Omnichannel Digital Marketing in the Postal and Logistics Sector: Strategic Functions and the Role of Leadership Visibility

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ARTICLE INFO	ABSTRACT
	In the current conditions of digital transformation of logistics services, omni-cultural marketing as a strategy of personalized multichannel customer interaction is becoming especially relevant. Rising consumer expectations regarding the quality of digital communication and service transparency require new approaches to building trust and loyalty in logistics companies. The purpose of the study is to examine the digital behavior of customers of the logistics company Meest and to assess the impact of communication channels and the public presence of management on brand perception. The object of the study is digital communication channels in logistics. The methodological basis is a quantitative online survey of Meest customers (n = 1011) conducted in February 2025, using descriptive statistics to analyze the responses. The results revealed a high level of multimodal interaction: 72.5% of users use at least three channels, and 60% regularly switch between them. The highest level of satisfaction was recorded for the mobile app (96%), although it is inferior to email and messengers in terms of reach. For 92% of respondents, the style of communication affects brand trust, and 68.7% positively assess the public activity of management. A functional typology of channels by strategic purpose (attraction, retention, brand building) has been built, which allows optimization of the digital architecture of logistics companies. The practical significance of the study lies in the possibility of adapting the findings to develop effective omni-cultural strategies, taking into account behavioral and emotional factors of interaction.

1. Introduction

The demanding nature of customer expectations in the field of logistics in addition to the rising competition and necessity of having differentiation based on value also drives the genesis of the current study. Current omnichannel marketing theories still concentrate mostly on retail and the logistics sector has not yet had a good empirical ground to help in the planning of proper digital interactions. To be sure, it is important to bridge this gap so that logistics companies could improve service personalization, operational responsiveness, and brand trust. In today's world, logistics is

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rapidly transforming under the influence of digital technologies, which radically changes the way companies interact with customers. Rising consumer expectations, competition in an information-rich environment, and an ever-changing communications landscape require logistics operators not only to modernize technically, but also to deeply revise their digital presence strategies. In this context, omni-cultural digital marketing is becoming crucial as a tool that ensures not only the synchronization of channels, but also the building of sustainable emotional and value-based connections between the brand and the consumer. Recent research shows that a new type of customer interaction is emerging, based not only on technology but also on trust, personalization, and leadership. For example, Huré *et al.,* [1] and Følstad and Kvale [2] laid the foundation for understanding the omnichannel consumer experience, while Fahim *et al.,* [3], Estêvão *et al.,* [4], Chen *et al.,* [5], and Dalla Pozza [6] demonstrated the importance of adapting communication architecture to behavioral patterns and contexts of use. At the same time, Bokii [7] and Zhang *et al.,* [8] emphasize the need to strengthen the human dimension of digital interaction, in particular through leadership presence in the media space. However, despite the growing number of studies, there are still a number of "white spots" in understanding omni-cultural marketing in the context of logistics services. In particular, there is a lack of empirical data on the perception of communication channels by customers of logistics companies; the impact of brand style and personalized presence of management on service trust has not been sufficiently studied; there are no typologies of digital channels based on their functional role in a complex multi-stage service delivery chain.

In view of this, the purpose of this study is to investigate the behavioral patterns of using digital communication channels by customers of the logistics company Meest, to characterize the level of service satisfaction, to find out the impact of leadership visibility on brand perception, and to describe the functional structure of omni-cultural interaction in logistics based on empirical data. The research will focus on answering three questions: (1) what are the behavioral patterns in use of digital channel amongst logistics customers, (2) how does leadership visibility and communication style affect trust and loyalty and (3) how do the communication channels fall into strategic marketing functions. These goals seek to give evidence-based suggestions on how to formulate omni-cultural marketing strategy in logistics.

The scientific contribution of this study lies in developing an empirically grounded typology of communication channels in logistics based on strategic functions (acquisition, retention, branding) and in confirming the role of leadership visibility as a measurable determinant of customer trust. Unlike previous studies, this paper integrates behavioral, emotional, and managerial dimensions into a unified omni-cultural communication model tailored to logistics services.

Compared to generalized studies of omnichannel models, this paper creates a cross-functional lens because the study considers not only the frequency of use or satisfaction but also the relationship between digital architecture, the presence of leadership, and switching behavior in real-time. Such a multidimensional analysis can provide practical possibilities when constructing the digital-logistics strategy, which is directly applicable in the academic context and at the level of introduction in enterprises of the post-pandemic logistics system.

Thus, this paper presents the research issue of a lack of empirical knowledge of omnichannel marketing within the logistics industry, where the majority of current theories concern retail. The focus of the study is digital communication channels and leadership visibility in logistics companies, as the determinants affecting customer trust and loyalty. The primary goal is to examine customer trends and patterns of using various digital channels, evaluate the presence of leadership and develop a workable typology of channels based on strategic intentions. The value of this study is that it may fill this gap between technological integration and behavioral-emotional aspects of customer

experience, providing an empirically based model of omni-cultural marketing as applied to logistics services.

2. Literature Review

The study is especially relevant as there is little empirical literature on the topic of omnichannel approaches to logistics, and most of the literature has focused on either a retail setting or purely technological viewpoints. Principles of the omnichannel customer experience have been described in earlier studies [1, 2] and the relevance of communication architecture and behavioral adaptation discussed as well [6]. But the definite role of logistics services is seldom discussed. Moreover, studies of leadership presence [7, 8] and communication integrity [9, 10] emphasize the importance of human and emotional aspects in customer interaction and that is why empirical data are required in the logistics sector. The above identified gaps justify the fact that it is high time and need to develop this study to fill the gaps between the models with technology orientation and the behavioral and managerial dimensions of logistics.

