

Omnichannel Retail Strategies and Consumer Loyalty in The Hybrid Shopping Era

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Abstract

Digital transformation has fundamentally changed consumer behavior patterns and retail business strategies in Indonesia. This study aims to explore the omnichannel experiences and strategies implemented by retailers and their impact on consumer loyalty in the hybrid shopping era, with a case study in Bone Regency. Using a qualitative phenomenological approach, data was collected through in-depth interviews and participatory observation of retailers and consumers actively shopping across online and offline channels. The findings reveal that consumers are becoming increasingly flexible in their channel choices, relying on the unique advantages of each channel to achieve convenience, speed, and added value. Channel integration, information transparency, and ease of access have become basic expectations that shape consumer loyalty. Cross-channel promotional programs and integrated loyalty systems have proven to strengthen emotional attachment and encourage consumers to become brand advocates. However, the main challenges remain in synchronizing stock and promotional information, staff digital literacy limitations, and service consistency across all channels. The implications of this study underscore the importance of investing in technology, training human resources, and fostering cross-sector collaboration to create an inclusive and sustainable hybrid retail ecosystem. Recommendations are provided for businesses and policymakers to be more adaptable in responding to the dynamics of consumer behavior in the digital era.

Keywords: Omnichannel, Consumer loyalty, Hybrid shopping, Channel integration, Retail Strategy

1. Introduction

The development of digital technology has revolutionized the way consumers shop and interact with brands, driving a significant transformation from conventional shopping models to a hybrid era that combines online and offline channels ([Granata, 2021](#); [Reinartz et al., 2019](#)). In Indonesia, the hybrid shopping trend has grown stronger, especially since the COVID-19 pandemic accelerated digital adoption in the retail sector ([Astari, 2021](#); [Fortuna et al., 2021](#); [Siahaan & Tan, 2022](#)).

A report by [Google, Temasek, and Bain & Company](#) (2023) estimates that Indonesia's digital

economy will reach USD 82 billion in 2023 and continue to grow to USD 109 billion by 2025, marking a new era where the integration of physical and digital channels is essential for retailers to survive and compete ([Hasudungan et al., 2023](#); [Thawley et al., 2024](#)). The omnichannel concept is increasingly being adopted as a key strategy to ensure a consistent and integrated customer experience across touchpoints, from social media, apps, websites, to physical stores ([Asmare & Zewdie, 2022](#); [Hickman et al., 2020](#)).

While international literature has extensively discussed the concept of Omnichannel Customer Experience (OCX) ([Febriani et al., 2025](#); [Maulana et al., 2023](#); [Rukiastiandari et al., 2023](#); [Sehani et al., 2023](#); [Simangunsong & Subagyo, 2021](#)), understanding and implementation at the local level, particularly in medium-sized retail businesses in semi-urban areas of Indonesia such as Bone regency, remain limited. While retailers in the region have begun to integrate online and offline channels into their business practices, few studies have thoroughly examined the impact of such strategies on consumer loyalty and the sustainability of local businesses amid increasingly fragmented shopping behavior. In fact, consumer loyalty is a key factor in maintaining the sustainability and growth of retail businesses in an era of increasingly intense digital competition ([Arslan, 2020](#); [Bing et al., 2024](#); [Nurhilalia & Saleh, 2024](#)).

Therefore, this study seeks to address this gap by exploring: 1) how local retailers in Bone Regency implement omnichannel retail strategies in response to hybrid consumer behavior, and 2) how these strategies impact consumer loyalty in the local retail context. This research is particularly important in understanding the evolving dynamics of consumer behavior across channels, as well as the risks retailers face if they fail to adapt to hybrid shopping preferences.

