

Brand loyalty of the target audience and customer lifetime value

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Abstract. Maintaining brand loyalty within the target audience is the main priority of both the business owner and the team, which is improving the implementation of this business. Modern brand loyalty is at a crossroads, with businesses refining brand strategies in the context of changing consumer preferences, the AI boom, e-commerce, and dynamic economic conditions. This study aimed to analyse the relationship between customer lifetime value and brand loyalty, to elucidate and identify the different factors that influence customer loyalty and lifetime value. The methodological basis of the research was an integrated approach that combines general scientific and special methods of cognition for a comprehensive analysis of brand loyalty of the target audience and customer lifetime value. The analysis identified the key factors influencing this relationship, including customer experience, perceived value, personalisation, customer segmentation, and optimisation of acquisition and retention channels. The study found that understanding and measuring customer lifetime value correctly provides an opportunity to help business actors adapt marketing efforts, optimise the costs of attracting and retaining consumers, identify and develop segments with high customer lifetime value, ensuring brand loyalty growth and sustainable success in a competitive market, and allows for informed and strategic decisions about the feasibility and effectiveness of marketing, sales, and support investments. The results revealed that assessing customer lifetime value requires consideration of differences between customer segments and the risk of overestimating customer value, which may influence the effectiveness of marketing decisions. The research carried out was of practical value to business actors in the context of efficient budget allocation of available channels for attracting and retaining consumers by business model and industry

Keywords: customer acquisition cost; brand effectiveness; brand loyalty; business strategy; brand strategy

Introduction

Effective customer lifecycle management is a delicate interaction between consumer engagement and the direct impact on the business's financial results. The COVID-19 pandemic, which significantly changed consumer behaviour (the transition to e-commerce) and escapism, which negatively affected existing loyalty programs, has emphasised the importance of consumer-oriented strategies (real-time service, development of active omnichannel brand communities, gaming rewards, exciting experiences, etc.). The lifetime value (LTV and/or CLV) indicator helps to determine the plateau in the relationship between business and the consumer; the understanding and qualitative calculation of which makes it possible to determine

changes and improvements that can increase brand loyalty, satisfaction, and consumer spending. It is worth noting that the approaches to determining the relationship between LTV and brand loyalty of the target audience for goods and services have certain features in view of their materiality and intangibility. Features are also observed depending on the market models: B2B and B2C.

According to M. Riordan (2026), almost 66% of customers in the B2B segment and 53% in the B2C segment refuse further interaction due to poor service and interaction levels. That is why evaluating, controlling and improving the level of consumer satisfaction (Customer Satisfaction Score (CSAT)) is an extremely important task for

Suggested Citation:

Chepelenko, A. (2026). Brand loyalty of the target audience and customer lifetime value. *Innovation and Sustainability*, 6(3), 53-62. doi: 10.31649/vis/3.2026.53.

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any business entity, taking into account specific aspects of activity. Also, it is worth noting that the optimal value of CSAT depends on the field and industry (light industry and technology – 79%, retail trade (electronic trade) and tourism – 78%, retail trade (specialised) – 77%, delivery – 76%). According to G. Tay (2026), on average, companies working to improve the customer experience see consumer retention at 42% and satisfaction at 33%, and cross and incremental sales – at 32%. Therefore, positive experiences generate satisfied and loyal consumers, contributing to the growth of profits. The E. Bailyn (2025a; 2025b) also indicated that the improvement in the ratio of LTV to customer acquisition cost (CAC) in the long term is due to the dominant use of organic marketing, while in the short term, the optimal use is a combined approach. The main idea of research X. Li (2025) was the prioritisation of high-value customers, their classification into different customer lifetime value (CLV) groups to make more informed and targeted decisions about each group, which improves customer retention, thereby increasing the long-term attractiveness and strategic stability of the enterprise. A data-driven approach for resource allocation and adjustment is presented, combining real-time data and dynamic customer behaviour analysis, and analysing enterprise data and consumer behaviour.

