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**Mechanism for the formation of client ecosystems in the beauty industry  
based on referral interaction models**

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***Abstract.** The relevance of the study is determined by intensifying competition in the beauty industry, changing patterns of consumer behavior, and the growing importance of trust, personalized communication, and digital interaction channels in customer acquisition and retention processes. Under contemporary market conditions, traditional marketing instruments are increasingly being replaced by referral interaction models that facilitate the formation of sustainable network relationships among clients, businesses, and partners. In this context, particular attention should be paid to the study of client ecosystem formation mechanisms as a factor contributing to enhanced competitiveness and sustainable business development in the beauty sector. **The purpose** of the article is to substantiate the mechanism for the formation of client ecosystems in the beauty industry based on referral interaction models and to determine their influence on strengthening customer loyalty, enhancing network effects, and ensuring long-term business development. **Methods.** The study employs methods of theoretical generalization, analysis and synthesis, systematization, structural and logical analysis, comparison,*



and interpretation of scientific sources. **Results.** The conceptual foundations of client ecosystem formation in the beauty industry have been examined, and their key structural elements have been identified. It has been revealed that referral interaction models perform not only the function of attracting new customers but also contribute to strengthening trust, increasing customer engagement, and supporting the development of long-term relationships among ecosystem participants. The role of digital technologies, CRM systems, communication platforms, and analytical tools in ensuring the sustainable functioning of client ecosystems has been determined. It has been proven that the effectiveness of ecosystem development largely depends on the integration of organizational and digital management mechanisms, the ability of businesses to coordinate interactions among different stakeholder groups, and the maintenance of a high-quality customer experience. The principal managerial, technological, and behavioral challenges associated with scaling referral ecosystems have been identified, including fragmented digital infrastructures, difficulties in customer data management, reputational risks, and the complexity of evaluating ecosystem performance. **Conclusions.** The expediency of integrating referral mechanisms into comprehensive customer relationship management systems, expanding the use of digital personalization tools, strengthening partnership networks, and improving analytical support for ecosystem governance has been substantiated. Prospects for further research are associated with the development of methodological approaches to evaluating the effectiveness of client ecosystems, the analysis of network effects generated by referral interactions, and the assessment of the impact of artificial intelligence technologies on ecosystem development models in the beauty industry.

**Keywords:** consumer trust, network effect, customer loyalty, personalized communication, digital platforms, customer relationship management, customer engagement, partnership collaboration, consumer behavior, sustainable business development.



## Механізм формування клієнтських екосистем у сфері індустрії краси на основі реферальних моделей взаємодії

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***Анотація.** Актуальність дослідження зумовлена посиленням конкуренції в індустрії краси, зміною моделей споживчої поведінки та зростанням ролі довіри, персоналізованої комунікації й цифрових каналів взаємодії у процесах залучення та утримання клієнтів. За сучасних умов традиційні маркетингові інструменти дедалі частіше поступаються місцем реферальним моделям взаємодії, які забезпечують формування стійких мережеских зв'язків між клієнтами, бізнесом і партнерами. У зв'язку з цим особливої актуальності набуває дослідження механізмів формування клієнтських екосистем як чинника підвищення конкурентоспроможності та забезпечення сталого розвитку підприємств сфери краси. **Метою статті** є обґрунтування механізму формування клієнтських екосистем у сфері індустрії краси на основі реферальних моделей взаємодії та визначення їхнього впливу на зміцнення клієнтської лояльності, посилення мережеских ефектів і забезпечення довгострокового розвитку бізнесу. **Методи.** У процесі дослідження використано методи теоретичного узагальнення, аналізу та синтезу, систематизації, структурно-логічного аналізу, порівняння та інтерпретації наукових джерел. **Результати.** Досліджено концептуальні засади формування клієнтських екосистем у сфері індустрії краси та визначено їх ключові структурні елементи. Виявлено, що реферальні моделі взаємодії виконують не лише функцію залучення нових клієнтів, а й сприяють*



зміцненню довіри, підвищенню рівня залученості споживачів і розвитку довгострокових відносин між учасниками екосистеми. Встановлено роль цифрових технологій, систем управління взаємовідносинами з клієнтами, платформ комунікації та аналітичних інструментів у забезпеченні сталого функціонування клієнтських екосистем. Доведено, що ефективність їх розвитку значною мірою залежить від інтеграції організаційних і цифрових механізмів управління, здатності бізнесу координувати взаємодію різних груп учасників та підтримувати високу якість клієнтського досвіду. Виявлено основні управлінські, технологічні та поведінкові проблеми, пов'язані з масштабуванням реферальних екосистем, серед яких фрагментарність цифрової інфраструктури, складність управління даними, репутаційні ризики та труднощі оцінювання результативності екосистемних взаємодій.

