

Omnichannel Strategy on Consumer Loyalty: The Mediating Role of Customer Satisfaction in the Beauty and Wellness Industry

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ABSTRACT

Purpose: This study examines the effect of omnichannel strategy on consumer loyalty, both directly and indirectly through customer satisfaction as a mediating variable, in the beauty and wellness industry.

Research Method: This study employs a quantitative approach using a survey. Data were collected through questionnaires distributed to consumers who had transacted through at least two different shopping channels of the same beauty and wellness brand. The data were analyzed using Structural Equation Modeling with Partial Least Squares (PLS-SEM).

Results and Discussion: The findings indicate that omnichannel strategy has a positive and significant effect on both customer satisfaction and consumer loyalty. Customer satisfaction also has a positive and significant effect on consumer loyalty and significantly mediates the relationship between omnichannel strategy and consumer loyalty. These findings suggest that effective integration across shopping channels creates a more seamless customer experience, enhancing satisfaction and, in turn, strengthening consumer loyalty.

Implications: The findings suggest that beauty and wellness businesses should prioritize channel integration by improving the synchronization of promotions, product and service information, and customer interactions across online and offline channels. Such integration can enhance customer satisfaction and foster longer-term consumer loyalty.

Originality: This study contributes to the omnichannel literature by demonstrating the mediating role of customer satisfaction in the relationship between omnichannel strategy and consumer loyalty in the beauty and wellness industry, providing evidence of how seamless channel integration translates into customer-based outcomes.

Keywords: Omnichannel; Customer Satisfaction; Consumer Loyalty; Beauty and Wellness.

1. Introduction

The Indonesian beauty and wellness industry has experienced substantial growth in recent years, supported by rising consumer purchasing power, increasing awareness of personal care, and rapid digitalization. In 2025, Indonesia's cosmetics market is projected to generate approximately US\$2.09 billion in revenue, with annual growth estimated at 4.73% (Statista, 2025). Beyond market expansion,



digitalization has fundamentally altered how consumers search for information, evaluate alternatives, and interact with beauty and wellness brands. Consumers increasingly combine online and offline touchpoints: they may discover products through social media, compare prices and reviews through digital platforms, and subsequently visit physical stores to examine or test products before purchasing (Sari, 2022; Hutabarat *et al.*, 2024). These behavioral changes require firms to move beyond isolated channel management toward coordinating multiple customer touchpoints. An omnichannel strategy addresses this challenge by integrating communication, information, and transactional channels to provide customers with a more seamless and consistent experience (Pebiansyah *et al.*, 2023; Asmare & Zewdie, 2022). Recent research further indicates that omnichannel integration is increasingly understood as a customer-journey capability rather than merely an expansion of available sales channels, as integration enables firms to coordinate customer interactions across multiple touchpoints (Lazaris *et al.*, 2021; Roostas *et al.*, 2025; Wang & Wang, 2026).

The distinction between multichannel and omnichannel strategies is central to understanding this transition. A multichannel strategy enables customers to interact with a firm through multiple offline and online channels, but these channels may operate independently and maintain separate information, processes, and customer interfaces (Lahindah & Bahri, 2022; Ramses *et al.*, 2025). Omnichannel strategy, in contrast, emphasizes integrating and synchronizing these channels so that customers can move across touchpoints without experiencing substantial discontinuities in information, service, or transactional processes (Rahmadani & Haryadi, 2025; Manser Payne *et al.*, 2017; Wu & Tang, 2022). Consequently, omnichannel integration requires firms to coordinate customer-facing channels and the underlying information systems that support them. Centralized and integrated information systems are therefore an important organizational foundation for enabling consistent information and service delivery across channels (Suriansha, 2021). Prior research similarly emphasizes that the strategic value of omnichannel retailing lies in integrating customer touchpoints and the resulting continuity of the customer journey, rather than simply increasing channel availability (Asmare & Zewdie, 2022; Lazaris *et al.*, 2021; Xie *et al.*, 2023). From this perspective, omnichannel strategy is not simply an expansion of the number of channels available to consumers; it represents a shift toward managing the customer journey as an integrated system.

The effectiveness of omnichannel integration can be reflected in customer satisfaction, particularly when the experience delivered across channels meets or exceeds customer expectations. Customer satisfaction reflects customers' evaluations of the performance of products, services, and experiences relative to their expectations (Budiarno *et al.*, 2022). In an omnichannel environment, however, satisfaction extends beyond product quality to include convenience, accessibility, responsiveness, information consistency, and ease of navigation between digital and physical touchpoints. When information, promotions, product availability, and service processes are synchronized across channels, customers can experience lower search and transaction costs and greater perceived convenience. Conversely, inconsistencies between online information and offline experiences may undermine the value of channel integration. Empirical evidence indicates that increased omnichannel integration can improve customer satisfaction by enhancing the continuity and quality of interactions across channels (Lazaris *et al.*, 2021). Similarly, research on omnichannel logistics service quality demonstrates that service integration and cross-channel performance are closely associated with satisfaction and subsequent customer loyalty (Cotarelo *et al.*, 2021; Pramesti & Abdillah, 2024; Sarino, 2010). Thus, customer satisfaction is an important mechanism by which omnichannel capabilities influence subsequent customer responses. In the beauty and wellness industry, this mechanism is



particularly relevant because consumers often require both convenient digital access to information and direct physical interaction with products and services (Darmianti & Prabawani, 2019).

Beyond satisfaction, customer loyalty represents a strategically important outcome of successful channel integration. Customer loyalty encompasses customers' willingness to repurchase, recommend a brand to others, and maintain their relationship with the firm despite competing alternatives (Alim *et al.*, 2025). Loyalty is particularly important in the beauty and wellness industry because consumers are exposed to numerous competing brands and increasingly sophisticated digital marketing activities. Consequently, firms must not only attract customers but also create experiences that encourage continued engagement and repeat purchasing. Existing evidence suggests that customer satisfaction is an important antecedent to loyalty, as positive consumption experiences can strengthen customers' willingness to maintain relationships with a brand (Ali *et al.*, 2025). Within omnichannel settings, empirical research has likewise identified positive relationships between channel integration, customer experience, and loyalty-related outcomes (Mainardes *et al.*, 2020; Tran Xuan *et al.*, 2023; Xuan *et al.*, 2023). Accordingly, an omnichannel strategy may influence loyalty through two related pathways: directly, by creating a consistent and convenient customer journey, and indirectly, by improving customer satisfaction (Wijaya, 2023; Jakti *et al.*, 2022).