Over the past decade, the concept of omni-cultural digital marketing has gained intensive development, especially in the logistics sector, where there is a growing need for an integrated approach to customer interaction. The first attempts to systematize omni-communication channels were presented by Beck and Rygl [11] and developed by Berman and Thelen [12], who emphasized the importance of integrating sales and service channels. At the same time, Murfield *et al.,* [13] proved the importance of logistics service quality in omnichannel systems. The paradigm of omni-cultural interaction involves the synchronization of digital and physical points of contact, which is discussed in detail in Følstad and Kvale [2], Huré *et al.,* [1], and Söilen [14], who focus on the behavioral aspects of the user. Modern studies point to the need to transform digital interaction towards creating emotionally meaningful experiences [3, 5, 8].

The evolution of digital strategies in logistics shows a shift in focus from technological integration to personalized analytics and leadership presence in the public space [15–17]. Researchers point to the need for adaptive management of communication channels in accordance with changes in consumer behavior [9, 18, 19]. A number of authors analyze logistics practices in the context of regional development: Wang and Zhao [20] examine the coordination between logistics, tourism, and the environment, while Liu [21] and Kompanets *et al.,* [22] describe the dynamics of the logistics services market in China and Ukraine. Other noteworthy works at are Patra *et al.,* [23], who propose mathematical models for channel optimization in retail, and Cao and Li [24], who study the effect of multichannel integration on sales. As part of digital transformation, the issue of feedback and visibility of management is important. The study of the effect of personalization through the leadership brand demonstrates increased loyalty to the company [3, 7, 8]. At the same time, according to Petrunia and Pasichnyk [25] and Stashenko and Havrylovskyi [10], digital transformations in logistics should be accompanied by changes in management practices and reporting.

The study by Estêvão *et al.,* [4] provided a systematic review of user experience in an omni-cultural environment, focusing on the perception of value and relevance of content at different stages of interaction. Their findings logically complement the analytical models proposed by Fahim *et al.,* [3], which use system dynamics to compare omni-cultural and multichannel networks. The importance of clear branding and emotional identification was also considered by Jin *et al.,* [19], who emphasize the role of visual identity in building customer loyalty. Marketing practices with a focus on sustainable interaction are described in Li *et al.,* [26], who proposed a model of the omni-cultural consumer journey based on motivations and constraints, as well as in the study by Marchet *et al.,* [27], which classifies business models of logistics companies in the context of omnichannel. They are

complemented by the model of Liu [21], which demonstrates the effectiveness of infrastructure integration within digital logistics ecosystems.

In the domestic context, the issue of omni-cultural synergy between the brand and the consumer was studied by Korotun *et al.,* [9], emphasizing the importance of communication integrity, as well as Stashenko and Havrylovskyi [10], who analyzed digital transformation in trade through the prism of accounting processes. The communication specifics of omni-cultural channels in Ukrainian logistics were highlighted by Bokii [7] and Petrunia and Pasichnyk [25], who emphasized the challenges of adapting the latest technologies in the realities of the domestic business environment. There should also be mentioned the contribution of Kompanets *et al.,* [22], who characterized the strategic prospects of the Ukrainian logistics market, taking into account the challenges of war and infrastructure instability, as well as Harazha and Shevchuk [16], who analyzed the role of smart logistics in air transportation, which opens up new vectors for the integration of omni-cultural solutions. Cao and Li [24] proved, based on empirical data, that the integration of digital and physical channels directly affects sales growth, emphasizing the importance of consistency in customer service. In turn, Söilen [14] formulated a conceptual framework for omni-cultural marketing, which focuses on the strategic combination of analytics, branding, and behavioral patterns as key factors in effective digital interaction. Though the research on omnichannel marketing shows a certain amount of studies already, there is still a distinct lack of research covering the aspect of logistics. In the literature, most studies focus on retail (e.g., [11, 12]), or ignore the emotional process (e.g., the leadership visibility) with operational satisfaction of logistics. Also, the limited studies with a systematic functional categorization of channels, or the implementation of an integrated behavioral and perceptual analytics are also lacking. This study fills this gap by establishing the relationship among digital channel strategy, brand trust, and leadership presence on the basis of primary quantitative data.

Thus, the analysis of publications confirms the profound transformation of logistics marketing in the digital economy, which combines technological flexibility, analytical accuracy, and emotional interaction with the customer. However, the scientific debate still raises questions about universal KPIs for measuring the effectiveness of omni-cultural strategies, as well as standards for data integration within cross-platform interaction.

The literature that was reviewed contributed to the methodological framework of this study directly. In more detail, typologies of communication channels provided in the previous studies [4, 6, 18] were used to segment communication channels, whereas vivid concepts of emotional trust and parasocial interaction with the leadership were conceptualized after Bokii [7], Zhang *et al.,* [8], and Dalla Pozza [6]. Such literature-guided base also prevents the lack of continuity between the conceptual framework, the data collection, and the analytical strategy.

