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ASSESSING THE COMPETITIVENESS OF HYBRID ONLINE-OFFLINE DELIVERY BUSINESS MODELS

Summary. *Introduction. The article considers the features of assessing the competitiveness of hybrid business models of online-offline delivery.*

The purpose of the study is to theoretically substantiate a comprehensive methodology for assessing the competitiveness of such multi-structured delivery schemes.

Materials and methods. At the first stage of the work, a systemic analysis of the latest scientific publications and a generalization of statistical data were performed, which made it possible to identify the key determinants of the effectiveness of hybrid models: the level of operational synergy between channels, the degree of customer satisfaction (Customer Experience, CX) and the depth of technological integration of delivery processes. Next, a review of existing assessment tools is conducted, during which both their strengths and structural gaps in approaches to quantitative and qualitative analysis are identified. A feature of the approach described in the study is the integration of the assessment of the synergistic effect of the interaction of online and offline links of the supply chain with a multi-level diagnostics of the competitive advantages of the enterprise. Unlike traditional methods, the new model not only independently assesses each channel, but also analyzes their joint impact on key indicators of operational efficiency and customer loyalty.

Result. Based on the obtained results, a conclusion was formulated on the need to abandon the isolated consideration of individual channels in favor of a holistic approach to assessing and managing the delivery model.

Discussion. The practical significance of the research lies in the fact that the presented materials can be applied by managers of retail and service companies to increase the sustainability of business models in the context of ongoing digitalization. The results are also of interest to the scientific community dealing with the issues of digital transformation and strategic management, and can become the basis for further empirical and theoretical research in this area.

Key words: *hybrid business model, omnichannel, phygital, online retail, offline retail, competitiveness, customer experience, last mile logistics, click-and-collect, digital transformation.*

Introduction. The current phase of transformation in the retail sector is characterized by an ever-blurring boundary between brick-and-mortar stores and digital platforms, driven by the pervasive digitalization of everyday life and a fundamental reorganization of consumer behavior patterns. Analysts estimate that global e-commerce retail sales will reach USD 6.42 trillion by 2025, growing at a compound annual growth rate (CAGR) of 6.86 percent [6]. The urgency of this research stems from the need to establish a unified methodology for evaluating the competitiveness of omnichannel systems. In the United States alone, revenue from buy-online-pick-up-in-store (BOPIS) services reached USD 132.8 billion in 2024, with a projected CAGR of 16.7 percent through 2030—far outpacing the growth of traditional e-commerce [7].

The study aims to develop a theoretical foundation for a comprehensive methodology capable of assessing the competitive strength of these hybrid delivery schemes. Its scientific contribution lies in the detailed classification and systematization of evaluation criteria, as well as in the presentation of an

integrated model that quantitatively captures the synergistic effects arising from the coordination of online and offline channels.

The author hypothesizes that the competitive advantage of such hybrid schemes depends less on the standalone performance of individual channels and more on the degree of their integration and alignment.

Materials and Methods. Analysis of recent scholarly literature reveals several key streams in the study of hybrid business models. The first stream comprises works aimed at identifying and scaling integration barriers between channels. Radomska, Rodrigues, Belčik et al. [1] conduct a systematic analysis of omnichannel-retail obstacles—technological, organizational, and behavioral—and propose a multidimensional scale for assessing their impact. The Manh.com analytical report [2] complements these academic insights with practical 2025 trends, highlighting the growing importance of service personalization and supply-chain optimization in an omnichannel environment.

The second body of research focuses on the phygital commerce phenomenon, where online and offline converge into a unified consumption context. Anwar, Zaman, Chan et al. [3] examine the role of personalization and innovation in driving sustainable phygital-product consumption, introducing the concept of "personalized phygital" as a catalyst for customer engagement. Purcărea, Gheorghe, Bocoş et al. [4] similarly treat the phygital system as an adaptive complex, governed by retailers' ability to flexibly reallocate resources between channels and respond to the rising complexity of e-commerce. In an integrative review, Abdalla, El-Said, Shehata et al. [12] explore hybrid sharing-economy business models, spotlighting their potential in the shift to phygital and charting an agenda for future empirical studies.

A distinct group of works addresses the logistics and microeconomic parameters of Buy-Online-Pick-Up-In-Store (BOPIS). Global Trade Magazine's 2024 e-commerce logistics analysis [5] offers solutions based on hybrid delivery strategies and small-scale distribution hubs. Capital One Shopping statistical

portals [6; 7] provide quantitative data on online-purchase trends and BOPIS popularity, enabling analysis of correlations between consumer preferences and pick-up-point network density. Li, Wang, and Song [13] investigate how store-location density affects BOPIS adoption, demonstrating that higher retailer density significantly boosts self-pickup rates.

