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How to improve Customer Trust of online shopping in pandemic times by the digitalization of services and overall improvement of Decision-Making process by top management

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Abstract

More recently, before the crisis, the digital world was not as developed as the more traditional offline world. But already in 2020, after the start of the pandemic, people began to dive deeper into the online world - online work, online orders and services began to gain popularity. The sudden demand for digital services has provided a powerful boost to the digital technology industry's growth. For every company and every manager, the pandemic has affected in its own way, for some companies it has brought benefits, and for others has caused great damage. The given research paper explores the decision-making process, digitalization of various areas, remote work, how the coronavirus affected all areas of life and how the top management of various companies dealt with it. During this study, surveys were conducted in which about 200 people took part and in-depth interviews with some of the most influential online stores in Kazakhstan. As a result of the study (observation, quantitative and qualitative analysis), it was found out that the more flexible the organizational structure and the more democratic, the freer the style of top management, the faster companies adopt to new circumstances and, as a result, win in situations of uncertainty, in our case - pandemic.

Key words: pandemic, quarantine, top managers, digitalization, online, offline, decision making, research, COVID-19.

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Introduction

In turbulent world environments it's necessary to be flexible. In order to become more successful and reach new career heights in the modern digital world, it is important for us in the research process to identify the main trends affecting the business and the labor market at the present time. The Internet, which unites billions of people around the world, is the backbone of the modern information society. The growth of Internet penetration¹ is increasing every year. In Kazakhstan, according to Yandex Radar², the number of Internet users in 2018 is 84.2% of the total population, in the country they use the mobile Internet more actively than the fixed Internet³ - 81.9%. In January 2021, there were 15.47 million Internet users in Kazakhstan. In the period from 2020 to 2021, the number of Internet users in Kazakhstan increased by 741 thousand (+ 5.0%). Internet penetration is directly related to digitalization⁴, since thanks to the advent of the Internet, everything began to go digital.

People must learn quickly, adapt to circumstances, create new strategies and design products according to customer preferences and behavior. However, to do this companies must have an appropriate corporate culture, overall organizational structure and leadership styles. All of this is important because everything within the organization starts with the founder, CEO⁵, regional manager, shareholders⁶ and so on. In other words, Captains are ruling the ship. The hiring process also starts with the first person of the company, and all the operational processes begin and end up with a leader, therefore, it all depends on the culture. It all depends on the culture and management of the company, on the leader's style, thinking

¹ The Internet Penetration Rate refers to the percentage of a country's or region's total population that uses the Internet.

² Yandex. Radar shows how people use the Internet in CIS countries.

³ Fixed Internet - based on wired connections.

⁴ Digitalization is the make use of digital technologies and the process of transition to digital business.

⁵ Chief Executive Officer (abbreviation CEO, tracing from Amer. English "chief executive officer") - director, senior management position.

⁶ A shareholder is an individual who owns stock in a company and thus receives a portion of the profits as well as the ability to vote on how the company is managed.

and strategic vision. Consequently, this is top management that is in charge of understanding the situation and emergency of various trends, the decision-making process and reactions, speed of adaptation to the fluctuations of the market, all of those factors will be crucial for the share of sales, profits and, of course, satisfy, surprise customers and exceeding their expectations. With the onset of the pandemic⁷, many different management trends have emerged in the world, one of the main ones being ubiquitous digitalization. Some companies were already on their feet in the digital world, somewhere only planning implementation processes, and some were not at all ready for such changes. Thanks to the competent implementation of anti-crisis management tools, high level of adaptation to a new lifestyle of top managers who know how to react just in time and come up with the right decisions, not only themselves, but the whole company stayed afloat. A good manager can be seen by what he manages, if it is a successful enterprise, then it means that these are his tools that succeed. It is not for nothing that they say that a top manager is the face of a company. "It's not logical to recruit smart people and then tell them what to do; instead, we hire smart people to tell us what to do." - Steve Jobs said. From his words we can conclude that Apple's corporate culture focuses more on workers' abilities as they undergo a rigorous selection process, where the intellectual capacity⁸ is taken into account, which includes ideas that they offer to improve the work process when having freedom of voice and actions while doing their work for the company, respecting all confidentiality rules.

It all starts with management, so there are a lot of approaches to leadership styles, as different organizations need different approaches, but there are three main ones, generally accepted styles that serve more as a landmark rather than instructions: authoritarian, democratic and liberal. When comparing the management styles of Western countries with those of Asia, one can immediately notice that the difference is enormous. If, for example, the West is more developed and uses democratic or liberal

⁷ A pandemic is an outbreak of an infectious disease that has spread through a vast area, such as several continents or the entire world, and has affected a large number of people.

⁸ Intellectual capacity is referred to the ability to think, read, prepare, and conduct with consistency.

management styles, relying solely on the experience, skills and knowledge of employees, then in Asia more working style is authoritarian, there is a hierarchy, there is status and bureaucracy in society. In simple words, in such organizations where this style is present, and there are many of them, they value loyalty, dedication and length of service, while in Western companies, especially in American ones, they use the FOS⁹, where everyone has equal rights in the workplace, employees and their managers are more open, flexible, ideas are highly valued in companies. Regional top managers themselves think strategically, simply, in a modern way, they listen to their employees, taking their ideas into account, VoC¹⁰ is important to them. Such companies are in constant search of adaptation and optimization of processes.

Hence, our hypothesis arises that not all companies in our country understand how strong and in which way style, approach, tactics, and management strategy of the company affect the speed, flexibility of decision-making, the birth of new ideas, and adaptation to new modern realities. But those companies that understand this and adapt to the modern developing world become market leaders in various segments and inspire the greatest confidence among consumers.”

With our hypothesis, we want to prove that we have companies that have managed to adapt to the new digital world during extreme situations, in our care pandemic times. Therefore, we have chosen companies such as Glovo, Kaspi bank, Technodom, Kazakhtelecom, Fortebank, Lamoda, which strive to be more modern and digitalized. In such successful companies, they listen to each other, express their opinions to each other through feedback, as within the organization, for example, meetings to discuss tasks and new ideas on the project, where they listen to the opinion of the whole team, brainstorm¹¹; and outside through VoC survey, focus group, different marketing researches and based on this make

⁹ Flat Organizational Structure - An organization structure with little to no layers of management between management and staff level employees.

¹⁰ Voice of customer (VoC) - refers to emphasizing the customer's opinions, experiences, and suggestions about your brand.

¹¹ Brainstorming is a group creativity practice in which participants work together to come up with a solution to a problem.

decisions. This technique is very relevant for our topic since during a pandemic, many companies in the shortest possible time needed to choose such an approach to management.

The challenge of making the right decisions for top management is escalating, especially these days when people are becoming more interested in business, and the number of enterprises is growing faster and everything is moving to a more digital format. When managing any large company, small business, making any decisions, it is important to understand that “now people buy and learn in a completely different way than just a couple of years ago, so marketers need to either adapt or prepare for extinction,” - Brian Halligan¹². What is marketing as understood by ordinary people? Marketing is both a science and art for exploring, creating, and selling certain values that a particular company carries. Furthermore, the main goal of marketing is to satisfy the needs of consumers by offering products/ services of the highest quality and, of course, making a profit. Leaders of any company must know-how, based on an understanding of consumer behavior, to carry out activities and develop their strategy. For example, marketing of the distant 20th century was actively developing and industrializing¹³, technologies and equipment came to replace manual labor¹⁴, and already in the 21st century, digitalization is taking place.

The most striking example of marketing at that time was Henry Ford¹⁵, because he drove his own car to attract buyers and even then, believed that advertising was the main tool for promoting business ideas. CRM¹⁶- analysis, forecasting has become a daily part of the professional activity of every marketer, companies are implementing various technologies and programs in order to ultimately offer the client more favorable conditions than competitors. As market relations develop and competition intensifies in Kazakhstan, customer service becomes more and more important for the company. Every employee of

¹² Brian Halligan is the CEO and co-founder of HubSpot, a company that specializes in inbound marketing and sales tools.

¹³ The process of accelerated social and economic transition from the traditional stage of development to the industrial one.

¹⁴ Manual labor is manual labor performed by humans, as opposed to labor performed by machines.

¹⁵ Henry Ford - American industrialist, owner of car factories around the world.

¹⁶ Customer Relationship Management System (CRM System) is business software that automates customer engagement strategies, with the goal of increasing revenue, optimizing marketing, and improving customer service.

the enterprise must be customer-oriented, and this feature is very important to adapt during the crisis as well.

In the 21st century, product-as-a-service is gaining momentum. In the business sector services are moving away from the emphasis of “selling as high as possible” to the need to retain customers and attract even more. For example, a car-sharing service, thanks to various digital platforms, benefits for both consumers and manufacturers as well as various food delivery services, online education, and many other successful online products that people use on a daily basis.

The main problem of the study is the customer’s distrust of the online format, which means that top management does not fully do their job effectively, lack an understanding of the behavior of consumers in online trade-in Kazakhstan, lack in understanding of what decisions need to be made in various situations, lack in understanding of flexible online – management system - all this will be studied in our graduation project.

As the digital world is only gaining momentum, consumers simply do not fully trust online space, which is a huge problem at the moment, but the emergence of the crisis has very well set off to start exploring the issue of customer confidence in digital technologies. Today top management does not understand consumer behavior and why there is no trust, because it has not fully studied their motivation to make certain purchases, both digital and traditional. This means that it is necessary to study the stereotypes of consumer behavior, their habits, needs, preferences, perception of the product and to motivate consumers to start trusting.

Research Methods

Analysis and synthesis, graphic and statistical analysis, in-depth interview. The instrumental and methodological apparatus of the study is built on the analysis of business indicators of KPI¹⁷, the use of factor analysis and the use of the method of expert assessments. Kazakhstan is somewhere between Western and Asian style of government. This means that our country is developing, changing, and does not standstill. Many businesses in Kazakhstan, due to the 21st century and the era of digitalization, are changing their outdated management apparatus since they are losing their relevance, do not bring much profit, and of course, competitors can easily take their place because the one who does not stand still wins. Of course, many countries take various ideas, skills, innovations from other countries, but in this case, it all comes from the West. And Kazakhstani companies and businesses do not lag, or easily introduce new borrowed technologies, and due to this, we have examples of successful business, due to management, because the organization is flexible and innovative. Indeed, during the period of the pandemic, many businesses and companies collapsed, but at the same time, many companies that were able to be “agile” did not stand still, easily adapted, quickly made important decisions, moved to the digital world and caught the peak of their development.

Based on the above words: the goal is to study behavior, customer trust, decision-making by management and digitalization of companies during a pandemic:

- examine how the pandemic affected these companies and their sales and services (Technodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank JSC;)

- define e-commerce¹⁸ in the context of the user experience of online stores;

¹⁷ A KPI (Key Performance Indicator) is a measure of progress in completing a task or achieving a set of objectives.

¹⁸ E-commerce is an economic sector in which trade and financial transactions are conducted over the Internet.

determine the impact of the development of online commerce on the general lifestyle of consumers and the culture of shopping;

- develop measures to increase customer confidence in online shopping during a pandemic;

- to analyze the styles of management and decision-making of the world's leading brands in retail on the example of Technodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank;

- to determine the degree of influence of the development of online commerce on the general lifestyle of consumers and the culture of shopping;

- develop measures to increase customer confidence in online shopping during a pandemic;

- to analyze the management styles of the world's leading brands in retail on the example of Technodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank;

- to trace the evolution of consumer behavior and trust in the field of electronic retail trade using the example of Technodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank.