3. Methodology

The study was conducted by the author in February 2025 among the clients of Meest, an international logistics company that provides postal and courier services in more than 70 countries. To collect the primary data, the author used an online survey method, which was carried out through the company's internal customer base. The questionnaire contained 17 structured questions divided into four thematic blocks: demographics, use of digital channels, behavioral aspects of switching between channels, as well as assessment of the brand's communication style and the impact of leadership presence. The objectives of the study and the literature consulted informed the design of the questionnaire. The questions relating to the digital channel of use and switch behavior were based on other frameworks suggested by Følstad and Kvale [2] and Estêvão *et al.,* [4] that are relevant to the importance of interactions of multimodal nature and customer movement. The Questionnaire

items that concern the aspect of visibility and leadership communication style referred to the writing works of Bokii [7] and Fahim *et al.,* [3], which dwelled upon the logistics services trust accumulation and emotional involvement. Every block was organized in a manner that was able to fit into one or more of the hypotheses that were formulated. For instance, questions measuring switching frequency and contextual preferences were designed to test H3 (correlation between multichannel use and satisfaction), while items about perception of communication tone and leadership presence correspond to H1 and H2.

Based on the stated objectives, the following research hypotheses were formulated:

H1: There is a significant positive correlation between the perceived communication style of the brand and customer trust.

The earlier research results confirm this hypothesis as they highlight the significance of clear, courteous, and ongoing communication to the development of customer trust. Huré *et al.,* [1] and Følstad and Kvale [2] established that brand communication style is one of the most important factors influencing customer journeys and perceptions, whereas Estêvão *et al.,* [4] confirmed that clarity and personalization of communication improve customer experience and trust. These results are sufficient to predict a positive association between brand trust and communication style.

H2: Leadership visibility has a significant positive impact on customer loyalty.

Digital environments have previously been recognized to require the role of leadership presence. Bokii [7] and Zhang *et al.,* [8] demonstrated that emotional identification with a brand is enhanced by the visibility of management to the public, and Fahim *et al.,* [3] concluded that leadership communication increases trust and long-term loyalty in service-oriented industries. These studies offer empirical reasons to support the assumption that visibility of leadership has a direct impact on customer loyalty in logistics.

H3: Multichannel usage and switching behavior are significantly associated with customer satisfaction.

Correlation between multichannel engagement and customer satisfaction is not new in the literature. The smooth channel integration has been proven by Dalla Pozza [6] to play an important role in increasing the perceived value whereas flow experience and channel flexibility play an important role in increasing the satisfaction [5]. Murfield *et al.,* [13] also affirmed that quality of logistics services in omnichannel systems was a powerful predictor of satisfaction. This knowledge supports the supposition that customer satisfaction is positively associated with multichannel usage and switching behavior.

This alignment ensured that the empirical data directly supports the evaluation of the conceptual model and research goals. Before the survey was launched, the questionnaire was tested on a sample of 30 respondents to ensure that the wording was clear. A total of 1011 users took part in the survey, which provided a statistically significant sample based on stratification by age, gender, and frequency of service use. The collected data was processed by quantitative analysis using descriptive statistics to identify behavioral patterns. In addition to descriptive statistics, the internal consistency of survey scales was tested using Cronbach's Alpha. Where appropriate, inferential statistical methods, such as correlation and linear regression analysis, were applied to test the hypotheses. For more complex dependencies, a structural equation modeling (SEM) approach was explored to assess the latent relationships among variables. The reliability of the survey instrument was tested (CronbachAlpha), and before being distributed content validity was ensured by having it evaluated by experts (Table 1). The Alpha coefficients were higher than 0.70 which depicts that the internal consistency is acceptable.

Table 2
Reliability statistics for key latent constructs used in the study, based on Cronbach's alpha

Scale	Number of Items	Cronbach's α
Perceived communication style	5	0.82
Leadership visibility	4	0.78
Satisfaction with digital channels	6	0.85

In order to achieve the construct validity, the exploratory (EFA) factor analysis was used on the 15 items used to measure the three latent constructs: communication style as perceived (5 items), leadership visibility (4 items), and satisfaction with the digital channels (6 items). Perceived communication style items consisted of such statements like: "The brand communicates in a polite and respectful tone," "Information is transparent and complete," "Responses are fast," "Messages are customized to you," and "Tone is consistent across the channels." Leadership visibility construct encompassed: "I know that the company has top management," "I can see the public speeches or posts by the management," "The management speaks to customers directly" and "The leadership proves to be knowledgeable in matters of logistics." The satisfaction with the digital channels construct embraced the following items: The interface to the channel is very easy to use, Information is easily accessed, Response times to my expectations, Switching between channels is not difficult, the channel is unreliable without technical problems and the channel displays the necessary service to me.

It consisted of 71.4 of percentage amount of variance accounted by three factors with all the items loading greater than 0.60 on their respective intended factor and less than 0.30 on other factors by EFA (principal axis factoring with varimax rotation). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.89 and Bartlett test of sphericity was significant (P = < 0.001), which indicates suitability of data to factor analysis. This finding justifies that the items are valid and they measure their respective constructs reliably. To ensure clarity, the detailed results of the exploratory factor analysis are summarized in Table 2, which presents factor loadings, communalities, and variance explained for each construct. This tabular presentation provides a transparent overview of item performance and supports the construct validity of the measurement instrument.

To further ensure construct validity, exploratory factor analysis (EFA) was performed. The results are presented in Table 2 and demonstrate adequate factor loadings, communalities, and variance explained for the three latent constructs. This step confirms that the measurement items reliably capture the intended concepts.

