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## INTEGRATION OF SALES CHANNELS ON THE WAY TO OMNICHANNEL DISTRIBUTION OF GOODS

With the development of digital technologies, as well as the constant transformation of consumer behavior, there is a need to integrate sales channels that will retain existing customers and influence the emergence of the new ones. In this regard, the relevance of studying and implementing omnichannel distribution is determined as the preferred way to meet customer needs, and within which all points of interaction on various sales channels with customers are integrated and work without obstacles.

The purpose of the research in the article was to determine the directions of integration of sales channels during the transition to omnichannel distribution of goods. For this purpose, a survey was conducted among 456 respondents; the survey questions were related to preferences in choosing an online and offline purchasing channel. Further, the work used methods of theoretical research, comparative analysis, and generalization to formulate conclusions and results, as well as the tool of the Job-to-be-done method. A study of customer preferences showed that consumers prefer to use elements of omnichannel distribution, but do not have such an opportunity. After that, the authors proposed a scheme for integrating online and offline sales channels. The peculiarity of this article is that the authors have adapted the tool of the Job-to-be-done approach to the topic of the research, based on it, drivers of the behavior of channel participants on the way to omnichannel sales were offered in order to determine the advantages of the proposed solutions, as well as to understand what barriers may occur when implementing changes.

The theoretical significance of the article lies in the generalization of ideas about the role and significance of omnichannel distribution in the economic literature of domestic and foreign authors. The practical significance is that the results of this study will allow companies to gain insight into the customer experience to implement an integrated sales system and increase their willingness to purchase in the conditions of omnichannel.

**Key words:** omnichannel distribution, customer, behavior, buyer need, digital marketing.

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### Тауарларды омниарналы өткізуге өту жолында сату арналарын интеграциялау

Цифрлық технологиялардың дамуымен, сондай-ақ тұтынушылардың мінез-құлқының үнемі өзгеруімен қолданыстағы тұтынушыларды ұстап тұратын және жаңа тұтынушылардың пайда болуына әсер ететін сату арналарын біріктіру қажеттілігі туындайды. Осыған байланысты, клиенттің қажеттіліктерін қанағаттандырудың қолайлы әдісі ретінде омниарналы өткізуді зерттеу мен енгізудің өзектілігі анықталады және оның шеңберінде клиенттермен әртүрлі сату арналарындағы барлық өзара әрекеттесу нүктелері кедергісіз біріктіріліп, жұмыс істейді.

Мақаладағы зерттеудің мақсаты тауарларды омниарналы өткізуге көшу кезінде сату арналарын интеграциялау бағыттарын анықтау болды. Ол үшін 456 респондент арасында сауалнама жүргізілді, сауалнама сұрақтары онлайн және офлайн сатып алу арнасын таңдаудағы артықшылықтарға байланысты болды. Әрі қарай авторлар онлайн және офлайн тарату арналарын біріктіру схемасын ұсынды. Бұл мақаланың ерекшелігі – авторлар зерттеу тақырыбына Job-to-be-done әдісінің құралын бейімдеді, оның негізінде ұсынылған шешімдердің артықшылықтарын анықтау, сондай-ақ өзгерістерді енгізу кезінде қандай кедергілер туындауы мүмкін екенін түсіну үшін омниарналы сату жолында арна қатысушыларының мінез-құлқының қозғаушы күштері ұсынылды.

Мақаланың теориялық маңыздылығы отандық және шетелдік авторлардың экономикалық әдебиеттеріндегі омниарналы өткізудің рөлі мен маңызы туралы идеяларды жалпылау болып

табылады. Практикалық маңыздылығы мынада: бұл зерттеудің нәтижелері компанияларға біріктірілген сату жүйесін енгізу және олардың омниарна жағдайында сатып алуға деген ұмтылысын арттыру үшін тұтынушы тәжірибесі туралы түсінік алуға мүмкіндік береді.

**Түйін сөздер:** омниарналы өткізу, клиент, мінез-құлық, сатып алушының қажеттілігі, цифрлық маркетинг.

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### **Интеграция каналов продаж на пути к омниканальному сбыту товаров**

С развитием цифровых технологий, а также постоянной трансформацией поведения потребителей возникает необходимость в интеграции каналов продаж, которые удержат существующих клиентов и повлияют на появление новых потребителей. В связи с этим определяется актуальность изучения и внедрения омниканального сбыта, как предпочтительного способа удовлетворения потребностей клиента, и в рамках которой все точки взаимодействия на различных каналах продаж с клиентами интегрируются и работают без препятствий.