Separate research streams examine technological facets of AI and fintech integration. Peretz-Andersson, Engström, Fredriksson et al. [8] apply resource-orchestration theory to AI deployment in small and medium enterprises, identifying enablers of successful AI integration into hybrid distribution channels. Hendershott, Zhang, and Zhang et al. [9] survey fintech's role as a "game-changer" in information systems, underscoring fintech tools' potential to optimize payments and manage risk within omnichannel ecosystems.

Finally, broad e-commerce reviews provide context for hybrid model evolution. Jain, Malviya, and Arya [10] synthesize key e-commerce trends and challenges, laying the groundwork for targeted hybrid-model research. Jain [11] offers a comprehensive overview of e-commerce's future prospects and challenges, mapping market trends and threats facing traditional retailers.

Thus, the literature reveals a tension between deeply methodological examinations of channel-integration barriers [1; 3] and practice-oriented reports that propose solutions without robust theoretical foundations [2; 5]. Gaps remain in empirical data on small and medium enterprises [8], and cross-cultural comparisons of hybrid-model implementation across different geographic contexts are notably lacking.

Results and Discussion. Based on a systematic review of practice and foundational research [1; 2], an integrated assessment model is proposed (Fig. 1), organized into three interrelated modules [9; 12]. Each module comprises a dedicated set of key performance indicators (KPIs) that quantitatively measure its respective dimension: from customer satisfaction and loyalty metrics to process-performance measures and technology-readiness indices.

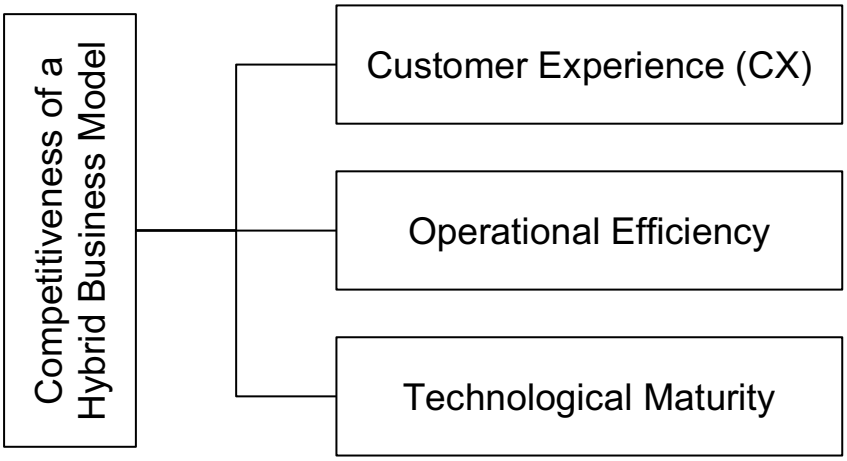

Fig. 1. Integrated model for assessing the competitiveness of hybrid business models

Source: compiled by the author based on [1; 2; 9; 12]

The model in Figure 1 not only enables diagnosis of the system's current operational state but also highlights potential bottlenecks requiring focused managerial action. At its core lies the customer experience (CX), since this is the primary driver of consumer loyalty and repeat-purchase intent [2; 4]. Studies show that around 85 percent of BOPIS users make additional in-store purchases when collecting their online orders [7], vividly illustrating the synergistic interplay between channels. The system's technological maturity provides a sturdy framework for uninterrupted operations, while IT-solution integration delivers a unified view of customer profiles and inventory levels—an essential pillar of a successful omnichannel strategy [5; 11].

A high share of BOPIS transactions in this retailer's total sales points to sustained demand for integrated offline–online solutions. From an operational-efficiency perspective, optimizing the supply chain by leveraging both digital and physical touchpoints gives the "hybrid leader" a clear cost advantage in order processing and delivery. The upward trend in the US BOPIS market, shown in Figure 2, underscores the strategic case for further investment in omnichannel services.

