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METHODOLOGICAL FRAMEWORK OF CUSTOMER ORIENTATION IN A MODERN PRINTING COMPANY

МЕТОДИЧНИЙ БАЗИС КЛІЄНТООРІЄНТОВАНОСТІ СУЧАСНОЇ ПОЛІГРАФІЧНОЇ КОМПАНІЇ

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The article examines the methodological framework of customer orientation in a modern printing company, which is formed through the integration of classical management concepts and advanced technologies. It is demonstrated that under conditions of increasing competition and rapid market changes, traditional management models fail to ensure an adequate level of efficiency and customer loyalty. The necessity of developing an integrative system that combines the CRM approach, the concept of Total Quality Management (TQM), Lean management, innovation management, and corporate social responsibility (CSR) is substantiated. The results of the study indicate that the comprehensive implementation of customer-oriented strategies in combination with technological innovations enables printing enterprises not only to meet modern market requirements but also to form a stable system of relationships with customers, which is a key factor of success in the twenty-first century.

Keywords: customer orientation, CRM approach, Lean management, innovation management, corporate social responsibility, printing company, order personalization, product quality, competitiveness.

У статті досліджено методичний базис клієнтоорієнтованості сучасної поліграфічної компанії, що формується на основі інтеграції класичних управлінських концепцій та новітніх технологій. Показано, що в умовах зростаючої конкуренції та швидких змін ринку традиційні моделі управління не забезпечують належного рівня ефективності та лояльності клієнтів. Обґрунтовано необхідність створення інтегративної системи, яка поєднує CRM-підхід, концепцію TQM, Lean-менеджмент, інноваційний менеджмент та корпоративну соціальну відповідальність (CSR). CRM-стратегії дозволяють систематизувати взаємовідносини з клієнтами, забезпечити персоналізацію замовлень та формувати довгострокові партнерські відносини. Впровадження TQM сприяє стабільності якості продукції завдяки використанню систем управління кольором



та автоматизованого контролю. Lean-менеджмент забезпечує оптимізацію виробничих процесів, мінімізацію втрат і гнучку адаптацію до індивідуальних вимог замовників. Customer-centric strategy формує філософію бізнесу, де клієнт стає центральною фігурою, а всі процеси спрямовані на створення максимальної цінності для нього. Інноваційний менеджмент відкриває нові можливості завдяки впровадженню AR/VR, QR-інтеграції та мультимедійних рішень, що підвищують конкурентоспроможність компанії. CSR доповнює методичний базис, інтегруючи соціальну та екологічну відповідальність у діяльність підприємства, що сприяє формуванню позитивного іміджу та довіри клієнтів. У статті наведено приклади практичного застосування зазначених методик у поліграфічних компаніях, а також підкреслено їхню роль у забезпеченні довгострокового розвитку та стійкої конкурентної переваги в боротьбі з конкурентами. Результати дослідження свідчать, що практико-зорієнтоване комплексне впровадження клієнтоорієнтованих стратегій у поєднанні з технологічними інноваціями дозволяє поліграфічним підприємствам не лише відповідати сучасним вимогам ринку, але й формувати стабільну систему взаємовідносин із клієнтами, що є ключовим чинником успіху у XXI столітті.

Ключові слова: клієнтоорієнтованість, CRM-підхід, Lean-менеджмент, інноваційний менеджмент, корпоративна соціальна відповідальність, поліграфічна компанія, персоналізація замовлень, якість продукції, конкурентоспроможність.

Statement of the problem. The modern printing industry is undergoing continuous transformations driven both by technological progress and by changes in consumer behaviour. Clients increasingly expect not only high-quality products but also an individualized approach, rapid order fulfilment, transparent communication, and a company's responsibility to society and the environment. Under such conditions, traditional management models, which have primarily focused on production efficiency, prove insufficient to ensure the competitiveness of enterprises. The problem lies in the absence of a comprehensive methodological basis that would allow the integration of classical management concepts (CRM, TQM, Lean, CSR) with modern digital technologies and innovative solutions.

Insufficient personalization of services leads to the loss of clients who seek individual solutions and flexibility in cooperation. The limited use of CRM systems reduces the effectiveness of communication and prevents companies from proactively forecasting customer needs. At the same time, the weak implementation of the TQM concept in production processes results in unstable product quality, which negatively affects customer trust. Lean management, which could ensure cost optimization and reduce order fulfilment time, often remains underestimated in printing companies. In addition, the principles of corporate social responsibility (CSR) have not yet become an integral part of the business strategy of many enterprises, which reduces their attractiveness for customers oriented toward environmental and social values.

