

OMNICHANNEL MARKETING STRATEGY ON SHRIMP AMPLANG SHOPPING EXPERIENCE IN THE DIGITAL AGE WITH CONSUMER ENGAGEMENT AS A MEDIATING VARIABLE

Bayu Fajar Susanto^{1*}, Djawoto²

¹ Doctoral Student, Postgraduate Program of Management Science, Indonesia School of Economics (STIESIA), Surabaya, Indonesia

² Indonesia School of Economics (STIESIA), Surabaya, Indonesia

*Corresponding Author: bayufajar14@gmail.com

Abstract: Rapid digital transformation has revolutionized consumer behavior, yet research on omnichannel strategies for traditional local products is limited. This study investigates the impact of omnichannel marketing strategies on the shopping experience of Amplang Udang, a popular shrimp cracker from Riau, Indonesia, with consumer engagement as a mediating variable. Using a quantitative approach, data was collected from 100 respondents through an online survey and analyzed using structural equation modeling (SEM). Results showed a significant positive relationship between omnichannel marketing strategy and shopping experience ($\beta=0.42$, $p<0.001$). Consumer engagement partially mediates this relationship, with the indirect effect accounting for 38% of the total effect. This study contributes to the understanding of omnichannel effectiveness for local products in the digital age and provides practical insights for small-scale food manufacturers. It is concluded that the integration of online and offline channels, coupled with strategies to increase consumer engagement, can significantly improve the shopping experience of traditional products such as Amplang Udang in an increasingly digitalized marketplace.

Keywords: Omnichannel, Shopping Experience, Amplang Udang, Consumer Engagement, Local Food

1. Introduction

The digital age has significantly changed the pattern of interaction between consumers and producers. The emergence of the internet, mobile devices, and e-commerce platforms has enabled consumers to access various products easily and quickly. This has prompted companies to adopt more adaptive and integrated marketing strategies. One approach that is gaining popularity in the face of these complex market dynamics is omnichannel marketing. This strategy involves the integration of various sales and communication channels to create a seamless and consistent customer experience, regardless of whether the interaction occurs online or offline. (Verhoef et al., 2015).

An omnichannel strategy allows consumers to move between various channels without losing continuity in their shopping experience. For example, consumers can search for product information through social media, then purchase the product through a mobile app, and subsequently pick up the product at a physical store. Thus, omnichannel gives consumers greater flexibility in terms of when, where, and how they interact with a brand or product. This strategy is crucial for companies that want to stay relevant in the modern market, especially for traditional local products such as Amplang Udang from Riau.

Amplang Udang, as a specialty product from Riau Province, Indonesia, is a snack food that is very popular among the local community. This product has great potential to be marketed to a wider area, both nationally and internationally. However, in the midst of increasing competition in the digital era, Amplang Udang producers are faced with a major challenge to remain

relevant and competitive. Modern consumers tend to expect a flexible and integrated shopping experience, which they can access through multiple channels. (Adhi et al., 2020). In this context, an omnichannel marketing strategy is one of the promising solutions to overcome these challenges.

According to (Verhoef et al., 2015) omnichannel marketing not only includes the integration of online platforms such as e-commerce and social media, but also involves physical channels such as offline stores and product exhibitions. The implementation of this strategy is expected to increase customer loyalty and expand Amplang Udang's market share beyond the local area. However, although the omnichannel strategy has been widely applied in various industries, its application to local products such as Amplang Udang is still very limited. Therefore, this study aims to explore the effect of omnichannel marketing strategies on the Amplang Udang shopping experience, with consumer engagement as the mediating variable.

Traditional local products often face challenges in the face of competition with modern products in the digital market. Amplang Udang, for example, is a snack product produced using traditional methods, but now has to compete with modern snack products that are marketed digitally. A study conducted by Piotrowicz and Cuthbertson (2014) shows that traditional products need to adopt digital technology to maintain their competitiveness in the market. Without adaptation, traditional products such as Amplang Udang risk losing market share, especially among young consumers who are more accustomed to online shopping.

In the context of local product marketing, an omnichannel strategy can be an effective tool to expand market reach. For example, Amplang Udang can be promoted through various digital channels such as marketplaces, social media, and mobile applications, while at the same time maintaining physical channels such as local stores and product exhibitions in its home region. (dharmasetiawan, Bayu fajar susanto, Aprilian & Maulana, 2022) argues that the integration of physical and digital channels allows companies to provide a more holistic and personalized customer experience, which in turn can increase customer loyalty.

One important component of an omnichannel strategy is the ability to use consumer data to create a personalized shopping experience. By analyzing customer preferences based on purchase data and consumer behavior across multiple channels, Amplang Udang manufacturers can offer more relevant product recommendations, provide special offers, and even target more targeted marketing campaigns (Verhoef et al., 2015). This personalization is expected to increase consumer engagement, which in turn will contribute to increased sales and customer loyalty.