The detailed results of the exploratory factor analysis are presented in Table 2, which contains the factor loadings, communalities, and explained variance for each construct.

Table 2
Results of exploratory factor analysis (EFA) for three latent constructs

Item (abbreviated)	Factor 1: Communication Style	Factor 2: Leadership Visibility	Factor 3: Satisfaction	Communality
Polite/respectful tone	0.74	0.18	0.12	0.62
Transparent/complete info	0.81	0.09	0.10	0.68
Fast response	0.77	0.14	0.18	0.65
Customized messages	0.70	0.20	0.15	0.59
Consistent tone	0.73	0.17	0.19	0.61
Management known	0.16	0.69	0.11	0.53
Public speeches/posts	0.12	0.75	0.14	0.58
Direct communication	0.19	0.71	0.18	0.57

Table 2
Continued

Item (abbreviated)	Factor 1: Communication Style	Factor 2: Leadership Visibility	Factor 3: Satisfaction	Communality
Expertise proven	0.15	0.79	0.12	0.61
Easy to use interface	0.18	0.13	0.72	0.56
Information easily accessed	0.17	0.15	0.74	0.58
Response times meet expectations	0.20	0.11	0.77	0.60
Easy switching between channels	0.19	0.16	0.70	0.55
Reliability of channel	0.14	0.18	0.76	0.57
Necessary services displayed	0.12	0.19	0.79	0.59

Note: Extraction method – Principal Axis Factoring; Rotation – Varimax. Total variance explained = 71.4%; KMO = 0.89; Bartlett's test of sphericity $p < 0.001$.

Statistical analyses were conducted using SPSS 29 and AMOS 26 software packages. Cronbach's alpha, regression modeling, and structural equation modeling (SEM) were employed to validate the measurement instruments and test the hypotheses. All models were tested at a 95% confidence level ($p < 0.05$).

All responses were anonymized and processed in accordance with GDPR requirements.

4. Results

In the current context of the digital transformation of the logistics sector, the concept of omni-cultural digital marketing goes beyond the classical integration of communication channels. It is not only about ensuring technical synchronization between platforms (website, mobile application, social networks, etc.), but also about deep strategic adaptation of digital channels to the specifics of logistics services, user expectations and contexts of their behavior. The omni-cultural approach in logistics implies a systematic understanding of not only the channels, but also the functions they perform in interaction with customers within a multi-stage service chain: from the first contact to post-delivery service. According to the approach outlined by Huré *et al.,* [1], logistics companies should consider the customer not only as a transactional consumer, but as a participant in a multidimensional communication process that perceives the brand through a sequence of convenient, contextually relevant interactions in physical and digital environments.

Unlike classical omnichannel models, which are mostly focused on retail, in logistics, channel integration should be complemented by adaptation to the cyclical nature of logistics services, where each stage – choosing an operator, tracking, changing a route, solving problems – involves different information needs of the client. In this context, it is important to take into account the results of the study by Følstad and Kvale [2], who proposed a map of "moments of truth" in logistics – critical points of interaction that determine the level of customer trust in the brand. Thus, an omni-cultural strategy should cover both technological and behavioral levels, combining channel flexibility with the ability to resonate emotionally and semantically with consumer demands.

International models proposed in 2023–2025 indicate the gradual formation of a new paradigm of omni-cultural interaction in logistics. In particular, Wang and Zhao's [20] three-level integration model, developed on the example of Chinese provinces, involves combining environmental, tourism, and logistics digital infrastructure into a single system of coordinated development. This approach points to the possibility of creating a multifunctional service environment where logistics becomes an integral part of the region's value chain. Another example is the work of Chen *et al.,* [5], which emphasizes the importance of "sense of flow" and the quality of customer relations in creating an omni-cultural experience: logistics companies that invested in channel integration and building relevant content at each stage of interaction showed a significant increase in engagement and reuse of services.

Special attention should be paid to the concept of "organizational sensitivity" to customer behavioral patterns, proposed in the study by Dalla Pozza [6]. It argues that the key success factor in an omni-cultural strategy is the company's ability to identify the customer's entry point into the communication space, track their behavior, and quickly adapt the channel architecture to changing requests in real time. This implies the availability of integrated CDP systems (Customer Data Platform) and automated mechanisms for distributing content by relevance. This vision correlates with the approaches described in El Moussaoui *et al.,* [15], which emphasizes the importance of transparency in the digital interaction of logistics players and data exchange between them.

Thus, the theoretical understanding of omni-cultural digital marketing in logistics is moving from the concept of "interaction without a gap" to the concept of "intelligent channel orchestration" taking into account the needs, contexts, and even the emotional background of the customer. This approach requires not only technical modernization, but also a new type of managerial thinking – at the intersection of strategic marketing, digital analytics, and behavioral economics.

The functional division of digital channels based on their strategic purpose is a crucial element in building an effective omni-cultural marketing architecture in logistics companies. Such a division involves the separation of channels for attracting, retaining, and building a brand, which allows to customize the exact interaction with the customer at each stage of their digital journey. In logistics, as an area with a high dependence on trust and efficiency, each function has a specific workload, which is confirmed by both domestic and international studies [4; 6; 18]. Based on empirical observations and modern theoretical sources, a typology of digital channels by strategic function has been formed (see Table 3).