2. Literature Review

2.1 Theoretical Frameworks

This study integrates two main frameworks: the Stimulus-Organism-Response (S-O-R) Model and the Omnichannel Customer Experience (OCX) framework. The S-O-R Model (Mehrabian & Russell, 1974) explains how exposure to various retail stimuli across channels triggers psychological responses that ultimately shape consumer attitudes and behaviors. In the context of omnichannel retailing, interactions with different touchpoints—both digital and physical—can enhance consumers' perceptions of convenience, trust, and satisfaction, which in turn foster loyalty ([Akter et al., 2019](#); [Juaneda-Ayensa et al., 2016](#)). Complementing this, the OCX framework ([Verhoef et al., 2015](#)) identifies five critical dimensions of omnichannel experience: channel integration, personalization, process smoothness, ease of access, and perceived control. These dimensions collectively determine how consumers perceive hybrid shopping environments and significantly influence their willingness to remain loyal to retailers ([Gahler et al., 2023](#); [Verhoef et al., 2015](#)). By combining these two frameworks, this study aims to offer a comprehensive explanation of how omnichannel strategies affect consumer loyalty, particularly in contexts where the digital and physical divide is still prominent.

2.2 State of the Art and Research Gap

Prior studies on omnichannel retailing have predominantly focused on several themes, such as technology adoption ([Juaneda-Ayensa et al., 2016](#)), cross-channel shopping experiences ([Maggioni et al., 2020](#)), and consumer loyalty in pure e-commerce environments ([Rachmad, 2022](#); [Raji et al., 2024](#); [Rita & Ramos, 2022](#)). While these contributions have enriched the global understanding of omnichannel retailing, they remain largely concentrated in developed economies where digital infrastructure and consumer readiness are more advanced. Emerging

markets, particularly semi-urban and medium-scale retail contexts, have received far less scholarly attention. This gap is significant because retailers in these areas often operate under different constraints, such as limited infrastructure, lower digital literacy, and diverse consumer behaviors that cannot be fully explained by findings from advanced economies ([Cotarelo et al., 2021](#); [Maggioni et al., 2020](#); [Makkonen et al., 2023](#); [Nguyen & Borusiak, 2021](#); [Peiris et al., 2021](#)). As a result, understanding the psychological effects and hybrid experiences of consumers in such environments remains limited, despite the increasing importance of omnichannel strategies for sustaining competitiveness.

2.3 Contribution and Novelty

Against this backdrop, the novelty of the present study lies in three main aspects. First, it integrates the S-O-R and OCX frameworks to analyze consumer loyalty in the context of hybrid shopping, thus offering a more holistic theoretical approach. Second, it highlights the experiences of retailers and consumers in Bone Regency, a semi-urban area in Indonesia that represents a context underexplored in omnichannel research. Third, it emphasizes the practical relevance of findings by providing insights that can guide retailers, policymakers, and managers of small and medium-sized enterprises (SMEs) in designing adaptive, integrated, and consumer-centric retail strategies. Accordingly, this study not only advances theoretical discussions on omnichannel retailing and consumer behavior in emerging markets but also provides actionable recommendations for strengthening retail competitiveness and accelerating local digital transformation.

3. Research Methods

This study uses a qualitative approach with a phenomenological design ([Creswell & Creswell, 2018](#)) to explore in depth the experiences, strategies, and perceptions of retailers and consumers regarding the implementation of omnichannel strategies in Bone Regency. This approach was chosen to gain a comprehensive understanding of the dynamics of online and offline channel integration and its impact on consumer loyalty in the era of hybrid shopping. The informants in this study consist of two main groups: small and medium-scale retailers who have adopted omnichannel strategies (both physical store owners who also sell online and marketplace-based retailers) and active consumers who shop in a hybrid manner, i.e., using online and offline channels alternately or simultaneously.

Informants were selected using purposive and snowball sampling, taking into account variations in business type, digital experience, and consumer characteristics (age, occupation, shopping intensity). Data collection was conducted through semi-structured in-depth interviews focused on exploring channel integration strategies, cross-platform promotional practices, consumer experiences in using hybrid services, and their perceptions of convenience, personalization, and integration of the purchasing process. Interviews were conducted face-to-face at retail locations and via online platforms (WhatsApp, Zoom) to accommodate participants' time constraints and mobility. Each interview was recorded with the informants' consent, and all transcripts were analyzed verbatim to ensure data accuracy.