Prior studies provide preliminary evidence for these relationships. Agung *et al.*, (2024) report that effective omnichannel implementation can strengthen customer–brand relationships and contribute to customer loyalty. Baso *et al.*, (2025) similarly demonstrate that promotional integration and transaction convenience across channels can enhance customer satisfaction. Evidence from Lorensia and Ningrum (2023) further suggests that customer satisfaction and trust can serve as mediating mechanisms linking service quality to customer loyalty. Complementing these findings, Lazaris *et al.*, (2021) show that greater omnichannel integration is associated with customer satisfaction and loyalty intentions, while Cotarelo *et al.*, (2021) demonstrate the relevance of omnichannel service quality for both satisfaction and customer loyalty. Mainardes *et al.*, (2020) and Tran Xuan *et al.*, (2023) further indicate that omnichannel strategies can strengthen loyalty through improved customer relationships and cross-channel engagement. Taken together, these studies indicate that channel integration may generate customer-based value by improving the customer experience. Nevertheless, the existing evidence remains fragmented, with studies often examining direct relationships between omnichannel practices and individual customer outcomes rather than jointly explaining how omnichannel integration translates into loyalty through customer satisfaction.

This limitation is particularly relevant in the beauty and wellness industry, where the customer journey differs from that of purely transactional retail categories. Beauty and wellness purchases can involve experiential and sensory considerations, including product texture, fragrance, color, physical testing, consultation, and personalized recommendations. Consumers may therefore combine digital information search and social media engagement with physical store visits before making purchasing decisions. Such characteristics create a stronger need for consistency between digital and physical touchpoints. Recent omnichannel research suggests that cross-channel consistency can influence brand-related outcomes, although its effect on loyalty may depend on how consumers evaluate the overall experience (Liu & Liu, 2024). This observation is particularly relevant to beauty and wellness consumption, where consumers may use digital channels to gather information and compare alternatives while relying on physical interactions to evaluate products or services. An omnichannel strategy that integrates product information, promotions, customer interactions, and service

experiences may consequently have different implications for satisfaction and loyalty than in categories where purchasing is predominantly transactional.

Despite the growing importance of omnichannel integration, empirical research examining the mechanism linking omnichannel strategy, customer satisfaction, and customer loyalty in the beauty and wellness context remains limited. Much of the existing literature has focused on fashion, general retail, electronics, banking, or e-commerce settings, with relatively less attention to high-involvement beauty and wellness consumption. Although existing studies have established relationships between omnichannel integration, customer experience, satisfaction, and loyalty (Lazaris *et al.*, 2021; Cotarelo *et al.*, 2021; Wang & Wang, 2026), less is known about whether customer satisfaction serves as the mechanism through which omnichannel strategy translates into customer loyalty specifically within beauty and wellness consumption. Moreover, the evidence that cross-channel consistency does not necessarily produce uniform loyalty outcomes (Liu & Liu, 2024) suggests that the customer-experience mechanism warrants further investigation. Addressing this issue is important because the strategic value of omnichannel integration ultimately depends not only on the existence of multiple channels but also on whether integration generates superior customer experiences that encourage continued relationships with the brand.

This study develops and empirically examines a model linking omnichannel strategy to customer loyalty through customer satisfaction in the beauty and wellness industry. The study conceptualizes omnichannel strategy as an integrated channel capability that enables customers to move across online and offline touchpoints with greater consistency and convenience. Customer satisfaction serves as a mediating mechanism through which these integrated experiences translate into loyalty. By examining both the direct and indirect effects, the study provides a more nuanced account of how omnichannel integration generates customer-based outcomes. The study therefore contributes to the omnichannel literature by clarifying the role of customer satisfaction as a mechanism linking channel integration with loyalty in a high-involvement consumer context, while also providing managerial implications for firms seeking to coordinate digital and physical touchpoints to strengthen long-term customer relationships.

The remainder of this paper is organized as follows. Section 2 provides a literature review. Section 3 presents the research method. Section 4 provides research findings and discussions. Section 5 wraps up the paper.

2. Literature Review and Hypothesis Development

2.1 Omnichannel Strategy

Omnichannel strategy represents an evolution from conventional multichannel retailing toward the integration and coordination of multiple customer touchpoints. While multichannel strategies provide customers with access to several channels, such as physical stores, websites, mobile applications, and social media, these channels may operate independently. An omnichannel strategy, in contrast, emphasizes integrating channels to create a seamless, consistent customer journey across online and offline environments. Manser Payne *et al.*, (2017) characterize omnichannel retailing as an integrated approach in which digital and physical touchpoints jointly shape the customer shopping experience. A systematic review by Asmare and Zewdie (2022) further indicates that omnichannel retailing represents a shift from channel-specific management toward an integrated approach in which firms coordinate

multiple touchpoints around the customer journey. Thus, the defining characteristic of omnichannel strategy is not the number of channels available but the extent to which these channels are integrated and mutually supportive.

The strategic value of omnichannel integration lies not simply in increasing the number of available channels but in enabling customers to move across channels with minimal friction. Integration allows customers to search for product information online, compare alternatives, communicate with sellers through digital platforms, visit physical stores, and complete transactions through their preferred channel. Such integration can improve convenience and reduce information and transaction costs associated with navigating fragmented channels. Alesnikova *et al.*, (2019) further emphasize that omnichannel environments enable firms to collect and integrate information about customer behavior across physical and digital contexts, thereby improving their understanding of customer needs and preferences. Consistent with this perspective, Lazaris *et al.*, (2021) demonstrate that integrating customer touchpoints can improve continuity in the shopping experience and elicit favorable customer responses. Mainardes *et al.*, (2020) likewise emphasize the role of omnichannel practices in strengthening customer relationships by enabling customers to interact with firms through multiple interconnected channels.

From a firm perspective, omnichannel strategy therefore represents a capability to coordinate customer-facing channels, information, and service processes. Effective implementation requires consistency in product information, pricing, promotions, inventory visibility, payment options, and customer service across channels. Rather than managing online and offline channels as separate points of sale, firms seek to construct an integrated customer experience in which each channel complements the others. Such integration requires organizational coordination because customers evaluate the firm as a single entity even when their interactions occur through different channels. Cotarelo *et al.*, (2021) demonstrate that the quality and integration of omnichannel service processes can influence customer evaluations and relationship outcomes. Similarly, Wang and Wang (2026) emphasize that effective omnichannel management requires firms to coordinate multiple touchpoints to enhance the continuity and quality of customer experiences.

