



Optimizing customer experience through omnichannel marketing in retail companies during the digital transformation era

Izharuddin Pagala¹, Reina A. Hadikusumo², Andriya Risdwiyanto³, Scherly Hansopaheluwakan⁴, Dita Rosyalita⁵

¹ Universitas Lakidende Unaaha

² Universitas Surabaya

³ Universitas Proklamasi 45

⁴ Binus University

⁵ UIN Siber Syekh Nurjati Cirebon

Article Info

Article history:

Received May 22th, 2026

Revised Jun 04th, 2026

Accepted Jun 21th, 2026

Keyword:

Customer experience;
Omnichannel marketing;
Digital transformation.

ABSTRACT

The rapid advancement of digital transformation has significantly changed customer behavior and challenged retail companies to deliver seamless experiences across multiple channels. This study aims to examine the role of omnichannel marketing in optimizing customer experience within retail companies during the digital transformation era. The research employs a library research approach, utilizing primary and secondary data collected from books, academic journals, research reports, and other relevant scientific publications. Data were analyzed using content analysis to identify patterns, relationships, and key insights regarding omnichannel marketing, customer experience, and digital transformation. The findings indicate that omnichannel marketing enhances customer experience through the integration of online and offline channels, personalized interactions, service consistency, and effective utilization of digital technologies. Furthermore, the study reveals that customer satisfaction, engagement, trust, and loyalty are positively influenced by seamless omnichannel experiences. Despite challenges related to technological complexity and organizational readiness, omnichannel marketing remains a critical strategy for improving competitiveness and sustaining long-term customer relationships. The study concludes that customer-centric omnichannel implementation is essential for retail success in the digital transformation era.



© 2026 The Authors. Published by Indonesian Indovisi Institute
This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Izharuddin Pagala,
Universitas Lakidende Unaaha
Email: izharuddinpagala1912@gmail.com

Introduction

The rapid advancement of digital technologies has fundamentally transformed the retail industry, compelling companies to redesign how they interact with customers across multiple touchpoints.

Consumers in the digital transformation era no longer rely on a single channel when searching for products, comparing prices, making purchases, or seeking post-purchase support. Instead, they move seamlessly between physical stores, websites, mobile applications, social media platforms, online marketplaces, and customer service channels throughout their purchasing journey. This behavioral shift has created significant challenges for retail companies attempting to deliver consistent and satisfactory customer experiences. Despite substantial investments in digital infrastructure, many retailers continue to face difficulties in integrating customer interactions across channels, resulting in fragmented experiences characterized by inconsistent information, disconnected services, and varying service quality. Such fragmentation often leads to customer dissatisfaction, reduced loyalty, and lower purchase intentions. Furthermore, increasing competition in the retail sector has elevated customer expectations regarding convenience, personalization, responsiveness, and accessibility. Retail companies that fail to meet these expectations risk losing customers to competitors capable of providing more seamless experiences. Consequently, the growing complexity of customer journeys and the rising demand for integrated interactions have established customer experience optimization through omnichannel marketing as a critical issue requiring systematic academic investigation. Understanding how retail companies can effectively manage omnichannel strategies has therefore become increasingly important in the context of ongoing digital transformation (Khoirunnisa 2025).

Existing literature has extensively emphasized the strategic importance of customer experience and omnichannel marketing in contemporary retail environments. Scholars have argued that omnichannel marketing enables organizations to create interconnected customer journeys by integrating online and offline channels, thereby improving customer satisfaction, engagement, and loyalty. Theoretical frameworks such as Relationship Marketing Theory, Customer Experience Management Theory, and Service-Dominant Logic suggest that value is co-created through meaningful interactions between organizations and customers across multiple touchpoints. Previous studies have reported positive associations between omnichannel integration and various performance indicators, including customer retention, purchase frequency, and brand trust. However, despite the growing body of knowledge, several theoretical and empirical limitations remain evident. Many studies focus on technological adoption or channel integration independently without comprehensively examining how omnichannel marketing specifically contributes to customer experience optimization during digital transformation. Moreover, existing theories often assume stable customer behavior and organizational structures, whereas the digital transformation era is characterized by rapidly evolving technologies, dynamic consumer expectations, and increasingly complex customer journeys (Alzaydi 2024). Consequently, traditional theoretical perspectives may not fully explain how retail organizations can effectively coordinate multiple channels to create superior customer experiences. This gap indicates the need for further investigation to develop a deeper understanding of the mechanisms through which omnichannel marketing influences customer experience outcomes within digitally transformed retail environments (Safitri 2023a).

