for many people who lost their jobs during the 2014 economic crisis and has served as a source of development for large Ukrainian businesses. The industry also represented Ukraine on the international market as a producer of high-quality and affordable products. Thus, the light industry has the potential to support the Ukrainian economy in the face of current challenges.

Ukraine has existing production facilities capable of manufacturing light industry products. The products of most market leaders are certified and comply with international standards (for goods that require it). In addition, all market leaders export goods abroad.

Much of the light industry's production is aimed at fulfilling orders from private labels, including well-known global brands.

Training of some industry specialists, such as technologists and seamstresses, does not require much time, but only an effective training program.

Unlike in the EU, hiring employees in Ukraine is much less expensive.

Ukraine shares borders with a number of EU countries and is located much closer to the industry's main competitors, such as China, Vietnam, India, etc., which allows Ukrainian producers to significantly reduce production costs and offer cheaper goods without sacrificing quality.

Currently, prices for utilities, transportation, storage, etc. are significantly cheaper than those abroad, which has a positive impact on the cost of production in the consumer goods industry.

As the consumer goods industry is dominated by small and medium-sized enterprises, customers are able to order products from Ukrainian manufacturers in smaller batches. This is a significant advantage for small and craft brands without their own production facilities.

The footwear industry in Ukraine has a pronounced regional concentration. The leading position among all regions is occupied by Dnipropetrovska, Kharkivska, Zhytomyrska regions. Kyiv region, in particular the city of Brovary, has significant production capacities, with a number of industry-specific enterprises. Lviv region also plays a significant role in the development of the light industry, in particular due to the presence of production facilities in Lviv. In Khmelnytskyi region, the city of Khmelnytskyi and Hrytsiv in Shepetivka district are the centers of footwear production. In addition to these regions, enterprises located in Sumy, Kharkiv, Dnipro, Chernihiv, Chernivtsi, and Kirovohrad regions also make a significant contribution to production, although their share in total production is smaller (Figure 2.2).

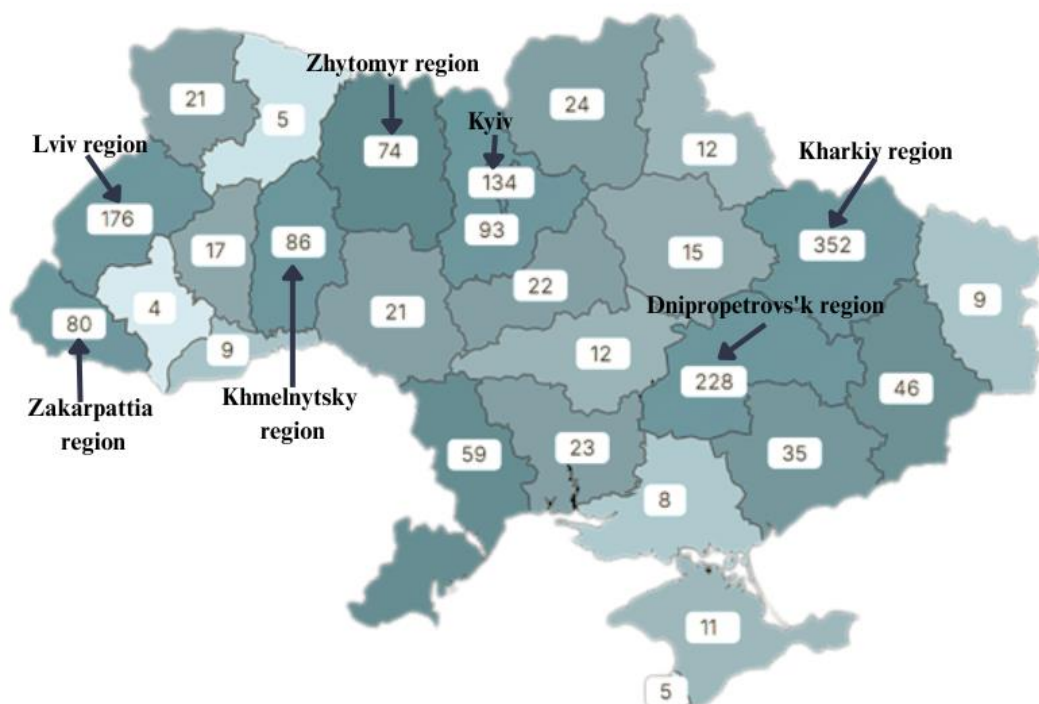


Figure 2.2 – Regional distribution of footwear manufacturing enterprises in  
Ukraine, 2023

Source: [7]

The footwear manufacturing sector in Ukraine is represented by both large enterprises and small manufacturers. Among the leaders in terms of revenue in 2023 were [3]:

- Talanlegprom LLC (UAH 3,18 billion);
- Talanprom LLC (UAH 1,73 billion);
- JV RIF-1 LLC (UAH 1,05 billion);
- Ukrainian Industrial Company KROK LLC (UAH 287 million);
- Belsta LLC (UAH 251 million).

In total, in 2023, there were 1,584 companies and 505 individual entrepreneurs specializing in footwear production in Ukraine [7].

Ukraine's light industry, including the footwear sector, has significant potential for development. However, to realize it, a number of problems need to be solved, such as modernizing equipment, overcoming dependence on imports, developing own brands, and improving conditions for exporting products.

China is a world leader in the light industry, including footwear production. The main features of the industry are:

- large-scale production and access to cheap resources;
- high degree of automation and digitalization of processes;
- efficient logistics and developed infrastructure;
- strong government support in the form of subsidies, tax benefits, etc.

Since 2024, China has stepped up the implementation of the «Made in China 2025» strategy, the main goal of which is to transform the country from a producer of a large number of goods into a supplier of high-quality, innovative and technologically advanced products. Special attention is paid to sustainable development, creation of strong national brands and implementation of modern management approaches.

As part of this strategy, footwear companies are actively implementing omni-channel business models. This means that traditional retail stores are

gradually integrating with online commerce into a single communication ecosystem, which allows for a holistic consumer experience. In addition, companies are actively using big data analytics to better understand customer behavior and implement personalized marketing campaigns, which contributes to the growth of customer loyalty and competitiveness in the global market.

An example is Belle Fashion, which is the largest Chinese manufacturer of fashion footwear. It is actively developing an omni-channel strategy, combining more than 8,300 offline stores with online sales, which provides convenient access to products for consumers [13].

Another example is Saucony, which in 2024 opened its first city store in Beijing and is actively developing online sales, offering specialized sports shoes for Chinese consumers [37].

Also worth mentioning is Anta Sports, which owns the Fila brand in China and is actively developing omni-channel strategies, combining online sales with a network of physical stores.

These examples demonstrate how Chinese brands are implementing omni-channel strategies to achieve effective consumer engagement and business development.

Table 2.2 provides a comparative analysis of the light industry in Ukraine and China.

Table 2.2 – Comparative analysis of the consumer goods industry in Ukraine and China

Criterion	Ukraine	China
Production scale	Mostly small and medium-sized enterprises	Mass production, large corporations
Technologies	Partial automation	High level of digitalization
Access to the market	Limited export, local markets	Global markets, strong export base
Positioning	Quality, design, handmade	Different segments - from cheap to premium
Use of omni-channel	Under implementation	Actively used

Source: compiled by the author based on [2, 7, 13, 41]

A comparison of Ukraine and China in the light industry shows significant differences in production scale, technological level, and market access. While Ukraine emphasizes quality and manual work with partial implementation of omni-channel, China demonstrates a high level of digitalization, works for global markets and actively uses omni-channel strategies in its operations.

## 2.2 General description and analysis of technical and economic indicators of «Litma» LLC

«Litma» LLC is a Ukrainian company established on September 2, 1998 and located in Khmelnytskyi. The company's principal activity is the manufacture of footwear from textile materials and polyvinyl chloride (PVC). The company provides a wide range of products focused on different seasons and consumer needs [39].

Generalized information about the activities of «Litma» LLC is presented in Table 2.3.

Table 2.3 – General information about «Litma» LLC

Name of the indicator	Information
Full name of the indicator	Limited Liability Company «Litma»
Legal address	Ukraine, 29006, Khmelnytsky, Khmelnytsky,
Head of the company	Mykhalskyi Vasyl Ivanovych
EDRPOU code	30064828
Main type of activity	Manufacture of footwear (NACE 15.20)
Number of employees	62 persons (as of 2024)
Website	www.litma.com.ua
E-mail	shop@litma.com.ua, info@litma.com.ua
Phone numbers	Shop: +380687935381

Source: compiled by the author based on [25]

«Litma» LLC specializes in the production of footwear made of polyvinyl chloride (PVC) and textile materials, using high-tech equipment from leading European manufacturers. In the production process, the company uses high quality raw materials and supplies from both domestic and foreign suppliers.

The company's product range covers a wide range of models, including

- indoor shoes (for adults and children);
- shoes made of artificial leather with fur insulation;
- insulated boots such as «dutiks»;
- boots (men's and women's) made of drapes;
- galoshes, including insulated models;
- rubber boots made of PVC;
- rubber ballet flats.

The company has implemented a closed production cycle, which includes the manufacture of individual components, including edging tape, knitted and non-woven fabrics used in its own production. This approach ensures constant quality control at all stages of the technological process, as well as prompt adaptation of production to changes in market demand. «Litma» LLC uses modern technological solutions in the manufacturing process.

For textile footwear, we use the method of direct infusion of the sole to the top of the workpiece, which ensures reliable connection of the elements. In the production of PVC footwear, the company uses the method of continuous injection molding, which helps to increase the tightness and operational durability of finished products.

All the company's products comply with the current quality standards, are certified by the UkrSEPRO system and have passed the state sanitary and epidemiological examination, which confirms their safety for consumers.

The analysis of technical and economic indicators is a key element in assessing the performance of an enterprise, as it provides objective information about its financial condition, the level of resource efficiency and overall development dynamics. Such analysis is the basis for making informed

management decisions aimed at increasing productivity, optimizing costs and strengthening market positions.

In the context of this study, the analysis of the technical and economic indicators of «Litma» LLC plays an important role in identifying trends in the production and economic activities of the enterprise, assessing the effectiveness of its organizational structure and determining the potential for further development. It is especially relevant in the context of adaptation to the omni-channel environment, which requires business flexibility, process modernization, and a strategic approach to management.

Table 2.4 shows the main quantitative indicators that reflect the company's performance in the dynamics.

Table 2.4 – Key technical and economic indicators of «Litma» LLC, 2022-2024

Indicator	Year			Relative deviation, %		
	2022	2023	2024	2022/ 2021	2023/ 2022	2024/ 2023
1	2	3	4	5	6	7
Income (revenue) from sales of products (goods, works, services), thousand UAH	73 860,90	99 756,10	103 635,90	89,04	35,06	3,89
Cost of products (goods, works, services) sold, thousand UAH	65 513,60	89 319,40	91 246,30	82,58	36,34	2,16
Gross profit, thousand UAH	8 347,30	10 436,70	12 389,60	161,74	25,03	18,71
Other operating expenses, thousand UAH	6 570,10	5 538,20	7 633,10	20,80	-15,71	37,83
Other operating income, thousand UAH	747,50	94,20	362,50	-63,67	-87,40	284,82
Average annual cost of fixed assets, thousand UAH	13 008,30	11 347,20	11 393,50	26,20	-12,77	0,41
Average number of full-time employees, persons	54	62	62	-30,77	14,81	0,00

Payroll of full-time employees, thousand UAH	1457,7	1 758,30	1 934,13	2,32	20,62	10,00
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End of Table 2.4

1	2	3	4	5	6	7
Labor productivity per employee, thousand UAH /person	1367,79	1608,97	1671,55	173,06	17,63	3,89
Funds return, UAH	5,68	8,79	9,10	49,80	54,83	3,47
Capital intensity, UAH	0,18	0,11	0,11	-30,77	-36,81	-3,35
Financial result before taxation, thousand UAH	2 524,70	4 992,70	5 119,00	799,43	97,75	2,53
Net profit, thousand UAH	2 070,10	4 094,00	4 197,60	800,04	97,77	2,53
Costs per 1 UAH of products, works and services sold, UAH	0,89	0,90	0,88	-3,42	0,95	-1,67
Profitability (unprofitability), %	3,16	4,58	4,60	-	-	-
Return on sales, %	2,8	4,10	4,05	-	-	-

Source: developed by the author on the basis of the company's financial statements

The analysis of the technical and economic indicators of «Litma» LLC for 2022-2024 indicates a positive dynamics of the company's development, an increase in resource efficiency and an improvement in financial results.

Revenue from sales increased from UAH 73 860,90 thousand in 2022 to UAH 103 635,90 thousand in 2024. The increase in 2023 amounted to 35,06%, and in 2024 the growth rate slowed to 3,89%, which is evidence of stabilization of sales volumes.

The cost of sales also increased from UAH 65 513,6 thousand in 2022 to UAH 91 246,3 thousand in 2024. Although the increase in costs was significant, gross profit continued to grow: by 25,03% in 2023 and by another 18,71% in 2024. This indicates that profitability has been maintained against the backdrop of

growing production volumes. A visual representation of the dynamics of cost and revenue indicators is shown in Figure 2.3.