This integration is particularly relevant to the beauty and wellness industry. Consumers may obtain product information through social media or e-commerce platforms, evaluate reviews and recommendations online, and subsequently visit physical outlets to inspect or test products before making a purchase. Conversely, customers may experience a product in a physical store but complete their subsequent purchase through an online channel. An effective omnichannel strategy can accommodate these nonlinear customer journeys by allowing customers to select and combine channels according to their preferences. This is particularly important in high-involvement consumption contexts, where customers may require both digital convenience and physical interaction before making purchasing decisions. The effectiveness of such integration may depend on the consistency of information and experiences across touchpoints, as inconsistencies can weaken customers' perceptions of the brand and reduce the value of cross-channel integration (Liu & Liu, 2024).

Omnichannel strategy can be understood as an integrated customer-experience mechanism through which firms coordinate digital and physical touchpoints to provide convenience, consistency, accessibility, and continuity throughout the customer journey. Existing evidence indicates that such integration can contribute to customer satisfaction, relationship quality, and loyalty-related outcomes (Lazaris *et al.*, 2021; Cotarelo *et al.*, 2021; Tran Xuan *et al.*, 2023; Xuan *et al.*, 2023). However, the effectiveness of omnichannel strategy depends on the firm's ability to maintain meaningful consistency

across channels rather than simply increasing the number of customer touchpoints (Liu & Liu, 2024). These characteristics provide the theoretical basis for expecting omnichannel strategy to influence both customer satisfaction and customer loyalty.

2.2 Customer Satisfaction

Customer satisfaction refers to the customer's cognitive and affective evaluation of a consumption experience. Hill and Brierley (2017) conceptualize satisfaction as an outcome of a specific consumption experience involving customers' evaluations of whether the value received corresponds to the sacrifices made. Oliver (2010) similarly views satisfaction as a response arising from the comparison between expectations and the actual consumption experience. Guido (2019) further emphasizes that satisfaction emerges from consumers' evaluation of product or service performance relative to their prior expectations. Accordingly, satisfaction reflects customers' overall assessment of the value and quality of their consumption experience and represents an important determinant of subsequent behavioral responses.

In an omnichannel environment, customer satisfaction extends beyond the evaluation of the core product or service. Customers also evaluate the quality of interactions occurring across different touchpoints, including the accessibility of information, consistency of prices and promotions, transaction convenience, responsiveness, delivery, and continuity between online and offline experiences. Consequently, channel integration may influence satisfaction by reducing the discontinuities customers encounter when moving between channels. Asmare and Zewdie (2022) emphasize that integrating multiple customer touchpoints is a central characteristic of omnichannel retailing, enabling firms to provide a more coherent customer journey. Empirical evidence from Lazaris *et al.*, (2021) further indicates that omnichannel integration can enhance customer evaluations by improving the continuity and consistency of interactions across channels. Similarly, Cotarelo *et al.*, (2021) demonstrate that the quality of omnichannel service delivery is relevant to customers' satisfaction evaluations, particularly when firms can coordinate service processes across touchpoints.

The logic underlying this relationship is consistent with an expectation–performance perspective. When customers encounter consistent information and service across channels, the experience is more likely to meet or exceed their expectations. Conversely, inconsistencies between online and offline channels—for example, differences in product availability, promotional information, prices, or service procedures—can create friction and reduce perceived value. Omnichannel integration can therefore reduce uncertainty and customer effort by providing consistent information and facilitating the movement between channels. Previous research suggests that channel integration can strengthen customer perceptions of convenience and service continuity, which are important components of the overall customer experience (Mainardes *et al.*, 2020; Lazaris *et al.*, 2021). Thus, the effectiveness of an omnichannel strategy is partly reflected in its ability to create a coherent and predictable customer experience.

In the beauty and wellness industry, this relationship may be particularly pronounced because consumers frequently combine digital information search with physical product and service experiences. The ability to access reliable information online, receive consistent promotional offers, make convenient reservations or purchases, and subsequently obtain a comparable experience in physical stores can enhance perceived convenience and reduce uncertainty. This is particularly relevant for products and services that involve experiential and sensory evaluation, where customers may rely on digital channels

to acquire information but still require physical interaction before making or repeating a purchase. Accordingly, the integration of digital and physical touchpoints may enhance the overall value of the customer journey and strengthen satisfaction (Darmianti & Prabawani, 2019; Cotarelo *et al.*, 2021).

The literature suggests that omnichannel strategy can enhance customer satisfaction by reducing channel discontinuities and improving convenience, consistency, and continuity throughout the customer journey. However, the value of omnichannel integration depends on the quality of coordination among channels rather than merely on the availability of multiple customer touchpoints. When customers perceive that online and offline interactions are integrated into a coherent service experience, they are more likely to evaluate the firm's performance favorably. Therefore, this study expects omnichannel strategy to be positively associated with customer satisfaction.

H1: *Omnichannel strategy has a positive effect on customer satisfaction.*

2.3 Customer Loyalty

Customer loyalty represents a customer's commitment to maintain a relationship with a particular brand, product, service, or retailer despite the availability of alternative offerings. Duffy (1998) conceptualizes loyalty as customers' commitment to purchase or continue using a particular offering. In contrast, Uncles *et al.*, (2003) distinguish loyalty through customers' repeated purchasing behavior and consistent preference for a particular firm or brand. McMullan and Gilmore (2008) further emphasize the strength and persistence of customers' intentions to remain loyal to a product, service, or retailer over time. Accordingly, customer loyalty encompasses both behavioral and attitudinal dimensions, reflected in customers' willingness to repurchase, maintain their relationship with a firm, and recommend the brand to others. Customer loyalty is strategically important because it reflects more than a single transaction. Loyal customers are more likely to repurchase, maintain their relationship with the firm, and recommend the brand to others. In highly competitive consumer markets, such behavioral and attitudinal responses can provide firms with more stable customer relationships and reduce customers' propensity to switch to competing offerings. In omnichannel environments, loyalty is particularly relevant because customers can readily compare products, prices, promotions, and service experiences across competing brands and channels. Consequently, firms need to provide differentiated and consistent experiences that encourage customers to maintain their relationship with the brand rather than switch to alternative providers.