In addition to interviews, participatory observation was conducted at several retail outlets, both modern and traditional, to directly observe the hybrid service process, payment channel integration, online catalog management, and cross-platform customer service practices. Documentation of digital interactions—such as promotions via social media, catalog updates on marketplaces, and digital ordering and payment systems—was also collected as supporting

data to enrich the informants' narrative experiences.

The collected data was analyzed using thematic analysis techniques according to the [Braun & Clarke \(2006\)](#) model. The analysis began with repeated reading of the transcripts, open coding to identify main themes (e.g., ease of access, personal experience, process smoothness, consumer loyalty), followed by the development of categories and thematic matrices, and finally inductive conclusions. Data validity is ensured through triangulation of techniques (interviews, observation, documentation), triangulation of sources (retailers and consumers from various segments), and member checking by confirming the interpretation results with several key informants. Peer debriefing with colleagues is also conducted to minimize bias and ensure the objectivity of the analysis.

Throughout the research process, ethical principles were upheld, from obtaining informed consent, ensuring the confidentiality of participants' identities, to treating all participants equally without discrimination. Researchers also clearly explained the purpose, benefits, and rights of informants from the outset of interactions. With this systematic approach, techniques, and data validation, the research is expected to yield a deep, contextual, and relevant understanding of the dynamics of omnichannel strategies and consumer loyalty in the hybrid shopping era within the context of emerging markets.

4. Results and Discussions

4.1 Results

4.1.1 multichannel shopping experience & channel integration

4.1.1.1 channel choice & switching patterns

Consumers today tend to use a combination of online and offline channels to meet their shopping needs. Daily necessities and routine items are mostly purchased at physical stores or nearby supermarkets because they are considered more practical and can be taken home immediately, while non-urgent items, hobby products, or discounted products are more often sought through marketplaces such as Shopee, Tokopedia, and TikTok Shop.

Many respondents mentioned the habit of comparing prices, checking stock, and starting product searches on social media before finally deciding to shop on marketplaces or physical stores. These diverse experiences are evident in the following quotes from some informants:

"For household needs, I buy at supermarkets, but for electronics or fashion, I prefer online because there are more options." (NA)

"I usually check product reviews on Instagram first, then compare prices on several marketplaces before buying." (RL)

"I often check stock on Shopee first, but sometimes I still buy at physical stores if I need something quickly." (AI)

"For hobby items such as shoes or collections, I prefer to search online shops, but I still buy basic necessities at traditional markets." (FN)

"I usually start looking for product information on social media, and if I find something I like, I buy it on a marketplace." (DI)

"I often compare prices on apps first, and if the difference is small, I choose to buy directly at the store." (YA)

“Sometimes I check at physical stores first, then buy online because it’s cheaper.” (FA)

This sub-theme shows that consumer shopping patterns are becoming more flexible and strategic. Consumers are no longer tied to a single channel but easily leverage the advantages of each channel according to the situation and their needs. The shift between online and offline channels and the use of social media as the starting point for product searches are characteristic of modern shopping behavior. This indicates the importance of integrating marketing and product information strategies across channels in order to accommodate the flexibility of consumers who are increasingly digitally savvy and rational in their decision-making.

4.1.1.2 perceptions of channel integration

Consumers are beginning to experience integrated or “seamless” shopping, especially through the ease of moving from Instagram or social media to marketplaces, as well as the availability of promotions that apply across different channels. However, some informants also mentioned that integration is not yet fully consistent, such as stock updates in physical and online stores sometimes not being synchronized, or different promotions across platforms. Here are some variations in responses from several informants:

“Now it’s convenient; I can see a product on Instagram and click directly to Shopee or Tokopedia.” (AN)

“I once got the same promotion in a physical store and online, which made me trust the brand more.” (RA)

“Sometimes the promotions online are different from those in stores, so I still have to check both.” (VA)

“Stock updates on the marketplace are not always the same as in offline stores. I once ran out of stock even though it was still available on the app.” (BU)

“Transactions from social media to marketplaces are now easier; just click the link.” (IN)

“I like it when brands have cross-channel promo events, but not all stores can do that yet.” (ID)

This sub-theme emphasizes that channel integration is increasingly becoming an expectation of today’s consumers, where the ease of transferring information, promotions, and transactions between online and offline channels is a key value-added feature in the shopping experience. However, consistency in information and experience across all channels remains a challenge that retailers must address to truly deliver a seamless experience and enhance customer loyalty. Developing inventory management systems, cross-channel promotions, and real-time updates are key to meeting consumers’ growing expectations for integrated services.