Literature Review

There are many aspects affecting top management decision-making strategies, they can be grouped into external and internal categories. In the given research paper in terms of internal factors will be discussed: corporate culture, management styles and marketing knowledge. External factors will cover such issues as cultures of specific areas and factors which can affect them.

Culture Differences

Since 1967, a Dutch academic, psychologist and expert in the field of international business, Geert Hofstede¹⁹ (1928) has started to analyze the vast amount of data collected by IBM²⁰, inventing one of the most extensive research on the relationship between cultural values and corporate climate and wealth.

According to his Cultures' Dimensions Theory²¹, countries divide into collectivist and individualist which concern how relationships and goals are prioritized by people, this is "the degree to which people in a society are integrated into groups" - Hofstede, therefore in individualist communities' people are only supposed to look after themselves and family, and in collectivist communities people belong to "in groups" that take care of them in exchange for unquestioning loyalty.

Another cultural dimension is masculinity versus femininity. In masculine cultures, people tend to be driven by competitiveness and success, and in feminine cultures by the quality of life, which means that it describes if the motivation is more "to be the best" or "to do what you like".

According to Hofstede's analysis, there is a correlation between the culture type and wealth in different countries according to which highly individualistic masculine countries with lower PDI²² show greater results in terms of wealth and vice versa, many areas with highly collectivist cultures had lower results. Hofstede assumes that it is related to differences in values as in individualistic masculine cultures society encourages people to be proactive, purposeful, initiative, independent and creative. On the other hand, in collectivist feminine cultures such qualities as amenability are valued, therefore group opinion is viewed as more important than individuals.

¹⁹ Geert Hofstede - the sociologist, proposed a collection of indicators that assess the cultural characteristics of various peoples, based on research conducted in the 1960s and 1970s.

²⁰ IBM is a multinational corporation headquartered in Armonk, New York, that is one of the world's largest manufacturers and suppliers of hardware and software, as well as IT services and consulting.

²¹ Gert Hofstede's typology of cultural aspects is the foundation for cross-cultural contact.

²² The power distance index (PDI) is a societal trait that measures the rigidity of a society's current social hierarchy as well as the degree to which its members support it.

Chart 1

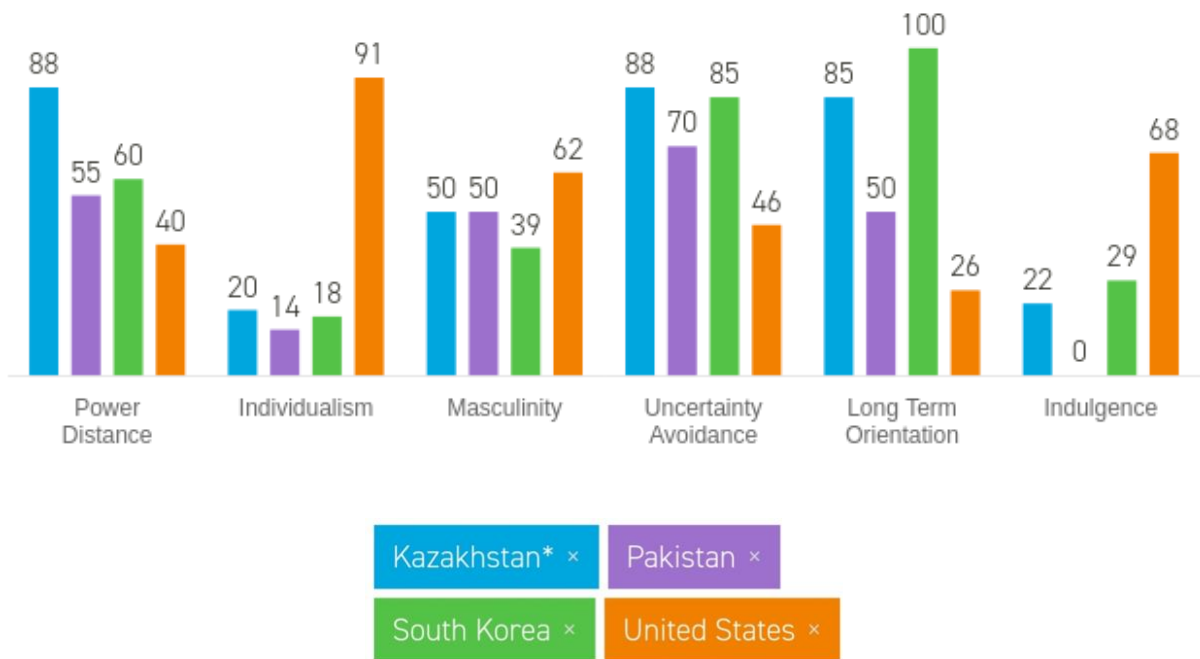
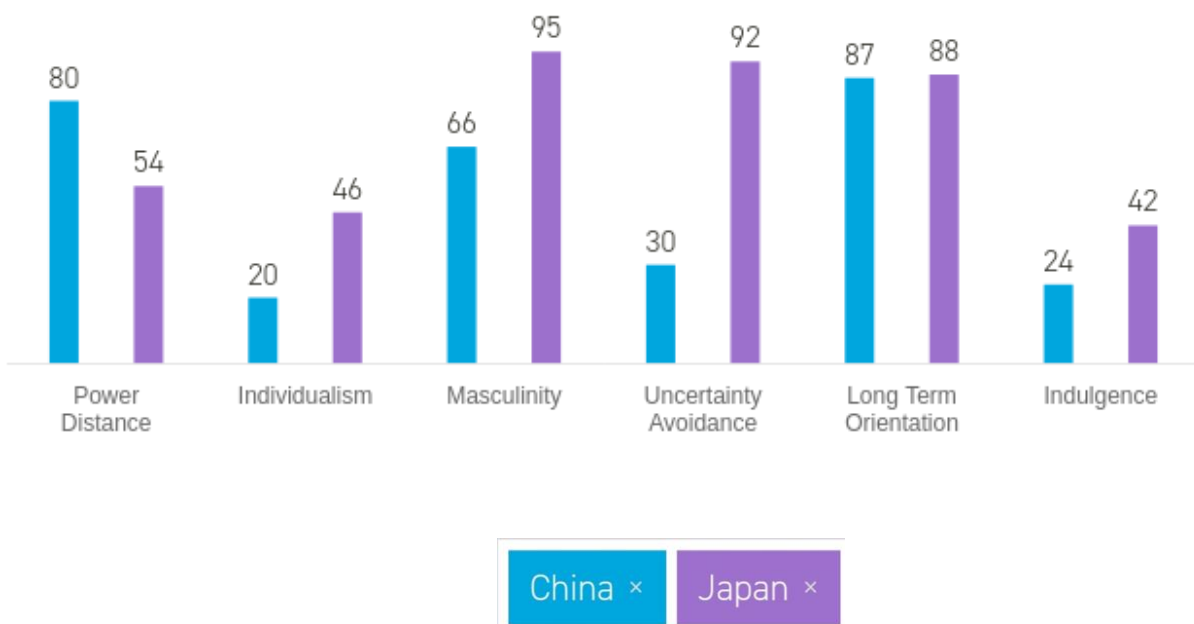


Chart 2



From the statistics (Chart 1, Chart 2) where South Korea (green), Pakistan (purple), United States (orange) and Kazakhstan (blue) are compared it can be seen that different dimensions affect each other and can interchange, resulting in overall increases in countries' wealth level. Therefore, for instance, as it is shown in the bar chart below South Korea (green), like many Asian countries have a highly collectivistic society, where relationships in the workplace are regarded as ones close to family, with precisely defined hierarchy (60 is considered as intermediate PDI level). On the graph, it can be seen that Pakistan has almost the same characteristics in terms of the first four dimensions but in terms of long-term orientation rate and indulgence, there is a substantial difference. South Korea reaches 100, which equals two Pakistan's rates, and scores the maximum level on Long-Term Orientation²³, which makes the given area one of the most rational countries in the world, investing in the future resources such as, for example, modern education. The last dimension is Indulgence/Restrain, here Pakistan has 0 rate and South Korea 29. This aspect explains the extent to which people try to control their inner impulses according to society's norms. Both countries have relatively low levels on the sixth dimension, which makes their citizens feel restrained, more pessimistic and at some point, uncomfortable with social norms, yet they have a big difference on the given level.

It is also interesting to see how the two richest countries according to Forbes, with the most billionaires in the world, have drastically deviations in several aspects (USA - Chart 1, China - Chart 2). Here, both countries have relatively high masculinity rates, at the same time, the USA has a 91% rate of Individualism, which is the highest level in the world. The given combination shows Americans' overall drive towards success, with their premise "liberty and justice for all" and "do the best you can do" mentality, with a high Indulgence rate it "strengthens" low long term orientation rate and makes the USA the wealthiest territory in the world. It is important to add that its PDI is low as well, which shows that its hierarchy exists mostly only for convenience.

²³ Long-Term Orientation is when you're thinking about the future. You can forego immediate financial or social prosperity, as well as immediate emotional satisfaction, to plan for the future.

On the other hand, what is interesting, while in the United States the Uncertainty Avoidance level²⁴ is low, in China it is even lower, which makes Chinese culture one of the most flexible in the world. A high Long Term Orientation rate it demonstrates Chinese society's tendency to be open to new risks and possibilities, being pragmatic (high Long Term Orientation rate) yet changing the rules according to the environment and embracing ambiguity, which Chinese language vocabulary is full of. Therefore, China has 389 billionaires with a Total Net Worth of 1.2 trillion dollars and obtains the second place in the list of countries with the biggest number of billionaires, right after the USA with 614 billionaires with a Total Net Worth of 2.9 trillion dollars.

Exploring methods to improve companies' well-being during pandemic times in Kazakhstan, it is crucial to examine the corporate culture and structure, the overall workflow process. It is important to add that Kazakhstan is located in Central Asia, between Europe and East Asia, therefore it has features of both areas. As it can be seen from the bar chart, Kazakhstan has a relatively high Long Term Orientation rate and an intermediate Masculinity rate, yet its economy has experienced an extremely big damage. Looking at the graph (Chart 1), it can be assumed that it has happened because of extremely high-Power Distance Index, low Individualism rate and high Uncertainty Avoidance, which results in a considerable lack of flexibility, work conditions for creativity and avoidance of taking responsibility in the workplace.

In order to find the solution to the problem found, firstly, the term corporate culture will be examined.

²⁴ Uncertainty avoidance is how cultures differ on the amount of tolerance they have of unpredictability.

Corporate culture, structure and workflow

The word "corporate culture" was coined in the 19th century by German field marshal Moltke²⁵, who used it to describe officer relationships. In most companies, corporate culture is a dynamic collection of unproven assumptions that are agreed upon by all members of the team and serve as a general structure for action. Today's leaders and managers view their company's culture as a powerful strategic tool for aligning all divisions and individuals behind shared objectives, mobilizing employee initiative, and promoting constructive communication. They aim to instill their own culture in each company, ensuring that all workers are aware of and follow it. "One method of carrying out organizational activities is through the use of language, folklore, customs, and other means of transmitting core values, beliefs, and philosophy that guide the enterprise's activities in the right direction." - Gareth Morgan²⁶.