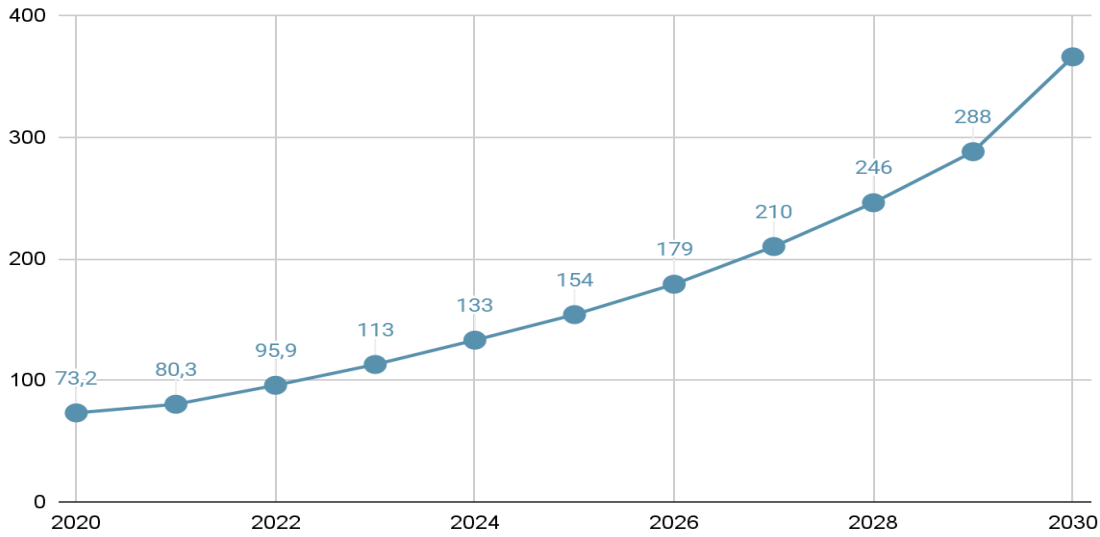

Fig. 2. Growth of the BOPIS market in the USA, billion USD (2021–2025)

Source: compiled by the author based on [7; 13]

An essential success factor is the creation of a seamless customer journey, in which each channel complements rather than duplicates the others. Figure 3 illustrates the scheme of such omnichannel interaction.

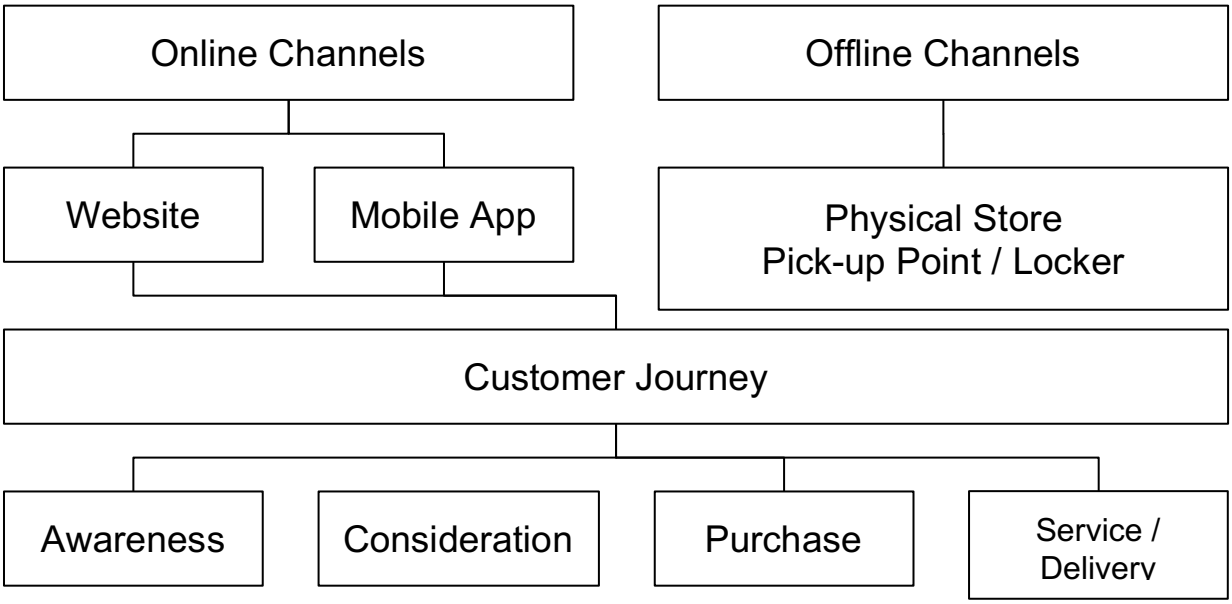

Fig. 3. Scheme of omnichannel engagement

Source: compiled by the author based on [3; 8]

The model highlights the variety of interaction channels and the potential transition pathways between them. It is precisely this multilayered integration of digital and traditional touchpoints that constitutes a decisive competitive

advantage [8; 10]. Implementing hybrid models requires overcoming a network of interconnected challenges: first, substantial capital investments in cutting-edge technologies and architectures; second, the difficulty of unifying and consolidating disparate IT platforms into a single, coherent ecosystem; and, finally, a profound overhaul of organizational culture and management processes to support new forms of engagement. Companies that stubbornly ignore the hybridization trend risk ceding competitive ground to more adaptive, customer-centric players.

Conclusion. The comprehensive empirical analysis examined both methodological and practical aspects of assessing the competitiveness of hybrid delivery models that integrate online and offline channels. The model presented serves as a hands-on tool for strategic diagnostics, enabling companies to pinpoint their strengths and prioritize areas for improvement. Empirical findings demonstrate that incorporating Buy-Online-Pick-Up-In-Store (BOPIS) strategy elements correlates with a higher customer retention rate (CRR) alongside reduced logistics costs—outcomes that, in turn, drive profitability growth and reinforce market positioning.

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