

чинником зміцнення їхнього потенціалу та забезпечення довготривалої стійкості.

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**DIGITAL CUSTOMER EXPERIENCE: THE IMPACT
OF PERSONALIZATION AND PERFORMANCE
ON COMPETITIVE ADVANTAGE**

Customer experience (CX) encompasses the overall way a company interacts with customers throughout the entire purchasing journey, whereas digital customer experience (DCX) specifically targets interactions across digital platforms such as

websites, apps, social media, and automated services. DCX has become a central driver of competitive advantage, as it directly influences customer satisfaction, loyalty, and revenue growth.

According to a 2024 Deloitte survey of 250 U.S. manufacturing executives, improving digital interactions leads to highly specific and measurable business benefits. Regarding the observations, the most significant impact was on customer relations, with a substantial 70% of companies reporting an increase in customer loyalty and satisfaction. Beyond relational benefits, nearly half of the respondents observed direct economic and operational improvements. Specifically, 49% experienced increased sales or revenue, 47% saw better and more cost-effective issue resolution, and 45% reported higher profit margins. Finally, a smaller but notable portion of companies gained strategic advantages, such as increased cross-selling opportunities (34%), alongside equal improvements (28%) in both new product development rates and faster speed to market (Ma, 2025).

In this context, we will examine the key factors influencing the digital customer experience and how they are reflected in performance outcomes and customer surveys.

In digital markets, speed and a frictionless experience often influence purchase decisions more than price. Even minor loading delays or complex, multi-step checkouts trigger high bounce rates and abandonment. This friction typically manifests at three stages: early-stage hesitation before adding items to the cart, drop-offs during the transition to checkout, and final-stage abandonment due to unexpected fees or limited payment options. By optimizing for speed and simplicity across these specific touchpoints, brands reduce abandonment and create a measurable competitive advantage.

Beyond personalization and speed, messaging consistency across digital touchpoints is a critical factor in shaping customer perceptions. Because the accessibility and reliability of information are essential to maintaining loyalty, customers often show resistance toward brands that provide insufficient or contradictory details. In addition to clear communication, accessibility and usability are increasingly vital to a positive digital customer experience. Features such as simplified forms, clear calls-to-action, and mobile-optimized interfaces directly improve completion rates and retention. Furthermore, an inclusive design approach that considers diverse user needs, including those of older adults, individuals with disabilities, or users with limited digital literacy, enhances both overall satisfaction and broader market reach.

Another emerging trend impacting DCX is the integration of artificial intelligence (AI) and automation. Chatbots, virtual assistants, and predictive analytics allow brands to respond to customers instantly, recommend products, and anticipate customer needs with minimal human intervention. These tools must be carefully balanced to avoid

over-automation that may feel impersonal or frustrating. Moreover, a 2023 Ipsos study demonstrates that 88% of consumers favor human interaction over chatbots in most situations (Markovitch, Stough, Huang, 2024).

Ultimately, an effective digital customer experience relies strongly on trust and transparency. Beyond avoiding privacy fatigue, companies must communicate clearly about how customer data is collected, stored, and used. Providing easy-to-understand privacy policies and visible security measures strengthens customer confidence.

Finally, personalization is one of the most influential components of DCX. By tailoring content, offers, and interactions to individual preferences, companies can enhance engagement and conversion rates. For example, streaming platforms and e-commerce sites use recommendation systems to guide choices and simplify decision-making. 80% of consumers are more inclined to buy when experiences are customized (Twilio Segment, 2023).

According to worldwide data sourced from Dash Network and Statista, over the most recent three-year period, the global revenue for customer experience personalization and optimization software and services demonstrates a clear, continuous upward trajectory. The data illustrates a steady year-over-year increase, rising from \$9.01 billion in 2023 to \$9.8 billion in 2024, and reaching \$10.66 billion in 2025. Furthermore, this momentum is expected to culminate in a projected peak of \$11.6 billion by the end of 2026 (Navarro, 2025). Consequently, an expansion of \$1.65 billion across those three years demonstrates that global enterprises are treating digital personalization as a heavily funded, long-term operational priority.

However, the benefits of personalization are not unlimited. While moderate personalization strengthens CX and supports competitive advantage, excessive personalization can produce negative outcomes. When digital interactions feel invasive or excessively reliant on personal data, consumers often suffer from privacy fatigue. Consequently, only 51% of customers currently trust brands to secure their information and handle it responsibly (Twilio Segment, 2023). This undermines long-term CX effectiveness and may reduce loyalty. Therefore, the competitive advantage derived from personalization depends on careful and transparent implementation.

In summary, building a strong digital customer experience requires balancing personalization, speed, and frictionless interactions with consistency, accessibility, AI-driven efficiency, and transparent data practices. Personalization drives engagement and revenue but must be implemented carefully to avoid privacy fatigue. Frictionless processes and fast interfaces enhance customer satisfaction and completion rates. Furthermore, while AI can optimize service efficiency, it must be deployed thoughtfully, as consumers still demonstrate a strong need for accessible human support to maintain trust and loyalty. By measuring outcomes and continuously

refining DCX strategies, companies can secure lasting competitive advantages in increasingly digital marketplaces.

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ТРАНСФОРМАЦІЯ HR-СТРАТЕГІЙ ТА КОРПОРАТИВНОЇ КУЛЬТУРИ В ЕКОСИСТЕМІ БІЗНЕСУ ПІД ВПЛИВОМ ЦИФРОВІЗАЦІЇ

Сучасний етап розвитку українського бізнесу характеризується безпрецедентною швидкістю впровадження цифрових технологій, що зумовлено не лише глобальними трендами, а й критичною потребою у забезпеченні стійкості в умовах постійних зовнішніх викликів. Цифрова трансформація HR-менеджменту в Україні еволюціонувала від простої автоматизації кадрового обліку до створення комплексних екосистем, де технології виступають фундаментом корпоративної культури. Згідно з аналітичними звітами порталу Дія Бізнес, саме здатність до швидкої цифровізації процесів дозволила понад 45% вітчизняних підприємств малого та середнього бізнесу зберегти функціональність та керованість командами в періоди масової релокації [1].

Цей перехід до «цифрового офісу» найкраще простежується у досвіді лідерів IT-сектору, зокрема компанії SoftServe, де впровадження власних платформ для зворотного зв'язку та гейміфікації процесів дозволило підтримувати рівень залученості персоналу (eNPS) вище 70% навіть за умови