Based on the practical challenges and theoretical limitations identified above, this study aims to examine the role of omnichannel marketing in optimizing customer experience within retail companies operating during the digital transformation era. Specifically, the research seeks to analyze how the integration of various customer touchpoints contributes to the creation of seamless, personalized, and consistent customer experiences across different channels. In addition, the study intends to explore the strategic practices employed by retail organizations to align digital and physical interactions throughout the customer journey (Siluo 2025). Particular attention is given to understanding how technological advancements, customer data utilization, and channel coordination influence customer perceptions and satisfaction levels. Furthermore, the research aims to identify key factors that enhance or hinder the effectiveness of omnichannel marketing implementation in retail settings. By investigating these dimensions, the study endeavors to provide a comprehensive explanation of the relationship between omnichannel marketing strategies and customer experience optimization. The findings are expected to contribute both theoretically and practically by enriching existing knowledge regarding customer experience management and offering insights for retail managers seeking to improve organizational competitiveness in increasingly digitalized markets. Therefore, the research objective is not only to assess current practices but also to generate a broader

understanding of effective omnichannel marketing approaches in modern retail environments(Siregar 2024).

The importance of conducting this research is grounded in the argument that successful digital transformation in retail companies depends not merely on technological adoption but on the organization's ability to deliver integrated and customer-centered experiences across all interaction channels. As customer expectations continue to evolve, retailers are increasingly required to create seamless transitions between online and offline environments while maintaining consistency in communication, service quality, and brand value. The reality presented in contemporary retail markets demonstrates that fragmented channel management can negatively affect customer perceptions and organizational performance, even when advanced technologies are available. At the same time, the limitations identified within existing literature indicate that current theoretical explanations remain insufficient to fully address the complexities of customer experience optimization in omnichannel contexts. Therefore, investigating the relationship between omnichannel marketing and customer experience becomes both academically relevant and practically necessary(Mou 2024). This study argues that a comprehensive understanding of omnichannel integration can provide valuable insights into how retail organizations may strengthen customer relationships, improve satisfaction, and enhance long-term competitiveness during digital transformation. By addressing existing knowledge gaps and responding to contemporary industry challenges, the research is expected to contribute meaningful evidence that supports the development of more effective marketing strategies and customer experience management practices. Consequently, the study represents an important effort to bridge theoretical understanding with practical implementation in modern retail environments(Safitri 2023b).

Method

Research Object

The object of this research is the phenomenon of customer experience optimization through omnichannel marketing in retail companies operating during the digital transformation era. The study focuses on the challenges and opportunities emerging from the increasing integration of digital and physical channels within contemporary retail environments(Bowden and Mirzaei 2021). As technological developments continue to reshape consumer behavior, customers increasingly interact with retailers through multiple touchpoints, including physical stores, websites, mobile applications, social media platforms, online marketplaces, and customer service systems. While these channels offer greater convenience and accessibility, they also create managerial complexities related to consistency, personalization, and service integration. Many retail organizations encounter difficulties in coordinating customer interactions across channels, resulting in fragmented experiences that may reduce customer satisfaction and loyalty(Vebrianti et al. 2025). This phenomenon represents a significant issue because customer experience has become a critical determinant of organizational competitiveness and long-term business sustainability. Furthermore, the digital transformation process has accelerated the need for retailers to develop integrated marketing strategies capable of addressing rapidly evolving customer expectations. Therefore, this research examines the phenomenon of omnichannel marketing implementation and its role in creating seamless customer experiences. By investigating this issue through a comprehensive review of existing literature, the study seeks to understand the factors, mechanisms, and strategic approaches that contribute to customer experience optimization in the modern retail landscape(He et al. 2020).