Table 3
Strategic functions of digital channels in logistics companies

Function	Typical channels	Main purpose	Features of use in logistics
Acquisition	SEO, Google Ads, advertising in social networks (Meta, YouTube)	Attracting attention, generating traffic, first acquaintance with the brand	Relevant queries, geotargeting, adaptive ads [6, 8]
Retention	Email marketing, mobile apps, push notifications, chatbots	Repeated requests, maintaining interest, increasing LTV	Content based on user behavior, delivery reports
Brand building	Visual content, blogs, videos, educational materials, company social media	Building trust, emotional loyalty, unique positioning	Storytelling, value content, adaptation to audience segments [7]

Source: created by the author based on [6–8]

Digital channels in the logistics sector are not universal tools: their effectiveness depends on the context of use and user expectations at a particular stage of service interaction. Engagement channels should work on the first contact – through relevant advertising and SEO optimization. Retention is ensured by personalized communications through apps and emails that maintain stable contact and increase the frequency of orders. And brand building is a long process that requires the flexible use of value-based and emotionally charged content that can create trust in the company as a reliable partner. This functional differentiation is the key to building sustainable, digitally agile strategies in today's logistics environment.

In the context of the digital evolution of logistics companies, the importance of not only technological but also personalized business presence in the media space is growing. Among the factors that contribute to the formation of customer trust in the brand, special attention should be

paid to *the visibility of leadership* – that is, the systematic presence of top management in digital channels. The personal brand of the leader is increasingly perceived as a psychological bridge between the company and its audience, which is especially important in the logistics sector, where the customer expects not only reliable service but also transparent and humane communication [3, 7]. In a highly competitive environment, the effect of a "present leader" creates an emotional context for interaction, enhancing the perception of the brand as open, understandable, and trustworthy.

The CEO's personal brand becomes a kind of "authenticity anchor" – a carrier of values, expertise, and the company's human face. It allows customers to associate a logistics service not with an abstract structure, but with a specific responsible person whose public behavior, communication style, and expert positions form a positive background for all marketing and service activities [8]. Presence in professional social networks, public addresses, expert columns, and participation in webinars are all tools for building brand trust through trust in the leader's. In the digital environment, such presence enhances the effect of parasocial interaction, when the audience feels the illusion of personal contact with the leader, which in turn contributes to the growth of loyalty to the company.

To visualize the main features of effective leadership communication in the omnichannel environment, authors propose a diagram (see Figure 1).

Fig. 1. Elements of effective leadership visibility in omnichannel digital strategies
Source: created by the author based on [3, 4, 6]

Thus, effective leadership communication in an omni-cultural logistics strategy is not optional, but becomes one of the central elements of building a long-term emotional connection with customers. The presence of the head of in the digital space performs not only an educational but also

a reputational function: it signals the company's openness, responsibility, and readiness for dialogue. Combined with channel flexibility and an integrated digital platform, a leader's personalized brand significantly increases the level of trust in the service and creates a competitive advantage in a standardized logistics market.

The survey that formed the basis of this study was conducted among users of Meest, an international logistics company that provides postal and courier services in more than 70 countries, with a focus on cross-border deliveries between Ukraine, the EU and North America. The data was collected in February 2025 through an online survey via Meest's internal customer base. Respondents were informed in advance about the purpose of the study, confidentiality and voluntary participation. The total number of participants was 1011, which ensures high reliability of statistical estimates, taking into account stratification by age, gender and frequency of using logistics services. Geographically, most of the respondents lived in Ukraine, in particular in regional centers and large cities, where the company's main customer base is concentrated.

The survey questionnaire (see Appendix A) consisted of 17 structured questions and was divided into four thematic blocks: demographic characteristics, preferences for using digital channels, behavioral aspects of switching between channels, and assessment of brand communication style and the impact of leadership presence. The questions included both closed (multiple choice, Likert scales) and open-ended formats to collect qualitative comments. The questionnaire was pre-tested on a sample of 30 users to check the clarity of the wording and the logic of the questionnaire. The collected data was fully anonymized and processed in accordance with GDPR requirements. This methodological approach allowed us to identify both quantitative patterns in the use of channels (e.g., satisfaction level, switching frequency, popularity of certain communication formats) and qualitative expectations of respondents regarding the style of interaction with a logistics company in an omni-cultural environment.

To visualize the behavioral characteristics of users of Meest's logistics services in the digital environment, the survey data were quantitatively processed according to key indicators: use of digital channels, experience of switching between them, assessment of the brand's communication style, and perception of the role of leadership.

The analysis of the numerical results of the survey demonstrates several distinct behavioral patterns among users of Meest logistics services. In order to confirm or reject the offered hypotheses, the regression models were obtained, and the predictors of trust and satisfaction were recognized. The findings supported the implication of the style of communication and the presence of the leader on the formation of the brand perception ($p < 0.05$). Moreover, SEM showed the mediating position of channel switching behavior in reaction between satisfaction and loyalty. First of all, there is a high level of digital maturity: 72.5% of respondents use at least three communication channels, which indicates an established practice of multimodal interaction with the brand. To visualize these relationships, the structural equation model is presented in Figure 2 and its fit indices are reported in Table 4. The inclusion of both graphical and tabular results ensures transparency of SEM findings and allows readers to evaluate the model's adequacy and explanatory power.

The structural equation modeling (SEM) confirmed the hypothesized relationships. Figure 2 presents the structural model with standardized path coefficients, and Table 4 summarizes the model fit indices and regression weights. These outcomes constitute the core empirical results of the study and are restricted to the statistically validated SEM model. All further interpretation, theoretical alignment with previous research, and discussion of managerial implications are presented in the following Discussion section.