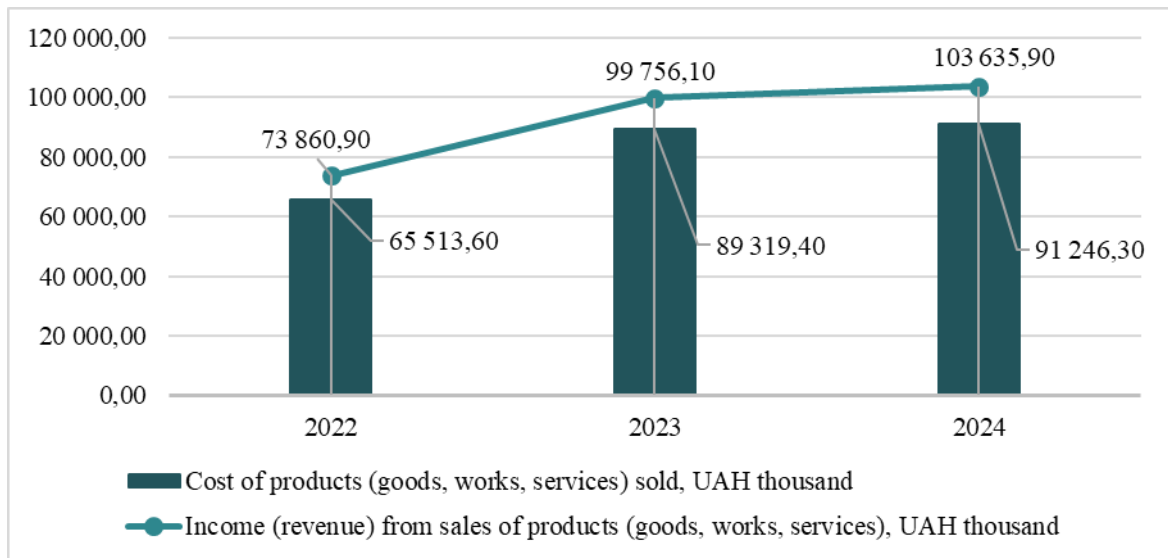


Figure 2.3 – Dynamics of indicators of cost of sales and revenue from sales of «Litma» LLC

Source: built by the author on the basis of the company's financial statements

The company's net profit almost doubled from UAH 2 070,1 thousand in 2022 to UAH 4 197,6 thousand in 2024. The growth rate remains stable: +97,77% in 2023 and +2,53% in 2024. Similar dynamics are observed in the financial result before tax, which indicates an overall improvement in profitability. The profitability was 3,16% in 2022, 4,58% in 2023, and 4,6% in 2024. Although the growth in 2024 was insignificant, the company managed to maintain a stable level of profitability. The change in the value of profitability (loss) and return on sales of «Litma» LLC for 2022-2024 is shown in Figure 2.4.

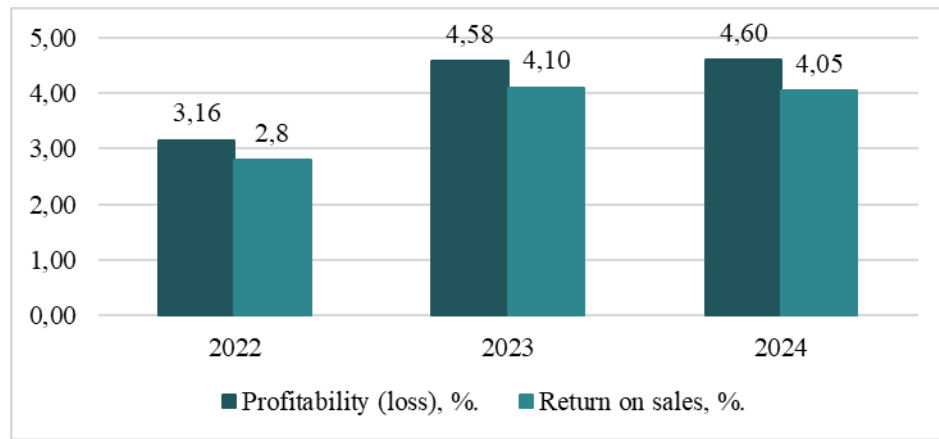


Figure 2.4 – Dynamics of profitability and return on sales of «Litma» LLC

Source: compiled by the author based on the company's financial statements

Other operating expenses decreased by 15,71% in 2023, but increased by 37,83% in 2024. Such instability indicates the impact of external factors or changes in the internal cost structure. Other operating income decreased significantly: in 2022 – UAH 747,5 thousand, in 2023 – only UAH 94,2 thousand, and in 2024 – UAH 362,5 thousand, which indicates that the company is focusing on its core business.

The average number of employees was 54 in 2022, increased to 62 in 2023 and remained stable in 2024. Against this background, the payroll increased by 20,62% in 2023 and by 10% in 2024, indicating an increase in the average level of remuneration (Figure 2.5).

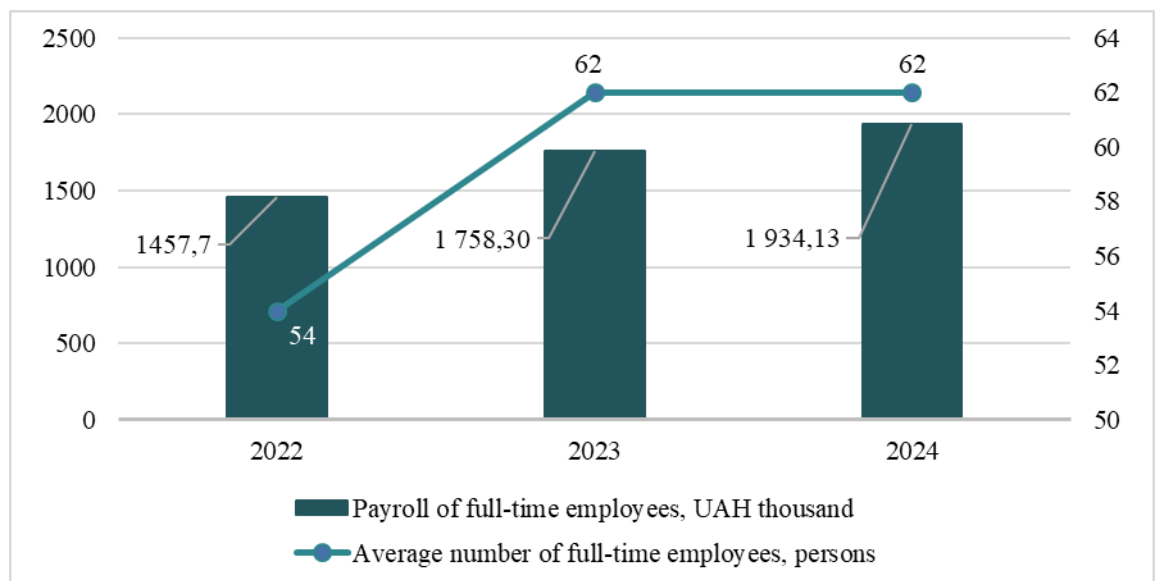


Figure 2.5 – Dynamics of payroll and average

### number of employees of «Litma» LLC

Source: compiled by the author based on the company's financial statements

Labor productivity per employee has also improved: in 2022 – UAH 1,367.79 thousand per person, in 2023 – UAH 1 608,97 thousand per person, in 2024 – UAH 1 671,55 thousand per person. This indicates an optimal combination of HR policy and production organization.

The average annual value of fixed assets fluctuated: in 2022 – UAH 13 008,3 thousand, in 2023 – decreased to UAH 11 347,2 thousand, in 2024 – remained at the level of UAH 11 393,5 thousand. Despite the decline in fixed assets, the return on assets increased from UAH 5,68 in 2022 to UAH 9,10 in 2024, which indicates more efficient use of production capacity.

The capital intensity decreased from UAH 0,18 to UAH 0,11, which is a positive trend and reflects a decrease in the capital intensity of production. Capital efficiency and capital intensity are interdependent indicators that characterize the efficiency of the use of fixed assets at an enterprise. They are inversely proportional: with the growth of one of them, the other usually decreases. Figure 2.6 shows the mirror dynamics of these indicators: as the return on equity increases (from UAH 5,68 in 2022 to UAH 9,10 in 2024), there is a simultaneous decrease in the capital intensity (from UAH 0,18 to UAH 0,11). Such dynamics indicates a gradual improvement in the efficiency of the use of fixed assets of the enterprise. This relationship demonstrates that investments of «Litma» LLC in the modernization of fixed assets or their more efficient use contribute to the growth of revenues without the need for a significant increase in the material and technical base. Accordingly, the increase in capital productivity is one of the key factors in the growth of the company's profitability.

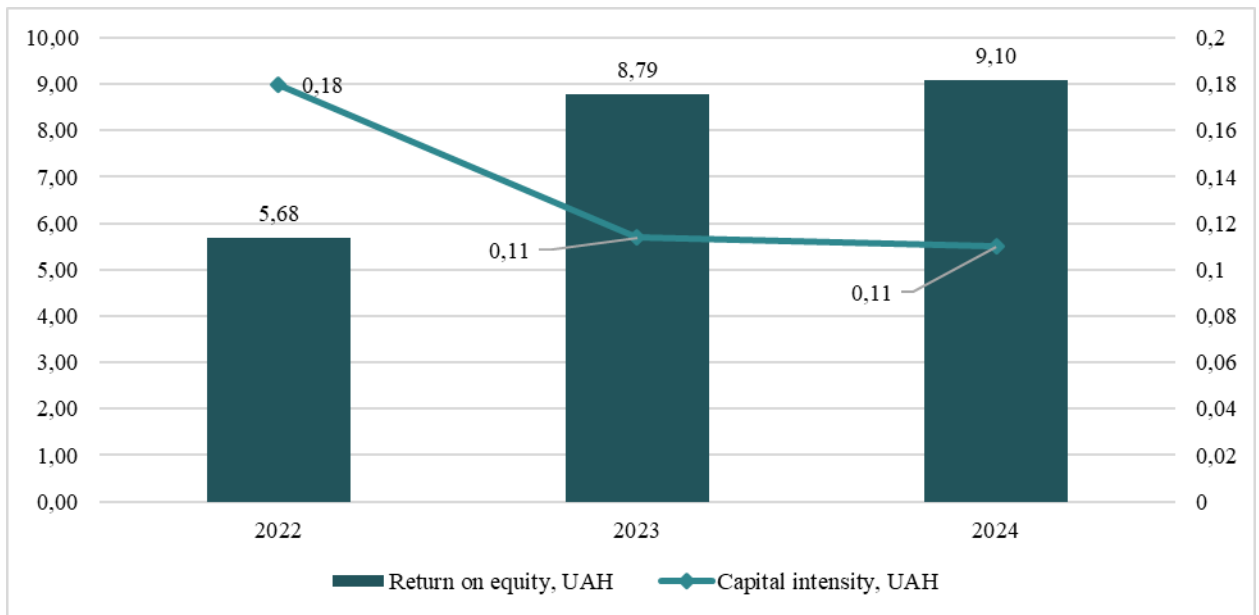


Figure 2.6 – Dynamics of indicators of return on assets and capital intensity «Litma» LLC for 2022-2024

Source: built by the author on the basis of the company's financial statements

The cost per 1 UAH of sales remained relatively stable: 0,89 UAH in 2022, 0,90 UAH in 2023, and 0,88 UAH in 2024. This indicates proper control over production costs and effective cost management.

In the period 2022-2024, «Litma» LLC demonstrates a steady increase in sales, profitability and efficiency of labor and material resources. Successful personnel policy, cost control and production modernization contribute to strengthening the company's market position and create prerequisites for further development.

### 2.3 SWOT-analysis of marketing activities and assessment of the level of use of communication tools in the activities of «Litma» LLC

The SWOT analysis allows to comprehensively assess the strengths and weaknesses of the marketing activities of «Litma» LLC, as well as to identify external opportunities and threats that may affect the effectiveness of the omni-channel approach.

The strengths of «Litma» LLC are as follows:

- availability of own production. «Litma» LLC carries out a full production cycle, which ensures independence from third-party contractors. This allows us to effectively control the quality of goods, optimize costs and meet the planned production deadlines. In addition, in-house production provides flexibility in changing the product range in accordance with the dynamics of demand;
- a functional website with the possibility of online sales. The company's official website serves as an effective digital tool that allows for direct sales without the involvement of intermediaries. This, in turn, helps to retain a larger share of marginal income;
- competitive pricing policy and stable product quality. The combination of affordable prices and proven quality is a key factor in building customer loyalty, especially in times of economic instability;
- many years of experience in the market (over 20 years). Long-term presence in the market has provided the company with brand recognition, reliable relationships with suppliers and a stable customer base. This creates additional competitive advantages and reduces risks in a changing external environment.

Weaknesses of «Litma» LLC are as follows:

- insufficient level of digitalization of marketing processes. The lack of end-to-end analytics, customer relationship management systems (CRM), personalized approaches and automated management of communication channels reduces the effectiveness of marketing campaigns;
- lack of omni-channel integration. Separate functioning of sales and communication channels creates a fragmented customer experience and prevents the formation of a unified interaction with the brand;
- low level of personalization of interaction with customers. The lack of personalized newsletters, recommendations based on purchase history and other elements of individualized service limits the potential for increasing customer loyalty;

– limited financial resources to invest in IT solutions. As a small business, Litma LLC has limited access to investment, which makes it difficult to implement modern digital technologies.

