

DEVELOPMENT OF STRATEGIC MANAGEMENT MECHANISM OF OMNICHANNEL MARKETING IN RETAIL CHAINS

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ABSTRACT

The introduction of omnichannel marketing for each individual organization has its own unique specifics, but at the same time it is based on the universal formed theoretical principles and approaches to organizing the process, which are currently insufficiently represented and are often superficial and fragmentary. In this regard, the topic of using omnichannel marketing requires a more detailed study, conducting relevant research aimed at developing a universal mechanism for strategic management of omnichannel marketing in retail chains. It has been established that under the influence of modern digital marketing technologies, it is necessary to redefine the disparate points of contact with customers that affect the process of engaging consumers and making a profit through the competent and effective use of various omnichannels. A comparative analysis of multichannel and omnichannel marketing strategies is presented. A schematic diagram has been developed based on combining four directions of integration within the framework of omnichannel marketing: marketing channels, product, price and marketing logistics. The theoretical significance of the research is in the generalization of scientific concepts, theories of Russian and foreign scientists in terms of the content of the definition of omnichannel marketing; development of theoretical provisions for the transformation of the digital consumer behavior model and omnichannel marketing management in retail organizations. The practical significance of the dissertation research is in the possibility of using its results in the implementation of omnichannel marketing in retail organizations.

Keywords: *Omnichannel Marketing, Strategic Management, Digital Marketing, Brand Value, IT Technologies, Omnichannel Marketing Performance, Omnichannel Marketing Management Algorithm.*

1. INTRODUCTION

Marketing management is a rather complex and multifaceted process, which, in turn, requires an integrated sequential approach. Marketing is constantly evolving, taking into account in its development many processes from the digitalization of the economy to the transformation of the consumer behavior model, which contributes to the development of new approaches to marketing activities, one of which is omnichannel marketing [1]. The predominant and most promising sector of the economy for the development of omnichannel marketing is the retail market, which is associated with the specifics of the industry, based on the wide possibilities of using a large number of communication and sales channels, as well as the dynamics of trade development in general and the growth of e-commerce indicators in particular. The

development of new trade formats can be singled out as prerequisites for the development of omnichannel marketing in retail; rejection of the isolated development of online and offline channels, acceptance of their relation and complementarity in order to achieve the goals of a trading organization; emergence of a digital consumer influenced by information and digital technologies, with new expectations and shopping habits.

The retail market is expected to continue to grow, and organizations that provide the shopper with a consistent shopping experience across all physical and digital channels of interaction with the company will gain a competitive advantage in this situation, which is a direct objective of omnichannel marketing and underlines its relevance. The introduction of omnichannel marketing for each individual organization has its

own specifics, but at the same time it is based on uniform formed theoretical principles and approaches to the management of omnichannel marketing, which are currently insufficiently represented and are superficial, fragmentary. In this regard, the topic of using omnichannel marketing requires a more detailed study, conducting relevant research and testing the results in the activities of retail organizations.

2. LITERATURE REVIEW

Omnichannel implies deep and tight integration of sales channels by combining them into a single common system. In this business model, the points of contact interact with each other in real time, providing customers with access to goods and services when needed. The information we need is found at every stage of the customer journey to ensure an improved customer experience. Thus, companies manage to bridge the gap between online and offline, to build a strategy according to which buyers get full control over the process of choosing a product and a way to make a purchase. Due to the comprehensive collection and in-depth analysis of data across a fairly wide range of channels, the omnichannel model takes customer focus to a fundamentally new level. Since the vast majority of modern users do not support the same type of interaction with the brand, omnichannel can be a great solution for business. It increases the average bill, profits and customer life value [2].

Omnichannel marketing, unlike previous approaches, involves the use of all kinds of communication and marketing channels (online and offline) and is the highest degree of their integration to provide a qualitatively new level of interaction with the consumer and, on the basis of this, increase the efficiency of the company as a whole. The Latin root "omni" is a collective form meaning "everything". According to the analysts of Boston Consulting Group, the concept of "omnichannel marketing" is a marketing strategy, the task of which is to combine all possible channels into one whole. According to A. Dorman, in omnichannel marketing, consumers interact with a company using several different channels at once before making a purchase, in contrast to multichannel marketing, where the buyer uses one selected channel. In other words, the main goal of omnichannel marketing is to ensure the complete absence of boundaries between channels. Authors such as A. Dane, D. Sealey, M. Rouse, J. Munk, I. A. Ipatyeva emphasize that this applies to customer service both online and offline, since omnichannel

marketing is impossible without combining all physical and digital communications with the consumer. In other words, businesses focusing on an omnichannel approach seek to provide a seamless and complementary consumer experience across multiple marketing channels. Thus, the transition from using one channel to another is consistent and not fragmented.