Research Type and Data Sources

This study employs a library research approach as the primary research design. Library research was selected because it enables the systematic examination of existing knowledge related to omnichannel marketing, customer experience, and digital transformation within retail organizations. The research utilizes both primary and secondary data sources obtained from relevant literature. Primary data in this study consist of scholarly publications that directly discuss the phenomenon of customer experience optimization through omnichannel marketing, including empirical studies, conceptual frameworks, and theoretical discussions related to retail companies undergoing digital transformation(Joshi and Garg 2021). These sources provide the principal information necessary to

understand the nature of the research problem and the relationships among the investigated variables. Meanwhile, secondary data comprise broader literature associated with the research keywords, namely customer experience, omnichannel marketing, and digital transformation. Such data are collected from academic books, peer-reviewed journals, conference proceedings, research reports, industry publications, and other scientific documents relevant to the subject matter. The integration of primary and secondary data sources enables the development of a comprehensive understanding of the topic while ensuring the credibility and reliability of the information analyzed. Consequently, the library research approach provides a suitable foundation for exploring the theoretical and practical dimensions of omnichannel marketing within contemporary retail environments(Nayal et al. 2022).

Theoretical Foundation

The theoretical foundation of this research is primarily based on Service-Dominant Logic Theory introduced by Stephen L. Vargo and Robert F. Lusch in 2004. This theory argues that value is not embedded within products themselves but is co-created through interactions between organizations and customers during the service exchange process. Service-Dominant Logic emphasizes the importance of relationships, collaboration, and continuous interaction in generating customer value, making it particularly relevant for understanding omnichannel marketing environments. According to the theory, organizations create value by integrating resources, knowledge, and capabilities across multiple touchpoints to support customer experiences. In the context of digital transformation, the theory suggests that seamless integration among various channels enables firms to enhance customer engagement and satisfaction through consistent and personalized interactions. The theory also assumes that customers are active participants in value creation rather than passive recipients of organizational offerings. This perspective provides a useful framework for analyzing how omnichannel marketing strategies contribute to customer experience optimization in retail companies. Additionally, the theory supports the assumption that technological integration, channel coordination, and customer-centered service design collectively influence the quality of customer experiences. Therefore, Service-Dominant Logic serves as the primary theoretical lens through which the phenomenon examined in this study is interpreted and understood(Abdussamad et al. 2024).

Research Process and Data Collection Technique

The research process was conducted through several systematic stages designed to ensure the validity and comprehensiveness of the collected information. The initial stage involved identifying the research problem and determining the scope of investigation concerning customer experience optimization through omnichannel marketing in retail companies. Following the identification of the research focus, the researcher conducted an extensive search for relevant literature from various academic databases, libraries, and scientific publication repositories(Sofia 2024). Data and information were collected through a literature review technique, which involved carefully reading, examining, and documenting information from written sources related to the research topic. These sources included academic books, previous research studies, scientific journals, conference papers, scholarly articles, industry reports, magazines, and other publications relevant to customer experience, omnichannel marketing, and digital transformation. The collected literature was then categorized according to thematic relevance, theoretical contribution, and research objectives. Subsequently, the researcher evaluated the credibility, consistency, and applicability of each source to ensure the quality of the information utilized in the study. Through this systematic process, the research gathered comprehensive evidence regarding the implementation and implications of omnichannel marketing strategies within retail organizations. Therefore, the literature review technique provided a structured mechanism for obtaining reliable and relevant data necessary to address the research objectives(Graham 2026).

Data Analysis Technique

The data collected in this study were analyzed using content analysis as the primary analytical technique. Content analysis was selected because it enables the systematic examination, interpretation, and synthesis of information derived from various literature sources(Hamouda 2019). This technique involves studying and processing textual data to identify meaningful patterns, relationships, themes, concepts, and insights relevant to the research objectives. The analysis process began with the organization and classification of collected literature based on key themes associated

with customer experience, omnichannel marketing, and digital transformation. Subsequently, the researcher conducted an in-depth review of the content contained within each source to identify recurring ideas, theoretical perspectives, empirical findings, and strategic implications. Particular attention was given to understanding how different studies explain the relationship between omnichannel marketing practices and customer experience outcomes in retail settings. The identified information was then compared, interpreted, and synthesized to construct a coherent understanding of the phenomenon under investigation. Through this process, similarities, differences, and emerging trends across the literature were systematically examined to generate meaningful conclusions. Furthermore, content analysis enabled the researcher to uncover underlying relationships among concepts and to develop a comprehensive interpretation of existing knowledge. Therefore, the use of content analysis provided a rigorous analytical framework for extracting valuable insights and supporting the overall findings of the research (Trianita et al. 2025).