Opportunities for «Litma» LLC include:

– growing popularity of e-commerce. Increasing consumer interest in online shopping opens up prospects for expanding digital sales channels and automating customer interaction (in particular, through the introduction of chatbots, automated marketing solutions, etc;)

– availability of digital tools for small businesses. Modern platforms, such as SendPulse and eSputnik, provide omni-channel solutions adapted to the capabilities of small and medium-sized enterprises, which allows them to improve communication efficiency without significant financial costs;

– access to international marketplaces. The company has the potential to present its products on global online platforms. Own production facilitates flexible pricing for foreign markets;

– participation in government programs to support digitalization. Various initiatives (grants from the Ministry of Economy, the EBRD, etc.) are aimed at supporting local producers and can be used for the digital transformation of the enterprise.

Threats to «Litma» LLC are:

– increased competition from imported products. Foreign producers (in particular, from China, Turkey, Poland) have significant resource advantages, developed digital platforms and efficient logistics, which complicates competition in the domestic market;

– economic instability in Ukraine. Factors such as fluctuations in demand, inflation, devaluation of the national currency, rising costs of raw materials and logistics services directly affect the company's profitability;

– cyber threats and data leakage risks. Increased digital presence without adequate cybersecurity increases the vulnerability of systems, especially in the context of online payments and the storage of personal data of consumers;

– regulatory changes in e-commerce and taxation. Potential changes in legislation may require additional costs to adapt processes, which creates an additional financial burden.

In our opinion, it is advisable to determine the relationship of SWOT factors:

– S-O strategy (Strengths + Opportunities): the combination of own production and considerable experience allows «Litma» LLC to effectively respond to the growing demand in the online space, as well as to quickly adapt the product range to the requirements of international markets;

– W-O strategy (Weaknesses + Opportunities): insufficient digital integration can be compensated by the introduction of affordable omni-channel solutions targeted at SMEs. Limited resources can be overcome by participating in national and international support programs;

– S-T (Strengths + Threats) strategy: high product quality and brand recognition can curb customer outflow even in the face of increased competition. Control over production ensures flexibility in the face of economic instability.

– W-T strategy (Weaknesses + Threats): the lack of systemic cyber defense in the context of expanding digital channels can exacerbate the risks associated with data leakage. In addition, low levels of analytics and personalization combined with economic turbulence reduce the effectiveness of customer retention.

Figure 2.7 visualizes the SWOT analysis for «Litma» LLC.

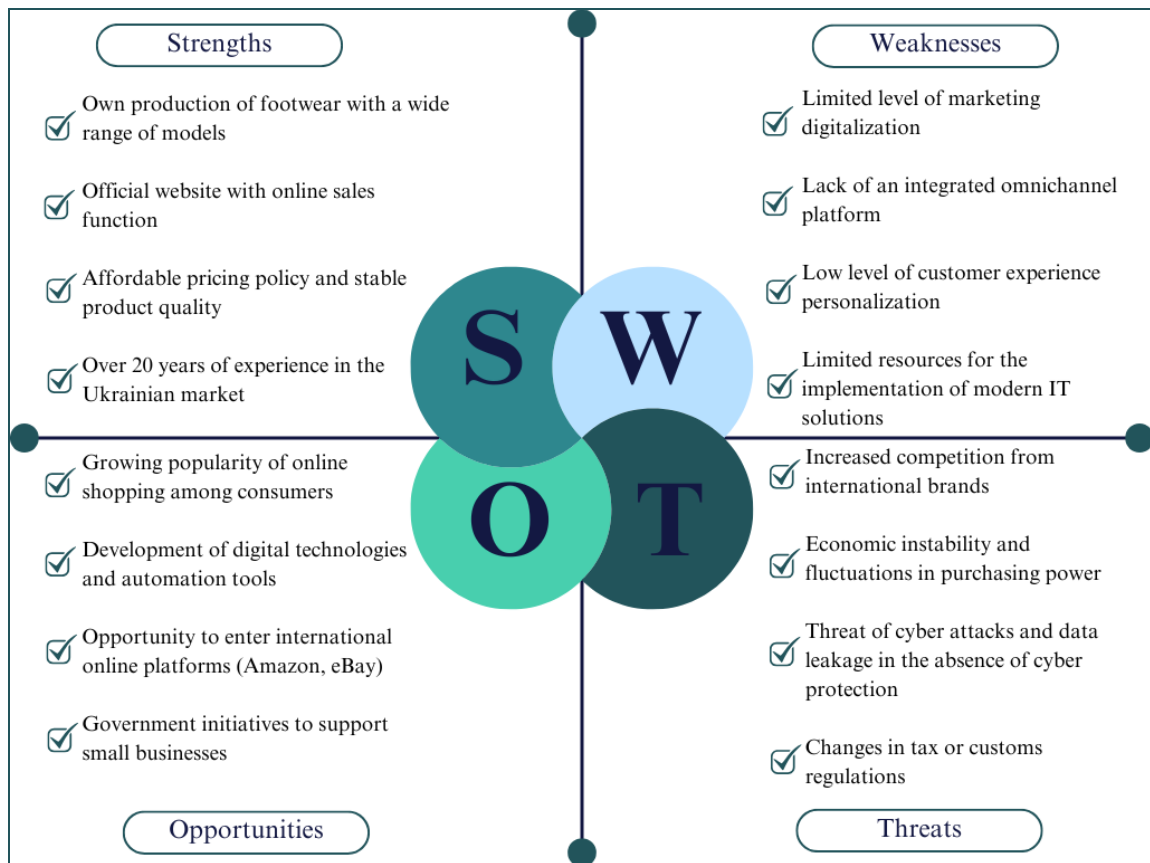


Figure 2.7 – SWOT analysis for «Litma» LLC

Source: developed by the author on the basis of own research

The analysis shows that «Litma» LLC has significant internal prerequisites for further digital transformation, including its own production, many years of experience in the market, and an established brand. At the same time, in order to fully realize its potential, the company should focus on overcoming key weaknesses, in particular: the introduction of omni-channel technologies, analytical systems, personalized approaches to customer service, and cybersecurity measures. This will not only reduce the impact of external threats, but also allow the bank to effectively use the opportunities offered by the digital environment.

The SWOT analysis shows that «Litma» LLC has a stable production base, a well-known brand, and access to the online space, which creates conditions for the development of omni-channel marketing. At the same time, the company should focus on eliminating weaknesses, in particular the low level of technological integration, and actively use external opportunities for digital growth.

Given the results of the SWOT analysis, it is advisable to focus special attention in the marketing activities of «Litma» LLC on the assessment of communication channels, which are a key element of the omni-channel approach. The effectiveness, integration and strategic interaction of communication channels directly affect the ability of an enterprise to form a holistic customer experience, provide personalized interaction and respond quickly to changes in consumer needs.

In this context, there is a need for an in-depth analysis of the current state of the main communication channels used by the company in order to identify growth points and prospects for increasing the level of omni-channel. Let's analyze the communication channels of «Litma» LLC.

1. Website (Figure 2.8): the presence of an official website with online sales functionality allows customers to make purchases directly, which contributes to sales growth and increased convenience for consumers.

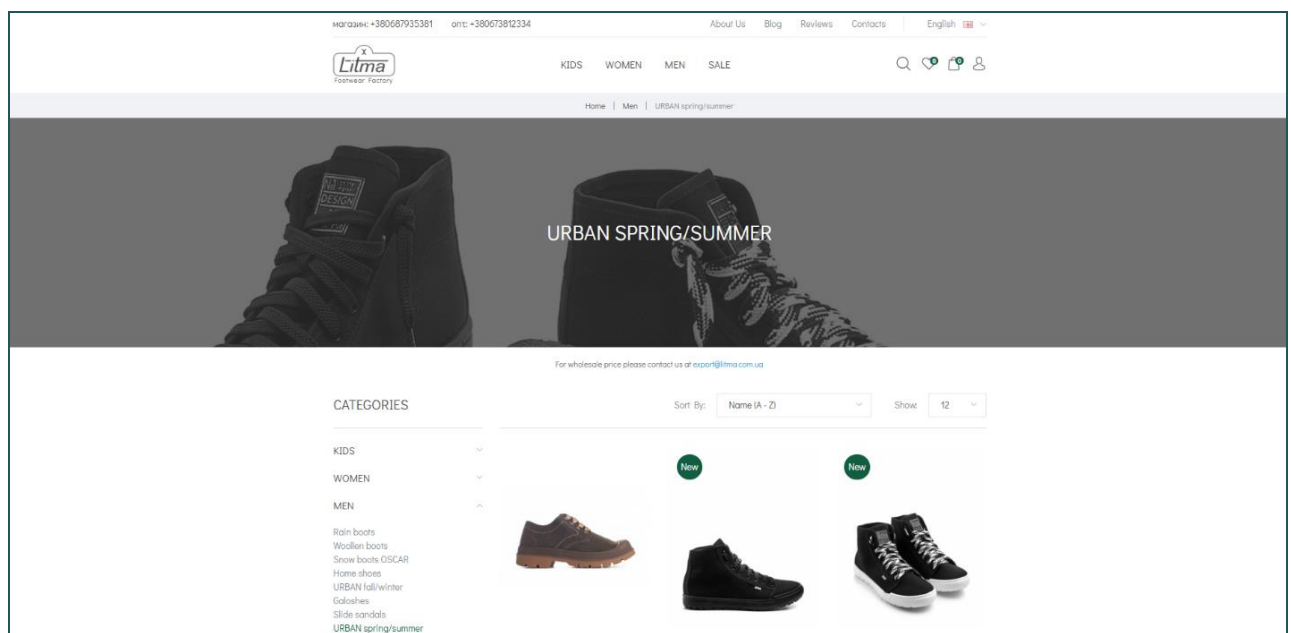


Figure 2.8 – Home page of the «Litma» LLC website

Source: [25]

2. Social networks (Facebook, Instagram, TikTok): an active presence in social networks allows to keep in touch with the audience, inform about new products and promotions, and receive feedback from customers. A visual representation of an Instagram page is shown in Figure 2.9.

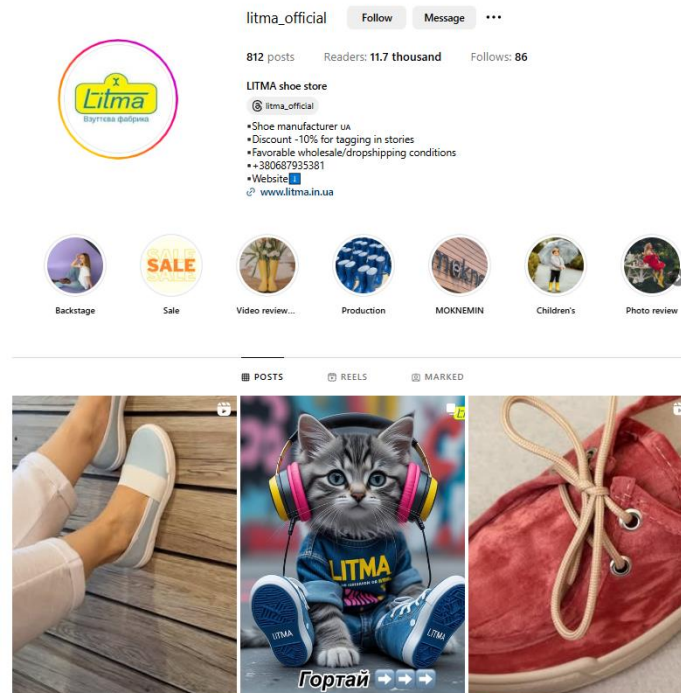


Figure 2.9 – «Litma» LLC's Instagram profile

Source: [26]

Screenshots of Facebook and TikTok pages are presented in Appendix B.

3. Email marketing: email newsletters allow you to inform customers about new products, promotions and special offers, maintaining constant contact with the audience.

4. Messengers (Viber, Telegram): messengers provide a fast and convenient channel of communication with customers, allowing to respond to requests and provide support promptly.

To assess the current state of «Litma» LLC's marketing activities, we analyzed the main digital performance indicators that have a direct impact on sales and customer satisfaction:

– the conversion rate from the website at the time of the study was 1,5%, which indicates the limited effectiveness of the existing website structure, content, or advertising channels. This figure is typical for businesses that have not yet implemented systematic measures to optimize the sales funnel;

- repeat purchase rate – 18% of customers return to make repeat purchases. This may indicate an insufficient level of customer service, limited use of customer retention mechanisms, or a low level of post-purchase interaction;
- opening of e-mail newsletters – the current open rate of e-mails is 15%, which is below the industry average. This indicates a need to improve the quality of content, audience segmentation, and overall relevance of emails to recipients;
- average check – the average check of an order is UAH 1 500, which may be both a reflection of the current purchasing power of customers and the lack of efficiency of the company's marketing strategy;
- response time in messengers – communication with customers in messengers takes 1 to 2 hours, which can lead to a loss of interest of potential customers and a decrease in service satisfaction.