Omnichannel strategy can contribute to customer loyalty by improving the overall customer journey. When customers can interact with a brand through multiple coordinated channels, they gain greater flexibility in how they search for information, purchase products, communicate with the firm, and receive services. Such flexibility can increase perceived convenience and value while reducing the effort required to navigate fragmented channels. Mainardes *et al.*, (2020) indicate that omnichannel practices can strengthen customer relationships by facilitating interactions across multiple interconnected channels. Similarly, Lazaris *et al.*, (2021) demonstrate that omnichannel integration can improve customer evaluations and generate favorable loyalty-related responses by enhancing continuity across customer touchpoints.

The relationship between omnichannel strategy and loyalty can also be explained through the consistency of the customer experience. Customers do not necessarily evaluate individual channels independently; rather, their overall assessment may reflect the cumulative experience generated across the firm's digital and physical touchpoints. Consistency in product information, promotions, service

quality, payment processes, and customer support can strengthen customers' confidence in the firm and reinforce their relationship with the brand. Cotarelo *et al.*, (2021) provide evidence that omnichannel service quality is associated with customer relationship outcomes, including customer loyalty. Likewise, Tran Xuan *et al.*, (2023) and Xuan *et al.*, (2023) highlight the relevance of integrated omnichannel experiences in strengthening customer engagement and loyalty-related outcomes. However, the effect of omnichannel integration on loyalty may depend on how customers perceive the quality and consistency of the experience generated across channels. The mere availability of multiple channels does not automatically create loyalty if customers encounter contradictory information, inconsistent promotions, or discontinuities in service delivery. Liu and Liu (2024) suggest that cross-channel consistency is an important condition for understanding the relationship between omnichannel experiences and brand-related outcomes. Thus, omnichannel strategy creates greater potential for loyalty when customers perceive the different touchpoints as complementary components of a coherent customer journey.

In the beauty and wellness industry, this relationship is particularly important because customers frequently combine digital and physical interactions throughout their purchasing journey. Customers may discover products through social media, evaluate reviews and recommendations online, visit physical stores for consultation or product testing, and subsequently complete purchases through digital channels. An integrated omnichannel strategy enables these interactions to occur within a consistent brand ecosystem. Such continuity can increase convenience, strengthen brand familiarity, and provide customers with greater incentives to maintain their relationship with the firm. Therefore, omnichannel integration may function as a relationship-enhancing capability that supports customer retention, repeat purchasing, and positive word-of-mouth. Taken together, the literature indicates that an omnichannel strategy can strengthen customer loyalty by providing greater convenience, flexibility, continuity, and consistency across digital and physical touchpoints. Nevertheless, the effectiveness of an omnichannel strategy depends on the quality of integration rather than simply on the number of channels offered. When channels operate as complementary components of a coherent customer journey, customers may perceive greater value in maintaining their relationship with the firm. Accordingly, this study proposes that omnichannel strategy has a positive effect on customer loyalty.

H2: *Omnichannel strategy has a positive effect on customer loyalty.*

2.4 Customer Satisfaction and Customer Loyalty

Customer satisfaction is widely recognized as an important antecedent of customer loyalty because favorable evaluations of consumption experiences can strengthen customers' willingness to maintain relationships with a firm. Satisfaction reflects customers' assessment of whether the performance of a product, service, or overall experience meets or exceeds their prior expectations (Oliver, 2010; Hill & Brierley, 2017). When customers perceive that their expectations have been consistently fulfilled, they are more likely to develop favorable attitudes toward the firm and stronger intentions to continue the relationship. Conversely, dissatisfaction may increase customers' propensity to reconsider the relationship and switch to competing providers. Thus, satisfaction provides an important foundation for the development and maintenance of customer loyalty. The relationship between satisfaction and loyalty is particularly relevant in highly competitive consumer markets, where customers have extensive access to alternative brands and can easily compare products and services through digital platforms. Satisfied customers have greater incentives to continue purchasing from a firm because positive

experiences reduce the perceived benefits of switching to alternatives. Customer satisfaction may also strengthen behavioral intentions, including repurchase and recommendation, which constitute important manifestations of customer loyalty (Alim *et al.*, 2025). In omnichannel environments, this relationship becomes increasingly important because customers evaluate not only individual products or services but also the cumulative experience generated across multiple digital and physical touchpoints.

The customer experience perspective further explains why satisfaction can translate into loyalty. Customers interact with firms through multiple stages of the consumption journey, including information search, product evaluation, purchase, delivery, service encounters, and post-purchase interactions. When these interactions consistently generate positive evaluations, customers are more likely to perceive the relationship as valuable and maintain their engagement with the firm. Evidence from omnichannel research indicates that customer satisfaction is closely linked to relationship and loyalty outcomes, as satisfactory cross-channel experiences can strengthen customers' willingness to continue interacting with the firm (Cotarelo *et al.*, 2021; Lazaris *et al.*, 2021). Mainardes *et al.*, (2020) similarly emphasize the importance of positive customer experiences in strengthening customer relationships in an omnichannel context.

This relationship is particularly salient in the beauty and wellness industry because customers frequently encounter a wide range of competing products and services across both physical and digital markets. Customers can readily compare brands, prices, promotions, reviews, and service experiences before making subsequent purchasing decisions. Under these conditions, a satisfactory experience can become an important basis for retaining customers and reducing switching intentions. When customers are satisfied with product or service quality, accessibility, transaction convenience, and the consistency of interactions across channels, they are more likely to repurchase and recommend the brand to others.

From an omnichannel perspective, loyalty is therefore not necessarily generated by the availability of multiple channels alone. Rather, channels create customer value when their integration produces experiences that customers perceive as convenient, consistent, and satisfactory. Customer satisfaction is the evaluative mechanism by which customers assess the quality of the experience the firm provides. When this evaluation is favorable, customers are more likely to maintain their relationship with the brand and exhibit loyalty-related behaviors. This argument is consistent with evidence that customer experience and satisfaction play an important role in translating omnichannel service performance into customer relationship outcomes (Cotarelo *et al.*, 2021; Lazaris *et al.*, 2021). Accordingly, customer satisfaction can be conceptualized as an important proximal determinant of customer loyalty. The more positively customers evaluate their overall consumption experience, the stronger their willingness is expected to be to continue purchasing, maintain their relationship with the firm, and recommend the brand. Therefore, this study proposes that customer satisfaction positively affects customer loyalty.

