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**Management of customer experience
through logistics innovations and marketing communications
of the enterprise**

Abstract. In today's conditions of digital business transformation, customer experience is becoming one of key factors of enterprise competitiveness. The growing role of e-commerce, the development of omnichannel sales models and the increase in consumer expectations regarding the speed and transparency of service make it necessary to integrate logistics innovations and marketing communications in the process of creating value for the customer. Logistics processes are increasingly going beyond the operational function and becoming an important element of the enterprise's communication interaction with consumers, affecting the level of their satisfaction and loyalty.

The purpose of the study was to substantiate the role of logistics innovations and marketing communications in the formation of the enterprise's customer experience, as well as to determine key parameters of logistics service that affect consumer satisfaction in the field of e-commerce. The methods of theoretical generalisation, comparative analysis and systematisation of scientific sources, as well as empirical research methods, in particular questionnaire survey of consumers, are the methodological basis of the study. To assess the perception of logistics service parameters, an online survey of 468 respondents who have experience in online shopping was conducted. The assessment was carried out using a five-point Likert scale, and the results were processed using the methods of descriptive statistics and correlation analysis.

The study found that speed and reliability of delivery, as well as transparency of information about order status are key factors in the formation of a positive customer experience. A close relationship between logistics service parameters and the level of customer satisfaction was revealed. Certain generational differences in the perception of logistics services were also identified: representatives of Generation Z demonstrate a higher sensitivity to digital communication channels and information transparency of service, while for Millennials, stability and predictability of delivery are more significant.

The practical value of the study lies in the possibility of using the obtained results by enterprises to improve the customer experience management system by integrating logistics innovations with marketing communications, which will contribute to improving the quality of service, forming long-term customer loyalty and strengthening competitive positions in the market

Keywords: omnichannel logistics, digital logistics, e-commerce, logistics service, customer experience management system, consumer satisfaction

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Introduction

The logic of competition in the economy in recent years has increasingly shifted from product and price characteristics to the quality of interaction between the enterprise and the customer throughout the entire value chain. Under these circumstances, customer experience appears to be an integrated result of management solutions in the areas of marketing, logistics and communications. The ability of enterprises to form a holistic, consistent and predictable experience of interaction with customers, which ensures long-term loyalty and sustainable competitive advantages, is of particular importance.

At the same time, increasing customer demands for speed, reliability and transparency of supply are highlighting the role of logistics innovations as one of key factors in creating a positive customer experience. Innovative logistics solutions - from the digitalisation of processes and optimisation of last-mile logistics to the implementation of sustainable development principles - are increasingly going beyond the purely operational function and are transformed into an important element of the marketing value proposition of the enterprise. In this context, logistics ceases to be “invisible” for the customer, and becomes an active tool for differentiation and improvement of perceived value.

Marketing communications, which ensure the alignment of customer expectations with the actual results of interaction with the enterprise, are an equally important component of customer experience management. It is through communication mechanisms that logistics innovations acquire meaningful content for the consumer, transforming into tangible benefits that form trust, satisfaction and loyalty. Insufficient integration of logistics solutions and communication strategies, on the contrary, leads to a fragmented customer experience and a decrease in the effectiveness of marketing efforts.

In view of the above, the study of the issues of customer experience management through logistics innovations and marketing communications is of particular relevance both in theoretical and applied dimensions. The need to form a systemic approach to the integration of logistics and marketing tools necessitates an in-depth analysis of the mechanisms of their interaction and an assessment of the impact on the results of the enterprise's activities in a dynamic market environment.

Literature review

The issue of customer experience management in the context of logistics innovations and marketing communications has gained significant development in recent years within the framework of interdisciplinary research combining marketing, logistics and supply chain management. Modern scientific works increasingly consider customer experience as the result of the integration of operational, technological and communication solutions of the enterprise, which are formed throughout the entire process of interaction with the customer.

A significant contribution to the study of the role of logistics in the formation of customer value was made by A. Kawa and W. Zdrenka (2024), who analysed the impact of logistics value in e-commerce on customer satisfaction and loyalty. The issue of integration of marketing and logistics through the use of modern technologies was revealed in the work of K. Vaičiūtė and M. Išoraitė (2023), who investigated the technological integration of marketing in supply chains of transport companies. Based on expert assessment, the authors determined that customer relationship management and rapid information transfer within the supply chain were key factors in increasing the effectiveness of integrated logistics and marketing solutions. The obtained results confirm the thesis that information transparency and process coordination directly affect customer perceptions of service quality.