**Висновки.** У результаті дослідження обґрунтовано доцільність інтеграції реферальних механізмів у загальну систему управління взаємовідносинами з клієнтами, розширення використання цифрових інструментів персоналізації, розвитку партнерських мереж і вдосконалення аналітичного забезпечення екосистемного управління. Перспективи подальших досліджень пов'язані з розробленням методичних підходів до оцінювання ефективності клієнтських екосистем, аналізом мережевих ефектів реферальних взаємодій та вивченням впливу технологій штучного інтелекту на розвиток екосистемних моделей у сфері індустрії краси.

**Ключові слова:** довіра споживачів, мережевий ефект, клієнтська лояльність, персоналізована комунікація, цифрові платформи, управління взаємовідносинами з клієнтами, залучення споживачів, партнерська взаємодія, поведінка споживачів, сталий розвиток бізнесу.

**Problem statement.** The rapid development of the beauty industry is accompanied by profound changes in consumer behavior, increasing competition,



and the growing importance of trust-based communication channels. Under such conditions, traditional customer acquisition tools are gradually losing effectiveness, while referral interaction models are becoming an increasingly significant mechanism for attracting, retaining, and engaging clients. The formation of client ecosystems based on referrals extends beyond the boundaries of conventional marketing, creating sustainable networks of interconnected participants whose interactions generate additional value for both consumers and service providers.

The relevance of this issue is reinforced by the growing role of digital platforms, social media, and personalized recommendations in shaping purchasing decisions within the beauty sector. At the same time, scientific approaches to understanding the mechanisms through which referral interactions transform individual clients into active participants in ecosystem development remain fragmented. Existing studies primarily focus on referral marketing as a promotional instrument, while insufficient attention is paid to the organizational, behavioral, and economic foundations of ecosystem formation. This creates a need for further research aimed at developing theoretical and practical approaches to the construction of client ecosystems capable of ensuring long-term customer loyalty, strengthening competitive advantages, and supporting sustainable business growth in the beauty industry.

**Analysis of recent research and publications.** A review of contemporary studies demonstrates the growing scholarly interest in customer ecosystems, referral interaction mechanisms, and digital relationship-building tools in service industries, particularly within the beauty sector. V. Guk investigates the transformation of professional training in the beauty industry under the influence of virtual and augmented reality technologies, emphasizing the importance of digital tools for personalizing customer experiences and developing new forms of customer engagement [1]. A. V. Iutkina analyzes the impact of omnichannel service models on customer acquisition and business performance, demonstrating the role of



integrated communication channels in expanding customer bases and strengthening customer loyalty [2]. O. Pasulia examines the influence of facial and hair styling transformations on client self-esteem and body perception, highlighting the psychological foundations of long-term relationships between beauty professionals and their clients [3]. L. Mala explores the evolution of volume eyelash extension techniques and their influence on contemporary standards of facial aesthetics, revealing how specialized beauty services contribute to the formation of stable customer communities around beauty brands [4]. S. Nersisian investigates the application of generative artificial intelligence in barber education and personalized image development, demonstrating the potential of AI-driven personalization for strengthening customer engagement and supporting ecosystem development [5].

Significant contributions to the understanding of customer ecosystem formation are also found in studies focusing on branding, communication strategies, and business networks. O. M. Kitchenko and A. V. Kitchenko substantiate the importance of innovative solutions in developing service brand strategies, emphasizing the need to establish sustainable customer relationships and brand communities [6]. S. Prokopenko analyzes the nature and development patterns of business ecosystems in creative industries, identifying network interaction and stakeholder cooperation as key drivers of value co-creation [7]. T. Bielofastova and R. Diachenko investigate contemporary communication technologies and audience engagement practices, highlighting trust-building and continuous interaction as essential prerequisites for long-term customer retention [8]. I. A. Riu examines word-of-mouth marketing within the beauty and wellness industry, demonstrating the effectiveness of referral-based customer acquisition and the strategic role of recommendations in business growth and customer retention processes [9]. A. Ana and co-authors explore Social Customer Relationship Management (Social CRM) practices, showing how digital communities and online interactions facilitate the development of durable relationships between brands and customers [10].