Thus, the main problem lies in the need to create an integrative system of customer orientation that would combine strategic management methodologies with modern technologies and innovations. Only a unified approach will enable printing companies to ensure

stable product quality, production efficiency, service personalization, and responsibility toward society. This, in turn, will become the basis for building long-term customer loyalty and a sustainable competitive advantage in a dynamic market environment.

Analysis of recent research and publications. Modern scientific studies confirm that customer orientation is a key factor in the successful development of enterprises in the printing industry. In the works of Yu. Heleya, O. Revyakin, and A. Leonidov, the role of customer-oriented marketing is emphasized as a strategic tool that ensures the long-term competitiveness of companies and fosters customer loyalty [1]. In the textbook by L. Y. Pidkamin, the elements of marketing and management in the publishing and printing industry are systematized, making it possible to integrate classical management methodologies with modern technologies [2]. A significant contribution to the development of the technological basis of printing has been made by the studies of O. Paliukh and R. Trishchuk, which focus on ensuring the quality and operational characteristics of printing products and equipment [3-4]. The work of Ya. Zorenko reveals the specific features of reproduction technologies using flat offset printing, which is important for maintaining stable quality and meeting customer requirements [5].

In the field of corporate social responsibility (CSR), the studies of B. Myronyk, K. Sliusarenko, and I. Hrybyk are particularly relevant, as they define CSR as an instrument for the sustainable development of enterprises, as well as the works of H. Koptieva, which consider CSR as an institution for business development [6-7]. Classical management concepts presented in the works of P. Drucker, R. Sanchez, and A. Heene emphasize the importance of the customer as a central element of the business model and the

necessity of production flexibility in a competitive environment [8-9]. In modern conditions, data analytics acquires particular importance: studies by M. Wedel and P. Kannan, as well as A. Payne and P. Frow, demonstrate that the use of marketing analytics and CRM strategies allows companies to forecast customer behaviour and develop personalized offers [10-11].

Additionally, it should be noted that the works of H. Liu, F. Buttle, and S. Maclan, as well as N. Begum, confirm that big data analytics and modern CRM technologies constitute the foundation for effective customer relationship management [12-14]. In the field of quality management, the works of J. Oakland and D. Goetsch remain important, as they reveal the concept of TQM as a comprehensive approach to ensuring stable product quality [15-16]. Finally, the studies of A. Carroll and B. Husted, as well as D. Allen, demonstrate that CSR is becoming a central element of modern business strategies, combining the economic, social, and environmental aspects of enterprise activities [17-18].

Thus, the analysis of recent research and publications confirms the relevance of integrating customer-oriented methodologies (CRM, TQM, Lean, CSR) with modern technologies, enabling printing companies to improve product quality, production efficiency, and to build long-term customer loyalty.

Highlighting previously unresolved parts of the overall problem. In the process of studying the methodological basis of customer orientation in a modern printing company, a set of methods was applied to ensure a comprehensive analysis of the problem. The method of system analysis was used, which made it possible to consider customer orientation as an integrated system combining management methodologies and modern technologies. The comparative method was applied to compare classical management concepts (CRM, TQM, Lean, CSR) with the latest technological solutions used in the printing industry. The method of generalization and synthesis enabled the integration of the results of previous scientific research and practical cases into a unified conceptual model. The analytical method was used to assess the effectiveness of implementing customer-oriented strategies in printing companies, particularly through indicators of product quality, order fulfilment speed, and the level of customer satisfaction. In addition, an empirical method was applied, which involved the analysis of specific examples and case studies from the practice of printing

enterprises that implement CRM systems, quality management technologies, and eco-printing. To substantiate the conclusions, the method of content analysis was also used, which made it possible to systematize contemporary scientific publications and identify key trends in the development of customer orientation in the printing industry. Thus, the research methods combine theoretical and practical levels, ensuring the comprehensiveness and reliability of the obtained results.

Formation of the objectives of the article (task statement). The purpose of the research is to substantiate and develop the methodological basis of customer orientation in a modern printing company through the integration of classical management methodologies and the latest technologies.