Further development of the customer-oriented approach to supply chain management was presented in the study by L. Bennett (2024), which focused on the role of marketing innovations in the formation of customer-oriented supply chains. The author emphasised that digital marketing tools, data analytics, e-commerce and social media contribute to increased

operational efficiency and the creation of a personalised customer experience. The statement about the need for organisational and cultural transformation of enterprises, focused on systemic consideration of customer expectations in logistics and communication solutions, is an important conclusion of the study.

Particular attention in modern studies is paid to the role of omnichannel marketing communications in the logistics sector. M. Yankiv *et al.* (2026) using the example of a logistics company prove that digital communication channels and public presence of management form brand perception and customer trust. The authors emphasise that the consistency of communication messages with the actual level of logistics service is an important prerequisite for the formation of a positive customer experience.

The integration of customer relationship management strategies with logistics processes was considered in the work of M. Kačar and S. Lekić (2025). The researchers argued that CRM systems act as an information core that combines marketing knowledge about customers with logistics operations, such as inventory management, delivery accuracy and returns processing. The results of the analysis show that the use of marketing-oriented information in planning logistics processes increases service predictability and has a positive effect on long-term customer relationships.

The impact of digital and technological innovations on customer retention in logistics companies was studied by M. Nasrudin *et al.* (2025). The authors found that the combination of advanced technologies with a high level of logistics customer service indirectly contributes to an increase in customer retention through increased logistics efficiency. This confirms the importance of technological innovations as a component of customer experience management.

The digital transformation of supply chains was also the subject of research by L. Ma and R. Chang (2025), who analysed the role of big data analytics and artificial intelligence in the formation of flexible and integrated digital supply chains. The authors proved that the integration of internal and external processes and the development of logistical flexibility increase the ability of enterprises to respond promptly to customer needs, which is an important factor in the formation of a positive customer experience.

The works of Ukrainian scientists also show a growing interest in the issues of customer experience and the integration of marketing and logistics. In particular, V. Traino (2025) considered customer experience management as a source of increasing customer lifetime value, increasing sales and reducing churn, while outlining key problems of implementing customer-oriented approaches. S. Iliashenko *et al.* (2025) substantiated the need for marketing management of logistics flows in innovative activities of industrial enterprises, emphasising the role of coordination of marketing and logistics solutions. Ye. Tiazhkun (2024) systematised modern trends in the integration of marketing and logistics, focusing on digitalisation, automation and the development of green logistics as factors for increasing the customer attractiveness of logistics companies.

The work of L. Vasylychenko (2019), which systematises the models of consumer behaviour formation under the influence of the marketing and communication environment, taking into account the specifics of B2B and B2C markets, was an important theoretical basis for analysing the role of marketing communications in the formation of customer experience. The study remains relevant in terms of methodological substantiation of the role of communications in the formation of long-term relationships between business entities.

The generalisation of the results of the analysed studies indicates the absence of a single integrated approach to customer experience management, which would simultaneously take into account logistics innovations and marketing communications. This determines the expediency of further research aimed at forming a systemic model of customer experience management based on the coordination of logistics and marketing solutions of the enterprise. The study aimed to substantiate the role of logistics innovations and marketing communications in the formation and management of customer experience of the enterprise and to determine the directions for their integration in order to increase the efficiency of interaction with customers.

Materials and methods

General scientific and special methods of scientific knowledge, which provide a comprehensive analysis of the role of logistics innovations and marketing communications in the formation of customer experience, are the methodological basis of the study.

At the first stage of the study, methods of theoretical analysis and generalisation of scientific literature were applied, which made it possible to systematise modern approaches to customer experience management, determine the main types of logistics innovations and analyse their relationship with marketing communications of enterprises. The use of methods of comparative analysis, systematisation and classification made it possible to form a matrix of integration of logistics innovations and communication tools in the process of forming customer experience.

The empirical part of the study was based on the results of a consumer survey conducted in the format of an online questionnaire using the Google Forms service. The purpose of the survey was to determine the impact of key parameters of logistics service and information support of delivery on the level of customer satisfaction in the field of e-commerce. The study was attended by 468 respondents - residents of Cherkasy and Cherkasy region, who have experience in online shopping.