The theoretical foundations of customer ecosystem development are further advanced by studies devoted to interactive marketing, collaborative value creation, and ecosystem-based management. C. L. Wang identifies interactive marketing as a new frontier in customer relationship development, where customers become active participants in value creation processes rather than passive recipients of services [11]. H. Park and co-authors investigate mechanisms for managing interdependence between firms and customer-entrepreneurs, demonstrating the importance of collaborative relationships and shared value creation within ecosystem environments [12]. W. Zhao and W. Liu analyze the co-evolution of artificial intelligence-driven business model innovation and business ecosystems, emphasizing the role of digital technologies in scaling customer networks and strengthening ecosystem interactions [13]. M. Lipkin and K. Heinonen conceptualize customer ecosystems as multi-actor structures in which various stakeholders collectively shape customer experiences, highlighting the interconnected nature of ecosystem relationships [14]. N. Lettner and co-authors examine customers as knowledge partners within digital business ecosystems, demonstrating that customer participation in information exchange, feedback generation, and recommendation processes forms the foundation for sustainable customer communities and referral networks [15].

### **Identification of previously unresolved parts of the general problem.**

Despite the growing attention to referral marketing and customer loyalty management, the mechanisms through which referral interactions evolve into sustainable client ecosystems remain insufficiently explored. Existing studies predominantly focus on promotional and communication aspects of referrals, while their ecosystem-forming role and contribution to long-term value creation receive considerably less attention.

The limited integration of organizational, digital, and behavioral perspectives constrains the understanding of ecosystem development processes in the beauty



industry. This necessitates further research aimed at substantiating the mechanisms that support the transformation of customer relationships into sustainable ecosystems and identifying the conditions that enhance their effectiveness and long-term viability.

**Formulation of the objectives of the article (task setting).** Purpose of the article is to substantiate the mechanism for the formation of client ecosystems in the beauty industry based on referral interaction models and to determine their role in strengthening customer loyalty, expanding network effects, and ensuring sustainable business development.

Objectives of the article:

1. To determine the conceptual foundations, structural elements, and development principles of client ecosystems in the beauty industry within the framework of relationship-based marketing.

2. To analyze the role of referral interaction models, as well as the organizational and digital mechanisms that support customer acquisition, engagement, retention, and ecosystem development.

3. To identify the key managerial, technological, and behavioral challenges associated with referral-based ecosystem development and to substantiate directions for improving their formation and management.

**Main material.** The beauty industry increasingly relies on client ecosystems as a mechanism for generating sustainable customer value and strengthening long-term market positions. Within the framework of relationship-based marketing, competitive advantage is determined not only by service quality but also by the ability to create interconnected networks of clients, professionals, partners, and digital channels that support continuous engagement and trust-based interactions (table 1)

**Table 1**

*Conceptual foundations and structural elements of client ecosystems in the beauty industry*

Structural element	Essence	Role within the ecosystem	Contribution to relationship-based marketing
Client community	Network of existing and potential customers connected through shared experiences and interests	Creates social interaction and customer engagement	Strengthens loyalty and emotional attachment
Beauty service providers	Specialists delivering cosmetic, aesthetic, and wellness services	Generate value through personalized service experiences	Build trust and long-term relationships
Digital communication platforms	Social media, mobile applications, websites, and CRM systems	Facilitate interaction and information exchange	Enhance communication efficiency and personalization
Referral network	System of customer recommendations and peer-to-peer influence	Expands the ecosystem through trusted referrals	Reduces acquisition costs and increases credibility
Loyalty mechanisms	Reward programs, exclusive offers, and membership benefits	Encourage repeated interactions and retention	Support long-term customer commitment
Business partners	Cosmetic brands, influencers, wellness providers, and complementary service firms	Extend ecosystem value propositions	Increase customer value and ecosystem reach

*Source: developed by the author based on [6; 7, p. 139; 8, p. 22; 10, p. 40; 11, p. 3; 14, p. 5; 15, p. 133]*

The interaction of these elements creates conditions under which customer



relationships evolve into a self-reinforcing network of communication and value exchange. In contemporary beauty markets, clients rarely rely solely on traditional advertising when selecting a salon, aesthetic clinic, hairstylist, or skincare specialist [6]. Personal recommendations, online reviews, social media content, and experiences shared within customer communities increasingly shape purchasing decisions. Consequently, each satisfied client becomes a potential source of ecosystem expansion through recommendation-driven interactions.