Summary of the main research material. The methodological basis of customer orientation in a modern printing company is grounded in the integration of comprehensive approaches aimed at maximizing customer satisfaction while simultaneously increasing the efficiency of production processes. At the core of this system lies the CRM approach (Customer Relationship Management), which involves the systematization and analysis of customer relationships in order to develop individualized offers, optimize communication, and build long-term partnerships. An important component of the methodological basis is the implementation of the TQM (Total Quality Management) concept, which is focused on comprehensive quality management at all stages of printing production. This approach includes continuous process improvement, staff involvement, and the active use of customer feedback, which contributes to increasing the competitiveness of the company.

Lean Management in a printing company is implemented through the optimization of production processes, minimization of losses, and increased flexibility in response to changing market demands. Such an approach allows companies to quickly adapt to individual customer requests by reducing order fulfilment time and improving the quality of the final product. The customer-centric strategy forms the philosophy of the company in which all business processes are oriented toward creating maximum value for the customer. This includes the personalization of services, active study of market needs, as well as the development of innovative products that meet customer expectations.

Innovation management in the printing industry involves the implementation of the

latest technologies and working methods in order to ensure competitive advantages. The integration of innovations with customer-oriented approaches enables companies to respond effectively to market challenges and satisfy the needs of different consumer segments. Corporate social responsibility (CSR) complements the methodological basis, reflecting the company's commitment to ethical business practices, social support, and environmental responsibility. The implementation of CSR practices contributes to the formation of a positive corporate image and customer trust, which constitutes a significant factor in the competitive environment of the printing industry.

A more detailed analysis is presented in Table 1.

Today, the most promising management methodologies are considered to be the customer-oriented approach, TQM (Total Quality Management), and CSR (Corporate Social Responsibility). These approaches combine classical management principles with modern digital technologies, enabling companies to increase customer loyalty and competitiveness. Let us consider them in more detail.

The customer-oriented approach in a printing company is not merely a strategy but a true business philosophy in which the customer becomes the central figure of all company

activities. The entire internal organization – from production processes to management and marketing – is aimed at taking into account the individual needs and expectations of the client as fully as possible. This makes it possible to create not merely printing products but unique, customized items that precisely meet the customer's requirements. Through such an approach, the company not only improves the quality of service but also builds trust, which contributes to customer retention and loyalty. Particularly important is the flexibility of the company, which allows it to promptly adapt to market changes and the specific requirements of each project [1]. In the printing industry, this is especially relevant because every order may have its own unique parameters – from the selection of materials (paper of various densities, special coatings, environmentally friendly options) to design, colour solutions, and production deadlines. Customer orientation makes it possible to take all these details into account, thereby making the product more valuable and competitive.

In the digital era, the role of customer orientation increases significantly. Modern information technologies make it possible not only to respond quickly to customers' requests and wishes but also to proactively predict their needs. For example, through data analysis and

Table 1

Management methodologies and modern technologies for ensuring customer orientation

Management methodology	Essence	Modern technologies	Example of application
CRM approach (Customer Relationship Management)	Systematic management of customer relationships	CRM systems, Big Data, analytics	Automatic personalized offers for regular customers
TQM (Total Quality Management)	Focus on quality at all stages of the process	Colour management systems, print automation	Ensuring stable quality of printed products
Lean Management	Process optimization and elimination of losses	Automation of production processes, ERP systems	Fast order fulfilment without unnecessary costs
Customer-centric strategy	The customer is at the centre of the business model	Online accounts, web ordering, mobile applications	Platform for independent design selection and delivery tracking
Innovation Management	Management of innovation and development	AR/VR, QR integration, multimedia solutions	Catalogues with augmented reality for interactive experience
CSR (Corporate Social Responsibility)	Social responsibility of business	Eco-printing, use of recycled materials	Promotional booklets printed on environmentally friendly paper for "green" brands

Source: compiled by the authors

behavioural analytics, a company can identify trends in customer choices and propose new solutions that have not yet been explicitly expressed by the client but may nevertheless be of interest to them. This opens the way to the creation of personalized services and products, which significantly increases the value of the offering and strengthens the company's position as a reliable partner. The implementation of CRM systems in the printing industry enables effective management of customer relationships – from the initial contact to ongoing support and repeat orders. The automation of order-processing procedures significantly reduces execution time and minimizes the risk of errors. Transparency of communication through CRM systems provides customers with a sense of control over their orders and confidence in the quality of services. Moreover, the use of Big Data analytics technologies makes it possible not only to track customer behaviour but also to develop effective marketing strategies based on this information. Identifying customer segments and analysing their preferences and habits allow companies to create targeted offers that increase conversion rates and stimulate repeat orders [2].