The traditional workspace is changing faster with everyday, nowadays organizations need to digitalize and evolve if they want to keep and attract talents, furthermore after the pandemic has started urgency increased exponentially. The lockdown showed all the weaknesses and immobility that many organizations have. Therefore, it is crucial nowadays to add to the list of corporate values flexibility and speed. As Steve Price²⁷ says: "Work culture in which team members can connect, regardless of where, when and how they work is becoming a new norm). In order to make the process easier and more comfortable for employees, according to Extrinsic/Intrinsic Motivation theory²⁸ it is important not to overuse extrinsic motivation methods as it can lead to loss of interest in the process itself. The studies of learning behavior have shown that humans are naturally proactive and interested in learning, yet a school

²⁵ Prussian field marshal Graf Helmuth Karl Bernhard von Moltke was the Prussian Army's chief of staff for thirty years and is credited with inventing a revolutionary, more modern way of leading armies in the field.

²⁶ Garrett August Morgan Sr. was an African American inventor, businessman, and community leader.

²⁷ Steve Price is Chief HR Officer of Dell's company, leading both Human Resources and Global Facilities.

²⁸ The theory that Edward L. Deci developed.

system that is built mostly on long-lasting extrinsic motivation does not nurture it. A series of experiments conducted in 1980, in which pupils of 10 - 12 years old were assigned to receive either feedback, grades and feedback or grades only, have shown that students who applied for feedback only had astronomical results comparing to those, who received grades as well or grades only. The students with the feedback option were given the list of skills according to which mentor's answers were given, therefore it was found out that it is important for people not to concentrate on rates, levels and grades (formalities) but on the process and the results which they are interested in or curious about.

In many companies nobody plans corporate culture, it appears by itself. This situation might come up effective, yet it means that no one controls an important ingredient of an organization's success, and corporate culture is the only aspect that can be harmed in a long term because of failed experiments as after some period of time it is hard to change it and in companies begins a period of natural selection. Therefore, it is important to think about the company culture at the very beginning.

In every company with strong corporate culture must be valued. In order to come up with the right values, founder must ask himself: What if a tired and confused employee who works till the night time must make a difficult decision, can he refer to corporate values in order to decide what to do right? Jack Welch²⁹ once said in his book "Winner": "Corporate values are not worth the paper that they are printed on if they are not constantly spoken out and supported by rewards".

Which means that if smart creatives can not come up with effective decision referring to the values than they must be revised. According to Eric Schmidt in his book "How Google does IT" he says, that people should not "listen to HIPPOs³⁰", because salaries should not be involved in decision-making

²⁹ John Francis "Jack" Welch Jr. is an American entrepreneur. 1981-2001 CEO of General Electric, his book "Winner" 2005.

³⁰ Highest-Paid Person's Opinion - abbreviation from English (opinion of the highest paid person) book "How Google does IT" p. 86.

process. As James Barksdale³¹ said: "If anyone has some data, let's hear it. If we're just going to use opinions, then we're going to use mine".

Therefore, while listening to HIPPOs leads to tenureocracy³², where HIPPO and smart creative are involved. Here the task of HIPPO is to concede if he feels that his idea is not good enough, and the task of creative is to express opinion openly.

Overall, meritocracy³³ creates an atmosphere where the best decisions are made and everyone feels valued and in charge.

Reorganization is one of the most unpleasant words in corporate lexicon like "outsourcing" or "eighty slides presentation".

Sometimes directors come to the conclusion that a company's structure cause problems as organizations grow and what was suitable for companies with one local point is not convenient anymore for large companies with points all around the world.

For this purpose, Google invented "the Rule of Seven" according to which there must be every department manager must have no less than seven subordinates. In flat organizational structures, this rule allows workers to have more freedom as managers just don't have much time to control every step.

At the same time "Rule of Two Pizzas³⁴" (Brandt, October 15, 2011) by Jeff Bezos, founder of Amazon, says that teams must stay rather small - so that it would be possible to full them with two pizzas. Small teams usually have less time for worries about who will take better rewards, therefore they become like families where can be wrangle yet they unite during extreme conditions.

³¹ James Barksdale - CEO of Netscape.

³² Neologism tenureocracy (from lat. tenure - term of office, kratos - force, power), in order to make conditions for creativity and speed development foundation must be a meritocracy. Therefore, in order to carry this out corporate culture should include "obligation to contradict".

³³ Meritocracy is the idea that people get ahead based on their own accomplishments.

³⁴ Theory "Rule of Two Pizzas" was founded by Jeff Bezos - American entrepreneur, founder and head of the Internet company Amazon.com.

Overall, every company has its own structure that would suit best for its goals, yet there is a guide point according to which there must be no less than seven subordinates under each manager according to "Rule of Seven" by Google and no more than maximum 16 (8 pieces × 2) people in a team according to "Rule of Two Pizzas" by Jeff Bezos.

According to Eric Schmidt³⁵, in order to make the workflow as fast as it can be the organizational structure must stay flat in all the aspects starting with job positions and ending with work elements. For example, in the Sun company³⁶ during the period of its rapid growth, they decided to reorganize and split the company structure into divisions and have separate profit and loss statements for each department, explaining it with the words: "Every tub has its own bottom". The organizational structure stayed confidential to the point where department managers didn't know it precisely.

As a result, focus on structural divisions and subdivisions caused a formation of a "stockroom" which interrupted the flow of information exchange between employees, and several P&L statements³⁷ lead to managers putting their statements above companies, which resulted in focusing not on creating good products (that would generate actual income) but on financial reports.

Management styles

Autocratic approach.

Also known as authoritarian style, it represents a top-down approach with one-way communication from top management to employees, here one individual control the whole decision-making process with little or no impact from subordinates. The named method might be useful in a sphere where quick decision making is required and appears a great deal of pressure or needs to be a well-defined

³⁵ Eric Schmidt technology businessman and software engineer, who was a CEO at Google from 2001 to 2011.

³⁶ Sun Microsystems is an American software and hardware company founded in 1982. (How Google Does IT, p.91)

³⁷ P&L – Profit and Losses Statement.

structure, e.g., military, manufacturing and construction. But at the same time, the autocratic approach has a harmful effect if used in the business sector, especially today when the pace of life becomes faster every day, as this method has a tendency to discourage make decisions without consulting with other people which discourages group input and results in the decrease in innovation thinking, creative solutions which can result in the decline of the overall long – term performance.

Additionally, the given type has subclasses with different ways of communication strategy: authoritative, persuasive and paternalistic.

Companies using authoritative style dictate strictly the expected behavior and results, micromanaging the whole process without placing confidence or trust in workers and not expecting any complies. Though it can be useful in certain sectors/situations, this approach has a higher tendency of hurting the subordinates' morale and therefore decreases effectiveness.

Persuasive communication type involves convincing employees that the employer's conclusion is good for the company, accepting any questions from employees and explaining the rationale behind it.

The third communication method is called paternalistic³⁸, organizations applying the given one refers to subordinates as “family” to make an atmosphere warmer and therefore improve efficiency, but still not allowing collaborating or questioning decisions and therefore this type is still viewed as autocratic.

Overall, besides the fact that the autocratic management approach is usually viewed negatively, it can raise productivity in certain narrow areas, where very well-defined structure, quick decision making and high risks are involved.

³⁸ Paternalism is an action that restricts the freedom or autonomy of a person or group and is intended for their own good.

Democratic approach.

This leadership style is considered one of the most effective for executives in leadership positions and can bring many benefits to an organization. What is a democratic management style in our understanding? This style implies independence and freedom in the performance of assigned tasks by employees, top managers make various decisions with the participation of subordinates, but they themselves are responsible for making the final decision. Share power and make decisions, but control the process of final results. There is such prejudice that a leader who adheres to a “democratic style” of management is good, and one who rules in an authoritarian regime is bad. But this is a myth because the management style is chosen based on the specifics and activities of the company.

There is a huge plus in a democratic management style - the importance of working and personal qualities as a leader and employees who also invest in achieving results. Employees respect their leader, consider them professional in their field, and the leader, in this case, motivates and encourages his subordinates. All of this builds respect for each other in the workplace and increases the effectiveness of results. There is a very appropriate saying: "A good boss is not the one who is feared, but the one who is afraid to disappoint." From a psychological point of view, every person has a need to feel needed and significant, so a democrat manager fulfills this need, and in return gets good employees and teamwork efficiency. The disadvantages of this style can be attributed to the fact that, for example, the leader gave slack in front of his subordinates and, as a result, the lack of a solid core from the boss leads to the fact that disorder and lack of respect begins, and the effectiveness of the entire team decreases. In fact, this line is very easy to cross, but it will be difficult to discipline back since you have to assert yourself in front of your team. It is also a huge disadvantage that an irresponsible leader if the desired results are not achieved, can shift all the blame and responsibility onto the ward, which ultimately leads to a complete lack of motivation to work further. This management style is more suitable for a creative and intellectual environment.

The main problem in management is that there is a lack of flexibility, working conditions do not motivate creativity and people are wary of taking responsibility in the workplace and are afraid of risks and new opportunities. There are combined and flexible management styles. They are very similar to each other, the combined management style includes three main ones - the authoritarian, democratic and liberal styles and combines them in practice, but such a leader cannot be specifically attributed to one style, since it includes all styles. The main difference between the flexible style is that it also includes three main styles, but this style is very changeable and the choice of which style to manage develops depending on the situation and environment, as well as on the mood of the leader himself. It is very important to understand when and what style is best to use since a true leader must be flexible and adapt to different situations.

Consequently, the level of the given to workers responsibilities and freedom at the workplace is not the only factor that affects the choice of top management style. According to the research carried out by Peter Drucker³⁹.

Self - governing workforce.

Peter Drucker put forward the idea of a self-governing workforce in the 1950s. The essence of the idea is that the company creates a democratic staff of managers and employees who are supposed to help in resolving issues concerning the social aspects of the company. This experience should help employees to acquire a sense of responsibility for the actions occurring in the company. Peter Drucker treated this idea with trepidation and considered it his most important management idea. In his research, Mr. Drucker stated that managers make it difficult for their employees to do their jobs. Because managers were distracting their employees with their beliefs on improvement. Because if you give your employees the

³⁹ Peter Drucker has been one of the most influential researchers since the 20th century. He is the author of over 39 books and several hundred articles. Although he was not a manager, his research is still relevant today.

freedom to act and trust your employees. After all, they are the Leader who should guide them and motivate them by providing them with a comfortable working environment.

It's important to note that, as Peter Drucker put it, "leaders should be marketers," which means that they should be worried about how consumers perceive the company and its goods or services. The leader must be the best representative of the company and set the tone for how it is perceived.

From the outset, marketing research on consumer behavior has been characterized by an emphasis on the individual consumer. As one critic rightly pointed out, marketers study consumers like fishermen, not ichthyologists. With this approach, the needs of the consumer are seen as innate, and not shaped by society or the market, so firms seek to engage the consumer by offering goods or services that meet these needs better than those offered by competitors. Thus, traditional marketing research of consumer behavior is close to the concept of a rational economic person.

One of the greatest theorists of consumption is also the Frenchman Baudrillard⁴⁰, who developed the concept of a «consumer society» and wrote a work on the political economy of the sign. The study of consumption was greatly influenced by the work of the American social psychologist and sociologist I. Hoffman. The works of the Soviet literary critic and culturologist M. Bakhtin enjoy great authority, whose ideas are also used to understand consumer behavior.