4.1.2 Access to information, technology, & seamlessness

4.1.2.1 ease of access & channel switching

Most respondents feel that advances in digital technology have greatly facilitated the shopping process. Consumers can now quickly compare prices, check reviews and promotions, track deliveries, and make payments using various methods efficiently. Seamless features that connect one channel to another—such as checking out from social media directly to a marketplace, or paying with an e-wallet—are said to improve time efficiency and shopping convenience. The following informants shared their experiences:

“I like the ease of comparing prices from different stores through just one app.” (DI)

“Technology now makes shopping more practical, from reviews and promotions to tracking items.” (BU)

“The checkout system now allows you to go directly from Instagram to the marketplace, which is very convenient.” (NA)

“Payments with QR or e-wallets make transactions fast and hassle-free.” (YA)

“I usually check promotions, compare prices, then continue the transaction on the marketplace with one click.” (RL)

“Now, I just click on the link from social media to the online store, so it’s more seamless.” (FA)

This sub-theme shows that easy access to information and seamless technology have become basic expectations in modern shopping experiences. Consumers increasingly value speed, efficiency, and flexibility in the process of moving between channels, from product search to final payment. Retailers who can offer integrated systems, streamlined checkout processes, and cutting-edge technology support are more likely to be chosen and recommended by today’s digital consumers.

4.1.2.2 consistency of information

Most respondents rated information related to promotions, stock, or delivery status on online platforms as clear and helpful in making purchasing decisions. However, there were still complaints regarding stock synchronization between marketplaces and physical stores, as well as promotional updates that sometimes differed between channels.

Some consumers have experienced cases where products were no longer available in stores but were still listed as “ready” on the app, or promotions that were only valid on one channel. The following are some quotes from informants:

“The promotional information on the app is usually clear, so I can compare which one is the most profitable.” (FN)

“Stock is sometimes out of sync; sometimes it’s sold out in physical stores but still available on the marketplace.” (AI)

“I get confused when the online promotion is different from the one in the store, so I have to check both first.” (VA)

“The delivery updates are clear, but the stock is sometimes late to be updated on the app.” (IN)

“The system is sometimes out of sync, so I have to be careful before paying.” (ID)

This sub-theme shows that even though digital information is becoming more transparent, the biggest challenge still lies in the consistency and accuracy of data between online and offline channels. Inconsistent stock or promotional discrepancies can erode consumer trust and hinder a seamless shopping experience. Therefore, improving backend systems, implementing real-time data integration, and training staff to update stock and promotions regularly are key to enhancing customer satisfaction and loyalty in the omnichannel retail era.

4.1.3 convenience, trust, & emotional factors

4.1.3.1 convenience & trust

Consumers feel comfortable when the shopping process is practical, the service provided is fast

and friendly, product prices are competitive, and product quality is consistent across all channels.

Many respondents believe that transparency of information, consistent shopping experiences across online and offline channels, and ease of the return or complaint system are key factors in building trust in a brand or store. Consumer trust is also higher for retailers that are present in both channels and provide professional service. Here are some diverse quotes from various informants:

"I feel comfortable when the service at the store is fast, the staff are friendly, and shopping online is hassle-free." (NA)

"Price and stock transparency are very important; it makes me more confident to shop regularly." (BU)

"If there's an issue with the product, I prefer stores that allow easy returns." (AI)

"I trust brands that have both physical and online stores, so if there's an issue, I can go directly to the branch." (VA)

"A consistent shopping experience across both channels makes me confident to stay loyal." (FA)

"I feel comfortable when the information is clear and the delivery is on schedule." (YA)

"I once returned an item on a marketplace, and the process was quick, so I trust the store more now." (RL)

This sub-theme shows that convenience and trust are the main foundations of customer loyalty in the multichannel era. Brands that are able to offer an efficient shopping process, transparency, consistent quality, and a clear after-sales service system will find it easier to gain consumer trust and loyalty. A combination of professional online and offline services is becoming the new standard in meeting the expectations of today's consumers.