Целью исследования в статье явилось определение направлений интеграции каналов сбыта при переходе к омниканальному сбыту товаров. Для этого был проведен опрос среди 456 респондентов, вопросы анкетирования были связаны с предпочтениями в выборе канала онлайн- и офлайн-покупок. Далее в работе использовались методы теоретического исследования, сравнительный анализ, обобщение – для формулирования выводов и результатов, а также инструмент метода Job-to-be-done. Исследование предпочтений клиентов показало, что потребители предпочитают использовать элементы омниканального сбыта, однако не имеют такой возможности. После чего авторами была предложена схема интеграции онлайн- и офлайн-каналов сбыта. Особенностью данной статьи является то, что авторами был адаптирован инструмент метода Job-to-be-done под тему исследования, на его основе были предложены движущие силы поведения участников канала на пути к омниканальному сбыту, чтобы выявить преимущества предлагаемых решений, а также понять какие могут возникнуть барьеры при внедрении изменений.

Теоретическая значимость статьи заключается в обобщении представлений о роли и значении омниканального сбыта в экономической литературе отечественных и зарубежных авторов. Практическая значимость заключается в том, что результаты этого исследования позволят компаниям получить представление об опыте работы с клиентами, чтобы внедрить интегрированную систему продаж и повысить их желание совершать покупки в условиях омниканальности.

**Ключевые слова:** омниканальный сбыт, клиент, поведение, потребность покупателя, цифровой маркетинг.

### **Introduction**

Today, the number of consumers using digital technologies is actively growing, along with this their behavior is changing, all this has led to the emergence of companies that are able to ensure uninterrupted interaction with customers through various online and offline channels through the implementation and use of integrated processes and information systems.

Omnichannel has replaced multichannel. Whereas the point of the latter was simply to create channels for interaction with consumers in different segments (social networks, email newsletters, call centres), then omnichannel is a personalized integrated approach.

The fact that today's customers need an individual omnichannel approach is confirmed by the results of research from various analytical and consulting companies. Thus, CommerceHub research shows that 86% of consumers regularly switch across at least two channels, and according to Harvard Business Review 73% of consumers make purchases on more than one channel. As Invesp analysts highlight, companies with omnichannel customer engagement strategies retain 89% of their customers on average, compared to 33% for companies with weak omnichannel engagement. 87% of customers believe that brands need to make more efforts to ensure smooth operation, Zendesk experts note (Profit.kz, 2020).

SDL research shows that 90% of customers expect a consistent experience across channels, with 60% of millennials expecting consistent interaction with a brand – whether in-store, online or over the phone. As MarketingSherpa notes 72% of adults prefer interacting with companies digitally, according to Marketing Land 49% of consumers buy from their favourite omnichannel brands at least once a week, and 62% of consumers who interact with their favourite brands on more than 10 channels, make weekly purchases (Profit.kz, 2020). Thus, omnichannel helps to retain customers and incline them to make repeat purchases.

The relevance of this topic is associated with changes in the relationship between consumers and companies offering their goods or services under the influence of the active spread of digital technologies. In addition, the small market capacity of Kazakhstan due to low population density and uneven distribution throughout the entire territory of the country, can be considered as an obstacle to the development of only physical retail chains (Barykin et al, 2021), and suggests the development of a more flexible shopping system such as omnichannel distribution.

Based on this, the purpose of the research in the article is to determine the directions of integration of sales channels during the transition to omnichannel distribution. In order to achieve the goal set in the article, theoretical research methods such as analysis to determine the theoretical patterns of the concept, synthesis to identify connections and relationships, generalization to generate results, as well as the tool of the Job- to-be-done method were used.

The object of the research in the article is the study of the behavior of the end consumer in sales channels; the subject of the study is consumer preferences in choosing goods and services when making purchases in various sales channels.

### Literature review

New technologies in business processes, in particular the omnichannel approach to retail activities, are also transforming consumer behavior. These processes become part of scientific research. Thus, when studying this topic one can notice that the authors (Hosseini S. et al, 2018; Luo et al, 2016; Rigby, 2011) studying the omnichannel approach are increasingly moving away from sales as a fundamental function, switching to popular types sales and customer service. In this regard, the problem of multichannel has attracted the attention of many researchers, and special issues devoted to this topic

have been published. The literature review conducted by the authors revealed a range of topics that are relevant today.