Results of study O. Kolomytseva *et al.* (2024) confirmed that loyalty is significantly influenced by elements such as personalising interactions, ensuring usability of products and services, responding quickly to customer needs, and integrating different interaction channels. P. Mandal (2023) believed that effective management of customer lifetime value contributes to business growth and allows for strategic value assessment. Therefore, understanding consumers and increasing their growth potential emphasises the importance of building customer loyalty through competence, honesty, and friendliness, which will promote long-term loyalty. According to V. Norouzi (2024), CLV allows businesses to significantly increase profitability, efficiently allocate resources, and increase loyalty. Neural networks can significantly improve the prediction of consumers' lifetime value, helping businesses optimise costs through segmentation, emotional engagement, personalised offers, and identification of the most effective channels, taking into account the evaluation of the consumer's efforts to interact with products or services. Y. Yan & N. Resnick's (2024) approach to modelling focused on three main strategies: feature development, an advanced multi-stage CLV model, and CLV directly. According to the results of backtesting, the proposed model is appropriate for testing and implementation for brands with low retention rates and high prices.

The customer life cycle forecasting system in the context of B2B SaaS-for optimising resource allocation, improving product offerings, promoting customer retention, and improving business decisions-was investigated by S. Curiskis *et al.* (2023). They described a number of

marketing applications related to CLV prediction in B2B SaaS environments, such as highly heterogeneous populations, multiple product offerings, time constraints of data, and subtle customer relationships. Cluster analysis and the RFM model are widely used to gain a deeper understanding of customer characteristics and needs due to their simplicity and applicability in purchasing behaviour analysis. A slightly different approach than in the studies in question, in particular D. Kvičala *et al.* (2026), focused on three levels of categorical variables that are individually related to CLV (transaction, client, and e-store) and their comparison. In doing so, the greatest association among the quantitative variables was demonstrated by behavioural loyalty, measured through the number of transactions. Also interesting was the conclusion regarding the comparison of access channels to electronic stores, namely: a positive connection with CLV is demonstrated by "direct access" through Google campaigns, whereas a negative relationship with CLV is identified through Facebook campaigns. Regarding usability and consumer satisfaction from using versions of electronic stores, priority is defined for the "desktop device_category" compared to the "mobile device_category".

According to research by American Customer Satisfaction Index (2026), consumers have become more demanding; they do not register "just like that" and do not return to places where the experience is uninteresting or difficult. The main conclusions of the study are that consumer behaviour is influenced by income levels: low- and middle-income consumers claim to be well aware of the conditions of all loyalty programs, understand the differences between them, and demonstrate a high level of engagement. High-income consumers show the least interest in loyalty programs and choose simple rewards. Although numerous studies explore the basics of loyalty while others use CLV as a segmentation tool, there is a scarcity of papers that consider approaches to determine the relationship between LTV and brand loyalty of the target audience, generating potential consumers depending on B2B and B2C market models and industries. This study aimed to analyse the relationship between customer lifetime value and brand loyalty, to elucidate and identify the different factors that influence customer loyalty and lifetime value.

Materials and Methods

The presented article was theoretical and analytical. The methodological basis of the research was an integrated approach that combined general scientific and special methods of cognition for a comprehensive analysis of brand loyalty of the target audience and CLV. The research structure was structured in such a way as to ensure the transition from theoretical understanding of concepts to theoretical and analytical analysis of customer lifetime value and brand loyalty of the target audience, with an emphasis on the feasibility of attracting new consumers. Within the framework of the epistemological analysis method, a review of

scientific approaches was conducted in order to identify and systematise the relationships between customer lifetime value and brand loyalty and their influences. In the process of the study, the theoretical and practical achievements of scientists and analytical companies were worked out, and certain directions of systematisation were determined. These directions included the main drivers of brand loyalty; the possibilities of measuring the positive and negative impact of customer experience on brand loyalty and the correlation between aspects of customer experience; the possibility of considering CLV as a segmentation tool and explanatory factors of loyalty and their differences. The systematisation also covered methods of modelling and optimising the customer's life cycle in order to determine the mechanisms of loyalty formation; the mechanisms of modelling customer loyalty formation as intermediaries between satisfaction, trust, and brand image with the aim of sustainable success; and the relationship between LTV and brand loyalty of the target audience, taking into account the materiality of products and goods, the intangibility of services, and the features of such relationships according to B2B and B2C market models. The methodological basis for the interpretation of theoretical and analytical data included approaches to the specified problems by both scientists and leading research organisations, as well as the method of structural analysis of the relationships between customer lifetime value and brand loyalty.