Progress has also been made in Kazakhstan. In the 1980s. Anthropologists, sociologists and even literary scholars came to work in the marketing department, which naturally broadened the views on consumer behavior. As a result, criticism of the traditional approach began from within the marketing departments. The emerging direction in marketing research has received the name «new».

By the 1990s, its right to exist was recognized alongside the traditional school. A characteristic feature of the new direction is its orientation towards culture and social problems. However, in

⁴⁰ Jean Baudrillard is a French sociologist, culturologist and postmodern philosopher.

quantitative terms, the traditional view of consumer behavior prevails. Due to the massive publication of textbooks and magazines, the American situation is duplicated in Kazakhstan, since there are no tutorials of its own on consumer behavior. It is also important that the study of consumption as an integral part of the cultural process requires specialists with a completely different type of education and scientific experience.

Digitalization: trends 2020.

The term "digitalization" emerged as a result of the intensive development and use of information and communication technologies. The author of the book "The Fourth Industrial Revolution" Klaus Schwab⁴¹, calls the revolution of 1960-1980 "industrial", believing that its basis was the development of computers, at the next stage - personal computers. The new industrial revolution began at the turn of the millennium and will be digital due to the mobile internet, learning machines and the development of AI⁴².

The traditional world was replaced by the digital world. Digitalization is the introduction of modern digital technologies in various spheres of life and production. In the late 90s of the twentieth century, the world began to talk about IoT and the digital economy a little over 20 years have passed and the digital world has become an integral part of our life. Digitalization all over the world has affected almost all spheres of life, such as government agencies, educational spheres, catering, cultural spheres, health services, various household spheres. During the pandemic, the speed of digitalization of the economy and other areas increased 10 times. Digitalization creates new approaches that fundamentally change the way of interaction between individuals and institutions, as well as states. Digital technology can indeed help better meet the needs of citizens through easier access to health care, financial services and training, as well as create new economic opportunities for companies.

⁴¹ Klaus Martin Schwab - German economist; founder and permanent president of the World Economic Forum.

⁴² Artificial intelligence is the ability of intelligent systems to perform imaginative tasks previously thought to be the domain of humans.

Also, with the development of digital innovations, digital trends have appeared around the world, including Kazakhstan, such as:

1. Technology of augmented reality (trying on virtual reality) - this trend is used in online stores, such as Lamoda, which allows you to virtually try things on yourself before buying them.

2. Online events - during the lockdown, this trend became very popular, for example, they began to hold online conferences, online meetings. And even there is a trend for online celebrations such as weddings and birthdays.

3. Virtual assistants - many companies that provide services began to use online bots that can answer standard questions around the clock in real-time and thus simplify the work of the sales department. For example, even applications have bots that are programmed to answer frequently asked questions. provided in messengers such as Egov, Telegram, WhatsApp, Instagram, etc.

E-commerce: nowadays.

According to the OECD⁴³, the COVID-19⁴⁴ crisis is accelerating the spread of e-commerce towards new firms, customers and product types.

The OECD expects that shoppers will now give more preference to essentials over luxury goods. "Some sources link the digital transformation of Chinese retailing to the SARS⁴⁵ outbreak in 2002-2003. JD.com⁴⁶, now one of the largest online retailers in the world, is cited as an example of this transformation.

⁴³ The Organization for Economic Cooperation and Development (OECD) is a developed-country economic organization that upholds the values of representative democracy and free markets.

⁴⁴ COVID-19 is the term given by the World Health Organization (WHO) on February 11, 2020, for the disease caused by the novel coronavirus SARS-CoV2. It started in Wuhan, China in late 2019 and has since spread worldwide. COVID-19 is an acronym that stands for coronavirus disease of 2019.

⁴⁵ An infectious disease with symptoms including fever and cough and, in some cases, progressing to pneumonia and respiratory failure. It is caused by a coronavirus.

⁴⁶ JD.com - Chinese online store.

Because of COVID-19, it has moved into the e-commerce sector, as has Taobao⁴⁷, which was launched in 2003," PwC⁴⁸ analysts note.

The trend indicated by the OECD is already being observed by some players in the online trading market. "We saw people becoming more responsible while shopping during the pandemic. They didn't order any more accessories, such as strings or headphones. We've found that the weight of the packages has increased. This means that customers are beginning to order just what they need. Nonetheless, in the post-Soviet world, price is still the deciding factor."- noted in AliExpress Russia⁴⁹.

Lockdown also helped develop e-commerce in Kazakhstan. According to a study by PwC Kazakhstan, the e-commerce segment has grown by 93% and has rigidly reoriented its market. For example, Kazakhstanis began to buy online consumer goods and food more often. According to the research, in the 1st half of 2019, goods worth 198 billion tenge were purchased through online channels in Kazakhstan, then over the same period in 2020, sales were made for 382 billion tenge.

Providing a great user experience is a critical characteristic of any successful online service. Without caring about that one aspect, one can face a tough struggle when it comes to promoting sales.

You can create a user experience by developing a modern and relevant website design. Good e-commerce website design can provide insight into which elements to focus on. They should also provide guidance on how to provide a rich user experience with additional website features and functional themes.

E-commerce is the process of buying and selling products using electronic means such as mobile apps and the Internet. Ecommerce refers to both online retail and online shopping, as well as electronic transactions. Over the past decades, e-commerce has grown in popularity and is replacing traditional stores.

⁴⁷ Taobao.com - Chinese online store.

⁴⁸ PricewaterhouseCoopers is an international network of companies offering consulting and auditing services.

⁴⁹ Branch of the Chinese online store in Russia.

E-commerce allows you to buy and sell goods globally twenty-four hours a day without incurring the same overhead as traditional stores. For a better marketing mix and a better conversion rate, an e-commerce business must also have a physical presence; this is more commonly known as a pick-up point.

In our theoretical research in the context of online shopping user experience, we identified six types of e-commerce:

1. Electronic commerce for Business-to-business (B2B).⁵⁰

As the name implies, B2B e-commerce happens when two companies transact. Companies like HubSpot, which provides inbound marketing and sales software, and Xero, which provides accounting software for small and medium-sized enterprises, are examples of successful B2B businesses.

2. Electronic commerce for Business-to-consumer (B2C).⁵¹

When a shop sells goods to customers, such as you and me, it is referred to as B2C. The majority of online shopping (including drop-shipping) follows a business-to-consumer model.

3. Electronic commerce from consumer to consumer (C2C).⁵²

When a customer sells products directly to another consumer, this is known as C2C e-commerce. This has become particularly apparent in the last ten years. Sites like Depop, Gumtree, and Shpock have become extremely popular. Since its inception in 1995, eBay has remained the industry leader in this niche. Etsy, which was formed ten years later in 2005, is close to the second.

⁵⁰ A trade or business performed between two businesses, such as a wholesaler and a retailer, is known as business-to-business (B2B).

⁵¹ Business-to-consumer (B2C) refers to the practice of marketing goods and services directly to customers that are the end-users of the company's products or services.

⁵² Customer to customer (C2C) is a business model that allows consumers to trade with one another, often over the internet.

4. Electronic commerce from consumer to business (C2B).⁵³

Consumer-to-business (C2B) business models are less popular in e-commerce. This occurs when a customer sells or donates money to a business. Companies that raise funds through crowdsourcing or a Kickstarter campaign are classified as C2B.

5. Business Administration (B2A).⁵⁴

B2A - This form of e-commerce occurs when transactions between businesses and the government are conducted electronically. Various services, such as social security, jobs, and legal documents, are typically available in this field. Due to increased investment in e-government, this form of e-commerce has grown in popularity in recent years .

6. Electronic commerce between consumers and administration (C2A).⁵⁵

C2A - This type of e-commerce includes all transactions between individuals and the government.

Here are some examples of this:

- education - publication and dissemination of information, distance learning;
- tax - tax return forms and payments;
- health - payment for medical services, appointments.

Thus, e-commerce has a number of advantages in the context of the user experience of online stores. For example, in the case of a physical store, trading companies are often limited to the location where they provide services. With an e-commerce site, there is no need for an office or store. Unlike a traditional business, an online store means small businesses can ship their goods all over the world. What's

⁵³ A consumer-to-business model, or C2B, is a form of business in which a customer or end-user sells a product or service to a company.

⁵⁴ Business to anyone (B2A) is a satirical spin on the traditional "business-to" classification scheme, which involves business to business and business to customer.

⁵⁵ Customer to Administration - any request for a service from the administration.

more, it's often cheaper to run a company because you don't have to pay for physical premises to open your store.

Depending on the approach chosen, an e-commerce company can also save money in other ways. If you use the drop-shipping model, for example, you won't have to pay for holding the manufactured goods before the buyer wants to purchase them. Furthermore, if the goods are promoted via the B2B scheme, there is no need to fly to other company locations. You can simply mail your goods.

With an e-commerce business, you can remain open all the time, especially during the period of the COVID-19 pandemic. It is also possible to introduce new types of products by simply adding a new category on the website of the online store, without moving to a larger room.

The speed of development of online commerce leads to the fact that retail chains, on the one hand, should focus their efforts on informing consumers about offers, and on the other hand, pay special attention to the development of multiple communication channels. A decade ago, selling was based on a traditional form of interaction. Communication was less varied, more passive and one-sided. Consumers made purchasing decisions faster and with greater satisfaction. Today that time has passed. Taking into account the fact that retailers are introducing and using more and more new communication and sales tools (from online stores, price aggregators to social networks and traditional offline stores), dialogue with consumers is becoming more limited and impersonal.

7. Customer relationship management systems in e-commerce.

The development of online shopping for the general lifestyle of consumers and the culture of shopping becomes effective with the help of a customer relationship management (CRM) system.

Unlike traditional CRM systems, the essence of e-commerce CRM is customer experience management. It's about diagnosing, aligning, and managing user experiences across a vast array of brand touchpoints. That is why CRM is used not to generate leads, but to generate complete information about

customers and sales, building an individual approach and communication with each client, which changes the shopping culture.

At the moment when a customer makes a purchase and places an order in an online store, he launches a very complex process of order movement according to a status scheme, which ultimately leads to the delivery of the goods to the customer. By clicking on the «buy» button, it triggers the interaction of the online store, CRM systems, payment gateways, internal systems of logistics operators and many other systems that are involved in the process of creating an order.

In the simplest case, the ERP⁵⁶ system checks the availability of the product and sends the information back to the store. ERP is software that allows you to manage your company's finances, reporting, human resources and supply chain. The ERP system consolidates all process data into a spreadsheet and creates a single management cycle. This helps all departments to interact with each other.

In finance, ERP helps you track compliance to regulatory requirements. There is no need to enter data manually, which simplifies the work of employees.

This process also simplifies the work in the supply department. Entering stock manually makes the work process longer and more complicated. The system also simplifies the work process in production, as customer requests are optimized and data is managed in real-time.

The further reaction occurs between the e-commerce platform and the CRM. The CRM system updates the history of customer orders and possible changes in contact information. Information about the client, order, goods and delivery method goes to the system of the logistics operator. Depending on the type of industry or business model, the customer receives a generated payment slip and status information about the next steps, such as order preparation, transportation, shipping, delivery.

⁵⁶ Enterprise Resource Planning (ERP) is an organizational method for integrating development and activities, as well as human resources, financial, and asset management.