An example of a case illustrating the customer-oriented approach in a printing company:

The situation: a large IT company approached a printing company with a request to produce corporate desk calendars with a unique design that would correspond to the corporate identity and be environmentally friendly. The client also wanted to be able to modify certain design elements in different months of the calendar to reflect internal company events.

Application of the customer-oriented approach:

1. Individual consultation: the printing company's manager held a detailed discussion with the client to explore all requirements, including the choice of materials, colour scheme, format, and deadlines.

2. Production flexibility: due to modern printing technologies and the possibility of using different types of paper and coatings, environmentally friendly matte-coated paper was proposed, fully meeting the client's expectations.

3. Personalization: the designer developed a layout in which each month could be modified through a modular approach, allowing the company to independently update information about internal events.

4. CRM implementation: all communication and orders were tracked through a CRM system, enabling the client to receive real-time

notifications about the order status and quickly introduce adjustments.

5. Prompt delivery: due to the automation of ordering and production processes, the calendars were produced and delivered exactly on time, which was critically important for the client.

The result: the client received a product that fully met their requirements and expectations, which strengthened trust in the printing company and led to further cooperation on other projects. The implementation of CRM and the personalized approach significantly reduced the time required for approvals and the number of revisions, thereby increasing the efficiency of working with the client.

Scientific research supports the application of the outlined concept. According to the studies of Peter Drucker, the customer is a key element of any business model, and orientation toward customer needs constitutes the foundation of successful company management [8]. This is particularly important in highly competitive sectors such as the printing industry, where product individualization contributes to customer loyalty. R. Sanchez and A. Heene emphasize that production flexibility and rapid adaptation to market changes are critically important factors of success in manufacturing industries [9]. In the printing industry, where each order is unique, the ability to quickly adjust production parameters according to customer requirements provides a significant competitive advantage. According to M. Wedel and P. Kannan, the use of data analytics and behavioural analytics enables companies to proactively predict customer needs and offer personalized products [10]. This is especially relevant in the digital era, where speed of response and personalization are decisive factors. In addition, findings from scientific sources confirm that CRM systems increase the efficiency of customer interaction, help reduce errors, and improve communication transparency. In the printing sector, this contributes to shortening production time and increasing customer satisfaction.

Overall, the customer-oriented approach in a printing company represents a comprehensive system that combines the human factor, technologies, and business processes. It enables companies not only to meet current market demands but also to build long-term partnerships with customers, which is a prerequisite for stable development and success in a competitive environment.

Another important direction. The Total Quality Management (TQM) methodology represents a comprehensive approach to quality management that covers all stages of the production process – from order acceptance to the final inspection of finished products. In a printing company, where colour accuracy, image clarity, and compliance with technical specifications are of critical importance, the implementation of TQM makes it possible to ensure stable quality, minimize defects, and increase customer satisfaction. TQM involves systematic monitoring and analysis of each production cycle with the aim of continuous process improvement [14-15].

In the printing industry, the application of colour management technologies (colour management systems) is of particular importance, as they ensure accurate colour reproduction and compliance with customer requirements. Automated quality control, including digital systems for detecting printing defects at various stages of production, allows deviations to be identified and corrected promptly, significantly reducing the number of defective products. This contributes not only to saving materials and time but also to strengthening trust in the brand.

The integration of TQM principles into the corporate culture of a printing company fosters responsibility among employees for the quality of their work, encourages teamwork, and promotes innovation. The implementation of internal audit systems, staff training, and the use of modern technologies enables the company to adapt to market changes, maintain competitiveness, and meet the growing expectations of customers.

Example of a case of implementing Total Quality Management (TQM) in a printing company:

The situation: the company "PrintPro" specializes in printing advertising materials, packaging, catalogues, and other printed products. The main problem consisted of frequent customer complaints regarding colour inconsistencies, defective products, and delays in production. As a result, the company began to lose orders and its reputation in the market.

The task: to implement a comprehensive quality management approach aimed at stabilizing production processes, improving the accuracy of colour reproduction, reducing the number of defects, and enhancing customer satisfaction.

Implementation steps:

1. Analysis of current processes: a detailed production audit was conducted to identify key

stages where defects occurred and to determine the causes of colour inconsistencies.