If we compare the different definitions of omnichannel sales, we can note significant coordination of the seamless customer journey (theoretical business perspective) and the emotional journey (Beckers et al, 2018), and all channels affecting touch points with the buyer, potentially creating a customer journey are also taken into account (Picot-Coupey et al, 2016). If we consider omnichannel distribution within the framework of omnichannel marketing from a management point of view, it implies not only the synergistic effect of managing multiple channels and optimizing the result on both sides (internal and external) but also the high role of interaction and building relationships between the consumer and the brand (Lazaris S., Vrechopoulos, A., 2014). Darrell Rigby in his study suggests that salespeople develop an omnichannel strategy (Rigby, 2011) as it can significantly increase the attractiveness of the brand to customers, as well as increase the company's profit (Mohammadian N., Fatahi Valilai O., 2022). This approach examines the development of omnichannel distribution from an organizational point of view. In this regard, there is a need to compare different paths to omnichannel business (Lehrer C., Trenz, M., 2022). Many scientists have already considered the transition to omnichannel business and related issues. (Morais, A. et al, 2019; Manser Payne et al, 2017). At the same time omnichannel as a management approach will not disappear. Retail organizations will adopt this strategy to maintain their competitiveness, ensure seamless cross-channel experiences and ensure a sustainable future. Adopting a customer-centric business approach will require the entire enterprise to be organized from within (Gerea et al, 2021). Therefore, omnichannel retail is gradually becoming an element of the whole system which includes several functions (from communication to support). This means that omnichannel in the context under study cannot and will not be considered in the narrow sense of the word. To do this, omnichannel should be considered from the point of view of managing all available marketing channels at any (digital or physical) point of contact with the consumer. Being an omnichannel business means placing the customer at the centre of the company's experience through channel integration, consistency and a seamless customer experience (Picot-Coupey et al, 2016).

However there are still obstacles on the way of companies to omnichannel business. The implementation of an omnichannel strategy requires an

individual approach (Lehrer C., Trenz, M., 2022). The works of Kazakh researchers talk about the importance of digitalization and the effective construction of offline and online sales systems in connection with the mixed approach of consumers to purchases to achieve a positive consumer experience and maintain their share in total sales volumes (Akhmetova et al, 2022).

Thus, some issues require studying ways to integrate sales channels, introducing innovative solutions, as well as determining the characteristics of consumer behavior and building a system of relationships with them in a multi-channel sales environment.

### Materials and Methods

The research methodology was carried out in stages based on several methods of data collection and analysis. The first of these was the traditional method of collecting primary information – an online survey on the Google Forms platform. The survey was conducted twice: in November-December 2019 and February-March 2023, in which 456 respondents participated: 228 respondents in 2019 and 228 in 2023. The number of respondents was taken equally to conduct a more accurate comparative analysis. Among the survey participants the majority are young people aged 18 to 25, mainly residents of Almaty. The survey questions were related to preferences in choosing online and offline purchasing channels.

The next stage was to analyze the survey data identifying trends in changes within a specific time interval. Data in the context of the survey period allow for a comparative analysis of consumer preferences for goods and services in online and offline stores. Then the Job-to-be-done approach tool was used. Jobs-to-be-done is a theory about user behavior that helps to understand how and why people make their first purchase decision. The point of the theory is that people do not buy products, but “hire” them to perform certain tasks. With the help of the theory of “jobs”, we can find out what motivates people at the time of making a purchase decision, which means we have the opportunity to create products that will better respond to internal customer requests (Vc.ru, 2019). The Jobs-to-Be-Done methodology is applicable in various fields, and it can greatly help in the strategic marketing of a company, in market segmentation, brand development, product development, understanding the market structure, etc. (Mikryukov et al, 2022). For example, the company Machineheads has successfully optimized the work