In addition to emails with order information, this information is displayed on the store pages and in the client's personal account.

A simple order of interaction leads to the integration of many systems and various data, at various levels, and only a reliable, well-organized and adapted to the client's business integration of various information systems with an e-commerce platform guarantees a hassle-free purchase. Therefore, modern online shopping is actively influencing the overall lifestyle of consumers and the culture of shopping.

Summing up, we can conclude that when choosing the path of development of online commerce, you will inevitably have to face the need to implement various information systems that were not previously used in the company and to restructure individual business processes, which will clearly change the overall lifestyle of consumers and the culture of shopping.

Development of industries in Kazakhstan: economic indicators (Technodom, Glovo, ForteBank, Kaspi, Lamoda, Kazakhtelecom).

Short-term economic indicators in January-June 2020 by January-June 2019 amounted to 99%. The calculation of the short-term economic indicator is carried out to ensure efficiency and is based on changes in output indices for the basic industries: agriculture, industry, construction, trade, transport and communications, which account for over 60% of GDP⁵⁷.

The volume of investments in fixed assets in January-June 2020 amounted to 5,215.6 mln. tenge, which is 2.9% less than in January-June 2019.

Industrial production in January-June 2020 amounted to 12,541.8 mln. tenge in current prices, which is 3.1% more than in January-June 2019. In the mining and quarrying industries, production increased by 2.2%, in the manufacturing industry - by 4.8%, in the supply of electricity, gas, steam, hot

⁵⁷ The standard measure of the value-added produced by the production of goods and services in a country over a given period is the gross domestic product (GDP).

water and air conditioning - 2.5%. In water supply, collection, treatment and disposal of waste, activities to eliminate pollution decreased - by 0.2%.

The volume of gross output of products (services) of agriculture, forestry and fisheries in January-June 2020 amounted to 1,274.9 mln. tenge, which is 2.4% more than in January-June 2019.

The volume of construction work (services) in January-June 2020 amounted to 1603 mln. tenge, which is 11.2% more than in January-June 2019.

Physical volume index for the «Transport and warehousing» industry in January-June 2020. amounted to 85.4%. Freight turnover in January-June 2020 amounted to 276.6 mln. t-km (taking into account the estimated volume of freight turnover of individual entrepreneurs engaged in commercial transportation) and decreased by 3.4% compared to January-June 2019. Passenger traffic amounted to 77.2 mln. p-km and decreased by 45.2%.

Physical volume index for the «Communication» industry in January-June 2020. amounted to 109%.

Physical volume index for the «Trade» industry in January-June 2020. amounted to 89.4%.

Retail trade volume for January-June 2020 amounted to 4613.1 mln. tenge or 87.4% to the level of the corresponding period of 2019. (in comparable prices).

Wholesale trade volume for January-June 2020 amounted to 10134.7 mln. tenge or 92.1% to the level of the corresponding period of 2019. (in comparable prices).

Foreign trade turnover of Kazakhstan in January-May 2020, amounted to 34,938.5 million US dollars and compared to January-May 2019. decreased by 6.9%, including exports - 22,321.2 million US dollars (5.5% less), imports 12,617.3 million US dollars (9.3% less).

The number of registered legal entities as of July 1, 2020 amounted to 452,783 units and increased in comparison with the corresponding period of the previous year by 3.3%, including 444,140 units with

less than 100 employees. The number of operating legal entities was 321408, among which there are 313051 small businesses (less than 100 people).

CPI⁵⁸ in June 2020 compared to December 2019 amounted to 104.2%. Prices for food products increased by 7.3%, non-food products - by 2.6%, paid services for the population - by 1.4%. Prices of manufacturing enterprises for industrial products in June 2020 compared to December 2019 decreased by 18.1%.

The average per capita nominal monetary income of the population as estimated in May 2020 amounted to 108,808 tenge (preliminary data), which is 4.8% higher than in May 2019, real cash income for the specified period decreased by 1.8%.

The average monthly nominal wage of one employee assessed in June 2020 amounted to 196922 tenge.

The number of unemployed determined according to the ILO⁵⁹ methodology for the 1st quarter of 2020. amounted to 442.4 thousand people. The unemployment rate was 4.8% of the labor force. The number of persons registered with the employment authorities as unemployed, at the end of June 2020 amounted to 184.9 thousand people or 2% of the workforce.

Next, we will analyze the changes in the activities of large companies in Kazakhstan due to the COVID-19 pandemic.

1. Technodom.

According to a study by the analytical company GfK⁶⁰ TEMAX, the Kazakh market of household appliances and electronics grew in the 1st quarter of 2020 by 19% compared to the 1st quarter of 2019.

⁵⁸ One of the types of price indexes developed to calculate the overall amount of change in prices for goods and services is the consumer price index.

⁵⁹ The International Labour Organization (ILO) is a United Nations (UN) specialist body committed to improving global labour conditions and living standards.

⁶⁰ Growth from Knowledge - Germany's largest market research institute.

With Technodom's sales growth in all sectors of large and small household appliances (28.8% and 22.2%, respectively), followed by telecom (18.1%), which for the first time lost the leadership in terms of growth rates. The rest of the sectors showed growth from 1.4% (photo) to 16.5% (computer equipment). The closure of offline stores has not yet seriously affected March sales.

As noted by Gfk, the negative impact of the pandemic had a lesser impact on this trade sector, and in the nine months of 2020 compared to the same period in 2019, there was an increase of 16 percent. As for the virtual space, online purchases before restrictions averaged about 30%, during restrictions - about 55% (significant growth). By the end of 2020, online purchases reached 40% in Kazakhstan, and in Alma-Ata and Astana, where the most stringent anti-epidemic measures were taken, even 58% [15].

2. Lamoda.

Kazakh online retail export is actively developing. In 2018 At the end of 2018, it amounted to USD 746 million, exports increased by 36% compared to 2017 and almost doubled compared to 2016. The number of shipments at the end of the year increased by 31% in annual terms - up to 11.2 million against 8.5 million in 2017. The average order check was estimated at 67 US dollars [22]. According to Lamoda, in 2020, the growth rate of the online retail export market is 42% compared to 2019, the number of parcels sent abroad increased by 75%.

The most popular product categories are clothing and footwear, electronics and household goods. At the same time, Lamoda exporters interviewed by analysts see the potential for sales abroad in collectibles and in handmade gifts and toys [13].

The number of orders in online stores in Kazakhstan in 2019 amounted to 452 million tenge, which is 40% more than in the previous year. The revenue of stores operating via the Internet increased by a quarter over the period 2018-2019. and reached values of 1.6 trillion. tenge [84]. Fast delivery of goods, groceries and ready-made food has become the trend of 2019-2020. According to a study by Lamoda

group, this segment is in vogue with a young audience [15]. In 2020, the share of online trading increased to 9%.

The COVID-19 pandemic has impacted the growth in demand for online services. According to a study by Mastercard⁶¹ (conducted in May 2020 by the online survey method, more than 12 thousand respondents were surveyed in the world, in Kazakhstan - 1 thousand people), almost a third of respondents indicated that their spending on leisure services via the Internet has increased (watching movies, virtual tours of museums, playing sports, online lessons and master classes in various spheres of life) [36].

At the end of 2019, the largest online retailer in Kazakhstan is Yandex market⁶², which occupies only 10% of the Kazakh eCommerce market. Tmall⁶³ which is in second place, has about 8.5% of the market, while the third and fourth places of the Kazakh market - Lamoda, Ozon and Wildberries - have even less. The market for online retail export of goods from Kazakhstan in 2019 grew by 24% compared to 2018. The volume of this segment of the economy amounted to \$ 817 million [18].

Data Insights⁶⁴ forecast confirms the possibility of Lamoda's sales volume growth by more than 2 times while maintaining the existing trends by 2023, among which it is worth noting trends towards improving the quality of interaction with the customer base, expanding the range of products provided, terms of service and higher indicators of matching customer expectations and real properties goods.

When in doubt, consumers have still opted for an offline store. At the same time, the Internet still accounts for only about 5% of the retail trade turnover in Kazakhstan [13].

3. Kaspi bank

⁶¹ Mastercard - international payment system, transnational financial corporation.

⁶² Yandex market - enterprise of the company "Yandex" in the field of e-commerce.

⁶³ Tmall.com, formerly Taobao Mall, is a Chinese-language business-to-consumer e-commerce website run by the Alibaba Group in China.

⁶⁴ Data Insight is the first Russian research firm dedicated to the e-commerce sector.

A survey conducted on the Data Insight platform determined that the key «stop factor» in the development of the retail industry is the difficulty of refunding value added tax. Also, among the reasons, they noted the high cost of providing the logistics process for trade abroad, as well as the low level of competitiveness of domestic enterprises in the world market.

In Kazakhstan, the number of Internet users is 84.2% of the total population of 18 million people: these are residents of all 118 cities and 4,235 rural settlements that have the opportunity to use 3G / 4G networks, said Askar Zhumagaliev⁶⁵.

According to the relevant ministry, in Kazakhstan, the coverage of the population with broadband Internet access by the end of 2020 will exceed 99%. In the republic, mobile rather than fixed Internet is used more actively, due to the spread of which in the villages, the department expects to dramatically increase the number of users by the end of the year.

In total, at least 300 thousand websites are successfully operating in Kazakhstan, allowing you to order goods via the Internet [13]. The growth of the e-commerce market in relative terms was 23%, while analysts point out a possible sharp increase by 2023 [10].

4. Fortebank.

PayPal⁶⁶ and Data Insight, based on their research, have revealed that Internet commerce is taking over not only large economic centers, but also small cities. The results of the population survey showed that more than 50% of Kazakhstan citizens ordered goods and services via the Internet at least once a year through Fortebank, and also used online transfers. The survey values were 65%, 55% and 54% for these items, respectively [28]. The range of purchases through Fortebank online stores is growing every year and allows you to use not only different sites, but also to choose the parameter of the geographical location

⁶⁵ Askar Zhumagaliev - the ex-Minister of Digital Development, Innovation and Aerospace Industry (June 2019 – July 2020).

⁶⁶ PayPal is the world's largest electronic payment system for debit cards. Customers may use it to pay bills and make transactions, as well as send and receive money transfers.

of sellers. For example, 54% of respondents order in ordinary online stores and marketplaces, 11% on the Fortebank site, 21% through ad services and 17% through social media.

The share of those who buy both in Kazakhstan and abroad is growing rapidly: from 12% to 19% of all respondents over the year. At the same time, the number of buyers remains stable only in Fortebank (20% in 2017, 21% in 2018) or only in foreign online stores (13% in 2017, 15% in 2018). In 2019, the number of orders in Fortebank online stores increased by approximately 40%. The total turnover of Internet sales of Fortebank in 2019 exceeded 50 mln. tenge (an increase of 24.3%).

5. Kazakhtelecom.

According to Data Insight, in 2019 the online market of Kazakhtelecom grew by 92.5% (8 million tenge in 2019 against 5 million tenge in 2017), the number of sellers and buyers amounted to 14 and 12 million, respectively (in 2017, the ratio was 8 to 10 million), 60% of virtual transactions were made in three product categories: electronics and home appliances, baby products and auto parts and auto accessories; a noticeable trend in trade between individuals was the increase in the number of intercity and interregional transactions and the growth in the popularity of delivery.