The evaluation of logistics service parameters was carried out using a five-point Likert scale, which made it possible to quantitatively measure the subjective perception of individual service characteristics by respondents. Descriptive statistics methods, in particular the calculation of average values of the estimates and their comparative analysis for different groups of respondents, were used to process the results. In order to identify the relationship between logistics service parameters and overall customer satisfaction, correlation analysis, which allowed assessing the strength and direction of the relationship between the variables under study, was used.

The results obtained became the basis for forming analytical conclusions regarding the role of logistics innovations and marketing communications in the process of managing the customer experience of enterprises, in particular in the field of e-commerce.

Results and discussion

In modern economy characterised by high level of competition and growing consumer demands customer experience is increasingly seen as a strategic asset for an enterprise. Going beyond the purely functional consumption of goods and services, customer experience is formed as a result of the set of contacts, impressions and assessments that arise in the process of customer interaction with the enterprise. In this context, the ability of enterprises to purposefully manage customer experience, using logistics innovation and marketing communication tools as interconnected components of a single management system, is of particular importance.

Traditionally, logistics has been viewed primarily as an operational function aimed at optimising costs, ensuring uninterrupted supply and effective management of resource flows. However, in the context of digitalisation and customer-oriented business transformation, logistics processes are taking on a new meaning, becoming a direct source of customer value. Speed and reliability of delivery, transparency of information about order status, flexibility in choosing methods of receiving the goods and convenience of processing returns form a holistic idea of the quality of service among customers and influence their overall assessment of interaction with the enterprise.

Logistics innovations, including digital supply chain management platforms, automated warehouse systems, big data analytics, the use of artificial intelligence and the development of sustainable logistics solutions, significantly expand the capabilities of enterprises in the formation of a positive customer experience. They make it possible to increase operational efficiency, ensure personalisation of service, adapt logistics solutions to individual customer needs and respond quickly to changes in demand. In this way, logistics is transformed from an “invisible” function into an important element of the marketing value proposition.

At the same time, logistics innovations cannot fully realise their potential without proper communication support. Marketing communications play a key role in the formation of customer expectations, interpreting logistics solutions and ensuring consistency between the promised and actually received level of service. It is through communication channels that customers receive information about delivery options, order fulfillment times, service conditions and innovative solutions of the enterprise. A mismatch between the benefits that a brand communicates in marketing messages and actual consumer experience can lead to reduced trust and negative brand perceptions.

The integration of logistics processes and marketing communications within a single customer-oriented strategy is of particular importance in customer experience management. Such integration involves coordinating an enterprise's operational capabilities with communication messages, using customer data to optimise logistics solutions, as well as ensuring the consistency of customer experience at all points of contact. In this aspect, customer experience appears not as a random result of individual actions, but as a managed process formed on the basis of systemic management solutions.

Given the cross-functional nature of customer experience management, the systematisation of relationships between logistics innovations and marketing communication tools requires particular attention. To generalise the main directions of such interaction, it is advisable to use a matrix approach that makes it possible to structure different groups of logistics innovations, the corresponding communication support tools and their impact on customer perception of service. A generalised system of such relationships is presented in Table 1.

Table 1. Matrix of integration of logistics innovations and marketing communications in the formation of customer experience

Innovation group	Examples of logistics innovations	Communication support	Impact on customer experience
Technological	GPS / real-time tracking	mobile tracking, push notifications	transparency, control
	Automated warehouses (robotics, WMS)	automatic information about order status	speed of execution
	AI-demand forecasting	personalised notifications about product availability	absence of shortage
Process	Same-day / next-day delivery	SMS/Email confirmation of delivery time	time saving, convenience
	Click&Collect	online booking, QR codes	flexibility of receipt
	Route optimisation	notification of exact arrival time	predictability
Organisational	Omnichannel logistics	single customer account, CRM	seamless service
	Integration of partner services	centralised contact centre	ease of interaction
	After-sales logistics (returns, exchanges)	fast support, chatbots	feeling of purchase security
Sustainable	Electric transport	green communications, ESG reports	positive image
	Eco-packaging	eco-labeling, storytelling	emotional value
	Consolidation of deliveries	information about the "green choice of delivery"	social responsibility
Marketing-oriented	Personalised delivery time slots	CRM personalisation	convenience, care
	Subscription models	regular reminders, personal offers	service stability
	Loyalty programmes with logistics bonuses (free delivery, priority)	email campaigns, applications	feeling of privilege