An appeal to scientific literature made it possible to state that omnichannel marketing has foreign origins, as evidenced by the greatest coverage of the concept in foreign literature. Nevertheless, today there are also works of Russian authors about this topic. During the analysis of the definition, it was noted that different authors consider the concept under study from different angles: an approach focused on the development of sales channels, on the integration of marketing communications and on the integration of communication and sales channels. However, the essence of the definition under consideration, despite the difference in the approaches of researchers in the list presented above, boils down to the following provisions regarding the content of the concept [3]:

- omnichannel marketing implies the highest degree of integration of communication and sales channels;
- omnichannel marketing maximizes customer satisfaction through the creation of a unified customer experience.

The authors come to the conclusion that the implementation of omnichannel marketing affects management aspects and is impossible without additional integration of business processes and building brand value, since it is the latter that is the connecting link for the formation of integration. In this regard, the authors propose to clarify the definition of omnichannel marketing as follows: omnichannel marketing is a marketing approach based on the presentation of a single brand value through the expanded integration of marketing channels (offline and online) and business processes in order to create a single consumer experience at all possible points brand contact. Distinctive content characteristics of the author's definition are [4]:

- highlighting the values of the organization's brand within the definition of "omnichannel marketing";

- formation of the integration of business processes aimed at interacting with the consumer.

The main characteristics of the considered definition made it possible to state that integration in omnichannel marketing is based on a dense intersection of communication and sales channels. The communication channel acts as a means by which information about the product is transmitted to the target audience. The distribution channel ensures the availability of goods for purchase by potential consumers. With the development of digital and information technologies and, as a result, the development of new channels of communication and sales, the terms “communication channel” and “sales channel” begin to overlap, go beyond the generally accepted terminology and form a marketing channel. The marketing channel is presented by the authors as a set of communication channels and sales channels of offline or online space that perform the functions of preliminary information, contact, sales, after-sales service of buyers, aimed at creating a value proposition and aimed at satisfying consumers in the process of making a purchase [5].

Omnichannel marketing provides centralized storage of information about the history of requests and purchases, unification of sales channels and easy transition between them. The key principle is an integrated approach that works as follows:

- omnichannel chains are launched, covering various ways of communicating with the audience: website, online advertising, e-mail newsletters, messenger marketing, mobile and browser push notifications, social media profiles, outdoor advertising and offline store;
- traffic, user behavior and sales information is analyzed;
- repository is being developed, in which data from various channels are combined;
- reports, forecasts and personalized advertising campaigns are created;
- user tracking system is building;
- advertising, content seeding and retargeting of buyers are launched;
- there is interaction with the audience at various points: from online store to trading floor;
- consumer chooses the most convenient way to use the product and buy it.

The omnichannel model is not only online. On the contrary, this strategy involves tight integration of all types of interaction: remote and live one. An omnichannel marketing strategy is a set of specific actions performed by a manufacturer in a marketing channel and aimed at creating conditions that take into account the interests of the parties in order to build long-term mutually beneficial relations, involving free transition of the consumer from channel to channel and continuous feedback. The client independently chooses the method of interaction with the company, receives personalized, complete and consistent information about the product in any channel, as they are integrated; access to assortment, terms of delivery; he has the ability to start a purchase in one channel and complete in another [6]. The manufacturer, in turn, gets the opportunity to interact with the client's data regardless of the communication channel; thanks to Internet of Things (IoT), it can identify a buyer at any point and compare his behavior in different channels; avoid loss of information; integrate customer service, sales, merchandising, inventory and resource planning processes.

Along with the fact that traditional store and out-of-store forms of organizing retail trade in the world are preserved, gradually increasing priority is given to sales technologies, which are based on the use of modern information systems and digital methods, which provide sellers to actively use various marketing strategies:

1. Single-channel marketing strategy assumes traditional buying model and uses only one channel;
2. Multichannel marketing strategy is based on the fact that each channel works only in its own interests, i.e. there is no synergistic effect; consumer's focus is on one specific channel;
3. Multichannel marketing strategy promotes active customer movement down the sales funnel, which actively contributes to increasing their loyalty and engagement;
4. Omnichannel marketing strategy is the most effective strategy for working with specific buyers in order to meet their current needs and requirements.

A multichannel or omnichannel approach uses a large number of sales channels. Customers can make phone calls, visit retail stores, visit website and social networks, buy products from online store or external marketplace. So it becomes more

convenient for them to purchase goods or services, which helps to significantly increase sales. In such a business model, the brand is at the center of the system, while each individual channel operates independently of each other. A customer who called on the phone and then switched to another channel, for example, messenger or e-mail, is forced to re-tell about his problem. Omnichannel trading is based on a multi-channel approach, but has a completely different strategy. In this model, the client is the central figure of the system and can freely communicate with the company anywhere, and the history of his communications in any channel with the brand is preserved. All existing points of contact are fully integrated with each other to provide the buyer with a seamless customer experience across all sales channels. In this business model, retailers use a single solution for centralized data management, and the distinction between physical and online channels is virtually obliterated. We consider the benefits of omnichannel approach during the business [2]:

- improving the quality of customer service, approximately 9 out of 10 buyers want to use

multiple channels of communication with the seller and expect that retailers will know the history of their purchases regardless of the chosen communication method;

- increasing the sales and traffic, i.e. omnichannel retailer shoppers spend on average 4% more in-store and 10% more online than single-channel retailer customers;
- increasing the level of awareness of its customers by collecting information about customers from different sales channels, which helps to better prepare personalized offers, and, accordingly, increase sales;
- increasing customer loyalty, because omnichannel shoppers spend more money, they are also more loyal to the company, they recommend the brand to family and friends more often than those who use only one channel.