4.1.3.2 emotional involvement & engagement

Many consumers feel a stronger emotional attachment to brands that are able to provide a positive hybrid experience—for example, being able to check items in a physical store and then buy them online because there is a promotion, or vice versa. A flexible and consistent experience across both channels makes consumers feel more connected to the brand, and many even admit to recommending the brand or store to friends and family. Here are some quotes from several informants:

"I checked the product at a physical store first, then bought it online because the price was cheaper." (RA)

"I often recommend brands that have hybrid services because they are more flexible." (AN)

"I am more loyal to brands that are active on all channels, so I can get the same promotions and experiences both online and offline." (ID)

"Positive experiences on both channels make me feel more comfortable and confident in recommending them to others." (DI)

"If the hybrid service is satisfactory, I often tell my friends so they can try it too." (FN)

“My attachment to a brand gets stronger when the process is easy on all platforms.” (IN)

This sub-theme emphasizes the importance of positive hybrid experiences in building consumer engagement and emotional involvement. When consumers feel the benefits and flexibility of a multichannel strategy, they tend to become voluntary brand advocates through recommendations to their social networks. This finding underscores the importance of brand investment in channel integration and consistent experiences, as today’s consumers value not only product quality but also ease, flexibility, and the emotional value of every interaction with the brand.

4.1.4 promotions, loyalty programs, & behavioral intentions

4.1.4.1 the influence of cross-channel promotions

Promotions that are available across various channels—both online and offline—are highly appreciated by consumers. Many informants mentioned that cross-channel promotions make the shopping experience more interesting and flexible, as consumers can enjoy benefits wherever they make transactions. However, not all brands do this consistently, and some consumers still have to actively seek information so they don't miss out on promotions. The following are various quotes from informants:

“I like it when there are promotions that can be used in physical stores and on marketplaces, so it's more flexible.” (YA)

“Cross-channel promotions make me check brand information more often so I don't miss out on discounts.” (NA)

“I often take advantage of promotions that are valid in two places, for example, vouchers on the app can be used in stores.” (AN)

“I was disappointed because the promotion was only valid online, even though I wanted to buy it in the store.” (VA)

“If a brand is consistent with cross-channel promotions, I become more loyal.” (FA)

“Promotions that can be used across all channels make the shopping experience more exciting.” (RL)

This sub-theme shows that cross-channel promotions are a key attraction in modern retail marketing strategies. Integrating promotions across all platforms can increase consumer engagement, create a seamless shopping experience, and strengthen loyalty. Consistency and clear communication about promotions across all channels are crucial to avoid customer disappointment and ensure that promotional benefits are maximized.

4.1.4.2 loyalty & behavioral intention

The majority of respondents said they remain loyal to retailers they trust because of positive shopping experiences, ease of process, and benefits from loyalty programs such as points or membership cards. Loyalty programs that offer tangible incentives are considered very effective in encouraging consumers to make repeat purchases and choose the same brand. However, some respondents also said that if a retailer's digital channels suddenly disappear, become difficult to access, or the service deteriorates, they would not hesitate to switch to another brand that offers similar convenience. The following are some responses from informants:

“I am loyal to brands that have membership programs and often give points.” (RA)

“As long as the service is good and there are rewards, I will definitely continue shopping there.” (BU)

“My loyalty is influenced by positive experiences. If digital access becomes difficult, I may switch to another store.” (IN)

“Once I am comfortable with a brand, I am usually reluctant to switch, unless there is a major problem.” (RL)

“If digital services disappear, I will look for another brand that is more accessible.” (FN)

“Member points and birthday discounts keep me subscribed.” (NA)

This sub-theme emphasizes that consumer loyalty is greatly influenced by the consistency of service, convenience, and incentives provided by the brand. Loyalty programs are a highly effective retention tool, but the practicality and sustainability of digital channels are also critical factors. Today’s consumers are increasingly rational and pragmatic; they remain loyal if the service is satisfactory, but are quick to switch if expectations are not met or they find a better experience elsewhere. Therefore, investments in customer service, digital innovation, and loyalty program management must go hand in hand to retain the customer base in the era of multi-channel retail competition.