Based on research on ways to optimise and increase LTV (Joosten, 2024; Corde & Karpinski, 2026; Hardin, 2026), ways and tools of rational budget planning for increasing the duration of consumer retention, the overall increase of LTV, and the attraction of new consumers were summarised and systematised. Given that LTV performance and the strategic vision of brand loyalty are linearly influenced by a score like CAC, the study used analytical data from an SEO and marketing leadership company First Page Sage to determine the optimal LTV to CAC ratio for 29 industries and the average ratio for each industry for the period 2019-2024. Customer acquisition strategy evaluation was based on anonymous analytics of 140+ B2B campaigns for the period 2019-2024 (approximately 65% B2B and 35% B2C of the US market, including business entities such as Salesforce, Microsoft, US Bank, Logitech, and Verisign) in three categories based on company sizes: Small-to-Midsize (\$10M-\$100M) – 43%, lower middle market (\$100M-\$1B) – 35%, upper middle market and enterprise (\$1B+) – 22%. Customer engagement was done primarily through organic SEO (79% of campaigns) with paid search (13%) and the remaining – a combination of paid and organic social, video marketing, and email in 20 different industries, as well as data from 103 B2C customers for the period 2021-2025. CAC (organic CAC and paid CAC) was assembled primarily from two channels: SEO and Organic Social. Paid CAC data was collected from PPC/SEM and Paid Social, excluding email marketing, direct mail, outdoor advertising, or other marketing channels due to the

limitations of B2C dataset. CAC results from organic and paid channels were separately averaged, segmenting them by industry.

The study used analytical and evaluation studies by American Customer Satisfaction Index (2026), Emplifi (Tay, 2026), Euromonitor International (2025), FirstPageSage (Bailyn, 2025a; 2025b), Zendesk (Riordan, 2026) and scientific studies of B. Baesens & A. De Caigny (2022), S. Curiskis *et al.* (2023), and O. Kolomytseva *et al.* (2024), which were the basis for analysing consumer life cycles and forming brand loyalty in order to maximise the potential capacity of the brand. This made it possible to classify ways to increase LTV (“Fastest way”, “Effective way” and “Most effective way”) and systematise channels for attracting and retaining consumers in order to increase LTV. This multi-method approach provided a comprehensive justification for the feasibility and effectiveness of making business decisions regarding the structure of investments in marketing, sales, support (after-sales service and customer retention), development of new products (services), and innovative approaches that depend on understanding the lifecycles and lifetime value of consumers for the business and maintaining their loyalty.

Results

The study of the relationship between customer lifetime value and brand loyalty is based on the need to understand the impact of marketing intelligence and organisational-oriented strategic and tactical decision-making on customer satisfaction and loyalty. In accordance with S.K. Vishnoi *et al.* (2026), strategic decision-making significantly affects customer loyalty, despite the fact that tactical decision-making is negatively related to satisfaction. The results of measuring the positive and negative impact of customer experience on brand loyalty and the correlations between aspects of customer experience (product quality, emotional engagement, staff behaviour, satisfaction, etc.) and factors affecting brand loyalty (customer satisfaction, perceived value, brand trust, and emotional connections), along with levels of brand loyalty among different consumer segments, prove that sustained positive interactions build long-term brand loyalty. Negative interactions lead consumers to consider competitors' offers in both the short and long term (Anastassova, 2026). The ratio LTV:CAC is the main indicator of brand profitability, growth potential and overall business condition and “consumer quality”. Given that LTV shows the amount of income that a business entity is able to receive or receives throughout the entire path of consumer interaction with the business, the values of CAC and LTV indicators are in opposition to each other – the business is interested in reducing CAC and increasing LTV. By increasing LTV, businesses have the opportunity to increase their budget to attract new consumers, increase competitiveness, and gain more market share, resulting in longer consumer retention and an overall increase in LTV (Table 1).