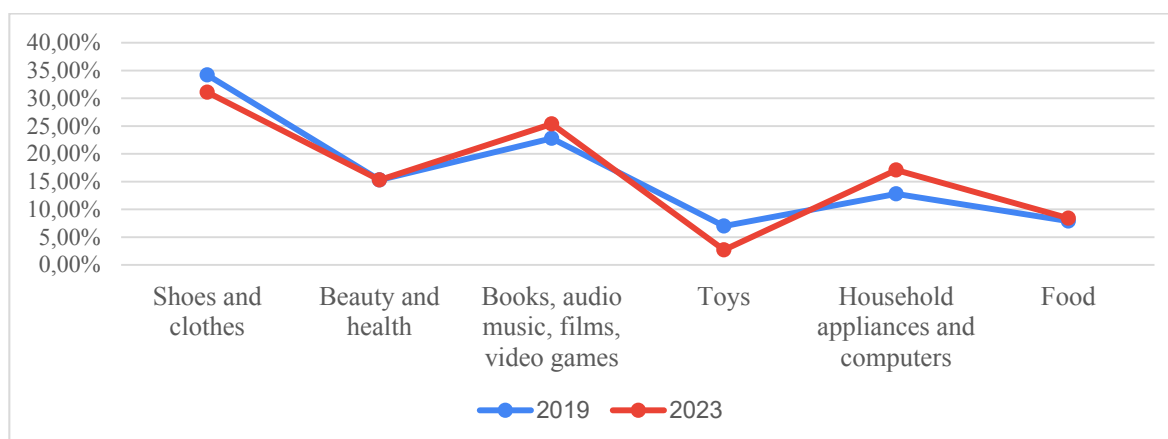
of the Novosibirsk Energosbyt website, an electricity supplier in Novosibirsk, using the Jobs-to-be-done methodology (Machineheads.ru, 2022). So, Jobs-to-be-done is a universal technique that helps not to waste valuable resources and focus on customer preferences. The tools of this methodics can be integrated into the work of your company (Vc.ru, 2019). The authors adapted the tool of the Job-to-be-done approach to the research topic, based on it, drivers of the behavior of channel participants on the way to omnichannel sales were offered in order to determine the advantages of the proposed solutions, as well as to understand what barriers may occur when implementing changes. To achieve this goal, the work used methods of theoretical research, comparative analysis, and generalization to formulate conclusions and results, as well as the tool of the Job-to-be-done method. The hypothesis has been put forward that trends in the transition of domestic consumers to omnichannel distribution of goods are currently being identified.

### Results and discussion

An omnichannel sales system for the business environment allows to see opportunities to increase them based on the integration of online and offline sales, and also to prevent their existence in the form of separate online stores or physical sales outlets. Further analysis can confirm this.

Thus, based on data collected through a survey a comparative analysis of consumer preferences by type of service in a physical store in 2019 and 2023 was carried out to identify trends in their development in this period.

From Figure 1 below we see that the number of consumers in 2023 who prefer such services in an offline store as “the presence of WI-FI, the ability to see the entire assortment, creating an atmosphere in the store and specialized events for the buyer” has remained virtually unchanged in comparison with 2019. That is, 7% of consumers still prefer the presence of WI-FI and the ability to quickly connect to it. This low figure can be explained by the fact that consumers are not so interested in the presence of WI-FI in an offline store since today almost everyone has personal access to the Internet. From 2018 to 2022 the volume of Internet consumption in Kazakhstan increased almost threefold. In 2018 consumers used 356 petabytes, and in 2022 this figure grew to 1000 petabytes (Ministry of Digital Development, Innovations and Aerospace Industry of the Republic of Kazakhstan, 2023), including a larger number of mobile Internet consumers.



**Figure 1** – Consumer preferences when choosing types of services in an offline store for 2019 and 2023

Note: Compiled by the authors based on data from a survey conducted on the topic “Consumer preferences in choosing online and offline shopping channels in Almaty” using Excel software.

The preference for the service “to see the entire range of products”, according to the survey, was chosen by 22% of consumers. This figure is similar in both 2019 and 2023. Many consumers want to see an assortment of products before their eyes, to be able to touch, “feel” or evaluate the product. This cannot be done in online channels. The preference for choosing the service “creating an atmosphere in the store” remained almost unchanged and amounted to about 10% in this period. The atmosphere of the store can create conditions for a favorable purchase through various factors influencing the consumer and inducing a certain emotional state. Such sales tools are limited in their use by online sales channels but the emotional aspects of the shopping process remain important for some consumers. This confirms the need for the presence of physical stores in the distribution system.

It should be noted that such service as “the opportunity to virtually get acquainted with a product” provided in offline sales became more preferable in 2023, but compared to 2019 it did not grow significantly, by only 1.5% and in general this figure was about 5%. The authors suggest that the reason for this is the critically low number of brands in the Kazakh market that provide the opportunity to get acquainted with the product. Consequently, consumers are not yet aware of the benefits of this type of service, which is why such a small number of consumers have made this choice. But even this small percentage suggests that this need is beginning to emerge in retail activities, that is a movement towards omnichannel choice.

Such service as “sales floor consultants with deep knowledge of the assortment” occupies the

highest position in Figure 1 both in 2019 (22%) and in 2023 (29%). There was an increase of 7%; the authors believe that this was influenced by the post-pandemic situation, when after a long absence of the opportunity to visit stores there was a large flow of consumers during their opening. Another reason is that people are social, and therefore need constant contact with people.