Source: developed by the authors based on: (Helo & Thai, 2024; Cai *et al.*, 2024; Vrhovac *et al.*, 2024; Detcharat & Khanwara, 2023; Grandys & Hsu, 2022)

The presented matrix demonstrates that the formation of a positive customer experience is the result of a complex interaction of technological, process, organisational, sustainable and marketing-oriented logistics innovations with appropriate communication tools. In particular, technological innovations, such as GPS monitoring systems, automated warehouse solutions or the use of artificial intelligence for demand forecasting, provide increased operational transparency and speed of service. At the same time, their full effect for the customer is achieved only with proper information support - mobile notifications, personalised messages or automated information about order status.

Process innovations, in particular fast delivery formats or Click&Collect models, create additional value for consumers by saving time and flexibility in receiving goods. At the same time, communication tools, such as SMS confirmations, electronic messages or information about the exact time of arrival of the courier, ensure service predictability and reduce the level of uncertainty in interaction with the company.

Organisational innovations related to the development of omnichannel logistics systems and the integration of partner delivery services play a separate role. In combination with CRM systems, centralised contact centres and digital support channels, they create the so-called “seamless” customer experience, when interaction with the enterprise occurs in a coordinated manner at all points of contact.

Sustainable logistics innovations are also an important modern direction. The use of electric transport, ecological packaging or consolidation of deliveries in combination with appropriate green communications creates additional emotional and social value for customers, strengthening the positive perception of the brand and its reputation.

In addition, marketing-oriented logistics solutions, such as personalised delivery time slots, subscription service models or loyalty programmes with logistics bonuses, contribute to the formation of long-term relationships with customers. By integrating CRM systems, digital communication channels and mobile applications, enterprises can optimise logistics processes, create a sense of individual care and privileges for consumers.

The relationships between logistics innovations and marketing communications presented in the matrix are practically confirmed in the activities of leading international and national companies that actively integrate innovative logistics solutions with digital tools for interacting with customers. Analysis of the practices of such enterprises shows that logistics innovations are increasingly considered as an important tool for creating competitive advantages through improving customer experience.

In particular, Amazon (Amazon announces..., 2025; Tarasov, 2024) widely uses robotic warehouse systems, artificial intelligence algorithms for demand forecasting, as well as real-time order tracking technologies and same-day delivery models. At the same time, these logistics solutions are complemented by a developed system of digital communications with customers, which includes mobile order tracking, push notifications and personalised electronic messages. Such integration of technological and marketing and communication tools ensures a high level of service transparency and increases customer trust in the company.

A similar approach is implemented by the international logistics operator DHL, which uses GPS transport monitoring systems, digital transportation management platforms and automated solutions for document processing (DHL Group, n.d.). Communication support for such processes is provided through online customer portals, electronic messages on the shipment status, SMS notifications and integrated feedback channels. As a result, customers have the opportunity to constantly monitor the movement of goods and prompt access to information about logistics operations.

In the retail sector, Zara, which is actively using omnichannel logistics models that combine online ordering with a network of physical stores, is a prime example (Sheridan, n.d.). Click&Collect services and rapid replenishment of stock allow for flexibility in receiving orders,

while communication support is implemented through mobile notifications about the readiness of the product, integrated online and offline interaction channels and digital tools for informing customers (Aftab *et al.*, 2018).

Similar trends can be observed in the activities of one of the largest global retailers - Walmart (Walmart Corporate, n.d.), which is actively implementing automation of warehouse operations, artificial intelligence algorithms for optimising delivery routes and curbside pickup formats. In parallel, the company uses CRM systems, SMS and push communications to inform customers about the status of orders and the conditions for receiving goods, which makes it possible to increase the predictability and convenience of service (GreenData Leadership, n.d.).

Among Ukrainian enterprises, Nova Poshta (n.d.), which implements automated sorting centres, electronic shipment tracking systems and mobile applications for delivery management, is a prime example of the integration of logistics innovations and digital communications. Customers receive prompt SMS and push notifications about the movement of parcels, as well as access to an online account, which increases the transparency of the logistics process and the level of customer trust.

In the field of e-commerce, Rozetka (n.d.), which combines integration with logistics partners, the development of its own network of delivery points, and fast delivery formats, is an example. Communication support in the form of automatic notifications about order status, personalised offers and CRM mailings, which contributes to the formation of long-term relationships with consumers, is an important component of customer experience.