Table 1. Ways to increase LTV

The fastest way	Increase in the average cost of the order (price increase)	conducting testing to clarify price elasticities
	Additional sales	introduction of additional offers that complement the initial product or service
	Using special applications (Fix Your Funnel)	optimisation and automation of marketing
Effective way	Increase the frequency of repeat purchases	loyalty programs, promotions, etc
The most effective way	Increasing the level of consumer satisfaction	personalised communication, quality management, omnichannel, needs analysis and forecasting, loyalty programs

Source: summarised by author based on D. Joosten (2024), C. Corde & N. Karpinski (2026), J. Hardin (2026)

The best practices for optimising LTV:CAC are reducing CAC (by reducing the share of paid content (advertising), because rising advertising costs increase acquisition costs, and they are not sustainable in the long term and are only suitable for obtaining quick results and creating initial brand awareness in the early stages of development); investing in more sustainable methods for long-term growth capable of reducing CAC and reducing advertising dependence (depending on the business model), which affiliate programs can provide (especially popular among consumer brands, they provide CAC control: the cost of attracting consumers through affiliates is the affiliate fee); and referral programs (reducing marketing costs by reducing CAC: referred customers are more likely to make repeat purchases and have a higher retention rate, thus increasing the lifetime value).

Search engine optimisation (SEO) (a long-term, traffic-oriented investment with sustainable results: brands get free traffic from search engines, and keyword targeting helps increase visibility and conversion rates); a focus on retention (reducing CAC and increasing LTV through social media channels (it's important to remember that these platforms are borrowed territory), SMS/email, cross-selling, and incentivising repeat purchases). Determination of the most profitable and expensive segments of consumers (segmentation of consumers and calculation of the LTV:CAC ratio for each cohort makes it possible to determine exactly which target audience is worth investing in). Analytical data related to factors that directly affect LTV help to identify

problem areas and opportunities. Omnichannel strategies help to identify channels capable of attracting consumers with the highest LTV, and multichannel communication helps to create a marketing strategy for each category of consumers. Simplifying the consumer's path, understanding and defining their functional and emotional needs, focusing not on what the consumer declares but on what they really want, and evaluating their efforts (CES). Monitoring the LTV:CAC ratio in real time (centralisation of data, use of analytical platforms) deserves special attention.

In the context of significant business growth and improved gross margin performance, a high LTV-to-CAC ratio may serve as an indicator of the need to reassess operational efficiency and optimise business processes prior to expansion (Leblanc, 2021). Real-time monitoring of the LTV:CAC ratio can help business actors understand and evaluate consumer behaviour in order to develop and make effective decisions and rational resource planning; identify features and patterns of consumer behavior that can increase LTV; orient consumers with similar habits to a certain segment; understand and evaluate ways to increase average costs or purchase frequency precisely within a specific business; determine ways to transfer consumers to a level of higher value. Involvement of potential consumers and maintenance of existing events. Attracting potential consumers and retaining existing ones takes place through main channels that are focused on conversion and additional (not effective for generating potential consumers), but have strategic value (Table 2).

Table 2. Rating and analysis of channels of attraction and retention of consumers in 2025

Rank	Channel	Function	Attracting potential consumers (lead generation)	Maintaining existing consumers (lead education)	Advantages and Disadvantages		Average return on investment
					Advantages	Disadvantages	
1	SEO	Basic	+	+	High return on investment and versatility. Provides content for other channels.	Campaigns take time and require intensive content production.	748%
2	Speaking Engagements		+	+	High ROI and direct contact with key industry decision makers.	A talented speaker is needed, who is also an expert, works a lot (moves).	856%
3	Webinars		+	+	An effective way to build trust.	Requires high-quality webinar training.	430%
4	Email	Additional	-	+	Low costs for updating (formatting) content.	Quality mailing lists take time to create.	261%
5	PPC Advertising Model		+	-	High short-term return with immediate results.	Expensive in the long run with decreasing ROI over time.	36%
6	ABM-marketing		+	+	Precisely targeted at high value customers who are great fit.	Limited use, high risk.	Varies considerably

Continued Table 2

Rank	Channel	Function	Attracting potential consumers (lead generation)	Maintaining existing consumers (lead education)	Advantages and Disadvantages		Average return on investment
					Advantages	Disadvantages	
7	Podcasts	Additional	-	+	The possibility of offering long-term entertainment content.	A charismatic expert is needed.	527%
8	Organic marketing		-	+	Relatively low CAC. Ability to update content with this cost reduction.	Campaigns take time to build an audience.	229%
9	Paid marketing		+	-	Precisely targeting the audience.	High CAC.	192%
10	Trade exhibitions		+	-	Direct contact with the target audience.	Expensive and highly competitive market.	85%