The analysis of «Litma» LLC's communication channels shows that it has basic tools for interacting with customers. However, in order to achieve a high level of omni-channel and ensure a holistic customer experience, it is necessary to implement integrated solutions that combine all communication channels into a single system. This will increase the effectiveness of marketing efforts, improve customer service, and contribute to business growth.

## Conclusions to the second chapter

In the second chapter, a comprehensive assessment of the external environment, financial and economic activities, and marketing approaches of «Litma» LLC was carried out in the context of the transition to an omni-channel model of customer interaction.

The analysis of the Ukrainian light industry revealed that despite the difficult economic situation and competition from imported manufacturers, enterprises have the potential for growth through local production, digitalization, and adaptation to market changes. Given that the graduate student lives in China, it was advisable to

conduct a brief comparative analysis, which confirmed that the experience of Chinese companies in implementing digital and omni-channel solutions can be a valuable benchmark for Ukrainian manufacturers.

«Litma» LLC demonstrates stable growth of key technical and economic indicators in 2022-2024, which proves the effectiveness of management decisions, optimization of production processes and cost control. There has been a significant increase in revenues, profitability, labor productivity and capital efficiency against the background of a decrease in capital intensity, which indicates the rational use of resources and the gradual modernization of fixed assets. The financial condition of «Litma» LLC in 2022-2024 is characterized by a gradual improvement in key performance indicators, profitability and efficiency. The company has managed to maintain stability in a difficult external economic environment, continuing to develop at the expense of internal reserves and a prudent financial policy.

The period of 2022-2024 is marked by a steady increase in sales. The company's revenue increased from UAH 73 860,9 thousand in 2022 to UAH 103 635,9 thousand in 2024. The most intensive growth was recorded in 2023 (by 35,06%), while in 2024 the rate slowed down slightly (3,89%), which indicates that the company has reached the stabilization phase.

At the same time, net profit increased from UAH 2 070,1 thousand in 2022 to UAH 4 197,6 thousand in 2024, almost doubling. This indicates an increase in the profitability of the core business, as well as the optimization of costs, including administrative and operating expenses.

The return on sales grew year on year: from 3,16% in 2022 to 4,6% in 2024. Despite a slight slowdown in growth in 2024, maintaining positive profitability dynamics in the face of rising costs demonstrates prudent management of financial flows and effective resource planning.

The cost per UAH of sales remained relatively stable (UAH 0,89-0,90-0,88 in 2022-2024), which demonstrates that the cost side of the budget is controlled, despite the rise in prices for raw materials and other inputs.

The SWOT analysis of the company's marketing activities revealed a number of key strategic factors, including:

- strengths: own production facilities, years of experience, competitive prices, a recognizable brand and an official website with online sales;
- weaknesses: lack of integrated digital infrastructure, CRM system, personalized communications and analytics;
- opportunities: active growth of the e-commerce market, availability of omni-channel technologies for small businesses, potential to enter international online platforms;
- threats: competition from imported products, instability of the economic environment, cybersecurity risks.

The analysis of communication channels showed that the company already has a certain digital base: a functional website, a presence in social networks, and email newsletters. However, the communication infrastructure remains fragmented, without centralized management and automation. This creates the preconditions for improvement through the introduction of CRM systems, chatbots, end-to-end analytics, and omni-channel integration of all customer interaction points.

Thus, it can be argued that «Litma» LLC has all the prerequisites for building an effective omni-channel marketing interaction system. The introduction of modern digital tools will eliminate existing weaknesses, reduce the impact of external threats, and realize existing opportunities for strategic growth.

### 3 Directions of transformation of the marketing strategy of «Litma» LLC taking into account the omni-channel approach

#### 3.1 Justification of the need to transform the marketing strategy of «Litma» LLC

In today's digital economy, the marketing strategy of an enterprise should be as adaptive, customer-oriented and technologically flexible as possible. The results of the analysis showed that «Litma» LLC has a stable production and financial base, efficiently uses labor and material resources, but at the same time implements a marketing strategy that does not fully meet the requirements of the digital market.

According to the SWOT analysis, the company's main strengths are its own production, affordable pricing, many years of experience, and an online store. However, weaknesses include fragmented communication channels, lack of an integrated CRM system, low level of customer experience personalization, and limited use of consumer behavior analytics.

At the same time, modern consumers expect convenient, uninterrupted interaction with the brand through various channels, from social networks and messengers to physical points of sale and mobile applications. Such expectations necessitate a shift from the traditional omni-channel model to a full-fledged omni-channel approach that allows for seamless interaction at all stages of the customer journey.

In addition, an analysis of «Litma's» current communication channels showed that it has only basic digital tools: a website, a social media presence, and periodic email newsletters. At the same time, these channels function in isolation from each other, making it impossible to create a single customer profile and effectively manage interaction with the audience.

Given the growing share of online sales in the structure of consumer behavior, particularly among young and digitally active audiences, ignoring the omni-channel approach may lead to a loss of competitive advantage. In turn, the introduction of omni-channel tools opens up new opportunities to improve communication efficiency, increase the share of repeat purchases, increase customer loyalty and overall sales.

The transformation of Litma's marketing strategy towards the integration of the omni-channel approach is a prerequisite for the company's adaptation to modern market realities, as well as an important step towards building a sustainable competitive position both in the national and potentially in the international market.

To better assess the state of the company's marketing channels, a comparative analysis of the effectiveness of the main communication channels was conducted, as shown in Table 3.1. It allows us to identify the strengths and weaknesses of each channel, the level of its integration and the potential for development within the omni-channel approach. The level of integration shows how much the channel is part of an integrated communication system (whether it has analytics, synchronizes with CRM, etc.). The potential for development takes into account the availability of technical solutions and their expected effectiveness at low costs.

Table 3.1 – Analysis of the effectiveness of communication channels of «Litma» LLC

Communication channel	Strengths	Weaknesses	Level of integration	Potential for development
1	2	3	4	5
Website	Online store, direct sales, brand platform	Lack of CRM, poor mobile adaptation	Medium	High – through CRM, adaptation, SEO
Facebook / Instagram / TikTok	Live communication, visual content, reach	Irregular content, lack of advertising and analytics	Low	High – through advertising, planning, analytics
Email	Low cost, direct	Lack of	Low	Medium – with

newsletters	access to customers	personalization and segmentation		the introduction of automation
Messengers (Viber, Telegram)	Fast communication, popular with customers	Non-integrated, manual message processing	Low	High – through chatbots, connection to CRM

End of Table 3.1

1	2	3	4	5
Marketplaces (Prom, Rozetka)	Wide reach, ready audience	Dependence on platform conditions, fragmented analytics	Medium	High – through the expansion of presence and synchronization with CRM

Source: [compiled by the author]

We believe it is advisable to conduct an in-depth analysis of communication channels to develop recommendations for enhancing their effectiveness.

The official website of Litma LLC serves as an online store and a brand platform that allows for direct sales without intermediaries. This allows the company to generate higher margins and control the customer experience. At the same time, the existing limitations, such as the lack of integration with CRM systems and poor mobile optimization, hinder the full realization of the site's potential. The customer does not receive personalized offers, and the company does not receive data for in-depth analytics of user behavior.

Recommendations:

- implement a CRM system that will allow recording customer data, purchase history and creating segments for personalized offers;
- ensure the adaptability of the interface for mobile devices and speed up the page loading speed;
- use web analytics tools to track conversions, abandoned carts, and repeat visits.

Social media is an important channel for visualizing products, engaging the audience, and building loyalty. The company already has an active presence on Facebook, Instagram, and TikTok. However, the lack of regular analysis of the effectiveness of publications, the use of only organic coverage, and the lack of

systematic planning limit the capabilities of these platforms. Without a content strategy, the audience remains narrow.

Recommendations:

- implement a content plan with publications for 2-3 weeks in advance, adapted to the target audience;
- use Meta Business Suite or other analytical tools to evaluate the reach, interactions and effectiveness of posts;
- launch targeted advertising campaigns with a focus on new collections, seasonal promotions, and branded stories.

Email newsletters have a high potential for maintaining loyalty of regular customers and driving repeat sales. However, the use of this channel is currently limited, with newsletters sent irregularly and not segmented.

Recommendations:

- develop a clear structure of the subscriber base: by type of customer, geography, purchase history, etc;
- use triggered emails (e.g., «abandoned cart», «discount on your favorite model», «thank you for your purchase»);
- work with A/B testing of email subject lines and templates to increase the open rate.

Messengers are a convenient channel for quick communication, which is increasingly replacing traditional email. «Litma» LLC already communicates with customers through these platforms, but mostly manually.

Recommendations:

- connect chatbots to automate answers to common questions, update the status of orders, and collect feedback.
- integrate messengers into the CRM system to record the history of requests.
- use Viber/Telegram mailings with personalized offers.

«Litma» LLC is actively represented on popular marketplaces, such as Prom.ua and Rozetka, which allows the company to reach a wide target audience without the need for large-scale investments in its own infrastructure for logistics,

payment processing, and website maintenance. Thanks to these platforms, the company gets access to the already formed demand, enjoys customer confidence in the marketplace as an intermediary, and can quickly place new products or promotional offers.

At the same time, there are a number of limitations that hinder the full use of marketplaces as part of an omni-channel strategy. In particular, information about orders, customers, product balances, and conversions is collected on different platforms and is not consistent with each other. The absence of a single analytical database makes it impossible to build an end-to-end record of customer activity and prevents personalization of offers. In addition, dependence on external conditions of marketplaces (tariffs, publishing rules, commissions, policy changes) reduces flexibility and control over brand positioning.

Thus, although presence on marketplaces is an undoubted advantage for expanding sales, to implement a full-fledged omni-channel approach, «Litma» LLC needs to integrate data from these platforms into its own CRM system, as well as provide centralized order processing, sales analytics, and customer interaction on a single platform.

Recommendations:

- implement modules for synchronizing orders from marketplaces into internal accounting systems;
- expand presence on other Ukrainian or international platforms;
- analyze the effectiveness of each platform (number of orders, average check, returns) to optimize cooperation.

An analysis of each of «Litma's» communication channels demonstrates that the company has a strong potential to build a full-fledged omni-channel model. Despite the limitations of the current strategy, the company already has an infrastructure foundation to rely on: website, social media, email, marketplaces, messengers.

The analysis shows that «Litma» LLC uses a number of channels of communication with customers, but their integration and strategic management remain limited. The most developed is the official website, which serves as an

online sales and brand presentation, but other channels, such as email marketing, messengers, and social media, operate in isolation, without end-to-end analytics, automation, or a systematic approach.

The key steps for transforming the marketing strategy are highlighted in Figure 3.1.

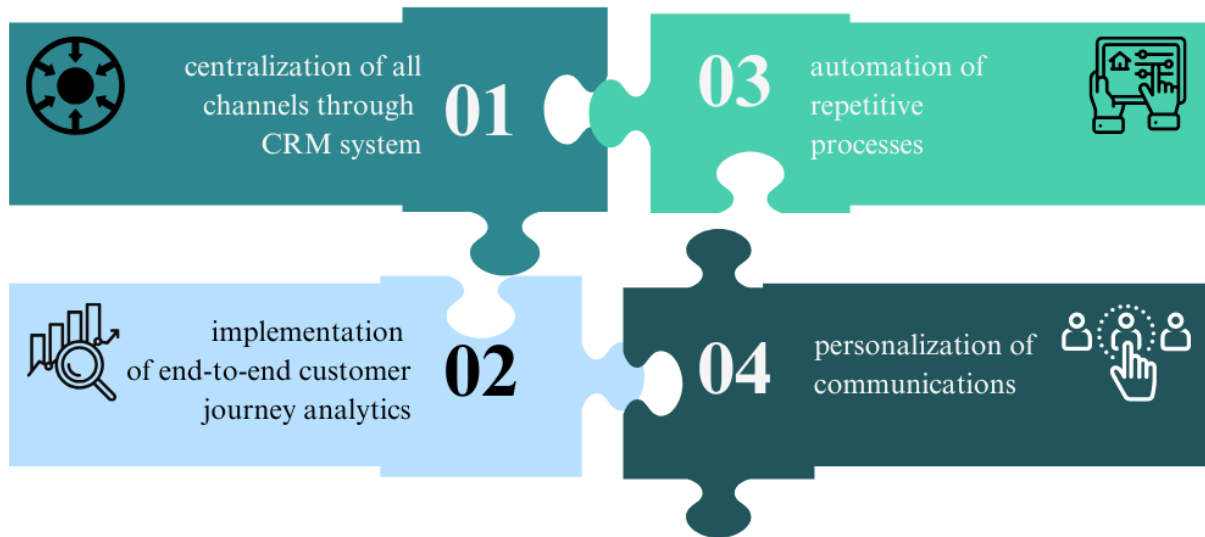


Figure 3.1 – Stages of transformation of the marketing strategy of «Litma» LLC

Source: [compiled by the author]

All these actions will contribute to the formation of a single digital space of interaction with the client, increase the level of loyalty, average check, frequency of purchases and, as a result, increase the company's profitability.

It is particularly important that all the main channels have high or medium growth potential, which indicates significant room for improvement in the short and medium term. The most promising areas are the implementation of a CRM system, automation of email marketing, creation of chatbots for Viber/Telegram, launch of advertising campaigns on social networks, and synchronization of marketplaces with enterprise accounting systems.