H3: *Customer satisfaction positively affects customer loyalty.*

2.5 The Mediating Role of Customer Satisfaction

The preceding arguments suggest that omnichannel strategy may influence customer loyalty through customer satisfaction. Omnichannel integration provides customers with coordinated access to information, products, services, and transactions across multiple physical and digital touchpoints. By reducing channel discontinuities and increasing convenience, accessibility, and consistency throughout

the customer journey, omnichannel integration can enhance the perceived value for customers and, consequently, improve their satisfaction (Lazaris *et al.*, 2021; Cotarelo *et al.*, 2021). Thus, customer satisfaction is an important, immediate indicator of the quality of the integrated omnichannel experience.

Satisfaction can subsequently translate positive customer experiences into loyalty. Customers who perceive that their expectations have been consistently met are more likely to develop favorable evaluations of the firm, continue purchasing its products or services, and recommend the brand to others (Oliver, 2010; Alim *et al.*, 2025). In this sense, satisfaction serves as a proximal customer response mechanism through which the experiential benefits of omnichannel integration can contribute to longer-term relational outcomes. Existing evidence also indicates that satisfaction is relevant to the relationship between omnichannel service performance and customer loyalty (Cotarelo *et al.*, 2021; Lazaris *et al.*, 2021).

The mediating role of satisfaction is particularly important because the availability of multiple integrated channels does not, by itself, guarantee customer loyalty. Customers may have access to numerous digital and physical touchpoints. However, they may remain unwilling to maintain a relationship with a firm if those channels generate inconsistent information, fragmented service, or unsatisfactory experiences. Accordingly, the value of an omnichannel strategy depends in part on whether channel integration translates into positive customer evaluations. This perspective shifts attention from omnichannel strategy as a structural arrangement of channels toward omnichannel strategy as a mechanism for creating customer value through an integrated experience.

The proposed mediation can therefore be understood through a sequential logic. First, omnichannel integration facilitates a more convenient, consistent, and continuous customer journey. Second, customers evaluate this experience against their expectations, resulting in greater or lower satisfaction. Third, greater satisfaction increases the likelihood that customers will maintain their relationship with the firm and engage in loyalty-related behaviors. The resulting mechanism can be represented as:

Omnichannel Strategy → Customer Satisfaction → Customer Loyalty

This framework distinguishes between the strategic antecedent (omnichannel strategy), the customer-experience evaluation (customer satisfaction), and the relational outcome (customer loyalty). Such a distinction provides a more nuanced explanation of how an omnichannel strategy generates customer-based outcomes and enables the study to determine whether customer satisfaction is a significant pathway through which channel integration contributes to loyalty. Therefore, this study proposes that customer satisfaction mediates the positive relationship between omnichannel strategy and customer loyalty.

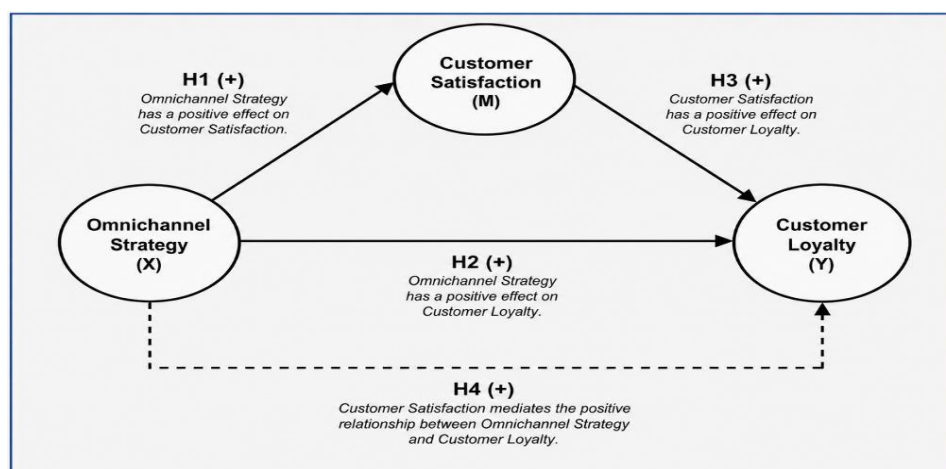
H4: *Customer satisfaction mediates the positive relationship between omnichannel strategy and customer loyalty.*

2.6 Conceptual Framework

The conceptual framework (Figure 1) proposes that omnichannel strategy influences customer loyalty both directly and indirectly through customer satisfaction. Omnichannel strategy is positioned as the independent variable, customer satisfaction as the mediating variable, and customer loyalty as the dependent variable. The framework assumes that integrating online and offline channels creates a

seamless and consistent customer experience, thereby enhancing customer satisfaction. Higher satisfaction is subsequently expected to strengthen customers' willingness to repurchase, maintain their relationship with the brand, and recommend it to others. At the same time, omnichannel strategy may directly strengthen customer loyalty by providing greater convenience, accessibility, and continuity across customer touchpoints. Accordingly, the framework tests four relationships: the effect of omnichannel strategy on customer satisfaction (H1), the direct effect of omnichannel strategy on customer loyalty (H2), the effect of customer satisfaction on customer loyalty (H3), and the mediating effect of customer satisfaction on the relationship between omnichannel strategy and customer loyalty (H4).

Figure 1. Conceptual Framework



3. Research Method

3.1 Research Design and Study Context

This study employs a quantitative explanatory research design to examine the relationships among omnichannel strategy, customer satisfaction, and customer loyalty in the beauty and wellness industry. The study focuses on firms operating in Bandung, Indonesia, including beauty clinics, salons, spas, and cosmetics stores that provide customers with both online and offline channels for information, interaction, and transactions. This setting is well-suited to examining omnichannel relationships, as customers in the beauty and wellness industry may interact with firms across multiple touchpoints before, during, and after purchasing products or services. The study uses primary data collected directly from consumers through a structured questionnaire. The research model examines the direct effect of omnichannel strategy on customer satisfaction and loyalty, as well as the indirect effect of omnichannel strategy on loyalty through satisfaction. This design enables the study to assess both the direct and mediated mechanisms underlying customer responses to omnichannel integration.