A comparative analysis of multichannel and omnichannel strategies in marketing is presented in the Table 1.

Table 1: Comparative Analysis Of Multichannel And Omnichannel Marketing Strategies.

Considered component of the strategy	Multichannel marketing strategy	Omnichannel marketing strategy
<i>Strategy goal</i>	To expand the coverage of buyers as much as possible, to optimize the structure of costs attributable to the maintenance of each individual channel	Smooth transition between channels and organization of constant interaction between different groups of buyers and sellers
<i>Strategy basic principle</i>	The channel has a clear focus on a specific segment of buyers or will satisfy any need	Unified information structure, feedback and almost complete audience coverage
<i>Strategy focus</i>	Several different channels are involved at the same time (SMM, Email, geolocation, etc.), while each channel is considered separately from the others. The strategy and goals for each channel are worked out separately	Creation of long-term relations that are beneficial to the consumer and the company, based on the optimal portfolio for specific conditions from various types of channels
<i>Number of channels included in strategy</i>	Fairly large number of promotion channels that work in online (sites, search, mailing, social networks, webinars) segment and offline (media, advertising, cooperation, trainings, various industry events) segment	Integration of traditional channels (offline) and online channels (applications on smartphones, SMM, etc.), while each of the channels can be a place where sales and customer service take place
<i>Need for integrating platform for work</i>	The presence of specialized integrated platforms is not required for work, there is no need to analyze (simultaneously) a huge amount of information	The presence of specialized integrated platforms for work is a prerequisite (eSputnik, Altkraft, Emarsys, etc.)
<i>Ability to synchronize work between channels</i>	Synchronization between channels is completely absent, which leads to the appearance of a certain negative impact on the user experience, as a result, depersonalizing it, the buyer creates an incorrect / inaccurate idea of the seller's products and brand	Customers interact with multiple channels to complete a purchase, meaning they have a longer journey to order, spend more money and show some brand loyalty.
<i>Type of customer interaction</i>	The nature of interaction with customers is almost impersonal, customer preferences are	Personal focus on the user, the task of interaction is to create "user experience"

	not taken into account when choosing the type of channel	
<i>Possibility of organizing feedback system</i>	Mechanisms for organizing feedback are often lacking, which leads to a struggle between channels for the same buyers	Feedback mechanisms / methods are prerequisites for strategy implementation
<i>Need to redesign business processes in order to obtain maximum effect</i>	Reengineering of business processes within the framework of the strategy is not required, for effective work a multichannel minimum is sufficient: sales cycle	Reengineering of business processes within the framework of this strategy is necessary, omnichannel analytics is required

Creating a good user experience is now vital to achieving business goals. This makes UX a priority for designers and marketers. Market research can help measure things like the size of the target market, as well as its level of brand and product loyalty. UX research is aimed at identifying the desires and needs of target users, which helps to evaluate the user experience and improve it. These two areas overlap when it comes to specific techniques that help achieve specific goals, such as customer portraits, analytics and competitor analysis. Indeed, through market research, a developer can get the most relevant information about the preferences of target users and improve their product accordingly. On the other hand, good UX design helps an application reach the market as a real solution for users. Good user-centric UX design allows marketers to better understand audience preferences. Thus, it creates the basis for market research, as a result of which design becomes even more effective over time [7]. The most important elements in UX design are those elements that the target audience wants to receive. This is why it is very important to understand what most of users like and dislike before deciding on an app's interface. With a customer-centric design, sales conversions will increase and digital product will be able to attract more users. If the success of an effective marketing campaign is ultimately measured by the number of leads it generates, then a good user experience plays the most important role in increasing business conversions.

Marketers must continually improve the input of UX designers with the right guidelines about what consumers want. Taking into account the opinions of users and the wishes of the customers when creating UX design is vital for the success of the product. Taking a multidimensional approach to storytelling development is also essential for a good application. For example, we can always tell the story of a brand in several ways, using different layouts, images and their combinations. Now, for every storytelling option, the most important success factor is choosing the right perspective to serve the intended users. UX design has always been an important part of a brand's storytelling, so

the marketing message must be conveyed through flawless design.

The analysis of scientific literature has shown that issues related to the management of omnichannel marketing in the modern conditions of a complicated market environment, taking into account the transformation of consumer behavior models and with the development of information and digital technologies, are gaining relevance, but still remain poorly understood. There is no generally accepted approach to the content of the definition of "omnichannel marketing", to the management of omnichannel marketing in retail trade networks.