Source: summarised by author based on E. Bailyn (2025a), A. Chepelenko (2025; 2026), G. Tay (2026)

Most entities operating under the B2C model (micro, small and medium-sized business entities) earn the best long-term returns from investing in SEO, creating the groundwork and horizons for sustainable long-term consumer engagement; email and organic marketing. Budget increases provide an opportunity to increase investment in paid generation of potential consumers (PPC and paid marketing). For medium-sized B2B entrepreneurs, public speaking, under the conditions of using a qualified professional, becomes a valuable channel for attracting and retaining consumers. Paid marketing can be used as an additional channel to PPC (short-term or for another

audience segment). Instead, SEO, Email and organic marketing require less of an overall consumer engagement budget due to increased content creation efficiency. Large business actors, because they have larger budgets, support investments in all channels of attracting and retaining consumers (Table 3), which allows experimentation and efficient spending. Thus, business entities operating under the B2B model choose to have visual and/or manifested content through defined channels, which helps to establish trust in the field (niche) or industry. For business entities operating on the B2C model, content is an opportunity to increase subscribers and expand brand recognition among consumers.

Table 3. Budget distribution of available channels of attracting and retaining consumers according to the business model in 2025

Channel	Budget breakdown by business model and business entities						
	Function			B2C		B2B	
				Small	Midsize	Startups	Midsize
SEO				50%	40%	60%	40%
Speaking Engagements	Basic	Involvement of potential consumers	Retention of existing consumers				15%
Webinars							
ABM-marketing							10%
PPC Advertising Model					10%	20%	15%
Paid marketing	Additional	Retention of existing consumers 20%		10%	15%		10%
Trade exhibitions					.		10%
Email				20%	20%	15%	5%
Podcasts							5%
Organic marketing				15%	5%	5%	3%

Source: summarised by author based on E. Bailyn (2025a)

The transformation of loyalty program approaches has been driven by the use of non-fungible tokens (NFTs), blockchain, and the metaverse, which can add more exclusivity to offerings, reduce fraud and costs, and create a safer environment. This creates new business models and incentives that are more transparent, secure, and flexible, ensuring interaction with consumers, expanding reach, and reducing costs. In addition, crypto-loyalty programs are able to process rewards in real time and are implemented by various types of businesses (from small and medium to large) and industries (e.g., retail, travel, beauty and personal care, etc.). The new digital assets are able to modernise customer segments of loyalty

programs, allowing direct access and close interaction with a wider customer base, strengthening partnerships in various areas and industries, increasing social responsibility and social incentives. The impetus for developing loyalty in a rapidly transforming world is the transition of brands beyond purely transactional rewards toward more personalised, experience-oriented interactions. New trends include agent-based AI, immersive micro-content, choice-based rewards, and emotion-focused stimuli. In 2025, 27% of global consumers bought products or services directly through TikTok content makers, demonstrating the power of digital touchpoints in loyalty strategies (Euromonitor International, 2025).

According to Euromonitor International (2025), several key trends are expected to shape loyalty strategies in 2026. One of these is “Loyalgentic”, which refers to the use of agentic AI to transform loyalty into real-time consumer engagement. AI-powered loyalty agents, such as Walmart’s Sparky, launched in 2025, can automate various stages of consumer interaction and make participation in loyalty programmes more seamless. This development is supported by 70% of global consumers, while brands that enable open API integration can further extend the capabilities of such systems and strengthen consumer engagement. Another important trend is the transition from transactional reward schemes towards broader wellness ecosystems that integrate fitness, nutrition and mental health into consumers’ daily routines. In 2025, 60% of global consumers participated in several paid retailer subscription programmes, with wellness becoming one of their key expectations. For example, private health insurer Vitality expanded its programme in 2025 by incorporating Google Cloud AI and sleep-related goals through Oura, thereby rewarding healthy behaviour and

encouraging longer-term engagement. Micro-content is also gaining importance as a means of attracting attention and stimulating emotional involvement. Through its DianTao (Taobao Live) platform, Taobao enables consumers to watch free micro-dramas and receive rewards via Alipay that can subsequently be spent on Taobao, thereby converting passive entertainment into tangible consumer value and broader loyalty. Finally, loyalty strategies are increasingly targeting affluent consumers through exclusivity, personalised rewards and tailored experiences. In this context, brands are using technology-enabled exclusivity to strengthen relationships with high-value consumers, particularly in rapidly expanding markets such as India. Loyalty Index by the Euromonitor International (2025) offers a perspective by tracking and comparing how often leading brands and companies mention loyalty in public documents, articulating loyalty as part of their strategic identity. The rise in the loyalty index by brand and industry may indicate the launch of new programs, increased consumer engagement efforts, or a deliberate focus on investor messaging (Fig. 1).