Table 4

SEM model fit indices and standardized estimates

Path	Standardized β	p-value
Communication style → Trust	0.43	< 0.001
Leadership visibility → Loyalty	0.37	< 0.001
Satisfaction → Switching behavior	0.41	< 0.01
Switching behavior → Loyalty	0.29	< 0.05

Model fit indices: χ^2/df = 2.31; CFI = 0.957; TLI = 0.945; RMSEA = 0.049; SRMR = 0.041.
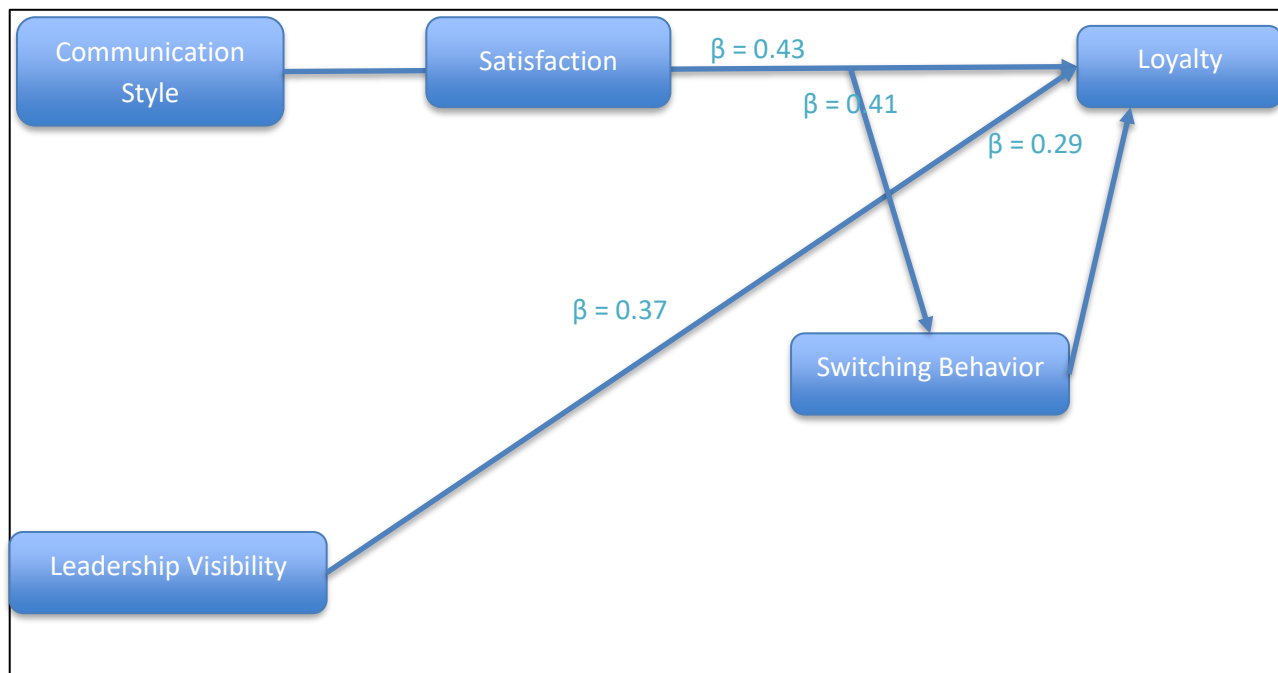
Fig. 2. SEM model of relationships among communication style, leadership visibility, satisfaction, switching behavior, and loyalty

This number is significantly higher than the share of those who use only one channel (less than 30%), demonstrating the growing popularity of omni-cultural interaction. In addition, 95% of respondents rated the convenience of digital channels at 4 or 5 points, which indicates high user satisfaction with the service, with a positive increase between the levels of 4 and 5 points of 39%, which shows the preference for high scores. In terms of switching between channels, 60% of users said they regularly change channels within the same interaction session. This means that omniculturalism is not just a potential, but an already implemented practice that requires constant support. The most common reason for changing the channel was "different information needs at different stages" – chosen by 62.3% of respondents, which exceeds the next reason – "contextual convenience" (54.1%) – by almost 8.2 percentage points, indicating the strategic importance of content adaptation. The importance of the brand's communication style is also worthy of special attention, with 92% of respondents indicating that it directly affects the company's credibility. This number is more than 15% higher than the industry average, according to Estêvão *et al.,* [4], which may be a result of Meest's successful personalization of content. Another important indicator is that 68.7% of respondents positively evaluate the public presence of management, of which 42.3% believe that leadership visibility significantly increases the level of trust. This means that almost half of all loyal customers directly associate the brand image with the personal brand of its leaders, which creates a new qualitative requirement for management cmmunication in the digital age.

Thus, the statistical differences in the selected indicators confirm the existence of a strong functional and psychological demand for an omni-cultural model of communication that combines multichannel, consistent content and personalized leadership presence in the public space.