Thus, the analysis confirms the need to transform the marketing strategy of «Litma» LLC in the direction of omni-channel development. Despite the presence of separate digital communication channels, their level of integration is insufficient

to ensure a holistic customer experience. The company has significant potential to improve customer interaction through the introduction of modern digital tools, process automation, personalization of communications, and centralized channel management. This creates the basis for a strategy focused on the effective implementation of the omni-channel approach.

### 3.2 Development of recommendations for the integration of omni-channel communications into the marketing strategy of «Litma» LLC

Taking into account the analysis of communication channels and the identified problems in customer interaction, there is an objective need to move to a more holistic, technologically integrated marketing model. The omni-channel approach allows not only to ensure a uniform quality of service across all channels, but also to create a basis for deeper personalization, automation of customer interaction, and increase the efficiency of communications in general.

The stages of integration of omni-channel communications into the marketing strategy of «Litma» LLC are shown in Figure 3.2.

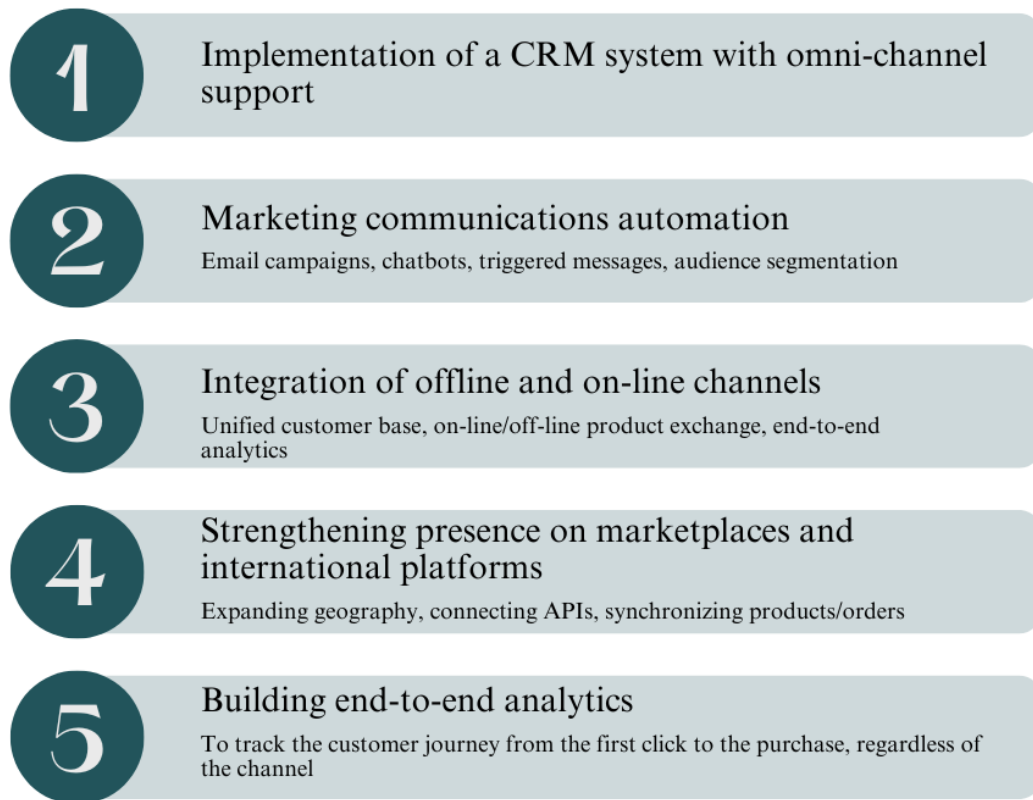


Figure 3.2 – Stages of integration of omni-channel communications into the marketing strategy of «Litma» LLC

Source: [developed by the author]

We will describe each of the stages in detail.

#### 1. Implementation of a CRM system with omni-channel support.

One of the key steps for implementing an omni-channel marketing strategy is the introduction of a modern CRM system (Customer Relationship Management). For «Litma» LLC, this will allow centralizing the management of all communication channels and forming a single customer profile, regardless of the channel through which interaction takes place – website, social networks, messengers, marketplaces.

The CRM system collects, stores, and analyzes customer information: purchase history, preferences, website behavior, response to advertising campaigns, etc. This creates the conditions for personalizing marketing communications, launching targeted campaigns, and improving customer service.

For small and medium-sized businesses, such as «Litma» LLC, CRM solutions with built-in omni-channel support, such as OneBox OS, SalesDrive, NetHunt CRM, KeyCRM, Hubspot CRM, may be optimal.

These systems allow you to:

- integrate email newsletters, messengers, social networks, and IP telephony;
- record all customer requests in one window;
- create audience segments based on behavioral characteristics;
- track the status of orders and communications in real time;
- analyze the effectiveness of each interaction channel.

In addition, the implementation of CRM opens the way to building end-to-end analytics: the company can get a complete picture of the customer journey - from the first contact with the brand to the purchase and after-sales service. This will allow «Litma» LLC to make informed marketing decisions, increase the efficiency of advertising budgets, and strengthen customer retention.

Thus, the CRM system should become the core of an omni-channel infrastructure that will combine all digital and traditional communication channels into a single ecosystem.

Modern CRM systems are not only a means of customer accounting, but also a center for managing all marketing and communication activities of an enterprise. Their functionality allows «Litma» LLC to move from fragmented customer interaction to a comprehensive, personalized, and analytically driven strategy. The main functionalities of such systems include:

- integration of communication channels: connection of a website, social networks (Facebook, Instagram), messengers (Viber, Telegram, WhatsApp), email newsletters, IP telephony; collection of requests from all channels into a single

«communication feed, processing of messages, orders and customer requests in one window (omni-channel inbox);

- building customer profiles: automatic creation of a customer card with a history of purchases, communications, preferences, website navigation; segmentation of the database by demographics, behavior, purchase amount, product interests, etc;

- automation of marketing processes: launching trigger scenarios: post-purchase emails, reminders about left items in the shopping cart, welcome letters; creation of branched auto sales funnels (lead nurturing), personalization of messages for each segment.

- order and sales management: integration with accounting programs (Excel, ERP systems); control of the status of orders, returns, and delivery; synchronization with marketplaces (Prom, Rozetka, Etsy, Amazon);

- analytics and reporting: generation of reports on communication channels, conversion, traffic sources; evaluation of the effectiveness of campaigns, managers, sources of applications; dynamics of the customer base, sales, and average check;

- support for the mobile version/application: access to the system from a smartphone; prompt processing of orders on the road or on a business trip; push notifications about new customer requests or actions.

Examples of CRM systems with omni-channel functionality are provided in Appendix C.

The expected results from the implementation of the CRM system at «Litma» LLC are shown in Figure 3.3.

## Expected effect

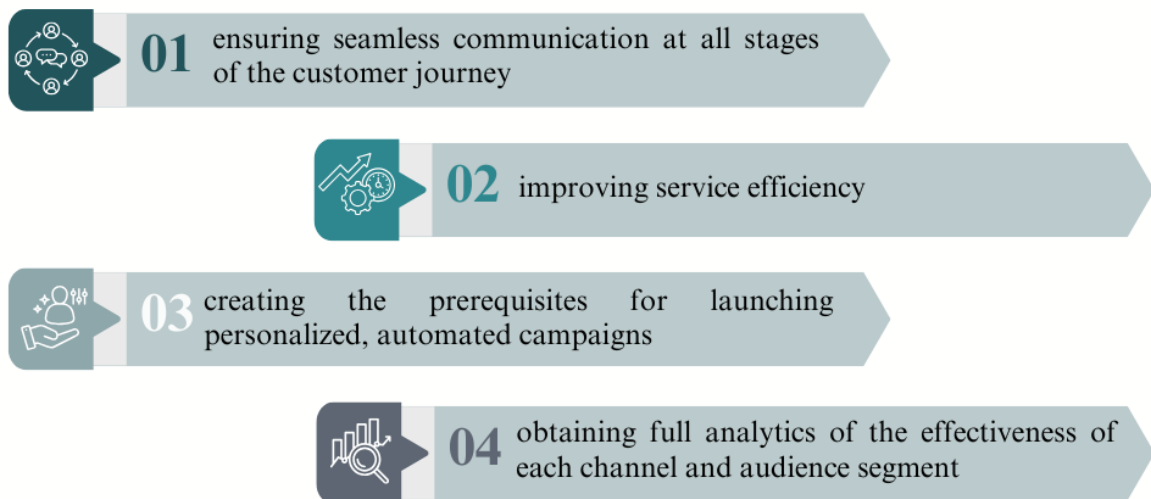


Figure 3.3 – Expected results from the implementation of the CRM system at «Litma» LLC

Source: [developed by the author]

Thus, a CRM system should become not only a technical solution, but a central element of building an omni-channel marketing model that will help increase the competitiveness of the enterprise in the context of digital market transformation.

### 2. Automation of marketing communications.

One of the key tools for building an effective omni-channel model of customer interaction is the automation of marketing communications. For «Litma» LLC, this means moving from manual, fragmented interaction to a systematic, managed process that includes personalized mailings, response to customer behavior, and real-time service.

Today, the company makes limited use of email campaigns and social media, but does not implement automated scenarios, use triggers, or segment its customer base. This limits the ability to personalize and retain regular customers.

To solve these problems, it is advisable to implement communication automation tools that can work both on the basis of CRM and in the form of separate services (for example, SendPulse, eSputnik, Emailix or integration with Telegram bots, Viber newsletters, etc.)

Key areas of automation for «Litma» LLC:

- email marketing based on triggers and segments: launching automated emails for the first purchase, repeat purchase, abandoned cart; welcome emails, holiday promotions, individual offers; using templates for different customer segments (wholesale/retail, new/regular);

- automated messenger campaigns: chatbots in Viber, Telegram, or Facebook Messenger that respond to requests 24/7; newsletters with new products, promotions, and reminders; integration with CRM to record interactions;

- SMS and push notifications (with the consent of customers): fast delivery of important messages (discounts, changes in order status); short text triggers to encourage repeat purchases;

- visualization and construction of auto-funnels: using a visual designer to create communication scenarios (for example, «left cart → send email → if not opened → SMS»), automatic launch of scenarios depending on customer actions (trigger logic).

The expected effect on the enterprise is shown in Figure 3.4.

## Expected effect

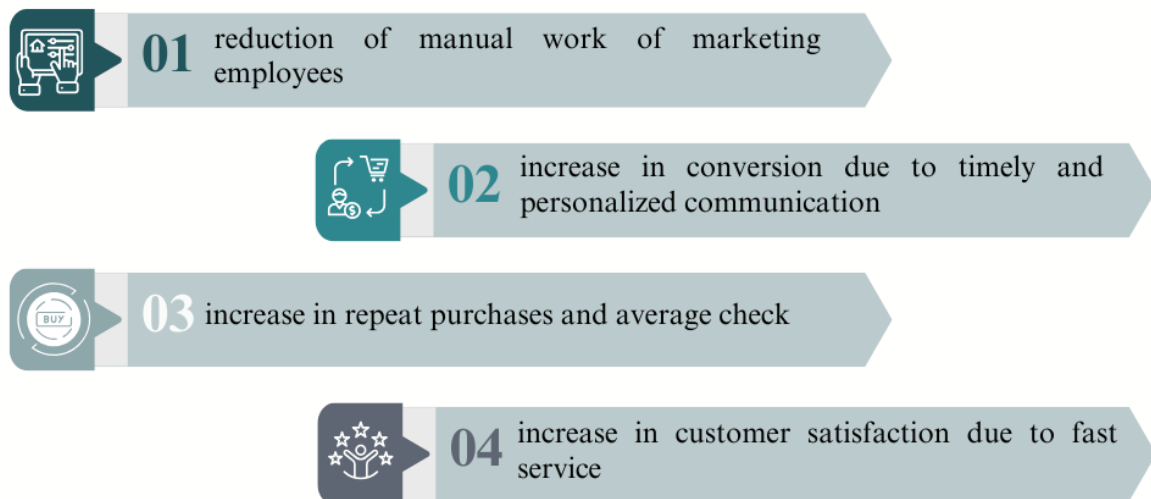


Figure 3.4 – Expected effect for «Litma» LLC from the implementation of marketing communications automation

Source: [developed by the author]

### 3. Integration of online and offline channels.

The physical presence of «Litma» LLC in the form of a company store in the center of Khmelnytskyi creates additional opportunities for the implementation of an omni-channel strategy. The integration of online and offline channels will ensure a continuous and personalized customer experience, increase customer loyalty and the effectiveness of marketing activities.

#### Current situation:

- offline channel: a company store at 48 Kamianetska Street, which serves as the main point of physical contact with customers;
- online channels: website, social networks, marketplaces, which operate separately from the offline channel, without proper integration of data and processes.

#### Recommendations for integration:

- unified customer base: implementation of a CRM system to combine customer data from online and offline channels, which will allow tracking purchase history, preferences, and interaction with the brand;
- loyalty program: development of a loyalty program that will operate both in the store and online. For example, the accumulation of bonuses for purchases that can be used in any channel;
- click & collect: the introduction of the «order online – receive in store» service, which will provide convenience for customers and increase traffic to the physical store;
- unified promotions and offers: synchronizing marketing campaigns between online and offline channels to ensure a unified message and offers for customers;
- analytics integration: use of analytical tools to track the effectiveness of each channel and their mutual influence on customer behavior.