“In 2019, compared to the rating for 2018, the top 100 was updated by more than 1/5 - in the list of 22 new projects that were not included in the same top over the past year. In total, the 100 largest online retailers in Kazakhstan delivered 70 million orders in 2019, which is 75% more than in 2018. The volume of sales in rubles in the amount of the top 100 increased by 46% to KZT 1,170 million. Half of the top 100 participants increased their online sales in 2019 by at least 20% in terms of the number of orders and by 24% in terms of turnover” [18].

6. Glovo.

The past 2020 has dramatically influenced the work of food delivery services not only in Kazakhstan, but throughout the world. When all cafes and restaurants closed due to quarantine restrictions, and it was possible to leave the house only in case of emergency, couriers became the only

way to deliver food. The revenues of the companies owning courier delivery services have grown significantly.

Since the beginning of the year, in both capitals of Kazakhstan, according to Glovo, the number of food orders through delivery applications has increased. The number of orders has tripled compared to last year.

There was a noticeable surge at the very beginning of the pandemic. In general, the dynamics is visible: users order more dishes from restaurants when the quarantine restrictions in the city are stricter. Another significant increase in orders occurred in the second half of September, when delivery in the Glovo service became free, - noted in the Glovo sales department.

Another trend is the growing popularity of the delivery service as such. It appeared in one of the applications of the Glovo company in Kazakhstan at the end of 2019, and during quarantine it earned in other cities where the service is presented.

With her help, Kazakhstanis were able to quickly transfer everything they needed to each other: medicines, food, clothes and gifts. Over time, the service became available not only to private users, but also to corporate clients. Now it is used by pharmacies, electronics and household appliances stores, construction hypermarkets, mobile operators and others.

This experience had a positive impact on the development of the industry - Glovo plans to invest in the development and promotion of the delivery direction.

Having analyzed the activities of the above Internet companies in Kazakhstan, we structure the main points in Table 1 (see appendices)

According to Table 1 (see appendices), it can be concluded that in 2020 contextual advertising of online stores in Kazakhstan accounted for 40.3% of the total number of visits, content marketing took

38.6% of the total number of visits, and the SEO⁶⁷ tool accounted for 17.8%. During the pandemic, the first place was taken by contextual advertising with 21.4%, content marketing is also based in second place with an indicator of 19.8% of the total number of visits, in third place is display and banner advertising with 16.8%, SMM with an indicator of 16%, in fifth place is SEO with the lowest result at 11.9%. Also, 11.9% was taken by a tool related to contextual and display advertising, but due to security reasons and user protection systems, the Yandex.Metrica⁶⁸ system could not recognize them, which slightly distorts the real picture of assessing their effectiveness of use.

The main problems associated with the 2020 pandemic, which worsened the indicators of tools for the development of online store services, are associated with external factors. The decrease in the trading margin negatively affected the gross income and investment efficiency from -9.02% to -56.49%, and the increase in retail prices reduced the average check by 18.87-21.18% for all instruments due to the transition to more budget options for goods.

The main external factor is an increase in competition, the number of dealers in Kazakhstan during the pandemic increased from 4 large to 12 large and 58 small dealers, which also entailed such an internal problem as an increase in the cost of promotion tools by 3.6 times and worsened cost indicators, the specific volume of costs in turnover and investment efficiency, and increased the indicator of the cost of attracting an order. A common problem was the reach of the «cold» and «near target» audience, which negatively affected the synthetic indicators, almost all of them gave negative dynamics, which affected the ranking in search networks on a par with competitors.

⁶⁷ Search Engine Optimization (SEO) is a series of internal and external steps aimed at improving the site's role in search engine results for specific user queries.

⁶⁸ Yandex.Metrica - free internet service of Yandex company, designed to assess website traffic and analyze user behavior.

Research findings and analysis results

Based on this analysis, we can conclude that people are not yet ready to fully switch to digitalization; the survey showed that people give more preference to orders for food and household appliances. At the same time, the lockdown greatly influenced the development of electronic services and people who did not even have an idea about these functions quickly adapted. Thus, the lockdown has influenced the way of life of people, reducing their time spent on buying what can be bought in “one click.” To sum up, this changed the way people live so much that even after the lockdown will be canceled, people will continue to save time by buying goods online. One of the main advantages of the pandemic is the rapid adaptation of people to digital. The coronavirus severely worsened the situation in all sectors of the economy, especially small and medium businesses, so for example Yelaman Aibasov, who owns the “Eliks” coffee shop, spoke out: 'When quarantine began from March 20 of the year, for the first month we could not work at all, after that we started working for delivery with the Glovo company, but still, sales dropped by 2 times'. Even though Yelaman has taken all necessary measures to regulate his business, the flow of customers during the lockdown has decreased. (Eliks is the only bakery in Kazakhstan that cooks European Trdelník⁶⁹). However, despite the boom in online channels, tech shops have no plans to close offline outlets. "On the opposite, we want to expand the number of stores and pick-up locations. And new offline stores should be planned so that consumers who place an order online can pick it up easily, since our mentality isn't quite ready to go fully online, and they still want to touch and feel the product.", - stresses Technodom.kz

Based on our analysis (quantitative and qualitative) we can conclude that companies were able to quickly orient themselves to the problem and solve it using digitalization, and companies such as Lamoda and Glovo, which originally had a digital business, increased demand for their services, due to the corona

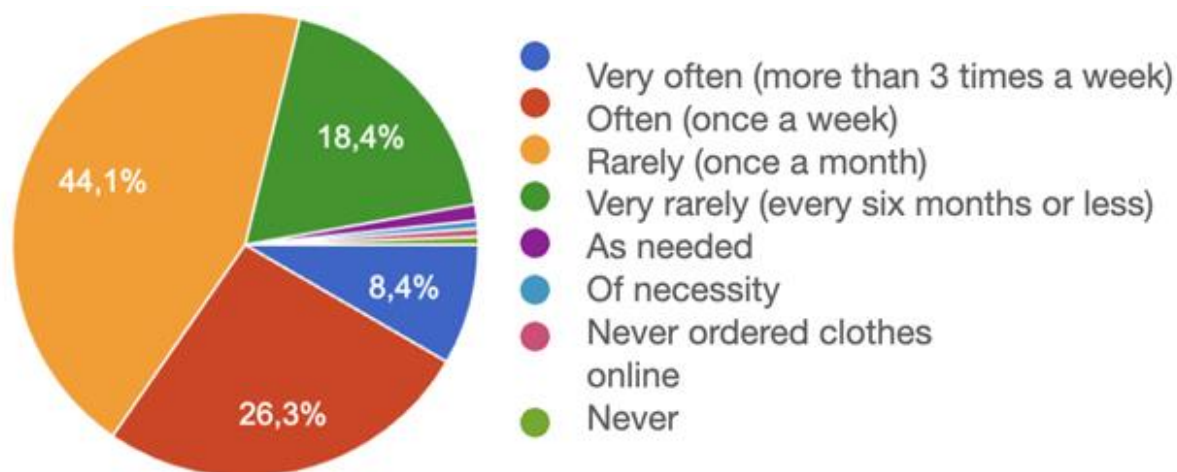
⁶⁹ Trdelník - traditional baked goods in a number of Central European countries. It is a pastry made from yeast dough, wound on a spit made of wood or metal (trdlo) in a spiral.

crisis. Our study identified methods of increasing customer confidence and overall improvement of the decision-making process by top management: maximizing the reach of the audience of potential consumers, effectively promoting services in the Internet space, quality management of services, managing personnel in a democratic style, monitoring the quality of work of employees of an online store, good reviews and recommendations of consumers, special attention to the quality of delivery and interaction with the client. According to our research, we found that 80% of the people we surveyed prefer to order food online, but the most interesting thing is that 50% order clothes through online services, despite the fact that the heads of digital companies say the opposite, for example, Gulagin K N. (Regional Director of Technodom) said: - “Our mentality has not yet fully adapted to online shopping, they still need to touch, in this case, try on a thing and only then buy.

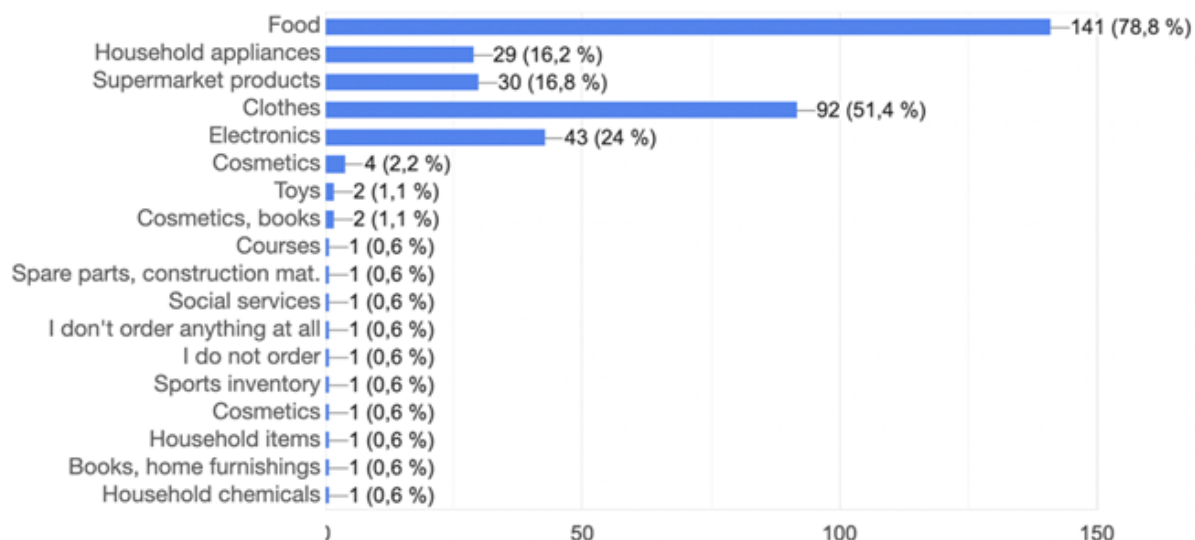
You can see our in-depth interview in Table 2 (see appendices).

Research findings and research analysis

1. How often do you shop online? (Purchase of household appliances, electronics, food, clothing, etc.)



2. What do you usually order online?



3. Did your attitude towards online services change during the lockdown? If so, how? (Maybe you have become more likely to make online purchases, or have begun to use online services more often)

I began to use online services more often.