3. METHODOLOGY

The implementation of omnichannel marketing affects almost all management aspects and is impossible without additional integration of business processes with the subsequent building of brand value, since it is the brand that is the connecting element for the formation of integration. In this regard, the authors propose to clarify the definition of omnichannel marketing as follows: omnichannel marketing is a marketing approach, which is based on the presentation of a single brand value through the expanded inclusion of marketing channels and business processes in order to obtain a single consumer experience at all possible points where it occurs contact with the brand. Distinctive content characteristics of the definition proposed by the authors are [1]:

- highlighting certain brand values of the company / organization within the framework of the definition of "omnichannel marketing";
- formation of a certain integration of business processes, which are aimed at organizing direct interaction with the consumer.

For the implementation and subsequent use of omnichannel marketing in the activities of organizations working in retail trade, a tool-methodological apparatus for omnichannel marketing has been developed, which consists in

developing a model that can combine the dominant elements of omnichannel marketing in order to further track them and organize their management as control points of omnichannel marketing. As a tool and methodological apparatus for omnichannel marketing, a model of omnichannel marketing elements has been developed (Figure 1):

- consumer (C);
- brand (B);
- integration (I);
- technology (T).

The first element entering the model (consumer) means a certain choice of marketing channels, the development of various solutions that meet the criteria of satisfaction of the digital consumer in the shopping process. The second element (brand) implies the complex formation and transmission of

a single brand value in all used marketing channels: ensuring a unified representation of the brand value in the perception of the consumer in all marketing channels, including when changing marketing channels and devices (smartphone, tablet, desktop). The third element (integration) implies the provision of a certain integration of marketing channels, product, pricing policy, loyalty programs, marketing logistics and business processes aimed at organizing interaction with the consumer. Integration that takes into account various criteria that characterize the degree of satisfaction of the digital consumer and the value of the brand, i.e. the first two elements of CBIT (Consumer. Brand. Integration. Technology) model, which makes it possible to obtain a unified consumer experience [8].

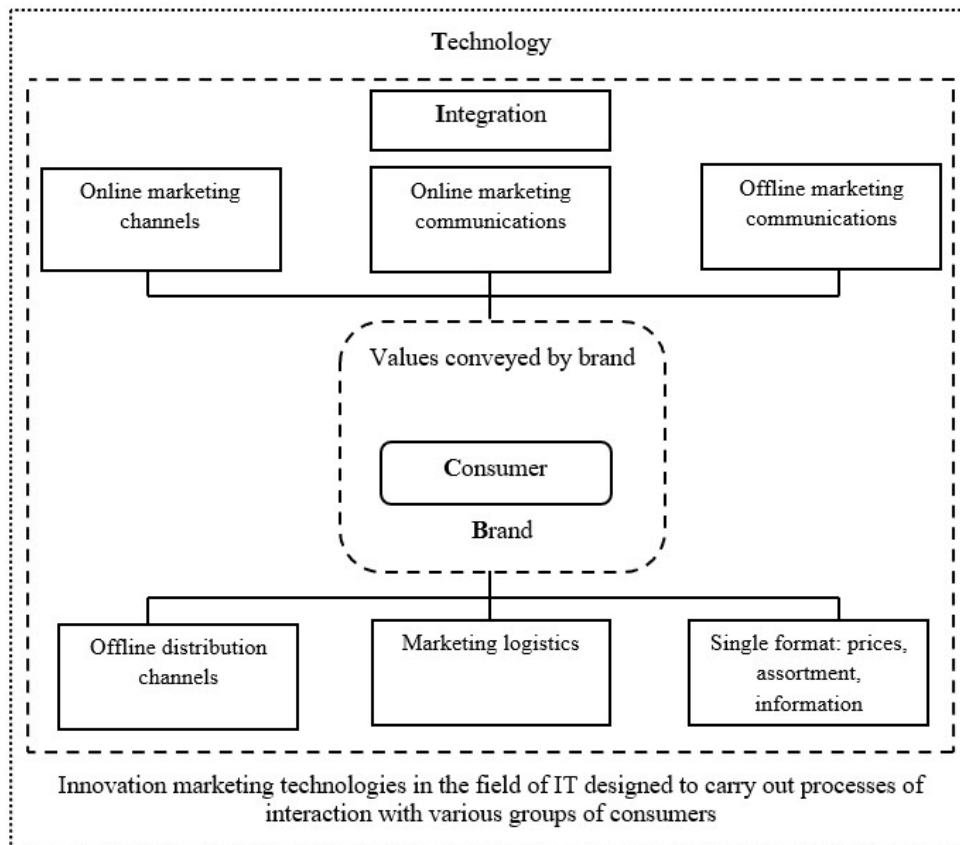


Figure 1: Structural Model Of Elements Included In The Omnichannel Marketing Complex

As a part of integration in omnichannel marketing, it is necessary to provide universal assortment in all marketing channels and information about it, to maintain a unified pricing

policy in all channels without exception, including unified system of discounts, promotions, loyalty programs, as well as a unified marketing logistics (Figure 2).