4.2 Discussion

Digital transformation has triggered fundamental changes in the Indonesian retail industry landscape, driving the adoption of omnichannel strategies and hybrid shopping behaviors across various market segments, both urban and semi-urban areas such as Bone Regency. The findings of this study confirm that channel integration—both online and offline—is no longer an option but a strategic necessity to meet the expectations of modern consumers who are increasingly dynamic, digitally savvy, and demand a seamless shopping experience across all touchpoints ([Gahler et al., 2023](#); [Granata, 2021](#); [Verhoef et al., 2015](#)).

The most notable finding is the increasing “flexibility” of consumer shopping patterns. Most respondents reported dividing their channel preferences based on urgency, product category, and context of need. Daily necessities and essential goods remain dominated by offline channels (traditional markets, supermarkets), while fashion, electronics, and hobby products are dominated by online channels through marketplaces and social media. This strategy reinforces the findings of [Reinartz et al. \(2019\)](#) and [Simangunsong & Subagyo \(2021\)](#) that hybrid consumers tend to maximize the unique advantages of each channel to obtain the best experience, price, and convenience.

The “webrooming” (searching online, buying offline) and “showrooming” (checking products in physical stores, buying online) patterns are becoming more common, consistent with research by [Maggioni et al. \(2020\)](#) and [Maulana et al. \(2023\)](#). Cross-channel shopping experiences are also increasingly facilitated by technological advancements, particularly in the integration of digital platforms.

Consumers begin their journey by exploring products on social media (Instagram, TikTok), comparing prices on marketplaces, and finally making the purchase on the most advantageous channel. This flexibility is supported by the ease of switching between channels, whether through “click-to-marketplace” links from social media, the ability to search for product reviews across platforms, or promotions that (sometimes) apply across multiple channels. Such

integration aligns with the Omnichannel Customer Experience (OCX) framework ([Verhoef et al., 2015](#)), where the success of omnichannel strategies heavily depends on the smooth transition between channels and the integration of information across touchpoints ([Hickman et al., 2020](#)).

However, there is still a lack of alignment between online and offline channels—whether in terms of stock updates, promotions, or customer experience integration. Many consumers complain about stock discrepancies between marketplaces and physical stores, different promotions across channels, and insufficient real-time information updates. This inconsistency was also identified by [Cotarelo et al. \(2021\)](#) and [Nguyen & Borusiak \(2021\)](#), who highlighted the challenges of back-end and front-end integration in growing retail businesses. These research findings reinforce the importance of integrated inventory management technology and cross-channel ERP systems to create a truly seamless experience and avoid customer frustration ([Asmare & Zewdie, 2022](#); [Nurhilalia & Saleh, 2024](#)).

Ease of access and channel switching are basic expectations of digital-era consumers. Features such as price comparison within a single app, direct checkout from social media to marketplaces, and multi-method payments (e-wallets, QRIS, virtual accounts) have marked the maturity of Indonesia's digital retail ecosystem ([Gahler et al., 2023](#); [Raji et al., 2024](#)). Informants noted that these features not only enhance time efficiency but also increase convenience in decision-making. This finding reinforces the results of [Astari \(2021\)](#) [Febriani et al. \(2025\)](#) that speed, ease of navigation, and transaction security are the three main pillars of modern shopping experiences.

However, the main issue remains the synchronization of data between online and offline channels. Consistency in promotional information, stock availability, and shipment status updates is not yet fully real-time across all local retailers, especially those that have not adopted integrated digital systems. Differences in promotions across channels, delays in stock updates, and insufficiently detailed information can reduce consumer trust and even hinder purchasing decisions ([Juaneda-Ayensa et al., 2016](#); [Makkonen et al., 2023](#)). This aligns with the findings of [Rita & Ramos \(2022\)](#), where negative experiences due to data and system mismatches often serve as the primary reason for consumer churn (switching brands) among hybrid consumers.