Yes

I shop online more often

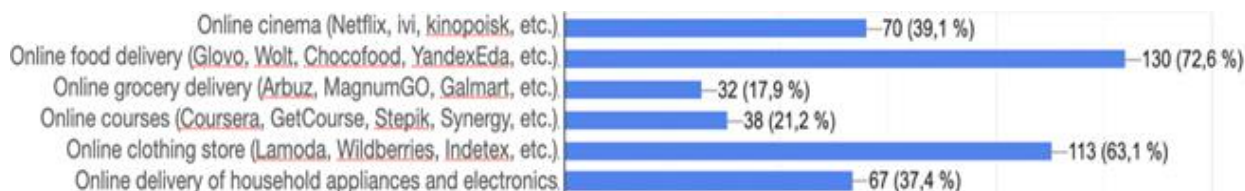
Yes, very much, I started ordering online more often

Good

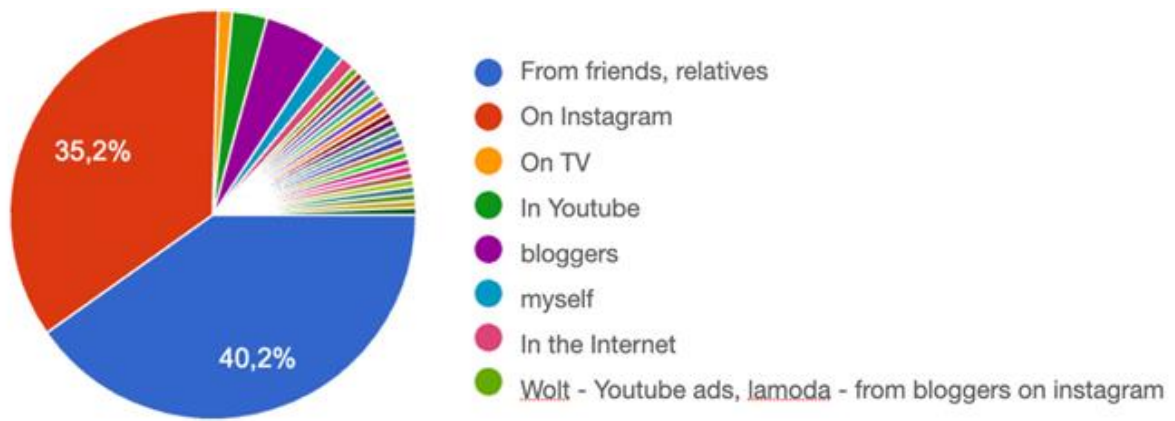
Opinion has not changed

Yes, I started to use online services more often

4. What online services have you started using?



5. How did you find out about them?



6. Will you continue to use online services or make online purchases in the future?

- Yes
- Yes
- Yes
- Sure
- Yes, definitely
- Sure
- I will continue
- Yes of course
- Not

7. Share your situations why you trust and why you don't trust "online"

You can always see where the courier is going (if it's food delivery) or keep track of where your package is (if it's an online store)

Large organizations take everything responsibly! In addition, it is now the 21st century

It's fast, the disadvantage is that the product may not be what you expect

I do not always trust online shopping for clothes, as sometimes the sizes are not correct or do not fit.

It is quick and convenient, but there is a risk that you will not receive exactly the product you expected. Refunds will take more time.

There are many scammers, but I completely trust large stores

I do not trust it mainly because of frequent deceptions, for example, they received money and disappeared. Or the wrong product was brought

8. What do you still prefer the “digital world” or the “traditional” one?

Digital world

50/50

Both

traditional

traditional

This and that is good in its own way. When there is no time, it is convenient to order. There are days when you just want to go shopping with your friends (something like a vacation)

Both are needed in their own way.

I am at a loss to answer

No difference

9. What are the pros and cons of going digital during a pandemic in your opinion?

A lot of them

I don't see any cons. Here are the pros in making it more convenient. No need to drag around with packages of heavy products, you can quickly and easily order everything. Likewise, clothes and more.

Pros availability
Cons no product verification

Pros the ability to buy, cons you don't want a pandemic

Pros are convenient without leaving home. The downside is that it happens that the wrong order comes in if you take food delivery.

+ time saving - no live communication.

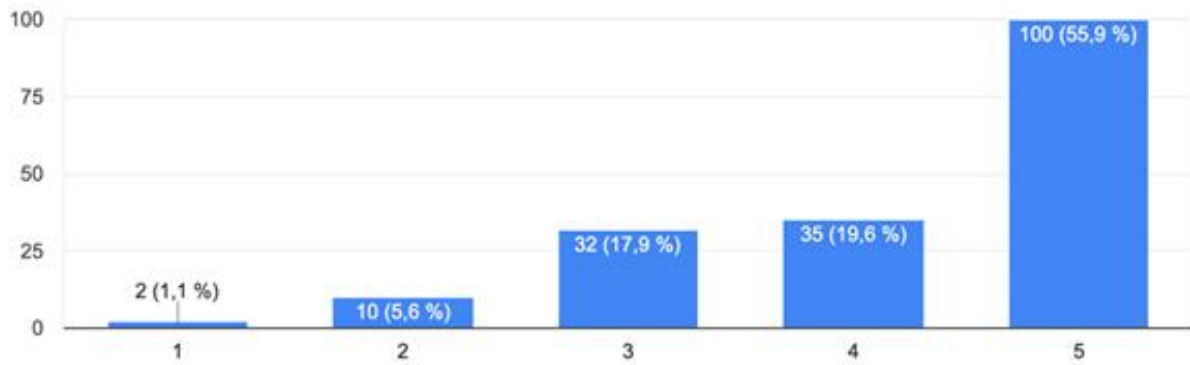
Pluses are convenience, minuses are sometimes quality

Pros: less time spent

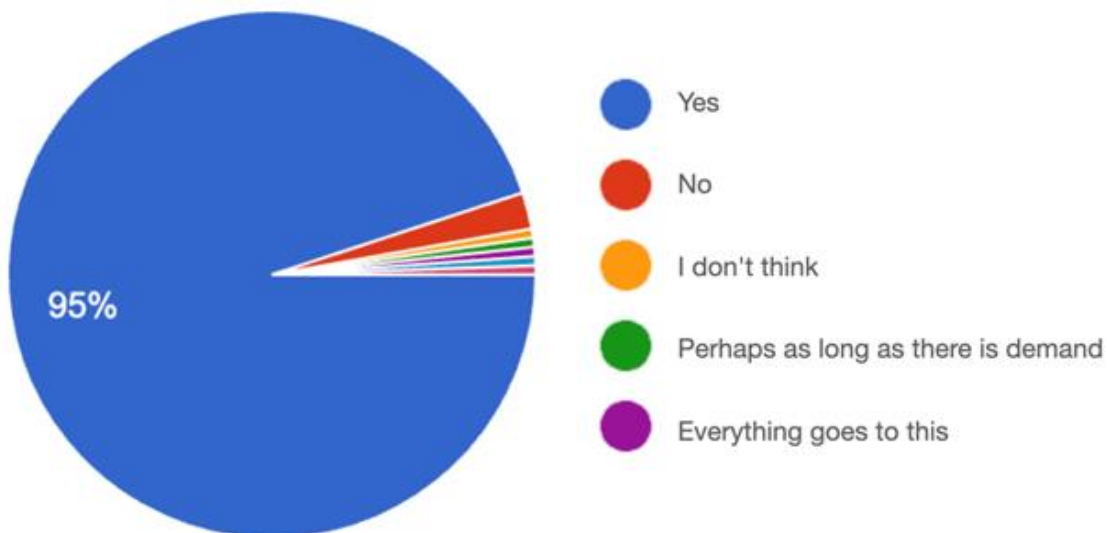
10. Choose the three factors that are most important to you, thanks to which you will enjoy your online store in the long term?



11. How important is the role of online services in your life, during a lockdown (from 1 to 5)



12. In your opinion, is there any further perspective for the "digital world"



Conclusion

Internet penetration and the pandemic have made a big contribution to changing consumer habits. Currently, the most successful digitalization processes in Kazakhstan are spreading across the service sector, where technological solutions, building an effective communication model with suppliers and consumers. The expected effect of the forced quarantine in connection with the COVID-19 pandemic emergency was an increase in sales and customer flow for online shopping services. As the data examined show, the growth has led not only to the usage of e-shopping by middle-aged people, but by older people who have not previously used it as well. As the survey has shown, the huge plus of digitalization is that online services offer people not only convenience, but also the possibility of a huge choice and search for the most profitable offers without having to leave home. As the results display, people plan to continue to use the digital space to a greater extent than before.

In this research paper, it was found out that the more flexible the organizational structure and the more democratic, the freer the style of top management, the more efficient and faster companies adapt to new circumstances and, as a result, benefit from situations of uncertainty.

Among the problems identified across Kazakhstani companies were extremely high PDI (88), low Individualism rate (20) and high Uncertainty Avoidance level (30), which suggests that people are more accustomed to the idea that whoever is higher in the career ladder is right and must make final decisions and this fact is highly reinforced by people not being ready to take high risks, responsibilities and to change the settled rules in extreme situations. Because of those factors' motivation, a sense of significance, and overall efficiency are suffered. Therefore, companies are dominated by democratic mixed with autocratic management styles, so people in the majority more often agree with the opinion of the management and the majority, which negatively affects creativity and the flow of new ideas in organizations.

In order to find solutions to the problems detected we have analyzed corporate cultures, structures, management styles and workflows which could be able to fix them.

According to our research, for Kazakhstani companies, democratic management style which involves flat corporate culture with strong meritocracy, revised corporate values where the obligation to contradict and fast creativity are included suit most of all as it neutralizes bureaucracy, creates the atmosphere for creativity where people are driven to speak out and feel valued and in charge, know to what to refer to in situations of uncertainty. In addition, according to the analysis it was found out that, nevertheless for every company suit different approaches in terms of team size, yet the guide point can be a size from 7 to 16 (taking into account experience Google and Amazon companies) as this construction allows employees to have more freedom, yet is not big enough for teammates to be disunited.

Summing up, we conclude that thanks to in-depth research, our hypothesis was confirmed by the fact that companies such as Glovo, Technodom, Kaspi Bank, Fortebank, Lamoda, which managed to adapt to the new digital world in order to improve the demand for services and increase customer trust. Real-time company data, usage of a democratic management style, at some point flat organizational structure with small teams (Glovo) and tendency to meritocracy. You can see confirmation of our hypothesis in an in-depth interview.

Everything depends on the culture and management of the organization, all services and solutions, all marketing strategies, quick reactions, all for the benefit and convenience of customers.

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Appendices

Table 1 - Analysis of digitalization of services and overall improvement of the decision-making process by the top management of Kazakhstan companies: Tecnodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank. Table 1 - Analysis of digitalization of services and overall improvement of the decision-making process by the top management of Kazakhstan companies: Tecnodom, Kaspi, Kazakhtelecom, Glovo, Lamoda, Fortebank

Name of companies	Kind of activity	Manufacturers / product categories	Management style	Methods of introducing the idea of product management to the general management style of the company	Evolution of consumer behavior in the field of e-retail in the general experience of making purchases on the Internet
Tecnodom	Sale of household appliances	Apple, Samsung, Huawei, Xiaomi, Oppo, Vivo, Realme, DECT	<p>Expanding the circle of consumers through the use of an SEO tool.</p> <p>Management style with an emphasis on service quality management. Service quality management in the field of e-commerce is a complex process that requires taking into account both the material component and the interaction of personnel with the client during the service.</p> <p>The checked goods are marked as accepted or</p>	<p>Combining offline business with online (when the online store was created on the basis of an existing real trading structure). This type of online store is characterized by the distinctive features of a classic business: warehouse, purchased consignments of goods, employees, accountant, lawyer, etc.</p> <p>The main element is meaning. This is the result of the activities of a PR specialist. The website as a means of communication should be clearly linked to the purpose for which it serves. If we imagine a site, exclude all images, color styles and leave only the text, then we will see a «naked» frame - a kind of dialogue between the user and the company.</p>	<p>As noted by Gfk, the negative impact of the pandemic had a lesser impact on this trade sector, and in the nine months of 2020 compared to the same period in 2019, there was an increase of 16 percent. As for the virtual space, online purchases before restrictions averaged about 30%, during restrictions - about 55% (significant growth). By the end of 2020, online purchases reached 40% in Kazakhstan, and in Alma-</p>