In the choice of the service “using technologies that facilitate the search for goods,” on the contrary, there was a decline; if in 2019 this figure was about 11%, then in 2023 it was about 8%. The authors assume that just as in the case of the possibility of virtual acquaintance with a product, such technologies have not yet been presented in the Kazakh market. Instead of such technologies sales floor consultants are involved to help search for goods, which entails a loss of time and a decrease in the purchase probability. Perhaps domestic consumers are simply not ready to quickly accept such technologies; they are accustomed to acting out of habit turning to sales personnel when searching for goods. But the presence of such a need even among a small number of buyers indicates the need for different sales systems at the same time.

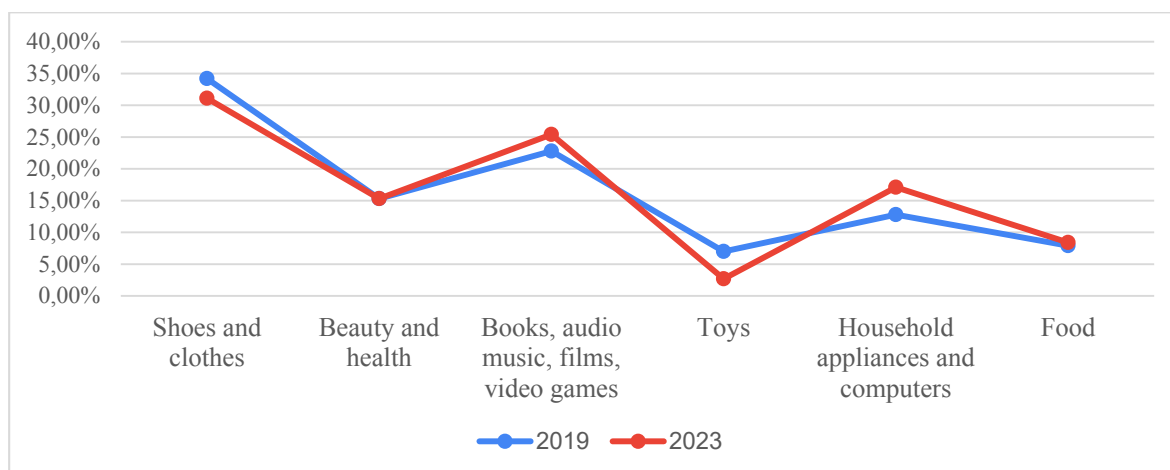
A similar situation arose with the choice of the service “the ability to quickly get acquainted with the assortment of goods in other stores”, which also presupposes the presence of special technologies. Here the figure decreased from 18% (2019) to 13% (2023). That is why among consumers the largest number was identified as those who prefer sales floor consultants with deep knowledge of the assortment. But the presence of such needs among buyers as the ability to get acquainted in one offline store with

the assortment of another, whether it is a physical store or an online store, even though the number is reduced, indicates the need for omnichannel product sales systems.

Thus, to implement omnichannel distribution as one of the elements of omnichannel marketing by taking advantage of various sales channels, they must be used simultaneously and harmoniously with each other. An example of the introduction of new

technologies for integrating online and offline sales is the online clothing store Lamoda, which launched virtual fitting rooms (The Village Kazakhstan, 2023). However there is no physical store in the sales system. Its presence would bring it even closer to an omnichannel distribution channel.

So, to introduce omnichannel distribution, let's consider the range of products that are preferable in online stores (Figure 2).



**Figure 2** – Consumer preferences when choosing types of goods in an online store for 2019 and 2023.

Note: Compiled by the authors based on data from a survey conducted on the topic “Consumer preferences in choosing online and offline shopping channels in Almaty” using Excel software.

A study of consumer preferences in the assortment of goods and services in an online store over two years showed that shoes and clothing are purchased most of all. This figure was 34.2% in 2019 but it decreased slightly to 31.1% in 2023. The segment of shoes, clothing and accessories will always be in demand. One of the advantages of buying clothes and shoes online is the ability to compare prices on different marketplaces, as well as the availability of various offers, discounts, promotions, etc. However physical clothing stores are also not losing ground, as the opportunity to try clothes on remains important for many. Also the process of making purchases in offline trading platforms brings pleasure to many consumers, immersing them in a positive emotional state.

Books, films, audio music and video games are the second most popular purchases in online stores. This figure increased by 2.6%: in 2019 22.8% of consumers chose this segment, and in 2023 – 25.4%. The greater preference for purchasing these products in an online store is explained by the fact that it is possible to read a summary, watch a trailer, or test

video games. Therefore, purchasing these products from online stores is very convenient for consumers.

Due to the constant development of technology, the interest in devices that make everyday household tasks easier is growing. This is seen in purchasing preferences for consumer electronics and computers, which grew by 4.3% in 2023 to 17.1%. The authors assume that this figure will continue to grow in the future as consumers actively introduce and use consumer electronics and computers in everyday life.