The growing integration of CRM technologies, booking platforms, loyalty applications, and social media tools has significantly increased the capacity of beauty businesses to coordinate customer relationships across multiple touchpoints. For example, a client who receives a personalized service offer through a mobile application may subsequently share their experience on social media, participate in a referral program, and attract new customers whose trust is influenced by peer recommendations rather than corporate promotion [7, p. 139]. Such interactions generate cumulative network effects, where the value of the ecosystem increases as the number of engaged participants expands.

Another important feature of modern client ecosystems is the convergence of service providers, cosmetic brands, wellness companies, and digital influencers within a common value-creation environment. Strategic partnerships allow beauty businesses to extend customer experiences beyond individual transactions by offering complementary products, educational content, exclusive events, or personalized consultations [15, p. 133]. As a result, client ecosystems function not merely as communication networks but as integrated relational structures that strengthen customer retention, increase lifetime value, and enhance the resilience of beauty enterprises in highly competitive market conditions.

Referral interaction models occupy a distinct position within beauty industry ecosystems because they connect business growth with customer-generated communication. Their effectiveness is determined not only by the number of



recommendations produced but also by the quality of social ties through which information about services, specialists, and customer experiences is transmitted (table 2).

**Table 2**

*Role of referral interaction models in client acquisition, retention, and engagement*

Referral interaction model	Operational mechanism	Primary business outcome	Ecosystem development effect
Client-to-client referrals	Existing clients recommend services to friends, relatives, or colleagues	Acquisition of highly qualified new customers	Expansion of trusted social connections
Incentivized referral programs	Rewards are provided to both referrers and referred customers	Increased referral activity and conversion rates	Growth of participant involvement
Influencer-based referrals	Recommendations are delivered through opinion leaders and content creators	Enhanced brand visibility and credibility	Attraction of new audience segments
Community referral initiatives	Referrals emerge within online or offline customer communities	Strengthened customer interaction and advocacy	Formation of collective engagement networks
Professional referral partnerships	Referrals are exchanged between complementary service providers	Access to new customer groups	Integration of external ecosystem participants
Digital referral platforms	Automated referral tracking through applications and CRM systems	Improved management of referral processes	Scalability of ecosystem growth mechanisms

Source: developed by the author based on [8, p. 23; 9, p. 286; 10, p. 42; 11, p. 4; 12, p. 128; 14, p. 10].



Referral interactions have evolved from a supplementary promotional tool into a strategic mechanism that shapes the dynamics of customer acquisition, retention, and engagement within beauty industry ecosystems. Their influence extends beyond the generation of new leads, affecting the quality of customer relationships, the intensity of social interactions, and the pace at which ecosystem networks expand. At the acquisition stage, referrals reduce perceived risk, which is particularly important in beauty services where outcomes are highly personalized and often difficult to evaluate before consumption [8, p. 23]. A recommendation from a trusted person frequently serves as a stronger decision factor than price discounts or advertising exposure, especially for aesthetic procedures, dermatological treatments, or premium beauty services.

From a managerial perspective, referral models create a cumulative effect that extends beyond immediate customer conversion. When a client enters a salon through a recommendation and subsequently becomes a source of new referrals, the business gains access to interconnected customer clusters rather than isolated individuals [9, p. 286]. In practice, this phenomenon can be observed in hair salons, beauty studios, and cosmetic clinics where family members, colleagues, friendship circles, or local communities gradually form stable customer groups linked by interpersonal trust. Such clusters typically demonstrate higher retention rates and lower sensitivity to competitors' promotional activities.

Digitalization has further transformed referral interactions into a measurable and manageable business process. Modern beauty enterprises increasingly use CRM systems to identify highly influential clients, evaluate referral performance, and personalize incentive structures according to customer behavior [10, p. 42]. At the same time, social media platforms have expanded the scale of referrals from private recommendations to broader peer-to-peer influence networks. For example, a customer sharing treatment results, skincare experiences, or salon visits through social platforms may simultaneously affect dozens or hundreds of potential



consumers whose decisions are shaped by perceived authenticity rather than formal marketing communication.