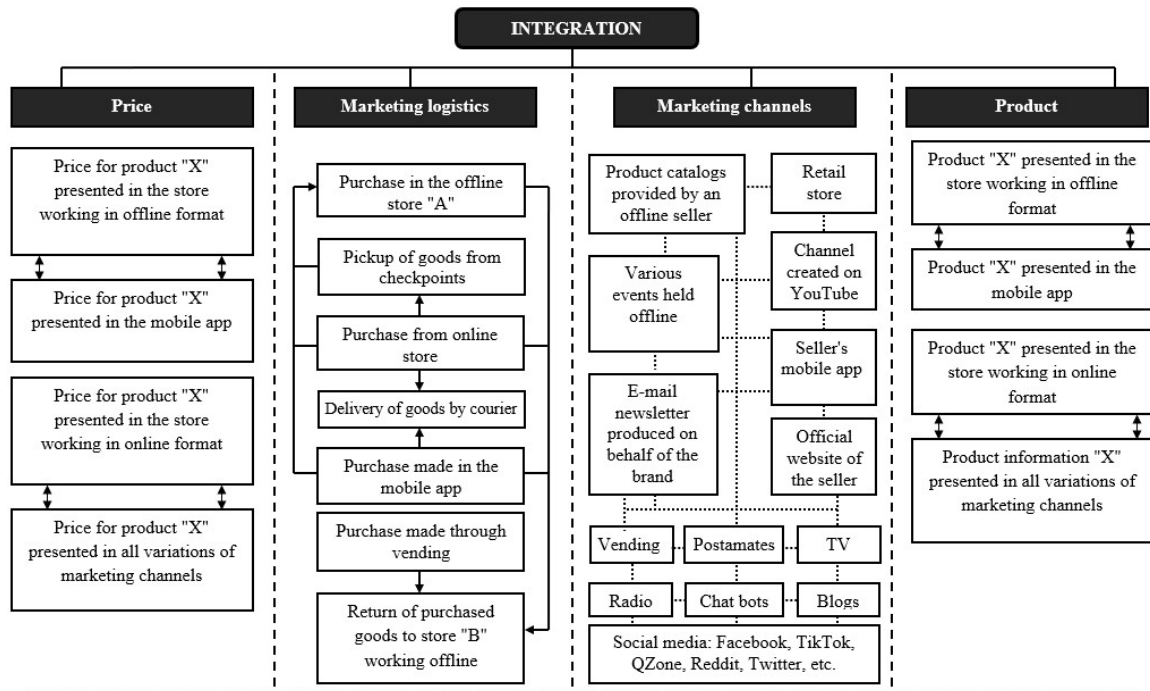


Figure 2: Integration Directions Within The Framework Of Omnichannel Marketing

The last element included in the developed model (technologies) implies the effective use of various marketing IT technologies, which are aimed at implementing the entire complex of omnichannel marketing, therefore, special conditions are created for automating subsequent interaction with the consumer [9]. The advantages of CBIT omnichannel marketing model developed by the authors are as follows:

- allows to unite at its core the dominant components included in omnichannel marketing;
- provides an opportunity to consider in more detail omnichannel marketing from the point of view of a marketing approach that is focused on the consumer;
- emphasizes the special importance and value of the brand in omnichannel marketing;
- takes into account the expanded integration of marketing channels, which in turn implies a single product, pricing policy, loyalty program, marketing logistics in all channels and business processes aimed at interacting with the consumer;
- allows to assess the internal factors of the company's readiness to effectively use omnichannel marketing.

The analysis of existing approaches to organizing omnichannel marketing management process led to the conclusion that the theoretical basis of omnichannel marketing management remains poorly understood. The stages of it proposed by various authors are rather fragmentary rather than systemic, which means that there is a need to develop a universal algorithm for managing omnichannel marketing. The algorithm proposed by the authors, which includes four main sequential stages, enclosed in three parts: analytical, organizational and technological one [10].

First stage (Analytical part): analysis of the marketing environment:

- analysis of the current state of the external environment;
- analysis of the current state of the internal environment.

Second stage (Analytical part): analysis of the consumer behavior model in the digital environment when purchasing goods of a certain category:

- building a special map showing the "gates" that a digital consumer passes;
- determination of the highest priority marketing channels.

Third stage (Technological part): practical application of the developed model of elements included in omnichannel marketing (CBIT):

- organization of selection and subsequent use of only the most effective and priority marketing channels, from the perspective of the consumer;
- shaping in the consumer's mind the value that the brand possesses;
- building advanced integration not only within marketing channels, but also business processes that have the task of establishing high-quality interaction with the consumer;
- application of advanced marketing IT-technologies, which will allow to establish productive work with the consumer.

Fourth stage. (Organizational part): practical implementation of a set of measures in the field of marketing:

- organization of a procedure for monitoring the proper implementation of ongoing activities in the field of marketing;
- analysis to form a final assessment of the quality of the activities in the field of marketing.