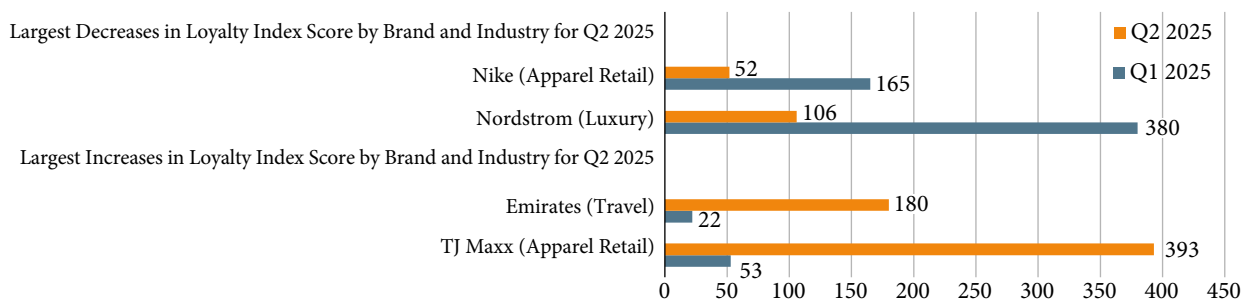


Figure 1. The largest increase and decrease in the loyalty index by brands and industries for the first half of 2025

Source: J. Conway & N. Popova (2025)

The rapid increase in the loyalty index indicator often reflects deliberate efforts to increase loyalty in strategic communications by proposing early changes in brand priorities. Among the companies with the largest quarterly growth in loyalty index figures, TJ Maxx showed the most dramatic rise (from 53 to 393), consistent with its buzzing advertising push around the TJX Rewards program, the “You Sponsored by TJ Maxx” initiative, and increased investor communication, highlighting loyalty as a driving force for growth. Uniqlo has made notable strides through efforts to expand personalised app features and integrate consumer feedback. In the tourism sector (Emirates Airline), a significant increase in the loyalty index (from 22 to 180) occurred thanks to the expansion of the Skywards program. At the same time, strategic repositioning (a slight movement or even a decline in the exchange of messages related to loyalty, raising questions about whether loyalty remains the focus of their public strategy) has been responsible for the decline in the loyalty index. In addition, strategic shifts in internal restructuring and repositioning, such as Nike, caused the loyalty index to decline from 165 to 52 in the second quarter of 2025, as Nike’s public communications focused

on launching “Sport Offense”, reorganising and executing “Win Now” actions, without mentioning loyalty programs or consumer retention efforts, contributed to the above results, as loyalty was not emphasised as a strategic pillar.

Nordstrom also experienced a significant decline over the same period, with its Nordstrom Loyalty Index score down from 380 to 106 and while Nordstrom announced changes to The Nordy Club in April 2025 (a 5% fixed discount Nordstrom Rack for credit card holders), the positioning change removed key loyalty mechanics and shifted messaging away from interaction and towards a point accumulation system and reduced public communications after changes in ownership structure. Such dynamics highlight the importance of monitoring messaging and actual loyalty-related actions across industries, providing an opportunity to understand the consistency of brand loyalty with customer engagement, sales growth and long-term competitive positioning and the ability to figure out the likelihood of a gap between what brands promise and what they deliver. The results of the conducted research prove the relationship between consumer lifetime value and brand loyalty. Taking into account that from the standpoint

of strategic vision and the long-term construction of brand loyalty, it is important to find the optimal ratio of LTV to CAC, understanding the industry features of such relationships, their specification, and optimisation according to the B2B and B2C market models becomes relevant.