Results and Discussions

Results

The literature review indicates that omnichannel marketing has emerged as a strategic response to the challenges generated by digital transformation within the retail industry (Chinomona 2016). Retail companies increasingly recognize that customers no longer interact through isolated channels but rather move dynamically between physical stores, websites, mobile applications, social media platforms, and customer service systems. Consequently, organizations are compelled to establish integrated communication and service mechanisms that support seamless customer journeys. The reviewed studies consistently demonstrate that firms implementing omnichannel strategies are better positioned to address evolving customer expectations regarding convenience, accessibility, and service quality (Das and Chakraborty 2025).

Table 1. Synthesis of Literature Findings on Omnichannel Marketing and Customer Experience

Dimension	Main Findings from Literature	Implications for Retail Companies
Channel Integration	Integration between online and offline channels improves continuity of customer journeys	Reduces friction and enhances convenience
Personalization	Customer data utilization enables tailored recommendations and communications	Increases satisfaction and purchase intention
Customer Engagement	Multiple touchpoints create more opportunities for interaction	Strengthens customer relationships and loyalty
Service Consistency	Consistent information across channels builds trust	Enhances customer confidence in the brand
Technology Adoption	Digital platforms facilitate seamless interactions	Improves operational efficiency and responsiveness
Customer Loyalty	Positive omnichannel experiences encourage repeat purchases	Supports long-term business sustainability

The findings reveal that customer experience has become a primary source of competitive advantage in modern retail markets (Kumar and Reinartz 2018). While product quality and pricing remain important, customers increasingly evaluate brands based on the overall experience they receive throughout their interactions. Literature sources emphasize that positive experiences influence satisfaction, trust, loyalty, and long-term customer retention. As a result, customer experience management has become a central objective of retail organizations pursuing sustainable competitiveness (Mujianto et al. 2023).

The reviewed literature consistently identifies channel integration as one of the most significant determinants of customer satisfaction. Customers expect consistent information, pricing, inventory visibility, and service quality regardless of the channel used. Studies indicate that integrated systems enable customers to search for products online, purchase through mobile applications, and complete transactions or returns in physical stores without disruption. Such continuity reduces customer effort and improves perceived service quality (Mukhtar, Shodoqin, and Ratnawati 2026).

Another significant finding concerns the role of personalization in optimizing customer experience. The literature demonstrates that omnichannel systems allow organizations to collect and analyze customer data from multiple touchpoints. This information can be used to deliver personalized recommendations, targeted promotions, and customized communications. Personalized experiences make customers feel recognized and valued, thereby increasing emotional attachment and strengthening long-term relationships with the brand (Atmanegara, Aedy, and Hakim 2025).

The findings indicate that digital technologies serve as critical enablers of omnichannel marketing effectiveness. Technologies such as artificial intelligence, customer relationship management systems, data analytics, cloud computing, and mobile applications facilitate the coordination of customer interactions across channels. These technologies support real-time information exchange and improve organizational responsiveness to customer needs (Atmanegara et al. 2025).

The literature further reveals that service consistency across channels significantly contributes to customer trust. Customers expect identical information regarding products, pricing, promotions, and policies regardless of where they engage with the retailer. Inconsistencies often create confusion and negatively affect brand perception. Therefore, maintaining uniform service standards across all touchpoints is essential for building trust and credibility (Wilson et al. 2016).

The reviewed studies demonstrate that omnichannel marketing increases opportunities for customer engagement. Multiple communication channels enable organizations to interact with customers before, during, and after purchases. Such engagement contributes to stronger relationships and encourages active participation in the value creation process. Customers who frequently interact with brands through integrated channels tend to exhibit higher levels of satisfaction and loyalty (Kwon et al. 2021).

Although omnichannel marketing offers substantial benefits, the literature identifies several implementation challenges. These include technological complexity, organizational resistance to change, data integration difficulties, high investment costs, and privacy concerns. Many retail organizations struggle to synchronize customer information across multiple platforms. These challenges often limit the effectiveness of omnichannel initiatives and reduce their impact on customer experience (Ebrahim 2020).

The final finding suggests that effective omnichannel marketing contributes significantly to customer loyalty. Customers who experience seamless, personalized, and consistent interactions are more likely to engage in repeat purchases and recommend the brand to others. Consequently, omnichannel marketing not only improves immediate customer satisfaction but also supports long-term business performance through stronger customer retention (Acar et al. 2024).