An important characteristic of contemporary referral ecosystems is their capacity to strengthen customer engagement through participation itself. Clients who actively recommend a beauty business often develop a stronger psychological connection with the brand because they become contributors to its growth. Consequently, referral interactions perform a dual function: they support customer acquisition while reinforcing relational commitment among existing clients, thereby creating conditions for sustainable ecosystem expansion and long-term business resilience.

The transition from isolated customer interactions to sustainable client ecosystems requires a combination of organizational coordination and digital integration. In the beauty industry, ecosystem sustainability is increasingly determined by the ability to connect customer data, communication processes, service delivery, and value co-creation activities within a unified management framework. Consequently, ecosystem development depends not only on customer satisfaction but also on the mechanisms that continuously support interaction, personalization, and network expansion over time (table 3).

**Table 3**

*Organizational and digital mechanisms supporting the development of sustainable client ecosystems*

Mechanism	Functional purpose	Implementation instruments	Strategic contribution
Customer data integration	Consolidation of information from multiple customer touchpoints	CRM systems, booking software, analytics platforms	Creation of a unified customer profile
Personalized communication management	Adaptation of interactions to individual	Automated messaging, targeted campaigns, AI-	Strengthening customer relevance and responsiveness



	preferences and behavior	based recommendations	
Omnichannel interaction coordination	Synchronization of communication across digital and physical channels	Social media, mobile applications, websites, call centers	Consistency of customer experience
Community engagement management	Facilitation of ongoing customer participation and interaction	Online groups, educational events, exclusive content platforms	Development of active ecosystem participation
Partnership integration mechanisms	Coordination of cooperation with complementary stakeholders	Joint programs, affiliate platforms, collaborative campaigns	Expansion of ecosystem value networks
Customer journey monitoring	Continuous assessment of customer interactions and experiences	Behavioral analytics, feedback systems, performance dashboards	Optimization of long-term relationship management

*Source: developed by the author based on [2, p. 633; 5; 10, p. 43; 13, p. 12; 14, p. 12; 15, p. 136].*

Digital transformation is fundamentally changing the logic of customer relationship management in the beauty industry. Sustainable ecosystems emerge when information, communication, and service processes are integrated into a continuous interaction environment that accompanies the customer before, during, and after service consumption. Under these conditions, organizational and digital mechanisms perform not only an operational function but also a coordinating role, linking individual customer experiences into a broader system of long-term relationships [2, p. 633].

A notable feature of contemporary beauty businesses is the growing use of integrated digital infrastructures that combine appointment scheduling, service histories, customer feedback, purchasing behavior, loyalty programs, and communication records within a single information environment. Such integration



allows enterprises to move beyond fragmented customer management and establish data-driven interaction models [14, p. 12]. For example, a customer who regularly visits a cosmetology clinic may automatically receive individualized recommendations for complementary procedures, reminders regarding follow-up treatments, or personalized skincare guidance based on previous consultations. This continuity of interaction increases customer engagement while simultaneously improving the effectiveness of managerial decision-making.

Equally important is the organizational capacity to coordinate multiple participants involved in value creation. Beauty enterprises increasingly operate within networks that include service specialists, cosmetic brands, wellness providers, digital platforms, and customer communities. The effectiveness of ecosystem development therefore depends on the ability to synchronize these actors around shared customer objectives and information flows. In practice, collaboration between aesthetic clinics and skincare brands, or between beauty salons and wellness service providers, enables businesses to offer integrated solutions that extend customer value beyond a single transaction.

The long-term sustainability of client ecosystems is also influenced by the ability to monitor customer behavior and adapt business processes accordingly. Analytical tools make it possible to identify changes in service preferences, detect declining engagement levels, and evaluate customer lifetime value [13, p. 12]. Rather than focusing exclusively on attracting new clients, enterprises increasingly allocate resources toward strengthening existing relationships, recognizing that ecosystem growth is driven by the quality and durability of customer connections. As a result, organizational and digital mechanisms become strategic assets that support ecosystem scalability, improve customer retention, and enhance the adaptability of beauty businesses within rapidly evolving market environments.

Despite their development potential, referral-based client ecosystems face a range of interconnected managerial, technological, and behavioral challenges. A



major managerial limitation is the treatment of referral programs as short-term promotional instruments rather than components of a long-term ecosystem strategy [9, p. 286]. This often leads to fragmented customer interactions, inconsistent communication practices, and difficulties in sustaining engagement beyond the initial referral cycle.