We consider in more detail the stages of the algorithm proposed above:

- The first stage is to conduct a sequential analysis: internal and then external environment of the organization. When organizing the process of transition to omnichannel marketing, the organization needs to assess the current state of the used marketing channels, the strategy for working with the brand, update customer data, determine the level of staff readiness, and also analyze various digital opportunities, competitors' actions, state of the industry and categories of goods sold in general;
- The second stage is devoted to conducting consumer research and makes it possible to identify the most significant and frequently used marketing channels by buyers when making a purchase, as well as to form a unique consumer "gate" map for a specific group of goods. The resulting map of gates completes the analytical part of omnichannel marketing management and provides a practical rationale for moving to the next stage;

- The third stage consists in the application of the developed model of the elements of omnichannel marketing CBIT, which is integrated into the proposed algorithm for organizing the management of omnichannel marketing. The model is formed on the basis of the analysis of "omnichannel marketing" definition, in connection it can take into account all the elements of the definition and, accordingly, manage them as separate variables of the integral system of the omnichannel approach;
- The fourth stage involves the implementation of various marketing activities, which also implies monitoring the planned activities developed on the basis of the previous stages, and assessing the effectiveness of the actions taken. For this, the authors have identified the key groups of indicators of the effectiveness of omnichannel marketing:

1. Marketing indicator of return on investment (MROI) is calculated by the following formula:

$$MROI = \frac{\text{Net profit from marketing}}{\text{Marketing costs}} \times 100\%; \quad (1)$$

2. Marketing return on investment (MROS) is calculated by the following formula:

$$MROS = \frac{\text{Net profit from marketing}}{\text{Revenue}} \times 100\%; \quad (2)$$

3. Share of new clients attributable to the organization is calculated by the following formula:

$$\frac{\text{Number of new clients for organization}}{\text{Total number of customers using organization services}}; \quad (3)$$

4. Share of purchases made repeatedly is calculated by the following formula:

$$\frac{\text{Number of new purchase made in organization}}{\text{Total number of purchases made in organization}}; \quad (4)$$

5. Customer acquisition costs (CAC) is calculated by the following formula:

$$CAC = \frac{\text{Total costs of marketing and sales}}{\text{Number of new clients for organization}}; \quad (5)$$

6. Retention rate (RR) is calculated by the following formula:

$$RR = \frac{K-J}{B} \times 100\%, \quad (6)$$

where K is the number of clients of organization at the end of the year;

J is the number of new clients for the selected period;

B is the number of consumers at the beginning of the period.

7. Customer loyalty level (CLL) is calculated by the following formula:

$$CLL = \frac{R-E}{Q} \times 100\%, \quad (7)$$

where R is the number of promoters involved in organization;

E is the number of critics;

Q is the total number of interviewed respondents.

$$CE = \frac{U+I+O+L}{M} \times 100\%, \quad (8)$$

where U is the number of likes;

I is the number of comments left;

O is the number of shares left;

L is the number of reviews left;

M is the total number of consumers.

The developed elements of the omnichannel marketing model (consumer, brand, integration and technology) are formed in a single structure and interconnection of elements. The lack of development of one of the elements of CBIT model limits the implementation of the approach under consideration, does not allow the formation of omnichannel marketing as a single holistic structure and leads to a lack of work efficiency.

Table 2: Importance Of Elements Of CBIT Model.

Elements of CBIT Model				Characteristic
Customer	Brand	Integration	Technology	
+	+	+	+	Having all the elements: successful implementation of omnichannel marketing is possible
-	+	+	+	Absence of the "consumer" element: errors in the choice of marketing channels, failure to meet the criteria for satisfaction of the digital consumer in the process of making a purchase
+	-	+	+	Absence of the "brand" element: errors in the formation of further integration and a unified experience for the client, lack of a unified perception of the value of the brand by the consumer
+	+	-	+	Lack of an "integration" element: impossibility of providing a unified consumer experience; in the absence of integration, we are talking about the implementation of a multi-channel model
+	+	+	-	Lack of "technology" element: possible errors in the implementation of integration and difficulties in analyzing the client's action

The main advantages of CBIT omnichannel marketing model are the following:

1. it combines the main components of omnichannel marketing together;
2. it allows considering omnichannel marketing, marketing approach focused on the consumer;
3. it emphasizes the importance of the brand in omnichannel marketing;

4. it takes into account the expanded integration of marketing channels, which implies a single product, pricing policy, loyalty program, marketing logistics in all channels and business processes aimed at interacting with the consumer;
5. it allows evaluating the internal factors of the company's readiness to use omnichannel marketing. Concluding the consideration of

the elements of the omnichannel marketing model, it is important to pay attention to the consistency and proposed structure of the sequence of elements in CBIT model. The elements should be worked out in the order presented in the model: consumer → brand → integration → technology [11-13].