3.2 Sampling and Data Collection

The target population comprises consumers who have purchased products or used services from beauty and wellness businesses in Bandung. Because the size of the target population cannot be determined with sufficient precision, the study employs purposive sampling to identify respondents with relevant experience of omnichannel consumption. Respondents were eligible to participate if they met three

criteria: (1) they had purchased products or used services from a beauty and wellness business through at least two different channels of the same business; (2) they were at least 17 years old; and (3) they were willing to participate and complete the questionnaire. These criteria were established to ensure that respondents had direct experience with multiple customer touchpoints and were therefore able to evaluate the firm's omnichannel strategy. A total of 238 valid responses were obtained and used in the empirical analysis. Data were collected using a structured questionnaire based on indicators for omnichannel strategy, customer satisfaction, and customer loyalty. All constructs were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Secondary sources, including books and peer-reviewed academic literature, were also used to establish the theoretical foundation and support the development of the measurement instrument.

3.3 Measurement Model

The measurement model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the reliability and validity of the latent constructs. The assessment comprised two complementary dimensions: convergent validity and discriminant validity, as well as internal consistency reliability. Convergent validity was evaluated by examining the indicator loadings and the average variance extracted (AVE) of each construct. Internal consistency reliability was assessed using appropriate reliability coefficients. Discriminant validity was examined to establish whether the constructs represented empirically distinct concepts. The measurement model consisted of three latent constructs: omnichannel strategy, customer satisfaction, and customer loyalty. Each construct was operationalized through multiple questionnaire items derived from the corresponding conceptual dimensions established in the literature. The measurement assessment was conducted before evaluating the structural relationships among the constructs.

3.4 Data Analysis

The empirical analysis was conducted using SmartPLS. The analytical procedure consisted of descriptive analysis, measurement model assessment, and structural model assessment. First, descriptive statistics were used to summarize respondent characteristics and the distribution of responses across the study variables. Second, the measurement model was evaluated to establish the reliability and validity of the constructs before proceeding to hypothesis testing. Third, the structural model was assessed to examine the hypothesized relationships among omnichannel strategy, customer satisfaction, and customer loyalty. Hypotheses were tested using the bootstrapping procedure in PLS-SEM. The significance of the estimated path coefficients was evaluated using the bootstrapped t-statistics and p-values. Consistent with the conventional significance threshold adopted in this study, a relationship was considered statistically significant when the t-statistic exceeded 1.96, and the corresponding p-value was below 0.05. The analysis examined both the direct effects of omnichannel strategy on customer satisfaction and customer loyalty and the effect of customer satisfaction on customer loyalty. The indirect effect of omnichannel strategy on customer loyalty through customer satisfaction was subsequently assessed to determine the proposed mediating mechanism.

3.5 Common Method and Ethical Considerations

Because the study relies on self-reported questionnaire data collected from individual respondents, the research design recognizes the potential for common method bias (CMB). The study therefore separates

the conceptualization and measurement of the constructs and uses clearly worded questionnaire items to reduce potential ambiguity and response-pattern effects. The empirical assessment of common method bias should be reported separately based on the specific diagnostic procedure applied to the data. Ethical considerations were upheld throughout the data collection process. Participation was voluntary, and respondents were informed of the study's purpose and the nature of their participation before completing the questionnaire. Respondents' identities and individual responses were treated confidentially and used solely for academic research purposes. No personally identifying information was disclosed in the reporting of the findings. The study also ensured that participation was voluntary and that respondents could choose whether to participate in the survey.

Table 1. Operational Indicator

Variables	Definition Operational	Indicator
Omnichannel Strategy (X)	The company's ability to integrate various marketing, sales, and service channels to ensure a consistent customer experience.	▪ Channel integration ▪ Consistent information ▪ Convenient access to service ▪ Personalized service ▪ Flexibility transaction
Satisfaction Customer (Z)	Satisfaction level of customers after comparing their hopes with the experience gained from using the product or service.	▪ Compliance with hopes ▪ Satisfaction with quality service ▪ Satisfaction with the shopping experience ▪ Satisfaction overall ▪ Desire to use return service
Loyalty Consumer (Y)	A committed customer who makes repeat purchases and remains loyal to the product or service company.	▪ Intention to buy again ▪ Willingness recommend ▪ Preference for the brand ▪ Not easy to move to competitors ▪ Commitment to use the product or service

4. Results and Discussion

4.1 Analysis Results

4.1.1 Characteristics of respondents

The characteristics of the respondents in the study are shown in Table 2.

Table 2. Characteristics of Respondents (n = 238)

Characteristics	Category	Frequency (People)	Percentage (%)
Gender	Man	58	24.4
	Woman	180	75.6
Age	17–25 Years	96	40.3
	26–35 Years	82	34.5
	36–45 Years	42	17.6
	>45 Years	18	7.6
Total		238	100.0

From Table 2, this study used a sample of up to 238 respondents who are consumers of beauty and wellness firms in Bandung City. By gender, respondents were mostly women, totaling 180 (75.6%),

while male respondents numbered 58 (24.4%). This composition indicated that Women are the dominant consumer group for products and services in the beauty and wellness industry. From age group most of respondents are in the age group 17-25 years old amounting to 96 people (40.3%), followed by age group 26-35 years old amounting to 82 people (34.5%), age group 36-45 years old amounting to 42 people (17.6%), and age group more than 45 years old amounting to 18 people (7.6%). Conclusion. In this way, it can be seen that some major consumer beauty and wellness enterprises operating in Bandung City are created by the productive age group, which tends to utilize multiple channels to provide their services both online and offline. The characteristics of the above research align with the research objectives, which are based on an omnichannel strategy.

4.1.2 Measurement Model Testing (Outer Model)

Before conducting PLS structural equation modeling, it is important to perform outer model testing for each variable. This aims to ensure that every indicator has validity, convergent validity, and construct reliability that meet the conditions.

