

Mgr inż. Hubert Wojciechowski

A method for diagnosing and improving the integration of customer service channels

Abstract

As customer needs evolve, commercial enterprises adjust their product offerings and service standards to retain and attract customers. Current purchasing trends indicate that customers expect flexibility in choosing service channels during the purchasing process. For this reason, the implementation of the omnichannel concept, integrating all customer service channels, especially in the field of marketing and logistics, is crucial for maintaining competitiveness among commercial enterprises. The omnichannel approach allows for seamless transitions between different customer interaction channels, improving the overall shopping experience through continuous access to information and purchase history.

This doctoral dissertation focuses on enterprises from the retail trade industry, emphasizing the ability to make purchases through any channel and choose any delivery method while maintaining the integration of customer service channels and ensuring a positive customer experience throughout the purchasing process. The study identifies key factors influencing the integration of customer service channels, assesses the current level of integration and highlights opportunities for improving integration. The key motivations for this research are the rapid development of IT technology, changing customer habits and the lack of identified integration methods in the literature. Previous research by the author has highlighted the importance of integrating customer service channels, providing the basis for this study.

The research includes literature analysis, heuristic methods, diagnostic survey and case study. The aim of the dissertation is to fill the identified research gap by developing a method of diagnosing and improving the integration of customer service channels, thereby contributing to the development of business practices.

The dissertation is divided into four main parts:

- theoretical foundations of the problem – chapter presents the theoretical basis of integration of customer service channels. It contains a terminological analysis, discussion of the evolution of customer service and the genesis of the omnichannel concept. It describes various purchasing channels and customer activities at various stages of the purchasing process, presents the flow of goods and information from a

logistical perspective and shows the use of marketing tools to meet customer needs. It also analyses the factors affecting the customers' shopping experience and presents the problems, challenges and difficulties associated with the integration of customer service channels.

- cognitive research – this chapter focuses on cognitive research on the integration of customer service channels. It includes identifying key factors affecting the level of channel integration and research on customer preferences. The introduction to the research presents general assumptions, while the pilot studies prepare the ground for more detailed analyses. Research on the strength and direction of the influence of factors and customer preferences allow to understand how factors interact with each other, and which factors are most important for channel integration.
- method design – this chapter presents the design of the method of diagnosing and improving integration of customer service channels. It contains design assumptions, that form the basis of the method. The general method scheme describes the procedure within the method. The general principles of the method and the use of information on key factors affecting integration, customer preferences research and the way of diagnosing and improving customer service channel integration are discussed.
- verification of the method through a case study – this chapter contains verification of the developed method by applying it in a case study in a trading company. It begins with an introduction to the case study discussing the examined company and the experts participating in the study. Then, the key factors affecting the level of customer service integration, customer preferences research and the strength and direction of the influence factors are described. The following sections address the diagnosis of the level of integration of customer service channels and actions improving this integration. The chapter concludes with a summary of the method's application, evaluating its effectiveness and practicality in real-world conditions.

The dissertation concludes with a summary of the research findings and an indication of future research directions. The author summarizes the achievement of the research objectives, answers the research questions posed, and presents potential research areas that can develop and utilize the developed method for diagnosing and improving the integration of customer service channels.