2. Implementation of a quality management system: internal control standards were developed, including verification stages at each step of the production process.

3. Use of colour management technologies: colour management systems were installed, enabling precise calibration and control of colour reproduction in accordance with customers' technical requirements.

4. Automated quality control: digital systems for detecting printing defects were introduced, allowing deviations to be promptly identified and the production process to be quickly corrected.

5. Staff training: training sessions were organized for employees on the principles of TQM, quality standards, and the use of new technologies.

6. Internal audit: regular inspections and analysis of production results were organized to ensure continuous improvement.

The results: the number of defective products decreased by 40% during the first year after the implementation of TQM; the accuracy of colour reproduction improved, which was confirmed by positive customer feedback; productivity increased due to a reduction in rework; employee motivation improved as a result of their involvement in quality control processes; the company's reputation in the market strengthened, leading to a 25% increase in the number of orders.

It should be noted that TQM represents a comprehensive approach to quality management, integrated into all stages of the production process – from order acceptance to the final product inspection [15]. In the printing industry, where colour accuracy, image clarity, and compliance with technical specifications are critically important, the implementation of this concept ensures quality stability, minimizes defects, and increases customer satisfaction. In particular, the use of colour management systems in printing contributes to accurate colour reproduction in accordance with customer requirements, while automated digital quality control systems enable the prompt detection and elimination of defects at different stages of production. This significantly reduces the defect rate and improves the efficiency of resource utilization [3; 5].

The integration of TQM principles into corporate culture fosters each employee's responsibility for the final result, stimulates teamwork, and promotes innovative approaches

to improving quality. The implementation of internal audits, systematic staff training, and the use of modern technologies allow printing companies to adapt to market changes, maintain competitiveness, and meet the growing expectations of customers [6–7]. Thus, in the printing industry, TQM functions not merely as a set of control tools but as a strategic approach to ensuring high product quality, which is a key factor in successful business activity and the long-term development of the company.

A particularly important concept in the twenty-first century is corporate social responsibility (CSR). In a printing company, CSR serves as a significant element of modern business strategy aimed at integrating social and environmental aspects into production processes. The core essence of CSR lies in the conscious commitment of an enterprise not only to achieve economic results but also to minimize the negative impact of its activities on the environment and society. For the printing industry, this is especially relevant given the use of large volumes of paper, inks, and other materials that may potentially harm ecosystems.

The modern perspective of CSR development in the printing industry is determined by the growing demands of clients and society as a whole. An increasing number of consumers prefer companies that demonstrate a responsible attitude toward environmental protection and social standards. This necessitates the implementation of innovative technologies that reduce the environmental footprint of production, as well as transparency in reporting on sustainable development activities.

One of the key technological innovations in a printing company is the use of eco-printing, which involves the application of environmentally safe inks based on water or with a reduced content of volatile organic compounds. In addition, an important direction is the use of recycled materials, particularly secondary raw materials for paper production, which significantly reduces pressure on natural resources and promotes the development of a circular economy. Transparent sustainability reporting is an essential communication tool between the company and its stakeholders. Such reports include a detailed description of environmental initiatives, social projects, and achievements in reducing the carbon footprint. This practice increases the trust of customers and partners and stimulates the further development of corporate social responsibility as a component of the strategic development of printing enterprises.

Let us consider a CSR case for the printing company “Sonechko.”

The situation. The company “Sonechko,” operating in the printing industry, faced the necessity of reducing its environmental impact due to the significant use of paper and inks. Taking into account the growing customer demand for environmentally friendly products, the management decided to implement a corporate social responsibility program.

Main steps:

1. Transition to eco-printing: the company began using water-based inks with a reduced content of volatile organic compounds, which significantly decreased the emission of harmful substances into the atmosphere.

2. Use of recycled materials: the company introduced the use of paper produced from recycled raw materials, which reduced pressure on forest resources.

3. Optimization of production processes: energy-efficient equipment and waste control systems were implemented.

4. Transparency in reporting: the company regularly publishes reports on environmental initiatives and achievements, which increases the trust of customers and partners.

The result: within a year, “Sonechko” reduced its carbon footprint by 25%, received positive feedback from clients, and consequently expanded its share in the market of environmentally conscious customers.

The scientific position supporting the relevance of corporate social responsibility (CSR) in a printing company is based on several key aspects [17-18]:

1. Increasing trust among customers and partners. In the modern world, consumers increasingly pay attention not only to product quality but also to the ethical standards and social responsibility of a company. A printing company that adheres to CSR principles – environmentally friendly technologies, ethical treatment of employees, and support for local communities – gains additional customer loyalty.