In addition, the digitalisation of logistics is actively supported by technology companies, including Sigma Software (n.d.), which develops cloud solutions for integrating TMS and ERP systems, analytical tools for monitoring supply chains and digital data management panels. Such platforms ensure transparency of logistics operations and create new opportunities for the development of B2B communications between companies and their customers.

Thus, the analysis of the practices of leading companies makes it possible to conclude that effective customer experience management in modern conditions is increasingly based on a combination of innovative logistics technologies with digital marketing communications. It is this integration that ensures increased service transparency, efficiency of interaction with customers and the formation of long-term brand loyalty.

In order to deepen theoretical provisions regarding the role of logistics services and marketing communications in the formation of customer experience, an empirical study “Assessment of the impact of logistics delivery parameters and communication support of the order on customer experience in the field of e-commerce” was conducted. The main purpose of the survey was to identify key logistics factors (speed, reliability and convenience of delivery) and communication tools for interaction with customers (online tracking, automated messages, information support for orders) that determine the level of consumer satisfaction with the online shopping process, as well as to assess differences in the perception of these factors by representatives of different generations.

Primary information was collected by the online survey method using the Google Forms toolkit, which made it possible to quickly attract respondents and ensure the anonymity of responses. 468 respondents - residents of the city of Cherkasy and Cherkasy region, who have experience in making purchases through online stores or marketplaces, - took part in the study.

In order to analyse generational characteristics of consumer behaviour, respondents were divided into two age groups according to the modern socio-demographic classification of generations:

- Millennials – people aged 27 to 42;
- Generation Z (Gen Z or Zoomers) – people aged 18 to 26.

In the sample structure, Millennials accounted for 53% (248 people), while representatives of Generation Z - 47% (220 people). The gender distribution of respondents was relatively balanced: women accounted for 57% of the sample, men - 43%.

The research questionnaire was formed taking into account modern approaches to assessing the quality of logistics services in e-commerce and included a block of questions aimed at determining the significance of key logistics service parameters. Respondents were asked to assess the importance of individual delivery characteristics on a five-point scale. The main evaluation criteria included:

- delivery speed (order fulfillment time);
- reliability and accuracy of delivery (correspondence of actual time to declared one);
- transparency of information support (ability to track orders);
- convenience of receiving goods (variability of delivery methods);
- condition of goods upon receipt (absence of damage);
- quality of communication during delivery (information about order status);
- convenience of the procedure for returning or exchanging goods.

Analysis of the obtained results shows that for most respondents, delivery speed and the ability to track orders in real time are the most significant characteristics of logistics service (Fig. 1).