Preferences for buying beauty and health products online remained unchanged in 2023 and amounted to 15.3%, the same as in 2019. Consumers are still buying these products online, the reason for this may be the development of social networks and various beauty blogs, recommendations of famous personalities, etc. Consumers make purchases in online stores based on reviews and recommendations.

The low rate of preference for shopping in an online store for children's toys in 2019 (7%) and in 2023 (2.7%) is explained by the fact that in this survey the majority of respondents were young

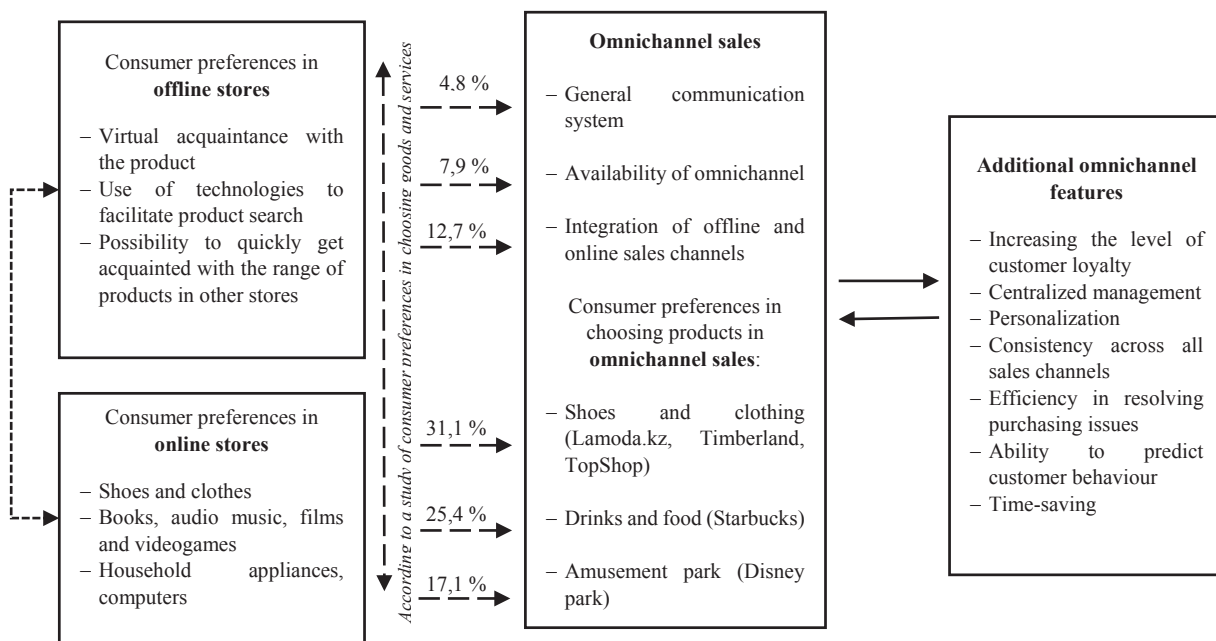
people who do not yet have children and do not need to buy toys. The preference for online grocery shopping did not change over the past two years and amounted to about 8%. Sales of food products in Kazakhstan are at the development stage. According to the Bureau of National Statistics for 2022 the share of food retail sales through the Internet was 13.2% (Bureau of National Statistics, 2023).

Thus, it is preferable to sell the following range of goods through an online sales system: shoes, clothing, books, audio music, films, video games, consumer electronics and computers.

The analysis allows us to gain knowledge that makes it possible to integrate online and offline channels. Below is a diagram of the integration of these channels on the path to omnichannel distribution (Figure 3).

From Figure 3 we see that consumer preferences in offline shopping channels are driving the need for omnichannel. That is, the use of various technologies for virtual acquaintance with goods facilitating

their search, as well as providing the opportunity to quickly get acquainted with the range of goods in other stores will contribute to the transition to omnichannel distribution. Products favored in online channels, such as shoes, clothing, books, audio music, movies, video games, consumer electronics and computers, are also in high demand in offline purchases. Omnichannel consumers, on the other hand, buy shoes, clothing, drinks, food and tickets to amusement parks. With omnichannel distribution a common communication system operates, and all channels are integrated and interact with the client seamlessly. Omnichannel distribution is impossible without the use of omnichannel technologies, which make it possible to predict consumer behavior, personalize approaches to clients and thereby increase consumer loyalty and sales volumes. In this regard, the authors accept the hypothesis that the trends of the transition of domestic consumers to omnichannel distribution of goods are currently being identified.