2. Competitive advantage. In a highly competitive sector such as printing, where many companies offer similar services, CSR helps businesses differentiate themselves. Customers are more willing to cooperate with firms that demonstrate responsibility toward society and the environment, which strengthens the brand and creates long-term partnerships.

3. Resource optimization and cost reduction. The implementation of environmentally efficient technologies and practices (for example, the use

of recycled paper, waste reduction, and energy conservation) not only complies with CSR principles but also reduces company expenses, positively influencing its financial performance.

4. Increasing employee motivation. Employees working in a company that follows a socially responsible approach often feel greater pride in their work and higher levels of engagement, which increases productivity and reduces staff turnover.

5. Compliance with modern market and regulatory requirements. Legislation and industry standards increasingly encourage businesses to implement CSR practices. Companies that ignore this trend risk losing their reputation and opportunities for development.

Thus, the implementation of CSR in a printing company not only contributes to environmental protection and improved social conditions but also enhances business competitiveness in the market. The integration of environmentally and socially responsible practices becomes a key factor of success under contemporary economic and social challenges.

It should be noted that the main objective of customer orientation in a modern printing company is to ensure customer satisfaction and loyalty (Table 2). Under modern market conditions, where competition is becoming increasingly intense, orientation toward

the needs and expectations of customers determines business success. A company that pays attention to an individualized approach to each client is capable not only of fulfilling orders with high quality but also of establishing long-term partnership relations.

Based on the table, it can be concluded that the implementation of various methodologies and technologies directly influences the formation of customer loyalty through the achievement of specific effects. Each approach – from CRM systems to corporate social responsibility strategies – is aimed at meeting customer needs, improving service quality, and creating a unique interaction experience. This, in turn, builds trust, comfort, and emotional attachment, which are key factors of customer loyalty. In particular, technological tools such as Big Data, ERP systems, mobile applications, and AR/VR technologies enable companies not only to optimize internal processes but also to personalize offers, increase responsiveness, and ensure transparency of interaction. As a result, customers feel valued and comfortable during their interaction with the company, which encourages them to return and remain loyal to the brand. It is also important to emphasize that the implementation of responsible social practices through CSR creates a positive corporate image and helps to establish a deeper connection

Table 2

Customer loyalty as the final result of the triangle «methodology → technology → effect»

Methodology	Technology	Effect	Customer loyalty
CRM approach	CRM systems, Big Data, analytics	Personalization of offers, rapid response to customer needs	The customer feels attention and value, trust increases
TQM (Total Quality Management)	Colour management systems, automated control	Stable product quality	The customer is confident in the reliability of the company
Lean management	ERP systems, process automation	Cost optimization, fast order fulfilment	The customer receives fast service at a reasonable price
Customer-centric strategy	Online accounts, mobile applications	Convenience, transparency, simplicity of interaction	The customer feels comfortable and is willing to return
Innovation Management	AR/VR, QR integration	A new level of experience, interactivity	The customer receives a unique product and emotional engagement is formed
CSR (Corporate Social Responsibility)	Eco-printing, recycled materials	Positive image, alignment with values	The customer feels proud to cooperate with the company, loyalty increases

Source: compiled by the authors

with customers who share these values. Overall, a unified approach that combines methodologies, technologies, and effects becomes an effective instrument for increasing customer loyalty and ensuring sustainable business development.

Conclusions. The methodological framework of customer orientation in a modern printing company is grounded in the integration of classical management methodologies and advanced technologies, which ensures the comprehensive development of the enterprise. The CRM approach makes it possible to systematize relationships with customers and create personalized offers, thereby increasing the level of trust and loyalty. The implementation of TQM ensures stable product quality through automated control and the involvement

of employees in improvement processes. Lean management contributes to production optimization, reduction of order fulfillment time, and cost minimization, making the company more flexible and competitive. The customer-centric strategy forms a business philosophy in which the customer becomes the central figure and all processes are aimed at creating maximum value for them. Innovation management opens new opportunities through AR/VR technologies and multimedia solutions, while CSR integrates social and environmental responsibility, creating a positive corporate image. Together, these methodologies form a holistic integrative system that enables printing enterprises not only to meet modern market requirements but also to ensure long-term development and sustainable competitive advantage.

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