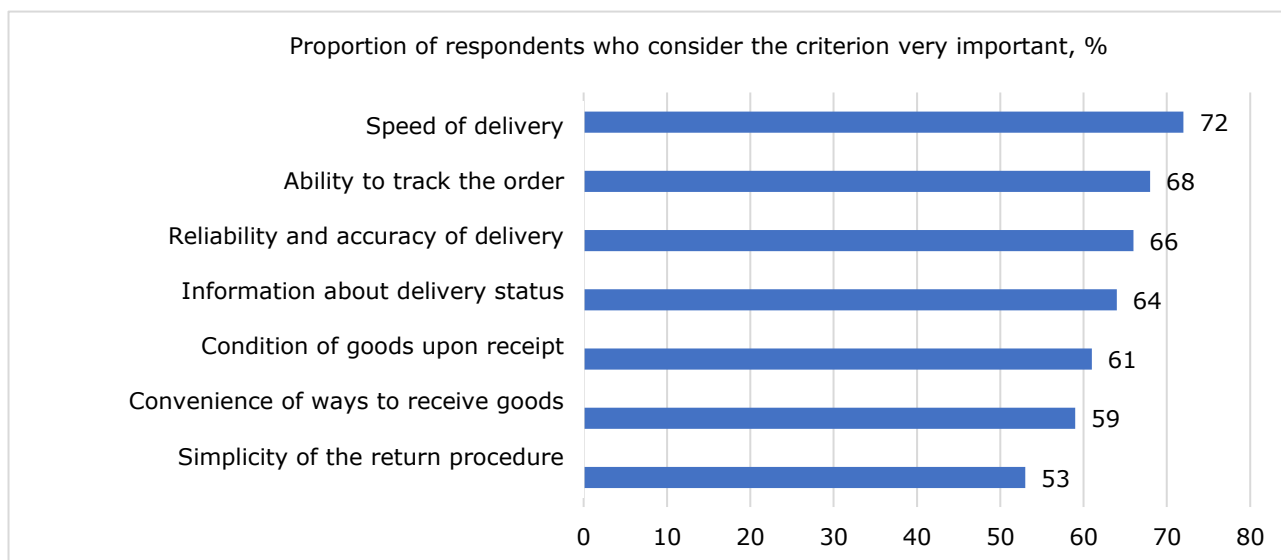


Figure 1. Assessment of the importance of logistics service parameters for online shopping (based on survey results, $n = 468$)

Source: compiled by the authors based on the research conducted

The generalisation of the results of the survey makes it possible to draw a number of important conclusions regarding the perception of logistics services in the field of e-commerce by consumers. First of all, it was found that the speed of delivery, the average score of which was 4.63 points on a five-point scale, was of the greatest importance for respondents, and more than 72% of respondents identified this criterion as one of key ones when choosing an online store. This shows that in modern conditions, the speed of order fulfillment is an important factor in the competitiveness of online platforms.

The ability to track an order in real time, which received an average score of 4.51 points, was the second most important criterion. About 68% of respondents emphasised that the availability of an online tracking system significantly increases their confidence in the reliability of service and reduces the level of uncertainty while waiting for delivery.

High ratings were also given to reliability and accuracy of delivery (4.47 points) and information support of the logistics process (4.42 points), which indicates the importance of transparent communication between the enterprise and the customer. Regular notifications about

order status, estimated time of arrival and possible changes in the delivery schedule create a sense of control over the process of receiving goods among consumers.

The analysis of the results by generational groups shows certain differences in the priorities of respondents (Table 2).

Table 2. Comparative assessment of the importance of logistics service parameters by representatives of different generations (according to the survey results, $n = 468$)

Logistics service evaluation criteria	Millennials ($n=248$) average score	Gen Z ($n=220$) average score	Overall average score
Speed of delivery	4.58	4.69	4.63
Ability to track the order	4.37	4.64	4.51
Reliability and accuracy of delivery	4.55	4.39	4.47
Information about delivery status	4.31	4.55	4.42
Convenience of ways to receive goods	4.26	4.30	4.28
Condition of goods upon receipt	4.41	4.28	4.35
Simplicity of the return procedure	4.18	4.03	4.11

Source: compiled by the authors based on the research conducted

A comparative analysis of respondents' responses reveals certain generational differences in the perception of logistics service. In particular, Gen Z representatives demonstrate higher sensitivity to digital elements of logistics service, such as the ability to track orders online and timely information about delivery status. The average rating of the importance of the tracking function in this group was 4.64 points, which exceeds the similar indicator among Millennials.

At the same time, Millennials pay slightly more attention to the reliability and accuracy of delivery, as well as the condition of goods upon receipt. For this group, guarantees of purchase safety and minimisation of risks associated with online shopping are more significant.

In general, the results of the study show that for both generations the speed of order fulfillment, transparency of information support and predictability of delivery remain the most important characteristics of logistics service. High average scores on these criteria confirm that these parameters form the basis of a positive customer experience in e-commerce.

The next stage of the study was to examine how the above characteristics of logistics service affect customer behavioural responses, in particular, the level of satisfaction, willingness to repeat purchases and recommendation behaviour. The results of this analysis are presented in Table 3.

Table 3. The impact of logistics service parameters on customer satisfaction and loyalty (according to the survey results, $n = 468$)

Indicator	Millennials (%)	Gen Z (%)	In general (%)
Respondents who are satisfied with the quality of delivery of online orders	69	74	71
Respondents who consider delivery speed a key factor in choosing an online store	70	75	72
Respondents who are ready to make repeat purchases in case of high-quality delivery	73	79	76
Respondents who are ready to recommend an online store with reliable logistics	67	72	69

Source: compiled by the authors based on the research conducted

The analysis of the survey results also made it possible to assess the relationship between the quality of logistics service, the level of customer satisfaction and their behavioural loyalty. In particular, it was found that 71% of respondents were generally satisfied with the quality of online order delivery, which indicates a relatively high level of development of logistics services in the field of e-commerce.