**Figure 3** – Integration of online and offline channels on the path to omnichannel distribution

Note: Compiled by the authors based on data from a survey conducted on the topic «Consumer preferences in choosing online and offline shopping channels in Almaty» and the source (Sergeyev, 2023)

Thus, research into online shopping preferences combined with research into in-store service preferences will help create seamless omnichannel distribution. Based on the above study of consumer preferences, as well as the channel integration

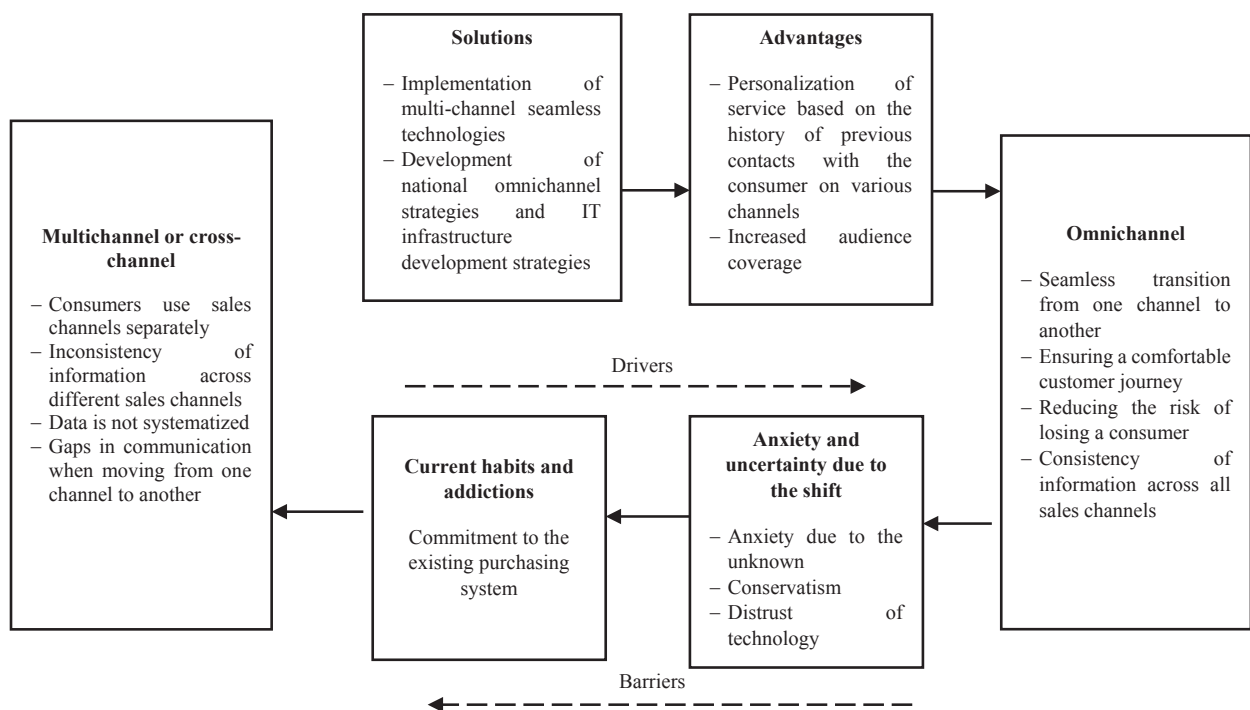
scheme, the authors proposed a scheme for the optimal transition to an omnichannel distribution. This scheme was built based on the *Job to Be Done* methodology. The basic understanding of *JTBD* theory is that people do not buy but rather “hire”

a product or service to do a job (Christensen et al, 2005), which implies that customers choose those decisions (products or services, e.g. buying clothes, virtual try-on system) that are best suited for their use (Kullak et al, 2022). One of the tools of the *Job-to-Be-Done* methodology is a progress chart used to find the “job” that needs to be done.

This diagram is used to understand the forces that are at work when a consumer strives to make progress (by purchasing a product or service). It is assumed that four forces affect the customer at the time of the purchase decision:

1. Dissatisfaction with the current situation
2. The attractiveness of the new solution
3. Anxiety that something might go wrong
4. Attachment to what is present (Buldakova, 2017)

Based on this diagram the authors identified the driving forces behind the behavior of channel participants on the path to omnichannel distribution to identify the benefits of the proposed solutions, as well as understand the barriers that may arise when implementing changes (Figure 4).