The role of digital literacy and staff training is crucial in addressing this gap. Retailers that equip their staff with digital skills—including managing online catalogs, updating inventory, and providing cross-channel customer service—tend to achieve better ratings and higher customer loyalty ([Maulana et al., 2023](#); [Simangunsong & Subagyo, 2021](#)). This study also identifies that training and technology investment are essential long-term investments for retailers aiming to upgrade in the omnichannel era.

Comfort, trust, and emotional factors form the foundation of customer loyalty within a multichannel retail ecosystem. Informants assessed comfort not only in terms of service speed or competitive pricing but also through information transparency, consistent quality, and the ease of the return/complaint system. These findings support the concepts of “perceived control” and “trust” in the S-O-R Model ([Mehrabian & Russell, 1974](#)), where positive exposure to various channels and ease of process form perceptions of safety, comfort, and ultimately drive loyalty ([Aker et al., 2019](#); [Bing et al., 2024](#)).

Consumer trust tends to be higher in retailers present across both channels. This provides a sense of security—if issues arise online, consumers feel they have a “safety net” in the physical

store, and vice versa. This factor has been proven in studies by [Akpe et al. \(2023\)](#) and [Ubogu \(2025\)](#), which show that physical and digital presence strengthen a brand's image as a professional and trustworthy entity, not just a seasonal online seller. Price transparency, clear stock information, and ease of returns are new standards for hybrid customer service that retailers can no longer ignore ([Sehani et al., 2023](#)).

Emotional involvement and engagement with the brand have also proven to be increasingly important. Positive experiences—such as receiving an online promotion after checking a product in a physical store, or a seamless hybrid experience—encourage consumers to voluntarily recommend the brand within their social circles. This aligns with the concept of “customer advocacy” ([Maggioni et al., 2020](#); [Verhoef et al., 2015](#)), where satisfied customers are not only loyal but become brand advocates within their communities (word-of-mouth/advocacy). Positive hybrid experiences strengthen emotional bonds, build long-term preferences, and serve as a key driver of consumer retention in the digital competition era.

Cross-channel promotions have become a key strength of marketing strategies in the hybrid era. Consumers highly value promotions that apply both in physical stores and online, as they offer flexibility and added value. This finding is consistent with the results of [Suh & Lee \(2023\)](#), where promotion integration is a key dimension of Omnichannel Customer Experience that can enhance engagement, reduce switching behavior, and extend the retention cycle. Research by [Gerea et al. \(2021\)](#) and [Rukiastiandari et al. \(2023\)](#) also found that the success of cross-channel promotional programs does not solely depend on the discount value but on consistency and clear communication across channels.

However, challenges related to promotional consistency have also been identified. Some consumers feel disappointed because promotions are only available on one channel, forcing them to actively search for them or risk missing out on discounts. This lack of clarity can be a source of frustration that, if not addressed, has the potential to reduce loyalty. Therefore, planning promotional programs, updating systems, and cross-platform communication are top priorities for modern retail strategies ([Peiris et al., 2021](#); [Yin et al., 2022](#)). Repeated positive experiences, service consistency, and loyalty program incentives such as points, membership cards, or birthday discounts greatly influence consumer loyalty.

A successful loyalty program offers tangible benefits, is easily accessible across channels, and communicates effectively ([Akter et al., 2019](#); [Febriani et al., 2025](#)). However, today's hybrid consumers are increasingly rational and pragmatic. They remain loyal if the service is satisfactory, but are quick to switch if digital channels are unavailable, service quality declines, or they find a better experience with another brand. This “switching intention” phenomenon is also supported by [Rachmad \(2022\)](#) and [Rita & Ramos \(2022\)](#), who note that digital-era consumers are highly adaptive and willing to switch if their expectations are not met.