Name of companies	Kind of activity	Manufacturers / product categories	Management style	Methods of introducing the idea of product management to the general management style of the company	Evolution of consumer behavior in the field of e-retail in the general experience of making purchases on the Internet
			<p>rejected. Rejected goods are returned to the supplier for replacement; - call-service employees, automatic rating system - measure customer satisfaction, that is, assess the quality of service. The subjective nature of this indicator dictates the choice of the methodology for studying the attitude of consumers to the work of an online store, namely, the use of a survey of users by the questionnaire method.</p> <p>Customer focus of employees.</p>	<p>In conditions close to ideal, the user asks a question, the site gives him an exhaustive answer. Since the goal of a PR specialist is effective communication with the outside world, the development of this framework, dialogue is in many ways his task. Careful development at this stage can bring tangible results during the period of indexing and SEO-optimization of the site or conducting contextual, stalking advertising campaigns.</p> <p>Striving for multi-brand.</p>	<p>Ata and Astana, where the most stringent anti-epidemic measures were taken, even 58%.</p>
Kaspi	Online store	Supermarkets, Gas stations, tourism, cafes and restaurants, electronics, clothing, cosmetics,	Management style with an emphasis on the principle of maximizing the reach of the audience of potential consumers. Audience reach is the volume of ad impressions to unique users, and it largely determines the effectiveness of a campaign.	Analysis of the site from a technical point of view helps to identify information about the correctness of the site by technical parameters. So, for example, you can determine errors in the operation of scripts on the site, the download speed of the data transfer, and more. This analysis can also be associated with checking the program code,	Based on the data from 2020, it became clear that the target audience was targeted by gender and age. Therefore, at the second stage of the development of the online store in 2021, such tools for the development of online

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		household goods, cars, etc.	Customer focus of employees.	<p>which directly affects the stable operation of the resource.</p> <p>Often, when analyzing website traffic indicators, analytical online services (Yandex.Metrica / GoogleAnalytics) are used, which accumulate detailed statistics on keywords of queries, time on the site, conversion and other parameters.</p> <p>Striving for multi-brand.</p>	store services as display and banner advertising, as well as SMM will be applied. We will carry out these stages sequentially, checking how potential consumers will react to these innovations and for a more accurate analysis of the application of the new tool for the development of online store services and how the tool used correlates with other tools for the development of services, trace their relationship and dynamics.
Kazakhtelecom	Online store	Household appliances, furniture, dishes, cosmetics, toys, books, etc.	<p>Management style with an emphasis on personnel management, i.e. use of the personal potential of each employee, which include:</p> <p>1) qualification potential: professional knowledge, abilities, skills that</p>	The main focus is on the technical element, which is the software basis of the site's work and determines how accurately the site will work in relation to what was specifically conceived in the project. It is important that a specialist (programmer) with a high level of competence is responsible for this element. Incorrect operation of a technical element can lead to critical errors that directly affect the interaction of the client with the product and	During the pandemic in 2020, it was possible to achieve an increase in sales from 143 to 492 units of goods, the turnover increased by 4,741,944.00 thousand rubles compared to 2019. The online store is located in the top positions of Google, 1st place and

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			<p>determine professional competence;</p> <p>2) moral potential: values, motivation;</p> <p>3) educational potential: intellectual, cognitive abilities;</p> <p>4) communicative potential: the ability to cooperate, interact;</p> <p>5) creativity: creativity;</p> <p>6) psychophysiological abilities: performance;</p> <p>7) Customer focus of employees.</p>	<p>can lead to the fact that the user cannot do anything and, being disappointed in the site, will not return to it again.</p> <p>Management style with a focus on sales driven. Within the framework of this style, the consumer is assisted in choosing the necessary product, namely, a questionnaire is created, on the results of which the proposed product group or a specific product further depends. The gift shop survey uses vocabulary descriptions of the intended recipient of the gift to provide a more accurate purchase recommendation.</p> <p>Striving for multi-brand.</p>	<p>Yandex, 3-4th place for SEO promotion in search engines, for content marketing, there are also high relevant positions on the first page of the search for low-frequency keywords. In contextual advertising, at this level of competition, the online store takes 1-2 place in multi-brands with a small advertising budget.</p>
Glovo	Food delivery		<p>Management style with an emphasis on the principle of synthesis of tools for service promotion, service quality management and personnel management in the process of organizing food delivery.</p>	<p>Outsourced. Outsourcing means the transfer of procedures for storage, picking, receiving, delivery to a third-party organization and leaves only organizational issues to your company. The use of this kind of business method allows you to get additional time resources and often shows high profit</p>	<p>Problems that arose in the process of using tools for the development of online store services in 2020:</p> <p>1. To develop more accurate advertisements in contextual advertising, a problem arose with</p>

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			Customer focus of employees.	<p>indicators (on average 70% of the actual revenue).</p> <p>The overall analysis of the site is mainly based on determining the principles of organizing page design and direct use of the site (usability). This kind of analysis allows you to identify emerging problems in the interaction of customers with the site. For example, usability analysis makes it possible to identify the convenience of the location of key information on the pages of the site, how effectively the consumer can navigate the sections of the site, whether the auxiliary instructions are clear, etc. Analysis of the site design contributes to the determination of exactly what problems with the design of the site led to the usability problems.</p> <p>Striving for multi-brand.</p>	<p>different target audiences for each segment of the «cold» and «near target» audience.</p> <p>2. The main difficulty in using SEO and content marketing tools is the actual problem of using different indexing algorithms and determining ICS (site quality index) in Yandex and Google search engines.</p> <p>3. The impossibility of the Yandex.Metrica analytical system to distribute all visits across two promotion channels due to the peculiarities of user protection has become a common problem in analyzing data obtained on the development tools of online store services: contextual, media and banner advertising. and</p>

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					various security systems for commercial devices (office computers, proxy servers, etc.).
Lamoda	Online store	Household appliances, furniture, dishes, cosmetics, toys, books, etc.	Management style with an emphasis on the development of the organizational structure of management. Modeling the structure of the enterprise, the current staff depends on the used business model of the enterprise. There are many options for maintaining the organizational structure of a company operating on the Internet. Options are both having 100 employees and one or two people. The choice of the required number of employees is influenced by the understanding of whether to use outsourcing services. In practice, when opening a new store, for the first time,	<p>Online store (in its pure form).</p> <p>Selling through the dropshipping system (when there is no product, and the store's website «sells» the products of suppliers, sending ready-made orders to the customer or buying from him on behalf of its buyer).</p> <p>Aesthetic element - the visual design of the site, color and stylistic solutions are developed by the designer, according to the terms of reference. A brand book, a kind of instruction on how to use a brand, can become a good tool in solving the aesthetic problem of website development. It contains information describing the company: target audience, company positioning, corporate identity and much more, which allows PR specialists to build effective communication with the external and internal environment of the company. The designer should be interested in the section of corporate identity or corporate identity. A high-quality brand book can significantly save time for the</p>	<p>In 2020, the growth rate of export online retail will be 42% compared to 2019, the number of parcels sent abroad increased by 75%.</p> <p>The most popular product categories are apparel and footwear, electronics and household goods. At the same time, Lamoda exporters interviewed by analysts see potential for overseas sales in collectibles, as well as in handmade gifts and toys.</p> <p>According to research by the Lamoda group, this segment is in vogue with a young audience. In 2020, the share of online trading increased to 9%.</p>

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			<p>they are guided by the minimum staff until sales reach 100 per month. At the initial stage, it is sufficient to have a manager, technical specialists, a designer and an employee of the contact center.</p> <p>Customer focus of employees.</p>	<p>development of the visual part of the site. The simplicity and ease of use of the site is important. To assess the criterion of the site's convenience, the term usability was introduced. Usability is the degree of efficiency, labor intensity and satisfaction with which a product can be used by certain users in a certain context of use to achieve certain goals / motives.</p> <p>Easy return of purchases. Having a flexible return policy is an important element of an online store's competitive advantage. For example, thanks to the high level of support (365 days a year) and simple return conditions, the Lamoda online store has reached</p> <p>resounding success. The organization of the purchase return policy does not require much effort, the main link is the ability to print the address of the online store to which the purchase can be returned, in the format that the logistics company accepts. Thus, thanks to a simple operation - sticking the address on the box with the purchase - the client simply transfers the goods to the carrier, if the returned item is in proper quality.</p>	<p>The COVID-19 pandemic has impacted the growth in demand for online services.</p> <p>The DataInsight forecast confirms the possibility of Lamoda's sales volume growth by more than 2 times, while maintaining the existing trends by 2023, among which it is worth noting trends towards improving the quality of interaction with the customer base, expanding the range of products provided, service terms and higher rates of meeting customer expectations and the real properties of the goods.</p> <p>When in doubt, consumers still opt for an offline store. At the same time, the Internet still accounts for only about 5% of the retail</p>

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				Striving for multi-brand.	trade turnover in Kazakhstan.
AO Fortebank	Bank, online store	Household appliances, travel, mobile operator	<p>Management style with an emphasis on the principle of quality control of the work of the bank's Internet platform employees.</p> <p>Customer focus of employees.</p>	<p>Offer of information services - content: paid mailings and sites with paid access.</p> <p>Laconic, not overloaded with text, images and colors, the design of the website of the online store.</p> <p>Logical and structured content.</p> <p>User-understandable language of communication. The site is intended for an ordinary person, so you cannot use specialized terminology, jargon.</p> <p>All controls are visible. It should be clear to the user what functions he can use.</p> <p>Unobtrusive help should be presented in the form of small pop-ups that do not interfere with the site review. Tooltips for controls can help the user understand their function.</p> <p>Cross-selling, up-selling. Cross-selling implies the possibility of using related products in the formation of the final shopping basket. Up-selling uses ways to attract a customer to products that have higher quality characteristics compared to the</p>	<p>Regarding the structure of the online store, by January 01, 2021, the semantic core of the site was improved taking into account the data of 2019 and the changed search algorithms, its SEO optimization was made, the site was adjusted to a changing size for correct display on different devices of visitors with different browser window resolutions due to the more pervasive trends on mobile devices. For contextual advertising, the appearance of ads was changed, ads aimed at a target audience were added, and the gift-related segment was expanded for a wider coverage of potential buyers. On the content marketing tool, 14 articles</p>

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				<p>product in question (and therefore have a higher price). These tools are widely used in the practice of large online stores. Examples of «recommendation platforms» for services are TheFilter, DirectedEdge, ChoiceStream.</p> <p>Loyalty programs. The policy of creating exclusive offers and discounts helps to increase consumer loyalty (coupons, loans, etc.). In some cases, special services are used that simplify the process of the loyalty program from a technical point of view - SmartButton, Epsilon, Innoviti.</p> <p>Striving for multi-brand.</p>	<p>were written for different age groups, gender, preferences in the gift segment and specific holiday dates. Articles are adapted to current automated search robots for maximum indexing in the top positions in search engines.</p>

Table 2 - our in-depth interview, which we took with heads of companies such as: Glovo, Technodom, Kcell, Fortebank, Lamoda and also with a representative of small and medium-sized businesses - Elaman Aibasov, owner of the Elik coffee shop.

Link to our in-depth interview:	https://disk.yandex.kz/i/8SRLcY2JgByyZw
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