Discussion

The findings support the perspective of Service-Dominant Logic, which emphasizes value co-creation through interactions between firms and customers. Omnichannel marketing facilitates these interactions by connecting multiple touchpoints into a unified ecosystem. Through integrated channels, customers actively participate in shaping their experiences, while organizations continuously adapt services based on customer needs and preferences (Ali, Maqsood, and Janjua 2025).

Table 2. Relationship Between Omnichannel Marketing and Customer Experience

Omnichannel Element	Customer Experience Outcome	Strategic Impact
Channel Integration	Convenience	Increased satisfaction
Personalization	Relevance	Higher engagement
Service Consistency	Trust	Stronger loyalty
Digital Technology	Accessibility	Better customer journey
Customer Engagement	Emotional connection	Long-term retention
Data Analytics	Better decision-making	Enhanced competitiveness

The results indicate that customer experience optimization is largely dependent upon the degree of integration achieved among organizational channels. The more effectively retailers synchronize

information, communication, and service processes, the more seamless the customer journey becomes. This finding reinforces previous studies suggesting that integration is the foundation of successful omnichannel implementation (Li and Lee 2024).

The findings demonstrate that personalization represents one of the most influential factors affecting customer experience. Digital transformation provides organizations with unprecedented access to customer data, allowing them to create individualized experiences. Consequently, personalization serves as a mechanism through which omnichannel marketing translates technological capabilities into customer value (Sharma and Dutta 2025).

Although technology enables omnichannel strategies, the findings suggest that technology itself does not guarantee superior customer experiences. Organizations must combine technological investments with customer-centered strategies, employee readiness, and organizational alignment. Retailers focusing solely on technological infrastructure without considering customer needs may fail to achieve the intended outcomes (Al Kurdi, Alshurideh, and Alnaser 2020).

The results imply that retail managers should prioritize customer journey integration when designing marketing strategies. Investments in data analytics, CRM systems, and channel synchronization should be aligned with broader customer experience objectives. Furthermore, organizations should develop cross-functional collaboration mechanisms to ensure consistency across all customer touchpoints (Darvidou 2024).

The study contributes theoretically by strengthening the application of Service-Dominant Logic within omnichannel retail environments. It demonstrates that customer experience optimization emerges through coordinated interactions across integrated channels rather than through isolated marketing activities. Practically, the findings provide guidance for retail companies seeking to improve competitiveness during digital transformation by emphasizing integration, personalization, consistency, and engagement as key drivers of customer experience success (Butkouskaya, Oyner, and Kazakov 2023).

Table 3. Summary of Key Findings and Implications

Key Finding	Discussion Outcome	Practical Recommendation
Channel integration improves satisfaction	Seamless journeys create positive experiences	Integrate online and offline systems
Personalization increases engagement	Customers value relevant interactions	Utilize customer analytics effectively
Service consistency builds trust	Uniform experiences strengthen brand perception	Standardize communication and service
Technology supports customer journeys	Digital tools facilitate interactions	Invest in integrated technology platforms
Omnichannel marketing enhances loyalty	Positive experiences encourage retention	Focus on long-term relationship building
Implementation challenges persist	Organizational readiness is essential	Develop change management strategies

Conclusions

The findings of this study demonstrate that omnichannel marketing plays a crucial role in optimizing customer experience within retail companies during the digital transformation era. The literature analysis reveals that the integration of online and offline channels enables organizations to create seamless, consistent, and personalized customer journeys that enhance customer satisfaction, engagement, trust, and loyalty. Furthermore, digital technologies such as customer relationship management systems, data analytics, artificial intelligence, and mobile platforms serve as important enablers of omnichannel strategies by facilitating real-time interactions and improving service responsiveness. The study also confirms that customer experience has become a key determinant of competitive advantage, making omnichannel marketing an essential strategic approach for retail organizations seeking to remain relevant in increasingly dynamic and customer-centered markets. In

addition, the study highlights that the successful implementation of omnichannel marketing requires more than technological investment alone. Retail companies must ensure effective channel integration, service consistency, customer data utilization, and organizational alignment to maximize the benefits of omnichannel initiatives. Although challenges such as technological complexity, data integration issues, and organizational resistance continue to exist, the overall evidence suggests that a well-executed omnichannel strategy contributes significantly to long-term customer relationship development and business sustainability. Therefore, retail organizations should prioritize customer-centric omnichannel practices as part of their digital transformation efforts, while future research is encouraged to explore empirical measurements of omnichannel effectiveness across different retail contexts and consumer segments.