**Figure 4** – Driving forces of behavior of channel participants on the path to omnichannel distribution  
 Note: Compiled by the authors based on the “Jobs to Be Done” method tool (Spiek, 2012)

According to Figure 4 today many Kazakh companies operate in a multi-channel sales mode. They use a variety of disparate sales channels, which leads to problems in the consumer shopping experience. For example, if a customer starts purchasing in one sales channel and wants to continue on another channel, they will have to start all over again. In addition, it is limited in the use of technology to facilitate the process of purchasing goods. Another problem is the inconsistency of information across different sales channels. In this regard the systematization of client data is impossible.

As a solution to these problems the authors propose, firstly, the introduction of technologies that ensure a seamless transition of consumers between channels. For example, technologies that make it possible to virtually get acquainted with a product and try it on, technologies that make it easier to find goods in a store, and technologies that facilitate quick acquaintance with the assortment in other stores. Secondly, the development of our omnichannel strategies and IT infrastructure development strategies will act as a catalyst in the process of introducing changes in the operation of sales channels.

The main advantages of implementing omnichannel are increased customer loyalty and in-



creased sales. Due to the unhindered customer journey during the purchasing process the consumer receives positive emotions. Consequently, there is a high probability that the client will make purchases again and in larger quantities. All information received by the client is identical on all sales channels, which helps to develop consumer confidence and reduces the risk of cancellation of the transaction during the shopping process.

So, it can be predicted that the implementation of omnichannel sales will attract new customers, increase the loyalty of existing ones and consequently increase sales volumes. An example of the successful implementation of the omnichannel sales model is Detskiy Mir, due to which sales volumes increased by 16.9% by the end of 2021 (E-pepper.ru, 2022). Also, a study (Sazonov, 2022), which was conducted among 500 managers of European companies, showed that 14% of them already use the tools of omnichannel strategies and receive tangible benefits. 42% of the surveyed company executives noted that they use a business or technical format for omnichannel management, and the remaining 58% are developing a strategic plan for the implementation of an omnichannel strategy (Sazonov, 2022). In addition, companies such as Disney (entertainment sector), Sber (financial sector), Asos (retail), IKEA Sephora (retail), Eva (retail), Moyo (retail) use the capabilities of omnichannel strategies to provide a seamless and positive shopping experience for their customers (sok.marketing, 2023, adindex.ua, 2021).

However when implementing omnichannel and developing appropriate strategies, it is necessary to take into account barriers that may arise along the way, such as consumer anxiety and uncertainty due to the introduction of changes, as well as his current habits and preferences. Consumers can be stopped by their conservatism, that is, if they are fundamentally afraid or absolutely do not want to introduce something new into the everyday purchasing process. Distrust of technology, such as concerns about personal data privacy, may also be holding consumers back from embracing new changes. There may also be low competence in the use of these technologies.

## Conclusion

Today the relevance of the concept of omnichannel distribution is growing and is not possible without constant work on studying consumers and their preferences. In modern realities, where there is an active development of digital technologies,

as well as the expansion of consumer preferences, the need for integration of various purchasing channels is emerging. A study of customer preferences showed that consumers want to use elements of omnichannel distribution but do not have such an opportunity. Consumers prefer offline store services such as “the ability to virtually become acquainted with a product”, “the use of technologies that make it easier to find a product”, and “the ability to quickly get acquainted with the range of products in other stores”. These services are elements of omnichannel distribution so the need to switch to them is identified. To implement an omnichannel sales system, it is necessary to coordinate the interaction of various sales channels including online channels. Therefore, it is necessary to understand what types of goods consumers prefer to buy. The study showed that it is preferable to sell the following range of goods through an online sales system: shoes, clothing, books, audio music, films, video games, consumer electronics and computers. Further, based on the research data, the authors drew up a scheme for the integration of online and offline channels on the path to omnichannel distribution, during which it was found that the work of omnichannel sales is impossible without the use of omnichannel technologies that make it possible to predict consumer behavior, personalize approaches to clients and topics that most increase consumer loyalty and sales volumes. Further, based on the tool of the *Job-to-Be-Done* methodology, the authors proposed the driving forces of behavior of channel participants on the path to omnichannel distribution, where the decisions that need to be made and the advantages of an omnichannel sales system were highlighted. Possible barriers such as current preferences, habits and anxiety about change that need to be considered when transitioning and implementing omnichannel distribution were also identified.

Creating effective omnichannel distribution requires a customer-centric approach, integrated technology and a commitment to delivering a seamless experience across all touch points. Using data, personalization and automation you as a company can create a holistic and compelling retail experience for your customers. However, it should be taken into account that there are barriers to the implementation of omnichannel distribution such as consumer anxieties and fears, as well as their habits and preferences. The topic of barriers to the implementation of omnichannel sales and the analysis of effectiveness after its introduction opened up areas for further in-depth research to the authors.

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