Overall, the findings of this study reinforce the relevance of the OCX and S-O-R frameworks in understanding the dynamics of omnichannel strategies and consumer loyalty in emerging markets. The strength of this research lies in its integration of hybrid consumer behavior analysis, focus on the semi-urban context, and exploration of multichannel experiences from both sides—retail and consumer. Global studies, such as [Gahler et al. \(2023\)](#), [Granata \(2021\)](#), and [Verhoef et al. \(2015\)](#), have indeed emphasized the importance of seamless experiences, channel consistency, and promotional integration. However, this study adds a local dimension, highlighting challenges and opportunities in emerging markets where resources are not always on par with those of major cities.

On the other hand, findings regarding data integration gaps, staff training, and information mismatches indicate systemic challenges that must be addressed for local retailers to truly compete in the digital age. Research by [Nguyen & Borusiak \(2021\)](#) and [Sehani et al. \(2023\)](#) underscores that investments in technology and digital upskilling of staff are primary needs, not merely supplementary strategies. The adoption of ERP systems, cashier application integration, and real-time promo updates are solutions that have begun to be implemented in many successful retailers abroad and are now a necessity in the local Indonesian market.

The results of this study have a number of practical and policy implications for retailers, shopping center managers, digital platform developers, and policymakers in the region. First, retailers need to invest in solid back-end technology integration, such as centralized inventory management systems, real-time promotional updates, and cross-channel digital payment platforms, to deliver a seamless shopping experience and reduce consumer frustration caused by inconsistent information. Second, it is important for retail management to increase human resource capacity through intensive training on digital literacy, online catalog management, and adaptive customer service in response to the dynamics of hybrid channels.

Furthermore, consistency in cross-channel communication and promotion must be prioritized so that consumers always receive clear and accurate information, preventing them from feeling deceived or missing out on promotional opportunities. Additionally, strengthening consumer loyalty programs—such as membership systems, points, or cross-channel rewards—along with ease of after-sales services like returns and complaints, should be a focus to maintain customer loyalty amid increasingly dynamic competition. From a policy perspective, local governments, retail associations, and digital platforms are encouraged to provide training facilities, incentives for technology adoption, and assistance to retail MSMEs so that local businesses do not fall behind in the digital ecosystem. Multisectoral collaboration is essential to ensure an inclusive and sustainable digital transformation. Finally, the need for continuous monitoring and cross-regional research is crucial to ensure that the implemented omnichannel strategies remain relevant, adaptive, and effective in building consumer loyalty in the hybrid shopping era.

5. Conclusion

This study confirms that omnichannel strategies have become a fundamental necessity for retailers in the era of hybrid shopping, particularly in semi-urban areas such as Bone Regency. Today's consumers are exhibiting increasingly flexible and rational behavior, leveraging the strengths of each channel—both online and offline—to meet their shopping needs. Channel integration, information consistency, and ease of access are key factors driving consumer loyalty and retail business success amid increasingly intense digital competition. Seamless hybrid experiences, cross-channel promotions, and integrated loyalty programs have proven effective in strengthening consumers' emotional attachment and encouraging them to become brand advocates in their social circles.

However, challenges remain in the form of technological gaps, limited data integration, and uneven digital literacy among staff and business actors. This study has several limitations that should be noted. First, the scope of the study is limited to one region and focuses on retailers and consumers who are familiar with the digital ecosystem, so generalizations to other regions or segments should be made with caution. Second, the qualitative approach used emphasizes narrative depth but does not provide a quantitative picture of proportions, frequencies, or statistical changes in behavior. Third, the rapidly changing dynamics of technology and consumer behavior in the digital era require regular updates to findings to remain relevant to

the dynamic market context.

To strengthen the contribution to science and policy, further research needs to be conducted comparatively across different regions (urban, suburban, rural) and at various retail scales to understand the wider variation in omnichannel strategies and consumer loyalty. The use of mixed methods, including quantitative surveys, big data mapping of consumer behavior, and in-depth interviews, will provide a more comprehensive picture. Additionally, longitudinal research is important to monitor the evolution of retail strategies and changes in consumer loyalty patterns over the long term. In-depth studies on technology integration, the impact of platform regulations, and demographic factors (such as generation or gender) should also be encouraged to ensure that omnichannel strategies in Indonesia become more adaptive, inclusive, and relevant to the needs of the digital society in the future.

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