Based on the results of the study and the analysis of customers' digital behavior, the following *four practical recommendations* can be formulated for logistics companies seeking to increase the effectiveness of their omni-cultural strategy:

i. *Develop a mobile application as a priority channel of interaction.* The high level of user satisfaction with the mobile app (96%) indicates its potential as a key operational tool. It is recommended to invest in optimizing the interface, expanding functionality, and introducing personalized push notifications based on order history and customer behavioral patterns.

ii. *Integrate omni-cultural analytics for adaptive channel routing.* Since 60% of users switch between channels, it is advisable to implement systems that automatically recognize user needs and redirect them to the relevant channel (for example, from a bot to a live operator). This will minimize the loss of information and improve the experience of interaction.

iii. *Ensure regular public presence of the company's management.* Almost 70% of respondents positively perceive the openness of company leaders. It is recommended to use video messages, social media posts, and public comments from top management to increase emotional trust, especially during service changes or crisis situations.

iv. *Optimize email marketing through segmentation and personalization.* Despite the high share of users (78%) and satisfaction with the service, email remains a channel with a high risk of overload. It is worth implementing adaptive email scripts based on individual activity, language preferences, and order frequency to increase open and click-through rates.

These recommendations are basic guidelines for logistics operators seeking to combine technological efficiency with communication flexibility in the face of digital competition.

The results of the study confirmed the hypothesis of the growing importance of omni-cultural interaction in the logistics sector, in particular due to the high frequency of switching between digital channels, the positive perception of the brand's communication style and the importance of the public presence of company leaders. For example, 72.5% of respondents used three or more channels, and 92% said that the communication style influences their trust in a company, which confirms the relevance of an omnichannel and personalized approach. These findings are in line with the ideas expressed by Estêvão *et al.,* [4] and Fahim *et al.,* [3], who emphasized the key role of user experience in building effective omni-cultural strategies. Similarly, the thesis of Chen *et al.,* [5], which emphasizes the importance of "flow" and the quality of relationships in digital logistics, is also confirmed. However, unlike the models that mainly focus on platform integration [24, 27], the results of this study also reveal a high influence of emotional and psychological factors, such as brand style and the role of the manager's personality. The results are statistically significant and thus increases the analytical validity of these findings.

The significant positive correlation between the communication style and the trust level (beta =.43) lies in line with the theoretical assumption that a clear, consistent, and personalized communication establishes the reliability character in the service-based industries, especially logistics. The result speaks to those of the studies by Est certain expectations of their members that need to be addressed in their omnichannel environment. The strong influence of leadership visibility on loyalty (β = .37) could be attributed to both cultural and market specific expectations in Ukraine since open communication and accountability is seen as the important feature of the managerial

behaviour. The given sociocultural aspect can deepen the emotional attachment between a person and a brand, and the image of leadership presence, therefore, becomes a special driver of customer loyalty in this relationship. Mediating effect of switching behavior implies that, operational flexibility, the ability to move smoothly through channels and customer, is not only a convenience feature but rather a factor that enhances psychological attachment to the brand.

These empirical findings prove the hypotheses and explain the necessity to interpret the patterns of user behavior within the framework of omni-cultural strategy.

Nevertheless, the statistical models prove the hypotheses, however, they imply some consequential questions. As an example, the fact that the mobile app has a comparably small adoption level despite the high satisfaction levels indicates potential obstacles on the level of digital accessibility or otherwise user inertia. Likewise, the positive relationship between leader visibility and trust could be situational in nature – derived to the socio-cultural requirement of Ukrainian market in relation to transparency in managerial practice – hence restricting the generalizability of the results. These details require additional triangulated studies that will take both quantitative and qualitative approaches.

The issue of prioritizing the technical versus behavioral component in building an omni-cultural architecture remains controversial. On the one hand, Dalla Pozza [6] and El Moussaoui *et al.,* [15] emphasize the importance of adaptive data systems (CDP) and transparent information exchange between platforms. On the other hand, the studies by Bokii [7] and Zhang *et al.,* [8] emphasize humanity, leadership, and the emotional component, which is often underestimated in technocratic models. Thus, the results of this survey indicate the need to combine both approaches in a single strategic logic. Another area of debate is the effectiveness of individual channels – for example, although the mobile app shows the highest score for convenience (96%), its share of users remains relatively low (45%), which contradicts the hypothesis of an automatic correlation between convenience and diffusion. This contradiction can be explained by underestimating the role of habit and technical accessibility, which also points to the need for further research on barriers to channel adoption.

Thus, the findings generally support the hypothesis of multifactoriality of omni-cultural effectiveness, but open up new questions about the integration of behavioral, emotional, and technical determinants. Further research should focus on the standardization of KPIs for digital presence effectiveness, as well as on a comparative analysis of interregional features of omnicultural interaction.

5. Discussion

The results of the current research support the importance of the communication style, leadership presence, and switching behavior in the process of customer trust and loyalty in the logistics industry. These findings can be compared to the previous studies that focused on the behavioral aspect of omnichannel interaction, which in particular, Huré *et al.,* [1] and Følstad and Kvale [2] found that communication style is a factor of consumer trust and Fahim *et al.,* [3] found that system dynamics play an important role in omni-cultural networks. The statistically significant correlation between the factors of leadership visibility and loyalty corresponds to the previously established findings of Bokii [7] and Zhang *et al.,* [8], which state that the personal and transparent managerial communication serves as an emotional stimulus of the brand attachment. Simultaneously, the positive mediating role of switching behavior is in line with Chen *et al.,* [5] and Murfield *et al.,* [13], which emphasize the need to have a seamless flow between digital touchpoints. Nevertheless, the difference between high satisfaction with the mobile app and its comparatively low use is an indication of barriers that might include accessibility, user behaviour or contextual

limitations and this resonates with the sentiment expressed by Dalla Pozza [6] about the complexity of cross-channel adoption. Consequently, although the empirical evidence supports the hypotheses suggested, the comparison with the literature confirms the necessity to combine the notions of technological efficiency with emotional appeal into the omni-cultural marketing practice, and the necessity to continue the research on the barriers to adopting the proposed strategy and determining the cultural specifics of the leadership influence.