The expected results are shown in Figure 3.5.

### Expected effect

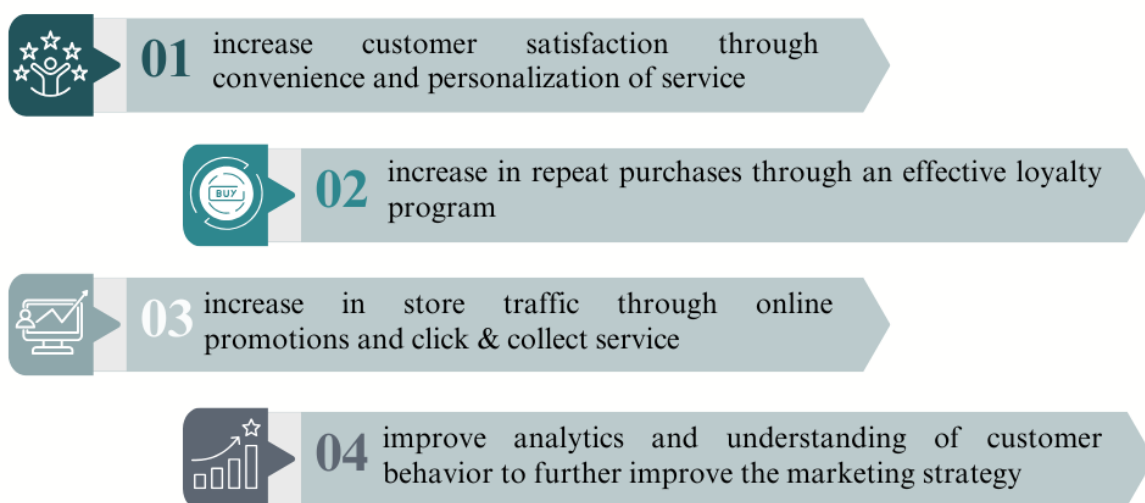


Figure 3.5 – Expected results from the integration of on-line and off-line channels

Source: [developed by the author]

Since «Litma» LLC is already actively working with such platforms as Prom.ua and Rozetka, it is advisable not only to maintain this presence but also to integrate it into the overall omni-channel strategy.

#### 4. Optimization and integration of marketplace channels.

Marketplaces play an important role in the sales system of «Litma» LLC, providing quick access to a wide target audience, ready-made logistics infrastructure, and customer confidence in the platform. At the same time, the current use of marketplaces has a number of limitations that impede the formation of a holistic customer experience as part of an omni-channel strategy.

Problems to be solved:

- disparate analytics: information about orders from different marketplaces is not consolidated into a single system, which makes it difficult to analyze the effectiveness of channels;

- lack of a single customer base: customers from Prom or Rozetka are not included in CRM, which means that it is impossible to build a long-term communication relationship with them;

- limited control over the brand: marketplace policies make direct contact with customers and personalized interaction difficult.

Recommended solutions for «Litma» LLC:

- integration of orders from marketplaces into the CRM system: use of APIs or ready-made modules (for example, OneBox OS, KeyCRM, SalesDrive) that allow automatic transfer of order, customer, delivery status, etc. data to a single CRM database. The result is a single customer profile regardless of the source of the order;

– visual and communication unification of the brand profile: all profiles of «Litma» LLC on Prom, Rozetka should have the same style: logo, banners, brand description, tone of voice. The result: brand awareness, increased trust and conversion;

– additional sales channels through new marketplaces: considering the possibility of entering international marketplaces (Etsy, Joom, Amazon Handmade) or local niches (Shafa.ua, Bigl.ua). The result: diversification of sales markets and increased online presence;

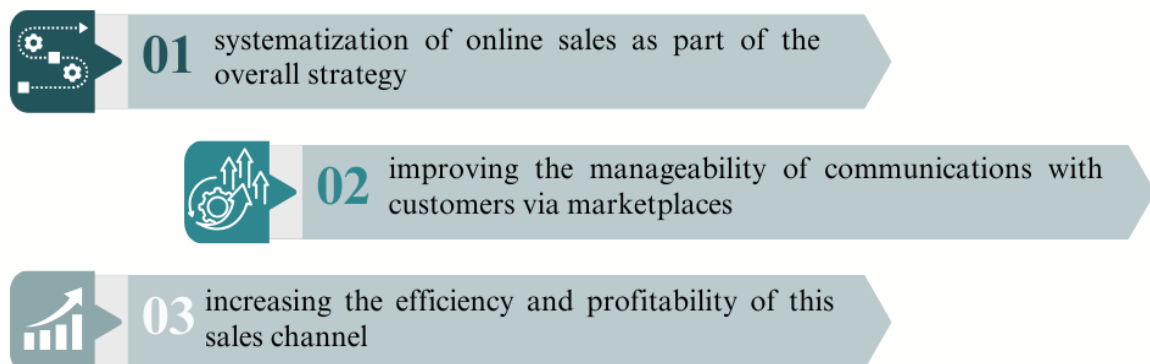
– use of messengers and email after the purchase (where possible): requests for consent to receive letters/newsletters after the order; collection of feedback, suggestions for shoe care, new products. Result: customer retention, repeat purchases, and driving customers beyond the marketplace to the brand's omni-channel space;

– analytics of marketplace performance: comparison of the average check, conversions, customer geography, optimization of the assortment for each marketplace.

Result: reduction of expenses on inefficient positions, focus on profitable products.

The expected effect is shown in Figure 3.6

### Expected effect



### Figure 3.6 – Expected result from optimization and integration of marketplace channels

Source: [developed by the author]

#### 5. Building end-to-end analytics.

End-to-end analytics is a system of collecting, combining and analyzing data from all stages of customer interaction with the company: from the first touch to the purchase and after-sales support. For «Litma» LLC, the implementation of end-to-end analytics is a critical step in making informed marketing decisions, optimizing the budget, and increasing the effectiveness of communications.

In practice, this means that data from all channels – website, social networks, marketplaces, messengers, offline store – is consolidated into a single analytical system that allows:

- track the source of each order;
- evaluate which advertising or channel attracted the customer;
- calculate the cost per acquisition (CPA), lifetime value (LTV), etc.

Components of end-to-end analytics for «Litma» LLC:

- technical data integration: connecting CRM, Google Analytics 4, Facebook Pixel, e-commerce tracking, Prom API, Rozetka API; using Google Tag Manager or ready-made modules in CRM (for example, OneBox or KeyCRM);
- linking the traffic source to the order: each order in CRM should contain UTM tags: where the client came from, which advertising worked; automatic filling through the website and marketplaces;
- visualization of data in dashboards: building a reporting panel (for example, in Google Data Studio or CRM), the ability to see in real time: how much each channel brought, what is the cost of a lead, which positions are the most profitable.

– automatic report generation: weekly emails to the management with brief summaries; notifications about critical indicators (decrease in conversion, drop in traffic, anomalies in sales).

The expected effect is shown in Figure 3.7.

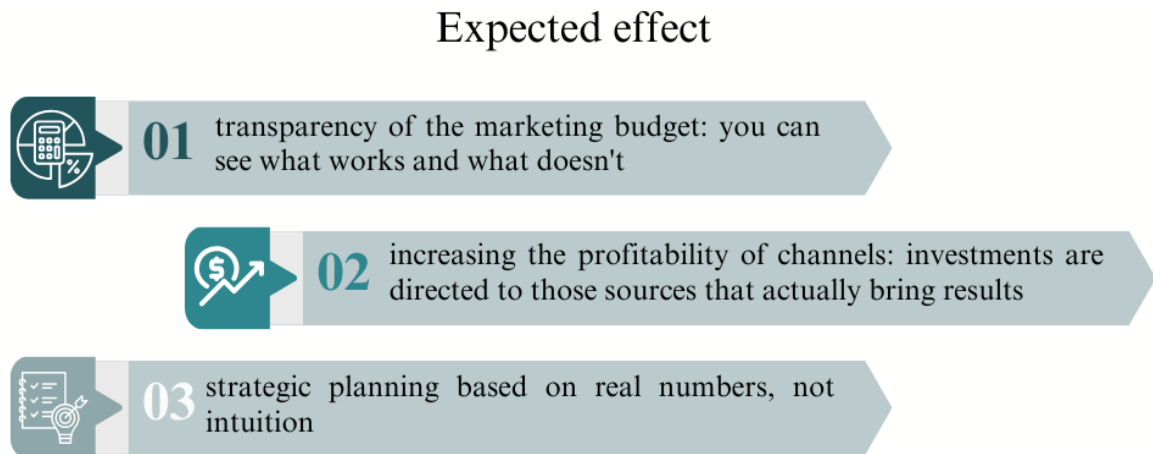


Figure 3.7 – Expected result from building end-to-end analytics

Source: [developed by the author]

The introduction of end-to-end analytics into «Litma's» operations is a prerequisite for implementing an effective omni-channel strategy. Consolidation of data from various communication and sales channels will allow the company to get a complete picture of the customer journey – from the first contact to the end of the purchase. This, in turn, will provide an opportunity to objectively assess the effectiveness of marketing activities, optimize the advertising budget, identify bottlenecks in the sales funnel, and make strategically informed decisions based on reliable data. End-to-end analytics allows «Litma» to move from intuitive management to a model focused on measurable results.

Successful implementation of the omni-channel approach involves not only the technical integration of channels, but also the qualitative improvement of the customer communication process. Modern consumers expect brands not only to be present in a channel that is convenient for them, but also to provide fast, polite, personalized and consistent interaction that creates a sense of care, trust and value.

Based on the analysis of «Litma's» current communication practices and taking into account current trends in customer service, the following areas of improvement of interaction channels are proposed:

1. Implementation of brand communication standards – one of the conditions for high-quality customer interaction in the context of an omni-channel approach is the introduction of uniform communication standards that ensure consistency and brand recognition regardless of the channel. This not only increases the level of consumer confidence but also avoids mistakes and inconsistencies in messages.

The system of standards should include:

- a single brand tone that is consistent with «Litma's» positioning: a friendly, professional, open style that emphasizes customer care;

- standardized communication templates for different channels: email, messengers, social media, and telephone. This allows you to standardize greetings, order clarification, responses to objections or complaints;

- regulations for greetings, farewells, signatures, taking into account the type of request (informational, service, commercial);

- response timeframes, which should be fixed in the internal service regulations (for example, during working hours, a response within 1 hour, in the evening – auto-informing with an estimated response time the next day).

Implementation of such standards will ensure a unified style of communication at all stages of customer contact and strengthen the integrity of brand communication.

2. Optimize the speed of service – prompt response to customer requests is a key factor in creating a positive customer experience. In a highly competitive

environment, even a slight delay in response can lead to the loss of a potential customer.

To improve the speed of service, it is advisable to:

- configure chatbots or automatic responses in Viber, Telegram, and Facebook Messenger to provide instant basic information (product availability, opening hours, order status);
- create an interactive FAQ section on the company's website and Instagram Highlight page, which will reduce the number of repetitive requests;
- introduce monitoring of response times, with fixation in CRM, which allows to evaluate the efficiency of employees, promptly respond to deviations from the standard and improve the work of the support service.

These measures will reduce customer waiting times, increase customer satisfaction, and build brand trust.

3. Expanding the feedback system – feedback is an important tool for monitoring service quality and an indicator of customer satisfaction. Its effective functioning requires systematic collection, processing, and response to customer evaluations. It is advisable to:

- introduce a form of service evaluation after each order, which can be implemented through a short survey in the messenger or by email (for example, «Rate the quality of service on a scale from 1 to 5»);
- periodically conduct anonymous online surveys on satisfaction with product quality, ordering convenience, and delivery speed (Google Forms);
- encourage open feedback on marketplaces (Prom, Rozetka) and social media. You can introduce a bonus system – a discount or a gift for constructive feedback – to encourage customer engagement.

A systematic analysis of feedback will help identify weaknesses in the service process, respond to criticism in a timely manner, and bring the service to a higher level.

4. Developing a content strategy for communications - content on social media and on the website is not just a tool for informing, but an important component of the company's image. High-quality and consistent content builds

brand value, attracts new customers, and strengthens the loyalty of regular customers. It is advisable to:

- create a content plan with regular publication of posts (2-3 times a week) with fixed headings: presentation of new models, reviews, seasonal tips, production backstory, discounts;
- use graphic templates and a single visual style that will promote brand recognition;
- segment content by target groups (e.g., women's shoes – aesthetics and comfort; children's shoes – reliability and safety; winter shoes – functionality and warmth, etc.).

A systematic content strategy will increase reach and engagement and help build long-term relationships with the target audience.

5. Deepening the personalization of communications - personalization is a key factor in successful marketing in the digital age. Customers expect a brand to remember their preferences, address them by name, and offer relevant products. To deepen personalization, it is advisable to:

- use the customer's name in email newsletters, messages in messengers, and order confirmations;
- analyze the purchase history to generate personalized recommendations (for example, «You may like this from the new collection»);
- automate triggered messages: thank you for your purchase, discount for repeat orders, «we remind you that you have shoes left in your cart», seasonal selections.

Such actions promote the customer's emotional connection with the brand, increase conversion, and create the basis for long-term loyal consumption.