At the same time, the focus of the retail organization should be focused on the consumer. In other words, initially there is a choice of priority

marketing channels for the consumer, a unified brand value is formed in all marketing channels, integration of marketing channels, product, pricing policy, loyalty program and consumer-oriented business processes is ensured, marketing IT technologies are used aimed at interaction with the consumer, which makes it possible to implement omnichannel marketing [14-16].

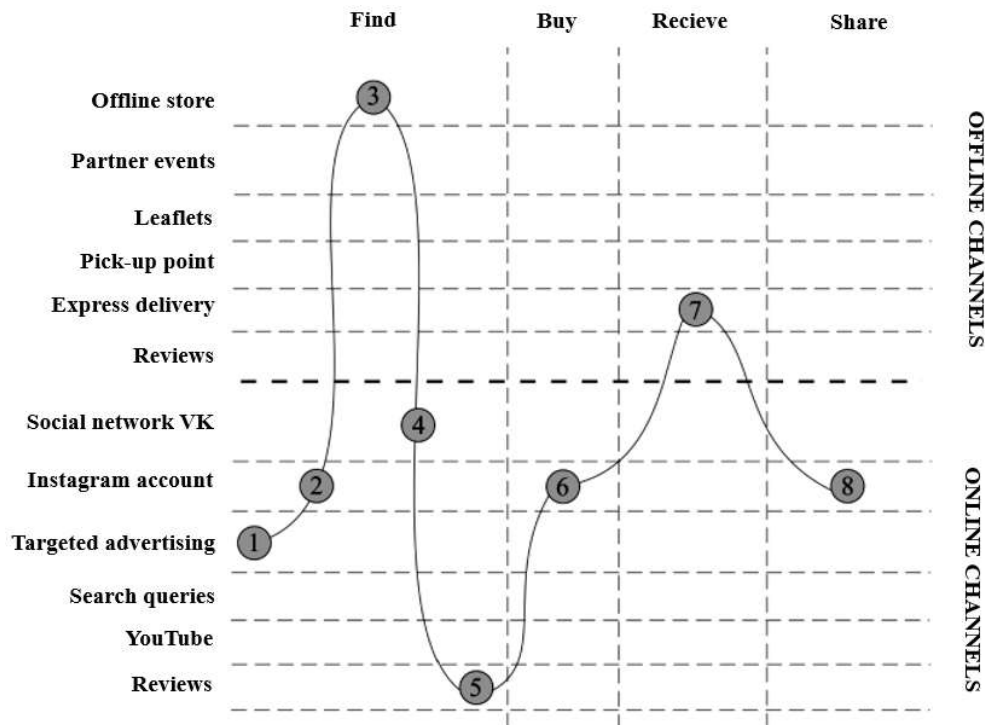


Figure 3: Generalized Map Of Gates For Buyers Of Upholstered Frameless Furniture "Cubo"

4. RESULTS

The authors clarified the content of the definition of "omnichannel marketing", which differs from other interpretations by highlighting the values of the organization's brand and the formation of the integration of business processes aimed at interacting with the consumer. The concept of "marketing channel" is generalized, which made it possible to demonstrate the fusion of the functions of marketing communication channels and sales channels, on the basis of which a classification of marketing channels in omnichannel marketing is proposed. A methodology for building a digital consumer gate map has been developed and tested, taking into account the actions of the buyer in offline and online marketing channels and based on

four main elements of the purchase decision process: search for information about the product (find); making a decision to purchase and pay for goods (buy); possibility of obtaining goods in the most convenient for the consumer places of sale (receive); distribution of information about the purchase by writing a review about the product (share). For the qualitative management of omnichannel marketing, it is proposed to follow a certain sequence of stages, starting with the analysis of the marketing environment and studying the behavioral model of a digital consumer in the process of making a purchase through the method of building a digital consumer gate map. This is followed by the organizational and technological stage, which includes CBIT omnichannel marketing model and the subsequent implementation of marketing activities.

An algorithm for managing omnichannel marketing in retail organizations has been developed and tested, including four successive stages, formed into analytical and organizational and technological parts. The analytical part is related to the analysis of the marketing environment and involves the study of the digital consumer behavior model in the process of making a purchase through the methodology of building a digital consumer gate map; the organizational and technological part includes the use of the instrumental and methodological apparatus of omnichannel marketing, represented by CBIT omnichannel marketing model, the subsequent organization, control of marketing activities and evaluation of the effectiveness of omnichannel marketing. In the new realities, it is possible to ensure long-term and mutually beneficial relations between buyer and organization only if the organization maintains a certain balance of interests of the parties in the formation of an optimal channel portfolio for specific conditions. Therefore, in addition to the criteria for the economic feasibility of the channel, the possibility of its adaptation to the changing conditions of the external environment, control and influence on the activities of the actors of the marketing channel, it is necessary to focus on the interests, preferences of the consumer to the channel, i.e. determine the level of its significance for the consumer: accessibility, functionality, breadth of coverage, quality of interaction and information, etc. The formation of a certain channel portfolio involves the implementation of a multicomponent algorithm:

- compilation of a complete list of channels used in organization;
- assessment of the effectiveness of their functioning (from the point of view of manufacturer and consumer);
- development of a specific system of criteria, groups of indicators and effects to form a balanced portfolio of channels;
- restructuring of the existing list of channels included in the portfolio;
- organization of control and subsequent adjustment.