References

- Abdussamad, Zuchri, Loso Judijanto, Aldian Yusup, Andi Muhammad Husni Tamrin, Dita Rosyalita, And Herlis Wulan Sari Rahayu. 2024. "Enhancing Public Service Delivery Through Digital Transformation: Challenges And Opportunities In The Era Of E-Government." *Pakistan Journal Of Life & Social Sciences* 22(2).
- Acar, Ayşegül, Naci Büyükdag, Burak Türten, Ersin Diker, And Gülsüm Çalışır. 2024. "The Role Of Brand Identity, Brand Lifestyle Congruence, And Brand Satisfaction On Repurchase Intention: A Multi-Group Structural Equation Model." *Humanities And Social Sciences Communications* 11(1):1–13.
- Ali, Fahad, Huma Maqsood, And Qaiser Janjua. 2025. "Psychological Triggers In Online Shopping: The Influence Of Scarcity, Urgency, And Personalization On Consumer Buying Behavior." *The Critical Review Of Social Sciences Studies* 3(2):269–89.
- Alzaydi, Ziad. 2024. "Examining The Mediating Effect Of Multi-Channel Integration Quality In The Relationship With Service Quality, Customer Satisfaction And Customer Loyalty In The Saudi Banking Sector." *Management & Sustainability: An Arab Review* 3(2):132–49.
- Atmanegara, Ajeng, Hasan Aedy, And Abdul Hakim. 2025. "Reframing Human Competence In The Digital Transformation Era: A Qualitative Study Of Adaptive Hr Practices." *Riggs: Journal Of Artificial Intelligence And Digital Business* 4(3):7160–68.
- Bowden, Jana, And Abas Mirzaei. 2021. "Consumer Engagement Within Retail Communication Channels: An Examination Of Online Brand Communities And Digital Content Marketing Initiatives." *European Journal Of Marketing* 55(5):1411–39.
- Butkouskaya, Vera, Olga Oyner, And Sergey Kazakov. 2023. "The Impact Of Omnichannel Integrated Marketing Communications (Imc) On Product And Retail Service Satisfaction." *Journal Of Economics, Finance And Administrative Science* 28(56):319–34.
- Chinomona, Richard. 2016. "Brand Communication, Brand Image And Brand Trust As Antecedents Of Brand Loyalty In Gauteng Province Of South Africa." *African Journal Of Economic And Management Studies* 7(1):124–39.
- Darvidou, Konstantia. 2024. "Omnichannel Marketing In The Digital Age: Creating Consistent, Personalized And Connected Customer Experiences." *Technium Business And Management* 10:34–54.
- Das, Sulagna, And Avinandan Chakraborty. 2025. "Finance-Centric Transformation In The Digital Era: Aligning Customer Expectations With Technological Disruption." *Surviving The Wave* 123.
- Ebrahim, Reham Shawky. 2020. "The Role Of Trust In Understanding The Impact Of Social Media Marketing On Brand Equity And Brand Loyalty." *Journal Of Relationship Marketing* 19(4):287–308.
- Graham, Nicole Elizabeth. 2026. "Leadership In The Era Of Digital Transformation: The Digital Leadership Approaches." *Journal Of Business And Technology* 10(1).
- Hamouda, Manel. 2019. "Omni-Channel Banking Integration Quality And Perceived Value As Drivers Of Consumers' Satisfaction And Loyalty." *Journal Of Enterprise Information Management* 32(4):608–25.
- He, Qile, Maureen Meadows, Duncan Angwin, Emanuel Gomes, And John Child. 2020. "Strategic Alliance Research In The Era Of Digital Transformation: Perspectives On Future Research." *British Journal Of Management* 31(3):589–617.