The expected effect of implementing trends in customer service is shown in Figure 3.8.

The measures proposed in the previous subparagraphs to transform the marketing strategy of «Litma» LLC on the basis of the omni-channel approach have not only conceptual but also practical value. Their implementation can significantly improve the level of organization of interaction with customers, the

effectiveness of communication channels, personalization of offers and the overall quality of customer experience.



Figure 3.8 – Expected effect of implementing trends in the customer service of «Litma» LLC

Source: [developed by the author]

So, let's summarize the expected results from the implementation of the proposed measures in the master's thesis. If we group them, we can distinguish three vectors of improving the efficiency of «Litma» LLC:

1. Operational efficiency:

- centralization of communications in CRM will reduce the time spent on processing requests;
- automation of mailings, chatbots and triggers will reduce the workload on staff;
- implementation of end-to-end analytics will allow making informed decisions faster.

2. Marketing effectiveness:

- sales conversion will increase due to precise targeting and personalization;
- cost per acquisition (CPA) will be reduced due to channel optimization;
- improve the quality of content and the regularity of publications in social networks.

### 3. Customer experience:

- ensuring a unified style of communication will strengthen brand trust;
- the introduction of a loyalty program and personalized offers will increase repeat purchases;
- an omni-channel approach will bridge the gap between online and offline interaction.

The expected quantitative results within 6-12 months after implementation are shown in Table 3.2. The forecast is based on market average data for the implementation of similar measures in small and medium-sized businesses.

Table 3.2 – Expected quantitative results at «Litma» LLC from the implementation of the proposed measures

Indicator	Current value	Projected result
Conversion from the site	1,5%	up to 3,0-3,5%
Share of repeat purchases	18%	up to 30-35%
Opening of e-mail newsletters	15%	up to 25-30%
Average check	1 500 UAH	up to UAH 1 950-2 000
Response time to a request in messengers	1-2 hours	up to 15-30 minutes

Source: [developed by the author]

Thus, omni-channel transformation can have a significant impact on customer satisfaction, repeat purchases, marketing budget efficiency, and overall operational efficiency. Building end-to-end analytics, implementing a CRM system, developing personalized communication channels, and a content strategy create a comprehensive framework for sustainable growth.

Thus, the transformation of the marketing strategy under the influence of the development of omni-channel communications for «Litma» LLC is not only a tool for adapting to modern market conditions, but also a long-term platform for strengthening competitive advantages and expanding the customer base.

## Conclusions to the third chapter

A comprehensive justification and development of proposals for the transformation of the marketing strategy of «Litma» LLC, taking into account the principles of the omni-channel approach, has been carried out. Based on the results of the analytical study of the industry, internal processes of the enterprise and the current state of the communication model, the main vectors of development have been identified, which allow not only to increase the efficiency of marketing, but also to adapt to changes in consumer behavior and increase the company's competitiveness in the modern market environment.

The necessity of transforming the existing marketing strategy of the enterprise has been substantiated. The analysis has shown that «Litma» LLC has a strong production potential, actively sells products through its official website, and is present on marketplaces and social networks. However, the use of communication channels is fragmented, lacking end-to-end analytics and unified customer management. The lack of an integrated CRM system, communication automation, a clearly defined content strategy, and a personalization system hinders the development of customer interaction. Given the growing customer-oriented trends in consumption, there is an objective need to revise existing approaches to marketing in the direction of omni-channel.

Practical recommendations for implementing an omni-channel approach at an enterprise have been developed. The proposals cover five key areas that create a holistic model of customer interaction: implementation of a CRM system with omni-channel support, automation of marketing communications, integration of online and offline channels, optimization of presence on marketplaces, and building end-to-end analytics.

The emphasis is also placed on the content and qualitative improvement of communications with customers. It is proposed to introduce unified standards of

brand communication, speed up service time using templates and automation, implement feedback mechanisms (surveys, ratings, reviews), develop a content strategy in social media, and deepen the personalization of newsletters and messages. These measures meet current customer expectations and help build long-term relationships with the target audience.

An assessment of the expected results of the omni-channel strategy implementation was made. Based on the forecast, indicators of conversion growth, increased repeat purchases, reduced response time, and an increase in the average check were formed. An adapted SWOT analysis was also conducted, which showed that the proposed measures strengthen the strengths of «Litma» LLC (brand, quality, production cycle), offset weaknesses (fragmentation, low level of automation), open up new opportunities (expanding markets, improving service), and reduce risks (loss of customers, ineffective advertising).

Summarizing the results, we can say that the proposed directions of marketing strategy transformation are practically achievable, economically feasible, and strategically motivated. The implementation of an integrated omni-channel approach will allow «Litma» LLC not only to increase the effectiveness of marketing activities, but also to create a sustainable competitive advantage in the digital economy.

## Conclusions

In the course of the qualification work, a comprehensive study of the theoretical, analytical and applied aspects of the transformation of the enterprise's marketing strategy was carried out, taking into account the omnichannel approach. The object of the study was the Ukrainian manufacturing enterprise «Litma» LLC, which specializes in the manufacture of footwear from textile materials and polyvinyl chloride. The study identified key problems in the organization of marketing communications, identified promising areas of development, and proposed a set of solutions aimed at improving customer relations, increasing marketing efficiency, and strengthening the company's market position.

In the first section, the article examines the essence of omnichannel marketing, its advantages, principles of functioning, and differences from multichannel and traditional approaches. As a result, it was found that the omnichannel approach involves not just the use of several communication channels, but their holistic integration into a single system that provides a continuous and personalized customer experience. The author analyzes the current changes in consumer behavior that determine the growing importance of omnichannel: the search for convenience, speed, transparency, and emotional connection with the brand. The factors influencing the success of the omnichannel strategy implementation are also systematized: availability of a CRM system, automation of communications, reliable analytics, content integrity, etc.

The second chapter provides an in-depth analysis of the industry context and the activities of the company under study. The state of the light industry in Ukraine and China was characterized, since the student researcher lives in China and thus has the opportunity to compare local market conditions. It was found that the light industry of Ukraine is characterized by a high degree of instability, dependence on imported raw materials, but has the potential for development due to the growing demand for local production, in particular footwear. «Litma» LLC demonstrates

positive dynamics of sales volumes, increased profitability, stable number of employees and efficient use of fixed assets. The technical and economic indicators for 2022-2024 were analyzed, which indicate a gradual modernization of production, cost optimization, and improvement of labor productivity. At the same time, the analysis of the marketing strategy revealed its fragmentation: communication channels are not integrated, the level of personalization and automation is low, and there is no systematic work with the customer base. The SWOT analysis confirmed the availability of strong internal resources and significant development potential, which requires a strategic rethinking of communication approaches.

The third section proposes a set of practical solutions for implementing an omnichannel approach in the activities of «Litma» LLC. In particular, the expediency of implementing a CRM system as a central element of customer relationship management is substantiated. Based on a comparative analysis, the author recommends Ukrainian CRM solutions (OneBox OS, KeyCRM, SalesDrive) that allow combining all channels into a single ecosystem, conducting analytics and personalized communication. It is also proposed to automate marketing campaigns, implement trigger scenarios in email and messengers, use chatbots, and segment customers for more relevant content.

Particular attention is paid to the integration of online and offline channels, as the company has a company store in Khmelnytskyi. It was proposed to implement a loyalty program, the Click & Collect service, unify promotions across all channels, and consolidate data in CRM. It is recommended to integrate the presence on marketplaces (Prom, Rozetka) with CRM via API, to ensure synchronization of orders and unification of brand communication. In addition, it was proposed to build end-to-end analytics, which allows tracking order sources, analyzing channel efficiency, optimizing advertising costs, and making informed management decisions.

An important addition was the development of brand communication standards: establishing a unified style of communication, response templates, response time regulations, and building a content strategy on social media. The

areas of personalization of messages, improvement of feedback, and enhancement of customer service were considered.

An assessment of the effectiveness of the proposed measures showed their practical feasibility. It is expected to increase the level of repeat purchases, increase conversion, increase the average check, reduce response time, and create a holistic positive customer experience. The generalized SWOT-matrix after the implementation of the measures showed the strengthening of strengths, reduction of internal constraints and active use of new market opportunities.

Summarizing the study, we can conclude that the transition to an omnichannel strategy for «Litma» LLC is not only desirable, but also objectively necessary. It allows the company to adapt to the conditions of the digital economy, increase customer loyalty, optimize marketing costs, and ensure sustainable development in the long term. The proposed solutions are available for implementation in Ukrainian small and medium-sized businesses, take into account the current resources of the enterprise and are based on real practices of effective customer relationship management.

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## APPENDIXES

Appendix A



# CERTIFICATE of participation



*Zheng Liwei*

took part in the 2nd International Scientific and Practical Conference  
«MODERN PERSPECTIVES ON GLOBAL SCIENTIFIC SOLUTIONS»

12 Hours of Participation  
(0,4 ECTS credits)

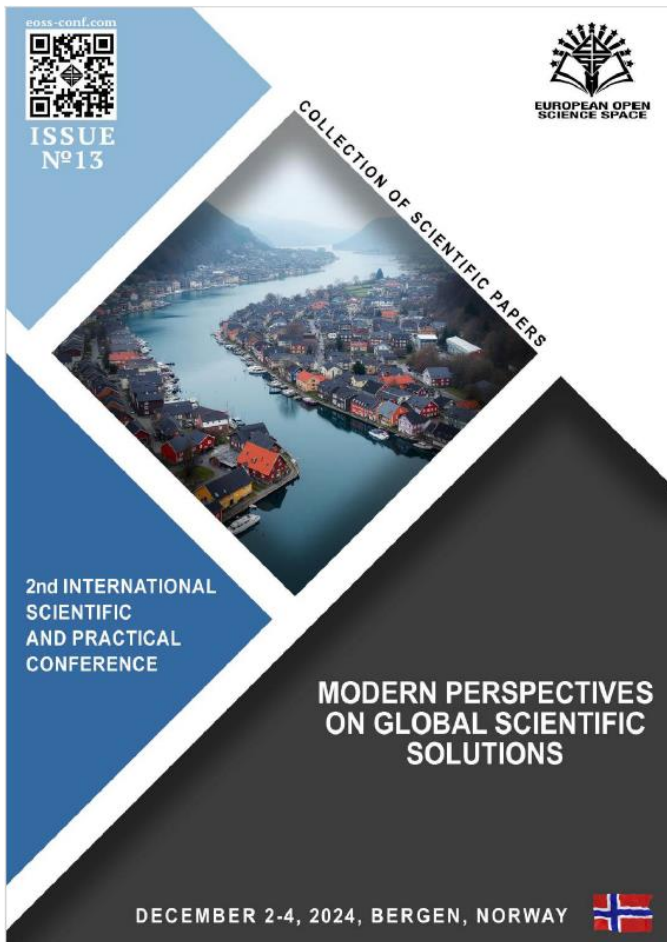


Head of the  
organizing committee  
**Helen Volokitina**



EOSS-24/1202-005

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Proceedings of the 2nd International Scientific and Practical Conference  
"Modern Perspectives on Global Scientific Solutions"  
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## CONSUMER LOYALTY MANAGEMENT IN THE DIGITAL ECONOMY

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In the digital economy, consumer loyalty management is particularly important. With the development of technology and changes in consumer behavior, companies need to adapt to the new market environment to maintain and enhance customer loyalty. This paper aims to explore the current methods of consumer loyalty management in the digital economy, analyze the key factors that affect consumer loyalty, and evaluate effective strategies to improve loyalty.

In the digital economy, methods of consumer loyalty management include personalized marketing, the application of customer relationship management (CRM) systems, and the use of big data and artificial intelligence technologies to analyze consumer behavior and preferences. For example, through tools such as social media, mobile applications, and personalized offers, companies are able to better interact with consumers and improve customer satisfaction and loyalty.

Current loyalty management tools include social media, mobile applications, and personalized offers. These tools enhance consumer engagement and loyalty by providing personalized experiences and instant feedback. For example, a well-known global automobile brand has improved the effective communication rate of leads and the effective reach rate of marketing activities through omni-channel digital marketing and sales.

Digital technologies, such as big data and artificial intelligence, have had a significant impact on consumer behavior and expectations. By analyzing consumer data, companies are able to provide more personalized services and products, thereby improving customer satisfaction and loyalty. For example, a global luxury skincare group achieved new performance growth and improved purchase conversion rate through CDP/MA/DMP multi-platform linkage.

According to the analysis, digital tools and technologies play an important role in building and maintaining consumer loyalty. The application of personalized services, customer relationship management systems and big data can effectively improve consumer satisfaction and loyalty. However, companies also need to pay attention to consumer privacy and data security issues to ensure long-term customer trust and loyalty.

Future research should focus on the long-term impact of digital transformation on consumer loyalty and how to use emerging technologies (such as augmented reality and virtual reality) to enhance customer experience. In addition, research

should also explore how to effectively use consumer data to improve the effectiveness of loyalty management while protecting consumer privacy.