Channel portfolio management means planning, organizing, motivating, controlling and coordinating across channels. The transition to omnichannel strategy requires an organization to significantly reengineer the business processes currently operating in it, i.e. restructuring marketing

work. Among the main business processes, the authors include relation management and omnichannel analytics.

5. DISCUSSION

Today, the need for regular and systematic management of marketing activities appears to be a key factor in the effective development of a modern organization of the retail sector. To do this, companies should adapt possible marketing activities to the prevailing external market conditions. The latter implies, firstly, regular study of the macro and microenvironment, and secondly, monitoring of current marketing technologies that are dictated by the market and represent possible tools for modernizing marketing in a company. Today, such marketing tools include the development of the Internet infrastructure, which includes mobile marketing, mobile payments, development of social media as trading platforms, development of artificial intelligence, electronic services and digital installations. The main obstacles to omnichannel are:

- Lack of data. A major factor in the success of a customer-centric strategy is the sheer amount of data. Most retailers do not have enough information about their customers. It is also difficult to recognize individual buyers on different channels, which in turn makes it much more difficult to personalize user experience, communication and offers;
- Difficulties with technology integration. Most marketers are working with legacy systems that are incompatible with the latest technology. In a recent study, marketers cited data management, integration of marketing technologies and need for user profile recognition systems across multiple channels as critical aspects of adopting an omnichannel approach;
- Intra-organizational barriers. An omnichannel approach involves collaboration and access to data across departments and teams within an organization. Strengthening communication and information flow is a difficult task, especially for large companies or corporations that have been in the market for a long time, where established organizational models have developed. The rivalry between the digital team and offline retailers over sales and advertising budgets also discourages understanding and collaboration.

The introduction of omnichannel has a positive effect on sales, consumer confidence and therefore on the desire to return to make repeat purchases. Thus, the company has the opportunity to fine-tune the assortment, price management and customer life cycle. Ultimately, all this makes it possible to increase the efficiency of sales and the business as a whole. At the same time, omnichannelism alone is not enough: to understand the need for a particular brand, most buyers need food for thought, formed by versatile content, which includes a description of a product/service, reviews, recommendations and examples of application. As a result, brands are forced not only to create marketing content that accompanies the consumer's progress through the stages of the purchase decision, but also to monitor the constant presence of the brand in the customer's field of vision. These objectives are at the heart of the multi-touch concept of providing multiple interactions between a brand and a consumer. How the multiple touch system works is clearly demonstrated by the statistics of deals on B2B market. Under the influence of the first proposal, only 2% of companies from the general base sign contracts, after the second, the efficiency grows to 4%, the third to 6%, the fourth to 10%, and only after the sixth to seventh to 80%. Half of salespeople dump a prospect if they do not show interest right away. Another 40% stop calling and remind of themselves after the second and third refusals. And only the most persistent sellers know that it is necessary to spend considerable time on regular contacts with the client in order to finally get the deal done. In summary, it can be noted that the more interactions a brand initiates, the higher the chances of a response from the consumer. This is the concept of multi-touch.

The concept of multiple touches transfers very well into omnichannel: phone call, email message, branded social media group, transport advertisement, blog, logo pack, etc. The touches should be different in content and interesting for consumers, only then can we count on their high efficiency. The main task is that, while receiving useful information for oneself, a person remembers the existence of the brand and its consumer value. Omnichannel is the development of the concept of personalized shopping, because the customer's profile is formed based on his interests and activities online and offline. An individual offer is drawn up on the basis of a personal profile it turns out that the buyer gets what he wants in the right place and at the right time. As it was noted in a study published in the Harvard Business Review, shoppers who use multiple channels spend on

average 4% more in brick-and-mortar stores and 10% more online than those who use a single channel to shop. As the number of channels grows, does the average check. If a customer's route covers more than 4 channels, the average check in a "physical" store will no longer be 4%, but 9% more. Similar is the case in other areas where customer service plays a key role, from banking and insurance to air travel and postal services.

6. CONCLUSIONS

The concept of omnichannel marketing is of particular social and economic importance, since the central element in this concept is the digital consumer, and the main task is to create a high level of satisfaction of the digital consumer in the process of making purchases. By providing a full-fledged service at all stages of interaction with the brand, including when switching between digital and physical channels, there is an opportunity to increase the level of loyalty and engagement of consumers. A loyal consumer is ready to make repeat purchases more actively, as well as recommend the company to other potential customers and increase the average purchase order. All of this leads to a significant increase in the organization's income through indicators of sales volume and net profit. The proposed performance indicators for omnichannel marketing are based on practical experience in the implementation of omnichannel marketing by various organizations working in the field of retail and research data, which made it possible to identify the benchmark values of the increase in indicators, which on average range from 5% to 20%.

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