Discussion

In the dynamic landscape of research on the relationship between CLV, CAC, and brand loyalty, understanding formation (customer experience, perceived value, trust, personalisation, segmentation, etc.), the choice of channels for attracting and retaining customers, and their use by business entities in order to increase business efficiency is gaining importance. Many small and large firms are still trying to quantify customer value, optimise relationships with them, facilitate customer experiences, and identify customer paths alongside the variety of existing innovative channels and customer lifecycle models, offering ways to optimise and improve them with carefully selected data combined with state-of-the-art analytics (Baesens & De Caigny, 2022). Given that the digital market poses challenges for firms, making customer loyalty an important strategic goal for sustainable success, structural models allow for identifying mechanisms for building and attracting customer loyalty, where perceived value mediates loyalty relationships by balancing satisfaction, trust, and brand image.

Digital market features pose challenges for firms, making customer loyalty an important strategic goal for sustainable success (Sahyaja *et al.*, 2026). Focusing on the levels of categorical variables that are individually associated with CLV, researchers note a positive association with CLV through Google campaigns and a negative association with CLV through Facebook campaigns (Kvičala *et al.*, 2026), which requires more research when choosing communication channels with the consumer in order to preserve and increase loyalty. CLV is a strategic indicator for customer segmentation and marketing resource allocation (Ali & Shabn, 2024). According to Y. Yan & N. Resnick (2024), modern marketing analytics is based on customer lifetime value modelling, which focuses on three main strategies: feature development, improvement of the multi-stage CLV model (customer churn modelling), and the combination of discriminative and generative models at the individual level. In customer-centric systems, CLV is essential, especially within analytical modelling.

In a highly competitive service sector (banking, IT, hospitality, etc.), as a rule, information isolation creates gaps in the customer experience, and short-term connectivity is overestimated; since most companies are interested in instant transformation, the strategic imperative aims to maximise the customer's lifetime value. In addition, the study noted that the intangible nature of the service sector requires more efficient information circulation to maintain quality and trust in the service, and the alignment of sales and marketing functions based on information exchange plays a crucial role in stimulating CLV improvement, as emphasised by M. Dhanalakshmi & R. Jith (2026). This

approach provides an opportunity to understand the nature and capabilities of tangible and intangible assets through the lens of differentiation and (perhaps further) diversification to increase CLV. In a study by E. Adiba *et al.* (2025), it was emphasised that unlike traditional CLV models that did not pay attention to contracts, the customer lifetime value (CLV) model, adapted to the subscription-based streaming industry, includes both contractual dynamics and user activity. Because a longer subscription yields a higher CLV with more predictable churn cycles, the semi-Markov model captures the time users stay in specific subscription plans and the transitions between those plans, allowing, when analysing empirical data, the formation of effective marketing strategies, loyalty, and resource management to maximise CLV in the streaming sector.

The study O. Dogan *et al.* (2025) stressed that BA techniques are a key research area that will shape future CLV modelling, especially in view of the increasing diversity and speed of obtaining customer data that businesses can use to optimise segmentation, improve personalised marketing strategies and ultimately stimulate customer retention and profitability; this allows better prediction of customer behaviour, tailoring offers to their needs and allocating resources more efficiently which leads to improved satisfaction and loyalty. In doing so, it should be observed that the predominance of structured data does not take into account potential information from unstructured data sources, posing a problem for comprehensive CLV modelling and signalling the need for more advanced methods of integration and analysis of such data. According to B. Londoño-Giraldo *et al.* (2026), loyalty is defined as a stable pattern of use and time billing, explained by five constructs: perceived value, satisfaction, reputation, trust, and commitment. Despite the global decline in satisfaction, recent reviews suggest that post-consumption assessment—an emotional judgment that results from comparing expectations to perceived performance—plays a key role in influencing buyer behaviour and ensuring customer loyalty (Ramasamy *et al.*, 2024). Customer experience is a major driver of brand loyalty, and companies that prioritise understanding and improving this experience are more likely to nurture loyal customers who contribute to sustainable business growth (Rane *et al.*, 2023). Given that industries have specific leverage over consumer effects on CLV, researching and leveraging knowledge on the LTV:CAC ratio and budgeting available consumer attraction and retention channels according to an appropriate business model can help companies adapt strategic priorities and gain valuable information to maximise CLV, optimise customer experience, and increase loyalty.