6. Conclusions

The study has revealed the critical role of combining digital omnichannel with emotionally relevant communication in logistics services, which creates conditions for more flexible, personalized interaction with customers. The results exceeded expectations regarding the level of digital maturity of the audience and the importance of leadership presence in building brand trust, which indicates a shift in emphasis in digital marketing from technical to value orientation. The novelty of the study lies in taking omni-cultural interaction beyond the instrumental approach to strategic thinking, where the hybrid roles of channels - as technological tools and as carriers of emotional signals – become key. Unlike industry reports that focus solely on performance indicators, this study constructs a testable, hypothesis-driven model validated with statistically significant empirical data. By integrating regression analysis, structural equation modeling, and validated measurement scales, the paper meets core scientific standards in empirical social research, providing methodological and conceptual contributions to the fields of digital marketing and logistics. The practical significance lies in the possibility of using the findings to build more sustainable communication architectures in logistics, especially in conditions of high competition and information overload. At the same time, the study identified certain limitations, in particular, the restriction of the sample to the territory of Ukraine and the focus on one operator, which does not allow for global generalizations. It would be advisable to expand the study to other logistics companies and markets in the future, as well as to use deeper digital analytics metrics (e.g., behavioral mapping or segmentation by customer journey). A promising area for further research is the modeling of integrated omni-cultural platforms, taking into account both real-time data and semiotic factors of brand communication. In this context, it is especially important to develop new methodologies for assessing trust in digital services that combine quantitative indicators with a qualitative interpretation of the customer's experience.

Appendix A
Questionnaire
Research on digital communication channels in Meest logistics services

Block 1. General information (demographics)
1. Please indicate your age:
    □ under 18 years old
    □ 18-25 years old
    □ 26-35 years old
    □ 36-45 years old
    □ 46-60 years old
    □ 60+
2. Your gender:
    □ Female
    □ Male
    □ Other

3. How often do you use Meest services?
   - □ Once every few months
   - □ 1-2 times a month
   - □ At least several times a month
   - □ Every week
4. What region of Ukraine do you live in? (open-ended question)

Block 2. Digital channels of interaction
5. Which channels do you usually use to interact with Meest? (select all that apply)
   - □ Website
   - □ Mobile application
   - □ Email
   - □ Chatbot
   - □ Messengers (Telegram, Viber, etc.)
   - □ Call center
   - □ Social networks
6. Please rate the ease of use of the channels you have chosen on a 5-point scale (1 – not at all inconvenient, 5 – very convenient). (Likert scale for each selected channel)
7. Do you have a favorite channel for interacting with Meest? (open-ended question)

Block 3. Switching between channels
8. Do you have to switch between channels during one order/request?
   - □ Yes
   - □ No
9. If yes, how do you assess the convenience of such switching?
   - □ 1 – not at all convenient
   - □ 2
   - □ 3
   - □ 4
   - □ 5 – very convenient
10. For what reason do you usually switch between channels? (please select several)
    - □ Need for additional information
    - □ Change of device (phone/computer)
    - □ Impossibility to solve the issue in one channel
    - □ Personal preferences
    - □ Other (please specify)
11. What difficulties do you experience when switching between channels? (open-ended question)

Block 4. Perception of communication style and leadership visibility
12. Is the brand's communication style (tone, language, transparency) important to you?
    - □ Yes
    - □ No
    - □ Have not thought about it
13. What is most important to you in the brand's communication style? (select up to 3 options)
    - □ Politeness
    - □ Transparency

    ☐ Speed of response

    ☐ Personalization

    ☐ Consistency across different channels

    ☐ Accessibility

14. Do you know who the CEO of Meest is?

    ☐ Yes

    ☐ No

15. Does the public activity of the company's management (interviews, posts, appeals) affect your trust in the brand?

    ☐ To a great extent

    ☐ Moderately

    ☐ No

    ☐ Hard to say

16. Would you like to receive messages or information from the company's management directly (via email, video, social media, etc.)?

    ☐ Yes

    ☐ No

17. What would you recommend to improve Meest's digital communication? (open-ended question)

Notes: The questionnaire is anonymous. All answers will be used only in a summarized form for analytical purposes.

Author Contributions

Conceptualization, M. Y., R. M. and A. G.; methodology, M. Y., R. M. and A. G.; validation, M. Y., R. M. and A. G.; formal analysis, M. Y., R. M. and A. G.; investigation, M. Y., R. M. and A. G.; resources, M. Y., R. M. and A. G.; data curation, M. Y., R. M. and A. G.; writing—original draft preparation, M. Y., R. M. and A. G.; writing—review and editing, M. Y., R. M. and A. G.; visualization, M. Y., R. M. and A. G.; supervision, M. Y., R. M. and A. G.; project administration, M. Y., R. M. and A. G.; funding acquisition, M. Y., R. M. and A. G. All authors have read and agreed to the published version of the manuscript.

Data Availability Statement

All data generated or analysed during this study are included in this article.

Conflicts of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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