Technological barriers are associated with insufficient integration of digital tools, limited analytical capabilities, and challenges related to customer data management. Many beauty businesses lack unified digital infrastructures capable of tracking referral pathways, evaluating customer lifetime value, or supporting personalized ecosystem interactions [10, p. 42]. Additional concerns arise from data privacy requirements, cybersecurity risks, and growing dependence on third-party digital platforms.

Behavioral challenges are equally significant because ecosystem growth depends on voluntary customer participation. Satisfied clients do not automatically become active advocates, while excessive incentives may reduce the authenticity and credibility of recommendations. Referral effectiveness is influenced by trust, social relationships, perceived expertise, and individual communication behavior, factors that are difficult to control through managerial interventions alone.

The scaling of referral ecosystems further increases operational complexity. Rapid customer growth may exceed service capacity, negatively affecting service quality, customer experience, and brand reputation. At the same time, the expansion of digital communication channels amplifies reputational risks, as negative feedback can spread through social networks as quickly as positive recommendations. Another challenge involves measuring ecosystem performance, since the effects of referrals on engagement, loyalty, community development, and long-term customer value are considerably more difficult to assess than direct acquisition outcomes [6]. Consequently, sustainable ecosystem development requires the simultaneous alignment of strategic management practices, digital capabilities, customer trust, and



adaptive governance mechanisms.

The effectiveness of referral-based client ecosystems can be enhanced through the adoption of a strategic rather than purely promotional approach to referral interactions. Beauty businesses should integrate referral mechanisms into broader customer relationship management processes, ensuring that referrals support not only customer acquisition but also long-term engagement, retention, and community development. Referral activities should therefore be aligned with customer experience strategies, loyalty programs, and ecosystem growth objectives.

Particular attention should be devoted to the development of integrated digital infrastructures capable of combining customer data, referral tracking, communication management, and performance analytics within a unified environment. The use of Customer Relationship Management (CRM) systems, customer analytics tools, and automated communication platforms can improve personalization, strengthen customer engagement, and increase the efficiency of ecosystem management.

Referral programs should prioritize trust and authenticity over purely financial incentives. Balanced reward structures, personalized recognition mechanisms, exclusive benefits, and community-oriented engagement initiatives are more likely to stimulate sustainable recommendation behavior than aggressive promotional campaigns. Encouraging customers to share genuine experiences and participate in brand-related communities can further strengthen ecosystem cohesion and credibility.

The formation of strategic partnerships with complementary beauty, wellness, and lifestyle businesses should also be expanded to diversify ecosystem value propositions and facilitate access to new customer segments. Collaborative initiatives, joint loyalty programs, and integrated service offerings can contribute to stronger network effects and broader ecosystem participation.

To support long-term scalability, beauty enterprises should implement



continuous monitoring systems that evaluate not only referral volumes but also customer retention, engagement intensity, community activity, customer lifetime value, and ecosystem growth dynamics. Such an approach enables managers to identify emerging risks, adapt interaction strategies, and maintain the balance between ecosystem expansion and service quality. As a result, referral interaction models can evolve from isolated marketing tools into strategic mechanisms that support sustainable client ecosystem development and long-term business competitiveness.

**Conclusions.** The study established that referral interaction models serve as a key mechanism for transforming individual customer relationships into sustainable client ecosystems in the beauty industry. Their effectiveness is determined not only by customer acquisition outcomes but also by their ability to strengthen loyalty, stimulate engagement, and generate network effects that support long-term business growth.

The main challenges include the fragmented implementation of referral programs, insufficient digital integration, difficulties in customer data management, dependence on voluntary customer participation, reputational risks in digital environments, and the growing complexity of ecosystem governance during scaling processes. In addition, assessing the long-term impact of referrals on customer loyalty and ecosystem development remains methodologically challenging.

To enhance ecosystem effectiveness, beauty businesses should integrate referral mechanisms into broader customer relationship management strategies, expand the use of digital technologies and analytics, prioritize authentic customer engagement, and strengthen partnerships within the beauty and wellness sectors. Future research should focus on developing methods for measuring ecosystem performance, evaluating network effects, and assessing the impact of artificial intelligence and digital platforms on referral-based ecosystem development.



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