Conclusions

The study showed that understanding and correctly measuring the customer's lifetime value enables business entities to understand the nature and relationship between LTV and CAC, which will allow them to ensure the growth of brand loyalty, optimise the costs of attracting and

retaining consumers, and adapt marketing efforts to identify segments with high customer lifetime value. In addition, the LTV:CAC ratio made it possible to identify the most valuable consumers in relations with whom it is necessary to invest more resources in order to increase their satisfaction and loyalty, and to determine the expediency of improving interaction (investment) with consumers with lower LTVs. Also, the identification of consumers with a lower level of LTV allows for purposefully improving their experience and retention level, and using LTV as a variable for creating marketing segments. Justification of the feasibility and effectiveness of making business decisions regarding investments in marketing, sales, and support (after-sales service and customer retention), development of new products (services), and innovative approaches depends on an understanding of life cycles and the lifetime value of consumers for business.

When evaluating LTV (CLV), it is desirable for economic operators to consider certain risks and considerations, namely: segment variability (not all consumers have the same LTV (CLV) and the avoidance of overestimating the value of consumers, which is related to their behaviour regarding discounts and returns of goods, which may distort the calculations of LTV (CLV). By understanding the

potential value of different consumer segments, business entities can allocate marketing budgets more efficiently, focusing on the priorities of preserving existing and/or attracting the most valuable consumers. Increasing consumer retention, encouraging referrals, and building brand trust and reputation can help balance emotional and transactional approaches to building loyalty and create more compelling experiences tailored to individual consumers' lifestyles. Understanding the nuances of LTV (CLV) and its deliberate application in different consumer segments is therefore crucial to building and enhancing brand loyalty. In further scientific research, there is a need to focus attention on the analysis and features of algorithms for the formation of brand loyalty in accordance with technological changes, transformation of brand architecture, and diversification.

Acknowledgements

None.

Funding

None.

Conflict of Interest

None.

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Лояльність цільової аудиторії до бренду та життєва цінність клієнта

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Анотація. Підтримання лояльності цільової аудиторії до бренду є одним із головних пріоритетів як власника бізнесу, так і команди, яка забезпечує вдосконалення його функціонування. Сучасна концепція лояльності до бренду перебуває на етапі трансформації, оскільки підприємства вдосконалюють брендові стратегії в умовах зміни споживчих уподобань, стрімкого розвитку штучного інтелекту, електронної комерції та динамічних економічних умов. Метою цього дослідження було проаналізувати взаємозв'язок між довічною цінністю клієнта та лояльністю до бренду, а також з'ясувати й визначити різні чинники, що впливають на лояльність клієнтів та їхню довічну цінність. Методологічною основою дослідження став комплексний підхід, що поєднує загальнонаукові та спеціальні методи пізнання для всебічного аналізу лояльності цільової аудиторії до бренду та довічної цінності клієнта. У результаті аналізу було визначено ключові чинники, що впливають на цей взаємозв'язок, зокрема клієнтський досвід, сприйняту цінність, персоналізацію, сегментацію клієнтів та оптимізацію каналів їх залучення й утримання. Дослідження показало, що правильне розуміння та оцінювання довічної цінності клієнта дає суб'єктам господарювання змогу адаптувати маркетингові заходи, оптимізувати витрати на залучення й утримання споживачів, визначати та розвивати сегменти з високою довічною цінністю клієнта, сприяючи підвищенню лояльності до бренду та забезпеченню сталого успіху в конкурентному середовищі, а також ухвалювати обґрунтовані стратегічні рішення щодо доцільності та ефективності інвестицій у маркетинг, продажі й підтримку клієнтів. Результати засвідчили, що під час оцінювання довічної цінності клієнта необхідно враховувати відмінності між сегментами клієнтів і ризик завищення їхньої цінності, що може впливати на ефективність маркетингових рішень. Проведене дослідження має практичну цінність для суб'єктів господарювання в контексті ефективного розподілу бюджету між доступними каналами залучення й утримання споживачів залежно від бізнес-моделі та галузі

Ключові слова: вартість залучення клієнта; ефективність бренду; лояльність до бренду; бізнес-стратегія; бренд-стратегія