Table 3. Validity Test Results: Convergent Validity

Variables	Indicator	Outer Loading	AVE	Information
Omnichannel Strategy (X)	X1	0.821	0.687	Valid
	X2	0.843		Valid
	X3	0.857		Valid
	X4	0.805		Valid
	X5	0.828		Valid
Customer Satisfaction (M)	M1	0.846	0.708	Valid
	M2	0.872		Valid
	M3	0.815		Valid
	M4	0.850		Valid
	M5	0.833		Valid
Loyalty Consumer (Y)	Y1	0.859	0.731	Valid
	Y2	0.882		Valid
	Y3	0.835		Valid
	Y4	0.848		Valid
	Y5	0.865		Valid

Source: Results of researcher data processing 2026

As shown in Table 3, the convergent validity test yields the following results: all indicators for the variables Omnichannel Strategy, Customer Satisfaction, and Consumer Loyalty have outer loadings above 0.70, ranging from 0.805 to 0.882. These values meet the requirement for convergent validity; hence, all indicators are valid in representing the constructs measured. In addition, the value of Average Variance Extracted (AVE) for Omnichannel Strategy is 0.687, Customer Satisfaction is 0.708, and Consumer Loyalty is 0.731, all of which are above the minimum value of 0.50. Thus, it may be concluded that all constructs explain over 50% of the variance in the indicators, indicating that all variables are valid in the study. This meets the requirements for convergent validity and feasibility, allowing it to proceed to the reliability testing stage.

From Table 4, the results of the construct reliability test demonstrate that all variables in the research have Cronbach's Alpha and Composite Reliability scores above the minimum threshold of 0.70. In this regard, the Omnichannel Strategy variable has a Cronbach's alpha of 0.886 and a composite reliability of 0.916. As for the Customer Satisfaction variable, it has A Cronbach's Alpha score of 0.897

and a Composite Reliability score of 0.924, whereas the Loyalty Consumer variable has a Cronbach's Alpha score of 0.908 and a Composite Reliability score of 0.932. All of these data indicate that the constructs have excellent internal consistency, meaning the research instruments are reliable and measure all variables consistently. Consequently, all the variables meet the criteria of a reliable construct and can be used in the structural model analysis.

Table 4. Reliability Test Results

Variables	s	Composite Reliability	Information
Omnichannel Strategy (X)	0.886	0.916	Reliable
Customer Satisfaction (M)	0.897	0.924	Reliable
Loyalty Consumer (Y)	0.908	0.932	Reliable

Source: Results of researcher data processing 2026

4.1.3 Structural Model Testing (Inner Model)

The purpose of inner model testing is to examine the relationship between construct significance and the R-Square of the research model.

Table 5. R-Square (R^2) Values

Endogenous Variables	R-Square (R^2)	R-Square Adjusted	Category
Satisfaction Customer	0.612	0.610	Strong
Loyalty Consumer	0.734	0.732	Strong

Source: Results of researcher data processing 2026

According to Table 4.5, the value of R-Square (R^2) for the variable Satisfaction Customer is 0.612, indicating that 61.2% of the variation in satisfaction customer can be explained by the Omnichannel Strategy variable. In comparison, the remaining 38.8% is attributable to other factors beyond the research model. In addition, the value of R-Square (R^2) for the variable Loyalty Consumer is 0.734, indicating that 73.4% of the variation in loyalty consumer can be explained jointly by Omnichannel Strategy and Customer Satisfaction. In comparison, the remaining 26.6% is explained by other factors beyond the scope of this research model. According to the criteria of coefficient determination evaluation in SEM-PLS, the value of R-Square in both categories can be regarded as strong, so that it can be said that the research model has a good ability to explain the relationship between omnichannel strategy, customer satisfaction, and consumer loyalty in beauty and wellness businesses in Bandung City.

4.1.4 Hypothesis Test

According to Table 6, the hypothesis test results indicate that all hypotheses in the study were confirmed. The first hypothesis (H1) states that there is a positive and significant influence of Omnichannel Strategy on Customer Satisfaction, as indicated by the path coefficient (Original Sample) of 0.782, a t-statistic of 18.453, and a p-value of 0.000, so H1 was proven. The second hypothesis (H2) posits that Customer Satisfaction positively influences Consumer Loyalty, with a path coefficient of 0.573; the t-statistic is 8.916, and the p-value is 0.000, thus supporting H2. In addition, the third hypothesis (H3) states that there is a positive and significant influence of Omnichannel Strategy on Loyalty Consumer, as indicated by a path coefficient of 0.268; the t-statistic is 3.754, and the p-value is 0.000, thus supporting H3. Based on the results above, it can be concluded that the better the

implementation of the omnichannel strategy for beauty and wellness businesses in Bandung City, the higher the level of customer satisfaction and consumer loyalty will be.

Table 6. Test Results Hypothesis (Path Coefficients)

Hypothesis	Connection Intervariable	Original Sample (O)	t-Statistics	p-Values	Decision
H1	Omnichannel Strategy → Satisfaction Customer	0.782	18.453	0.000	Accepted
H2	Satisfaction Customer → Loyalty Consumer	0.573	8.916	0.000	Accepted
H3	Omnichannel Strategy → Loyalty Consumer	0.268	3.754	0.000	Accepted

Source: Results of researcher data processing 2026

Furthermore, a mediation test was conducted to determine the indirect effect of the independent variable on the purchasing decision variable through purchase intention. For more details, see Table 7.

Table 7. Mediation Test Results (Specific Indirect Effects)

Hypothesis	Connection Intervariable	Original Sample (O)	t-Statistics	p-Values	Decision
H4	Omnichannel Strategy → Customer Satisfaction → Loyalty Consumer	0.448	7.921	0.000	Accepted

Source: Results of researcher data processing 2026

From the results in Table 7 for testing the influence (No direct [specific indirect effects]), it can be seen that Omnichannel Strategy has a significant positive impact on Loyalty Consumers through Customer Satisfaction. This can be demonstrated by the Original Sample (O) value of 0.448, the t-statistic of 7.921, and the p-value of 0.000, which meet the significance requirement because the t-statistic exceeds 1.96 and the p-value is less than 0.05. Therefore, the fourth hypothesis (H4) is accepted, meaning that Customer Satisfaction can mediate the impact of Omnichannel Strategy on Consumer Loyalty in the beauty and wellness business in Bandung City. The findings showed that implementing an omnichannel strategy will make customers satisfied, which will lead them to develop loyalty. In other words, customer satisfaction plays an important role in linking omnichannel strategy to loyal consumers.