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## МАРОЧНІ АКТИВИ ЯК ФАКТОР ЗАБЕЗПЕЧЕННЯ КАПІТАЛІЗАЦІ БРЕНДА

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Марочний капітал формується і збільшується на основі використання сукупності активів, що беруть участь у формуванні цінності та вартості бренда. Успішність бренда у підсумку визначається ціною, за якою можливий його продаж на ринку. Капіталізація бренда формується за рахунок доданої вартості, яка відображається як різниця між ціною марочного і умовно немарочного продукту.

Існує достатня велика різноманітність поглядів стосовно дефініції категорії «марочний капітал», але при цьому спостерігається акцентування на сукупності складових бренда, що являють собою цінність для споживачів, визнаються ними і забезпечують згоду споживача платити більше по відношенню до тієї чи іншої торговельної марки.

Формування марочного капіталу являє собою процес пошуку і закріплення марочних активів, що формують особливі знання, уявлення і ставлення споживачів, створюючи додаткові грошові потоки для підприємства. Кожна окрема торговельна марка володіє своєю часткою і ступенем внеску у загальний рівень капіталізації підприємства або корпоративного бренда.

КАФЕДРА  
МАРКЕТИНГУ

**МАРКЕТИНГ В  
УМОВАХ РОЗВИТКУ  
ЦИФРОВИХ  
ТЕХНОЛОГІЙ**

**МАТЕРІАЛИ  
І МІЖНАРОДНОЇ НАУКОВО-  
ПРАКТИЧНОЇ  
ІНТЕРНЕТ-КОНФЕРЕНЦІЇ**

24 травня 2024 рік

твій полюс росту  
**ЛНТУ**

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#### APPLICATION OF MARKETING TOOLS IN THE FIELD OF INTERNATIONAL TALENT AND TECHNOLOGY EXCHANGE

The field of international talent and technology exchange represents a crucial aspect of globalization, where the cross-border flow of skills, knowledge, and innovations plays a significant role in economic development and competitiveness. This area has seen the application of innovative marketing concepts to attract talent, foster collaborations, and promote technology transfer. Here are some specific examples illustrating how these concepts are applied:

##### 1. Branding and Positioning of Countries and Cities:

Countries and cities have started to apply branding and positioning strategies similar to those used by corporations to attract international talent and investments in technology. For instance, Singapore has successfully branded itself as a "Smart Nation" [1], emphasizing its commitment to innovation, sustainability, and technology. This branding helps attract international tech companies and skilled professionals who want to be part of a forward-thinking and innovative ecosystem.

##### 2. Content Marketing through Success Stories:

Many regions and organizations use content marketing to showcase success stories of international talent and technology projects. By highlighting how individuals and companies have thrived due to supportive policies, advanced infrastructure, and vibrant communities, they create compelling narratives. The European Union's Horizon 2020 program [2], for instance, publishes case studies and success stories of collaborative research and innovation projects, demonstrating the benefits of participating in its cross-border initiatives.

##### 3. Social Media and Digital Platforms for Community Building:

Social media and digital platforms are extensively used to build communities of international talents and technology enthusiasts. Platforms like LinkedIn,

Маркетинг в умовах розвитку цифрових технологій: матеріали І Міжнародної науково-практичної інтернет-конференції  
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ResearchGate, and GitHub facilitate the sharing of knowledge, collaboration on projects, and networking among professionals across the globe. These platforms act as marketing tools by showcasing the vibrancy of their communities and the opportunities for growth and collaboration they offer.

##### 4. Influencer Marketing with Thought Leaders:

In the realm of international talent and technology exchange, thought leaders and influential figures in specific fields are often engaged to promote regions, institutions, or programs. For example, renowned scientists, entrepreneurs, and innovators are invited to speak at conferences, participate in panels, and engage with media to share their experiences and advocate for particular ecosystems or initiatives. Their endorsements serve as powerful marketing tools to attract attention and credibility.

##### 5. Experiential Marketing through Events and Programs:

Experiential marketing strategies, such as hosting hackathons, innovation challenges, and tech summits, are deployed to engage international talent and promote technology exchange directly. These events offer hands-on experiences, networking opportunities, and exposure to local ecosystems. The TechCrunch Disrupt conference [3], for example, not only showcases emerging technologies but also serves as a platform for startups, investors, and talent from around the world to connect and collaborate.

In conclusion, the field of international talent and technology exchange has embraced innovative marketing concepts to enhance its attractiveness and competitiveness. By leveraging branding, content marketing, digital platforms, influencer marketing, and experiential events, countries, cities, and organizations can effectively draw in global talent and foster a culture of innovation and collaboration. These strategies not only promote the exchange of talent and technology but also contribute to the overall growth and dynamism of the global economy.

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МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
Національний університет «Запорізька політехніка»

Кафедра підприємництва, торгівлі та біржової діяльності

СТРАТЕГІЧНІ ПРІОРИТЕТИ РОЗВИТКУ ПІДПРИЄМНИЦТВА, ТОРГІВЛІ  
ТА БІРЖОВОЇ ДІЯЛЬНОСТІ

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2024

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СТЕЙКХОЛДЕР-ПІДХОДОМ**

УДК 658.8.011.1

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**THE MAIN TRENDS IN THE DEVELOPMENT OF THE SPHERE OF  
INTERNATIONAL EXCHANGE OF TALENTS AND TECHNOLOGICAL  
PROJECTS**

The field of international talent and technology project exchange is rapidly evolving, driven by globalization, technological advancements, and the increasing recognition of the importance of diversity in innovation. This field is characterized by several key trends that are shaping the future of how talent and technology cross borders to create new opportunities, solve complex challenges, and drive economic growth.

**1. Remote and Distributed Workforces:**

The rise of remote work technologies and the widespread acceptance of remote work practices, accelerated by the COVID-19 pandemic, have made it easier for organizations to tap into international talent pools. Companies are no longer limited by geographical constraints when seeking the best minds for their technology projects. This has led to the growth of distributed teams that collaborate across time zones, cultures, and languages. An example of innovation in this area is the development of sophisticated project management and collaboration tools like Asana and Slack, which facilitate seamless communication and workflow management for geographically dispersed teams.

**2. Global Innovation Hubs and Start-up Ecosystems:**

Cities around the world are emerging as global innovation hubs, attracting talent and investments in technology. These ecosystems provide fertile ground for cross-border technology project exchanges, where entrepreneurs, investors, and experts from various countries converge to share ideas, resources, and technologies. Singapore, for example, has established itself as a leading global innovation hub, with initiatives like the Singapore Smart Nation project [1], which aims to harness ICT, networks, and data to support better living, create more opportunities, and support stronger communities.

**3. Open Innovation and Crowdsourcing:**

The trend toward open innovation has led companies to look beyond their internal resources for ideas and technologies, engaging with a global community of

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innovators, researchers, and startups. Crowdsourcing platforms like InnoCentive and Kaggle enable organizations to post challenges and solicit solutions from a worldwide community, tapping into the collective intelligence and creativity of a diverse pool of talent. For instance, NASA has used crowdsourcing for various projects, including the development of a 3D-printed habitat challenge for Mars exploration.

**4. Educational and Research Exchange Programs:**

International exchange programs for students, academics, and professionals play a crucial role in fostering cross-border collaboration and knowledge transfer. Programs like Erasmus+ in Europe and the Fulbright Program globally facilitate the exchange of talent and ideas, enriching the technology and research landscape in participating countries. These programs not only enhance individual skills and knowledge but also contribute to the development of international networks that can lead to collaborative technology projects.

**5. Digital Platforms for Talent and Project Matching:**

Digital platforms that match international talent with technology projects are becoming increasingly sophisticated, using AI and machine learning algorithms to ensure the best matches between skills and project needs. Platforms like Upwork and Toptal allow companies to find and engage with freelancers and contractors from around the world, offering a flexible and efficient way to access specialized skills and expertise on demand.

Also, the field of international talent and technology exchange has embraced innovative marketing concepts to enhance its attractiveness and competitiveness. By leveraging branding, content marketing, digital platforms, influencer marketing, and experiential events, countries, cities, and organizations can effectively draw in global talent and foster a culture of innovation and collaboration. These strategies not only promote the exchange of talent and technology but also contribute to the overall growth and dynamism of the global economy.

In conclusion, the field of international talent and technology project exchange is marked by dynamic trends that reflect the changing landscape of work, innovation, and collaboration. By embracing these trends, organizations can leverage global talent and technology to drive innovation, address complex problems, and create value in an increasingly interconnected world.

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## Appendix B

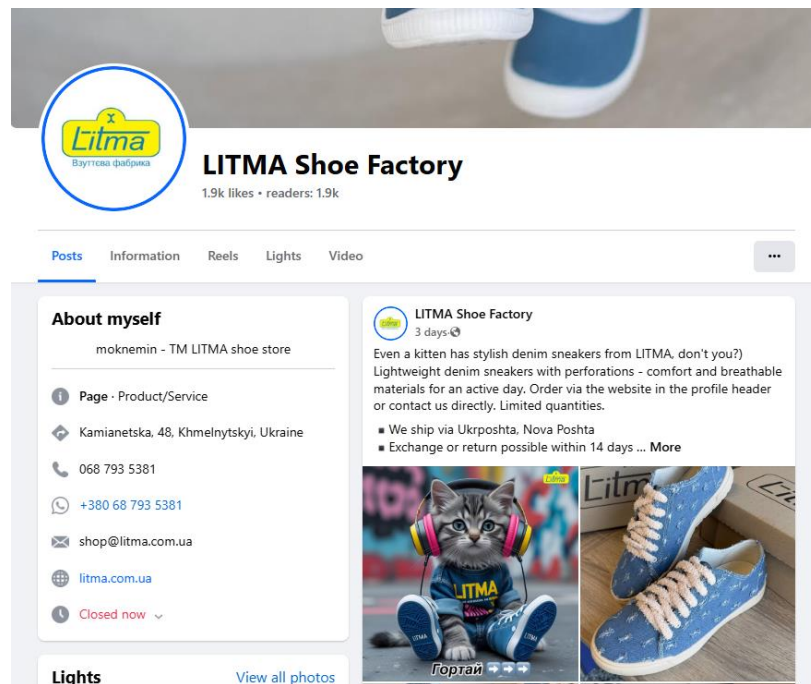


Figure B.1 – Screenshot of the Facebook page of «Litma» LLC

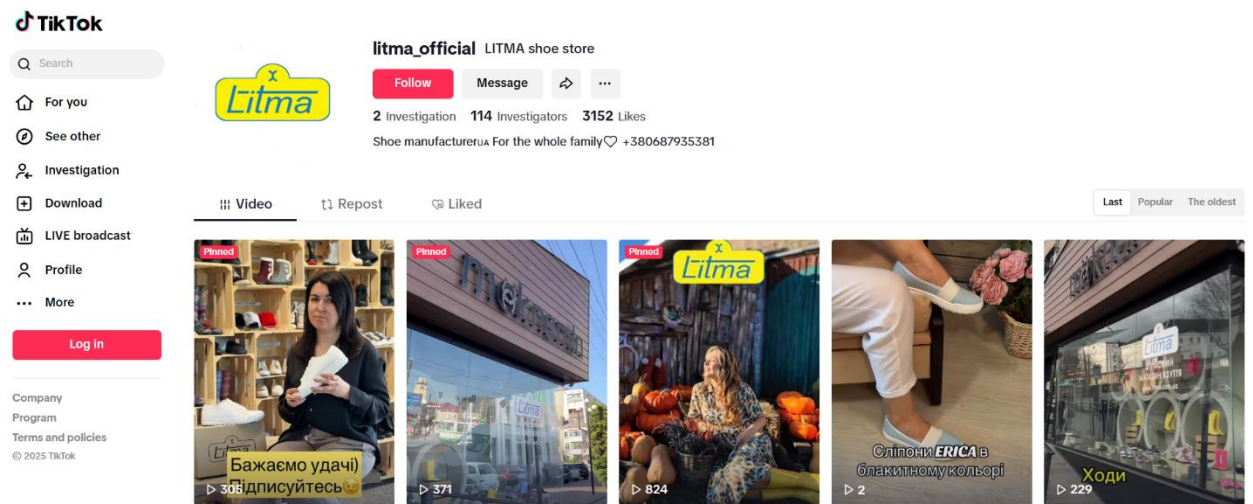


Figure B.2 – Screenshot of the TikTok page of «Litma» LLC

## Appendix C

Table C.1 – Comparison of CRM systems suitable for» Litma» LLC

CRM system	Origin	Key benefits	Integrations and omni-channel	Is it suitable for Litma LLC
OneBox OS	Ukraine	Full suite of CRM + ERP, flexible customization, automation support	Integration with social networks, messengers, marketplaces, ERP, telephony	Yes, ideal for a complex business structure
SalesDrive	Ukraine	Ease of use, focus on sales, call center	Integration with Prom, Rozetka, Nova Poshta, mailing automation	Yes, especially for online stores
NetHunt CRM	Ukraine	Built on Gmail, easy to use, email marketing support	Integration with Gmail, social networks, messengers, partially marketplaces	Yes, for small and medium-sized businesses
KeyCRM	Ukraine	CRM for e-commerce, synchronization with marketplaces and delivery services	Marketplaces (Prom, Rozetka), Nova Poshta, Ukrposhta, email	Yes, focused on manufacturers and traders
Hubspot CRM	USA	User-friendly interface, marketing automation, free basic version	Email, social networks, API integrations	Yes, but with an English-language interface, adaptation is required