- Joshi, Richa, And Prerna Garg. 2021. "Role Of Brand Experience In Shaping Brand Love." *International Journal Of Consumer Studies* 45(2):259–72.
- Khoirunnisa, Aliya. 2025. "Integrated Marketing Communication Berbasis Omnichannel Pada Tripatia Innovation Marketing Program."
- Kumar, V., And Werner Reinartz. 2018. "Impact Of Crm On Marketing Channels." Pp. 237–64 In *Customer Relationship Management: Concept, Strategy, And Tools*. Springer.
- Al Kurdi, Barween, Muhammad Alshurideh, And Ahmad Alnaser. 2020. "The Impact Of Employee Satisfaction On Customer Satisfaction: Theoretical And Empirical Underpinning." *Management Science Letters* 10(15):3561–70.
- Kwon, June-Hyuk, Seung-Hye Jung, Hyun-Ju Choi, And Joonho Kim. 2021. "Antecedent Factors That Affect Restaurant Brand Trust And Brand Loyalty: Focusing On Us And Korean Consumers." *Journal Of Product & Brand Management* 30(7):990–1015.
- Li, Jinying, And Gukseong Lee. 2024. "The Role Of Broadcasters And Brand Image In Improving Consumer Loyalty—Evidence From Live Streaming On Chinese Social Platforms." *Sage Open* 14(1):21582440241239456.
- Mou, Anika Jahan. 2024. "Marketing Capstone Insights: Leveraging Multi-Channel Strategies For Maximum Digital Conversion And Roi." *Review Of Applied Science And Technology* 3(04):1–28.
- Mujianto, Mujianto, Hartoyo Hartoyo, Rita Nurmawati, And Eva Z. Yusuf. 2023. "The Unraveling Loyalty Model Of Traditional Retail To Suppliers For Business Sustainability In The Digital Transformation Era: Insight From Msmes In Indonesia." *Sustainability* 15(3):2827.
- Mukhtar, Shidqi, Moh Shodoqin, And Intan Ratnawati. 2026. "Human Resource Development In The Digital Era: A Transformation And Competence Adaptation." *Jurnal Ilmiah Manajemen Kesatuan* 14(1):805–16.
- Nayal, Kirti, Rakesh D. Raut, Vinay Surendra Yadav, Pragati Priyadarshinee, And Balkrishna E. Narkhede. 2022. "The Impact Of Sustainable Development Strategy On Sustainable Supply Chain Firm Performance In The Digital Transformation Era." *Business Strategy And The Environment* 31(3):845–59.
- Safitri, Niken. 2023a. "Model Integrated Marketing Communication Berbasis Omnichannel Dalam Meningkatkan Brand Equity Dan Kinerja Penjualan Di Tengah Persaingan Pasar Digital."
- Safitri, Niken. 2023b. "Penerapan Integrated Marketing Communication Melalui Konsep Omnichannel Marketing Dalam Program Pemasaranunique (Studi Kasus Astra Motor Purworejo)."
- Sharma, Neha, And Nirankush Dutta. 2025. "Generational Dynamics Of Omnichannel Customers: Analysing Shopping Preferences Across Diverse Product Types." *International Journal Of Retail & Distribution Management* 53(4):312–30.
- Siluo, Qinghua. 2025. "An Analysis Of B2c And B2b Dynamics In The Us Consumer Goods Market." *International Journal Of Technology, Management And Humanities* 11(02):105–17.
- Siregar, Ahmad Nazri. 2024. "Penerapan Integrated Marketing Communication Melalui Konsep Omnichannel Marketing Dalam Program Pemasaran Jajanan Tongku."
- Sofia, R. 2024. "The Effectiveness Of Omnichannel Marketing In The Digital Era." *Unified Visions* 27.
- Trianita, Amanda, Amelia Putri Silma, Ahmad Ridwan, And Faisal Mulyawan. 2025. "Curriculum Development Of Islamic Religious Education In The Digital Era Transformation." *Journal Of Islamic Education And Ethics* 3(1):17–28.
- Vebrianti, Riri, Muhammad Aras, Mega Silviana Sukarni Putri, And Ida Ayu Swandewi. 2025. "Ai Chatbots In E-Commerce: Enhancing Customer Engagement, Satisfaction And Loyalty." *Paperasia* 41(2b):248–60.
- Wilson, Alan, Valarie Zeithaml, Mary Jo Bitner, And Dwayne Gremler. 2016. *Ebook: Services Marketing: Integrating Customer Focus Across The Firm*. Mcgraw Hill.