At the same time, the results demonstrated that the speed of order fulfillment was one of key factors in the formation of customer loyalty. About 72% of respondents noted that it was the speed of delivery that significantly affected their decision to choose an online store.

A comparative analysis of generational groups showed that Generation Z representatives were somewhat more sensitive to the parameters of logistics services. In particular, 79% of Gen Z representatives noted that they were ready to make repeated purchases in those online stores that provided fast and predictable delivery. For Millennials, this indicator was 73%, which also confirms the significant influence of logistics service characteristics on the formation of long-term relationships with customers.

In addition, the survey results showed that the quality of logistics services significantly affected the recommendation behaviour of consumers. In total, 69% of respondents indicated that they were ready to recommend the online store to other users in case of a positive delivery experience.

The next step of the study was to identify the relationship between the parameters of logistics service and the level of customer satisfaction using the correlation analysis method. In particular, the Pearson correlation coefficient, which made it possible to assess the strength and direction of linear relationship between the variables under study, was used (Montgomery & Runger, 2018):

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

where r - the Pearson correlation coefficient;

n - a number of observations;

x_i, y_i - individual values of the variables for the i -th respondent;

\bar{x}, \bar{y} - average values of the corresponding variables.

Interpretation of the r coefficient value:

0–0.3 - a weak relationship;

0.3–0.5 - a moderate relationship;

0.5–0.7 - a significant relationship;

0.7–0.9 - a strong relationship.

The assessment was carried out using a five-point Likert scale, which allows measuring the subjective perception of individual service characteristics by respondents. The calculation of indicators was carried out on the basis of individual assessments of respondents obtained during the survey. The study participants were asked to evaluate their recent experience of making a purchase in an online store or on a marketplace according to a number of key logistics service parameters. The evaluation scale provided a gradation from 1 to 5 points, where:

- 1 point - completely dissatisfied;
- 2 points - mostly dissatisfied;
- 3 points - neutral assessment;
- 4 points - mostly satisfied;
- 5 points - completely satisfied.

Respondents were asked to evaluate such characteristics of the logistics service as delivery speed, transparency of information support for the order (ability to track the delivery), reliability of delivery performance, as well as the overall level of satisfaction with the service. The structure of the evaluation scale used in the questionnaire is presented in Table 4.

Table 4. Scale for evaluating logistics service parameters

Indicator	1 point	2 points	3 points	4 points	5 points
Delivery speed					
Information transparency					
Delivery reliability					
Overall satisfaction					

The sample included the responses of 468 respondents, which ensured a sufficient level of statistical reliability of the results obtained (Table 5).

Table 5. Correlation analysis of the relationship between logistics service parameters and customer satisfaction

Indicator	Delivery speed	Information transparency	Delivery reliability	Customer satisfaction
Delivery speed	1.00	0.54	0.49	0.68
Information transparency (tracking)	0.54	1.00	0.46	0.63
Delivery reliability	0.49	0.46	1.00	0.71
Customer satisfaction	0.68	0.63	0.71	1.00

Source: compiled by the authors based on the research conducted

The results obtained indicate the presence of a moderate and fairly strong positive relationship between key characteristics of logistics service and customer satisfaction.

In particular, the closest relationship with the level of customer satisfaction was demonstrated by the delivery reliability indicator ($r = 0.71$), which indicates the decisive role of timely and accurate order fulfillment in the formation of a positive customer experience. A somewhat lower, but also significant level of correlation was observed between delivery speed and customer satisfaction ($r = 0.68$).

The transparency of information support for delivery, in particular the ability to track orders in real time, is also an important factor. The correlation between this parameter and the level of satisfaction is $r = 0.63$, which confirms the importance of information openness of logistics processes for modern consumers.

The results obtained make it possible to conclude that logistics service characteristics have a complex impact on the formation of customer experience, and their integration with effective marketing communications creates the prerequisites for increasing customer satisfaction and strengthening long-term relationships between the enterprise and consumers.

In view of the above, customer experience management through logistics innovations and marketing communications should be considered as a cross-functional task that requires coordination of the efforts of different divisions of the enterprise. Effective solution of this task contributes to increasing customer satisfaction, forming long-term relationships, strengthening competitive positions and ensuring sustainable development of the enterprise. In the conditions of a dynamic market environment, the ability to integrate logistics and marketing tools into the customer experience management system is becoming one of key factors in the success of modern business.