4.2 Discussion

4.2.1 The Influence of Omnichannel Strategy on Customer Satisfaction

Hypothesis test results show that the omnichannel strategy has a positive and significant effect on customer satisfaction in beauty and wellness businesses in Bandung City. The coefficient value of 0.782 is followed by a t-statistic of 18.453 and a p-value of 0.000, indicating that the better the implementation of the omnichannel strategy, the higher the level of customer satisfaction. This proves that consumers feel more satisfied because they experience an integrated service, from searching for information and making reservations to consultations and services provided directly at the business location. In the beauty and wellness industry, consumers generally use multiple channels to gather information about products and services, such as social media, messaging apps, websites, marketplaces, and physical stores. Integration of the channels makes it easier for customers to access consistent information, make

reservations, and receive the expected fast and proper service. A comfortable experience during the process improves customers' perception of service quality, thereby influencing customer satisfaction. The findings are consistent with research by Yanuardi *et al.*, (2016), which found that an omnichannel approach improves customer experience by integrating services across channels. Furthermore, the research conducted by Pebriansyah *et al.*, (2023) indicated that integrating channel marketing offers consumers the convenience of interacting with the firm, thereby increasing customer satisfaction. Hence, the above research finding further reinforces previous findings that the omnichannel approach is an important factor in increasing customer satisfaction in the beauty and wellness industry.

4.2.2 Influence of Customer Satisfaction on Consumer Loyalty

According to the test results, the hypothesis states that customer satisfaction is influential, positive, and significant for consumer loyalty, with a correlation coefficient of 0.573, a t-statistic of 8.916, and a p-value of 0.000. The findings indicate that customers who are satisfied with the service they have received will usually purchase again, return for the same service, and recommend it to others. In the beauty and wellness industry, not only does customer satisfaction depend on the quality of the products, but it also depends on the experience that the customer gets while obtaining the service, the friendliness of the employees, the comfort level of the place, the convenience in making reservations, and the speed in obtaining information. Customers who have a positive, holistic experience will develop greater attachment to the firm. This aligns with the theory proposed by Nursodik *et al.* (2023), which indicates that customer satisfaction is among the factors that play an important role in the development of consumer loyalty. These results are also consistent with research by Nuryanto & Darposito (2024), which states that customer satisfaction is the first step in developing customer loyalty through positive experiences with products and services. Hence, it is essential for the perpetrators of the beauty and wellness industry to ensure that the quality of their services remains consistent.

4.2.3 The Influence of Omnichannel Strategy on Consumer Loyalty

The results of testing hypothesis three indicate that the omnichannel strategy positively and significantly influences consumer loyalty, with a coefficient of 0.268, a t-statistic of 3.754, and a p-value of 0.000. These findings indicate that implementing the omnichannel strategy influences customer loyalty, but the positive effect is relatively smaller than its effect on customer satisfaction. For beauty and wellness enterprises, the omnichannel strategy offers customers various conveniences, such as easy access to product information, convenient consultations before receiving care, convenient reservations, schedule reminders, and comprehensive sales services through digital media. The convenience increases the customer's comfort when interacting with the company, which forces them. Research findings supporting the work of Jakti *et al.*, (2022) indicate that integrating marketing channels through an omnichannel marketing strategy can strengthen the link between the company and the customer, thereby increasing consumer loyalty. The research by Wijaya (2023) also indicates that the customer's experience of consistency across points of interaction could be an influential factor in customer loyalty.

4.2.4 The Role of Customer Satisfaction in Mediating The Influence of Omnichannel Strategy on Consumer Loyalty

The results of testing the hypothesis for the fourth variable indicate that consumer satisfaction mediates the impact of the omnichannel strategy on consumer loyalty. This is supported by the coefficient of

influence (0.448), the t-statistic (7.921), and the p-value (0.000). The above results indicate that implementing an omnichannel strategy is more effective at increasing customer loyalty when it first provides satisfaction to the consumer. In the context of the beauty and wellness business in Bandung City, customers not only seek convenient access to services across multiple channels but also evaluate the quality of their experience when using these services. If the consumer can make a reservation easily, get consistent information, receive friendly service, and achieve the care they hope for, they will be satisfied. This satisfaction will eventually drive customers to visit again and purchase products repeatedly. Research finding: This, in line with Lemon and Verhoef (2016), reveals that a positive customer experience is an important mechanism for building loyalty through customer satisfaction. In addition, the success of an omnichannel approach depends not only on digital technology but also on the company's ability to provide high-quality customer experiences. Thus, the findings of this research highlight that customer satisfaction can act as a mediator, strengthening the impact of the omnichannel approach on consumer loyalty in the beauty and wellness industries in Bandung City.

5. Concluding Remarks and Recommendation

This study examines the relationships among omnichannel strategy, customer satisfaction, and customer loyalty in beauty and wellness businesses in Bandung City. The findings provide consistent evidence that omnichannel strategy is positively associated with customer satisfaction. By integrating multiple customer touchpoints, including social media, websites, applications, and in-store services, an effective omnichannel strategy facilitates customers' access to information, reservations, transactions, and service interactions. The resulting continuity and consistency of the customer experience enhance customers' evaluations of the services provided by beauty and wellness businesses. The findings further demonstrate that customer satisfaction has a positive and significant effect on customer loyalty. Customers who perceive their product and service experiences as satisfactory are more likely to repurchase, continue using the firm's services, and recommend the business to others. Omnichannel strategy also exhibits a positive and significant direct effect on customer loyalty, indicating that channel integration can strengthen customer relationships beyond its effect through satisfaction.

Importantly, the mediation analysis indicates that customer satisfaction significantly mediates the relationship between omnichannel strategy and customer loyalty. This finding suggests that the loyalty benefits of omnichannel integration are not derived solely from the availability of multiple channels. Rather, channel integration creates value when it translates into a convenient, consistent, and satisfactory customer experience. Customer satisfaction, therefore, represents an important mechanism by which an omnichannel strategy translates into longer-term customer loyalty.

Taken together, the findings indicate that omnichannel strategy should be viewed not simply as a channel-expansion initiative but as a means of coordinating customer experiences across digital and physical touchpoints. For beauty and wellness businesses, sustained investment in channel integration, information consistency, service continuity, and customer convenience can strengthen satisfaction and, consequently, customer loyalty. The strategic priority is therefore to ensure that digital and physical channels operate as complementary components of a coherent customer journey rather than as independent service channels.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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