Conclusions

The results of the study confirm that in the conditions of the digital economy, the formation of a positive customer experience largely depends on the effective integration of logistics processes and marketing communications of the enterprise. The empirical part of the study made it possible to assess the perception of key parameters of logistics service by representatives of the Millennial and Zoomer generations. The correlation analysis confirmed the presence of a statistically significant

relationship between key parameters of logistics service and overall customer satisfaction. Therefore, customer experience management requires a comprehensive approach, within which logistics innovations act as a tool for improving the quality of service, and marketing communications - as a mechanism for building trust, loyalty and long-term relationships with customers.

The results make it possible to conclude that effective customer experience management requires the systemic integration of logistics innovations and marketing communications within a single customer-oriented strategy of the enterprise.

Despite the results obtained, the study has certain limitations. First of all, the sample of respondents was formed on the basis of residents of one region, which may limit the possibilities of generalising the results to a wider set of consumers. The focus of the study mainly on logistics parameters of delivery in the context of e-commerce is another limitation, while customer experience is formed under the influence of a wider range of factors, in particular, pricing policy, product range, service quality and overall brand image.

Prospects for further research are related to the deepening of the analysis of the role of logistics innovations in the formation of customer experience in the context of digital business transformation. In particular, it is advisable to expand the geography of the study and involve a larger number of respondents from different regions, which will make it possible to obtain more representative results. The study of the impact of the latest technologies, such as artificial intelligence, the Internet of things, autonomous delivery systems and digital supply chain management platforms, on the formation of personalised customer experience is of particular scientific interest. In addition, the study of the interaction of logistics services with omnichannel marketing communications and their impact on long-term customer loyalty and the formation of competitive advantages of enterprises is a promising direction.

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Conflict of interest

None.

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Управління клієнтським досвідом через логістичні інновації та маркетингові комунікації підприємства

Анотація. У сучасних умовах цифрової трансформації бізнесу клієнтський досвід стає одним із ключових чинників конкурентоспроможності підприємств. Зростання ролі електронної комерції, розвиток омніканальних моделей продажу та підвищення очікувань споживачів щодо швидкості й прозорості обслуговування зумовлюють необхідність інтеграції логістичних інновацій та маркетингових комунікацій у процесі формування цінності для клієнта. Логістичні процеси дедалі більше виходять за межі операційної функції та стають важливим елементом комунікаційної взаємодії підприємства зі споживачами, впливаючи на рівень їх задоволеності та лояльності.

Метою дослідження є обґрунтування ролі логістичних інновацій та маркетингових комунікацій у формуванні клієнтського досвіду підприємства, а також визначення ключових параметрів логістичного сервісу, що впливають на задоволеність споживачів у сфері електронної комерції. Методологічну основу дослідження становлять методи теоретичного узагальнення, порівняльного аналізу та систематизації наукових джерел, а також методи емпіричного дослідження, зокрема анкетне опитування споживачів. Для оцінювання сприйняття параметрів логістичного сервісу було проведено онлайн-опитування 468 респондентів, які мають досвід здійснення онлайн-купівель. Оцінювання здійснювалося за п'ятибальною шкалою Лайкерта, обробка результатів включала методи описової статистики та кореляційного аналізу.

У результаті дослідження встановлено, що ключовими чинниками формування позитивного клієнтського досвіду є швидкість і надійність доставки, а також прозорість інформації щодо статусу замовлення. Виявлено наявність тісного взаємозв'язку між параметрами логістичного сервісу та рівнем задоволеності клієнтів. Також визначено певні поколіннєві відмінності у сприйнятті логістичних сервісів: представники покоління Z демонструють вищу чутливість до цифрових каналів комунікації та інформаційної прозорості сервісу, тоді як для міленіалів більш значущими є стабільність і передбачуваність доставки.

Практична цінність дослідження полягає у можливості використання отриманих результатів підприємствами для вдосконалення системи управління клієнтським досвідом шляхом інтеграції логістичних інновацій із маркетинговими комунікаціями, що сприятиме підвищенню якості сервісу, формуванню довгострокової лояльності клієнтів та зміцненню конкурентних позицій на ринку

Ключові слова: омніканальна логістика, цифрова логістика, електронна комерція, логістичний сервіс, система управління клієнтським досвідом, задоволеність споживачів