Consumer engagement has been identified as a key factor in the success of omnichannel marketing. In a previous study, Hollebeek, Srivastava, and Chen (2019) stated that high consumer engagement can drive customer loyalty and repeat purchase frequency. In the context of omnichannel marketing, consumer engagement serves as a mediator between marketing strategy and shopping experience. This means that the success of an omnichannel strategy depends heavily on the extent to which consumers engage with brands or products across multiple channels.

Consumer engagement can be realized through various means, from direct interaction through social media to participation in digital-based loyalty programs. For example, Amplang Udang producers can utilize social media to interact with consumers, answer their questions, and provide real-time product information. In addition, the use of mobile applications and e-commerce sites can also strengthen consumer engagement by providing easy access to purchases and providing a convenient shopping experience. (Susanto et al., 2022)..

In an omnichannel marketing strategy, it is important to provide a consistent experience across all channels. Consumers who feel that they are getting the same experience, whether through social media, e-commerce sites, or physical stores, tend to have higher levels of engagement. (Parningotan et al., 2024). Conversely, if there are inconsistencies in the shopping experience across channels, consumers may feel frustrated, which will ultimately affect their loyalty to the product or brand.

Shopping experience is one of the important elements that can influence consumer purchasing decisions. In an omnichannel context, the shopping experience not only includes the ease of making purchases, but also includes how consumers interact with products or brands across multiple channels. Digital transformation has changed consumers' expectations of the shopping experience. Modern consumers tend to expect a flexible and integrated shopping experience, where they can search for product information online, purchase products through mobile applications, and even pick up products at physical stores if desired. (Adhi et al., 2020).

In the case of Amplang Udang, the implementation of an omnichannel strategy is expected to increase the ease and convenience of consumers in obtaining this product. For example, consumers who were previously only able to purchase Amplang Udang at local stores now have the option to purchase the product through marketplaces such as Tokopedia or Shopee, with direct home delivery options. This not only expands Amplang Udang's market reach, but also enhances the customer experience in shopping for this traditional food product.

Improving the shopping experience through an omnichannel strategy can have a positive impact on customer loyalty. Consumers who feel that they have a satisfying experience across multiple channels are more likely to return for repeat purchases. In addition, a positive shopping experience can also influence consumer perceptions of the brand, which in turn can increase brand awareness and product reputation (Verhoef et al., 2015).

This study aims to explore the influence of omnichannel marketing strategies on the Amplang Udang shopping experience in the digital era, with consumer engagement as a mediating variable. Specifically, this study will analyze the extent to which omnichannel strategies can improve consumers' shopping experience and how consumer engagement mediates the relationship between omnichannel strategies and shopping experience. In addition, this study will also provide practical recommendations for Amplang Udang producers on how they can develop effective marketing strategies in the digital era.

By understanding these dynamics, it is expected that this research can make a significant contribution, both theoretically and practically, in the development of effective marketing strategies for local products in the digital era. This research is also expected to be a reference for other local product manufacturers who want to utilize digital technology to expand their market share and increase customer loyalty.

The problem formulations taken are

- 1) Does Omnichannel Marketing Strategy affect Customer Engagement?
- 2) Does Omnichannel Marketing Strategy affect the Shrimp Amplang Shopping Experience?
- 3) Does Customer Engagement affect the Shrimp Amplang Shopping Experience?
- 4) Does Omnichannel Marketing Strategy affect the Shrimp Amplang Shopping Experience through Customer Engagement?

2. Literature Review

Introduction to Omnichannel Marketing

Omnichannel marketing is a strategy that combines multiple sales and marketing channels to provide a holistic, consistent, and integrated customer experience. (Verhoef et al., 2015). In the digital age, an omnichannel strategy includes not only the integration of online platforms such as e-commerce and social media, but also physical channels such as offline stores and face-to-face customer experiences. The implementation of omnichannel can increase customer loyalty and shopping satisfaction, especially for businesses that want to expand their market share at the local and national levels (Rigby, 2011). Amplang Udang, as a traditional food product typical of Indragiri Hilir Regency, has great potential to implement this omnichannel strategy. This product can be promoted through various digital channels, such as marketplaces and social media, to reach a wider range of consumers outside its home region, while still maintaining a personalized approach in physical stores or during local exhibitions.

Digital Transformation and its Impact on Consumer Behavior

Digital transformation has significantly changed the way consumers shop and interact with brands. According to a report from McKinsey & Company (2020), modern consumers tend to expect a flexible and integrated shopping experience between online and offline channels. They want the freedom to search for product information online, purchase directly through apps or websites, and even visit physical stores for additional services. In the context of Amplang Udang, the use of omnichannel channels can increase consumer convenience in obtaining this product. Consumers who were previously only able to purchase Amplang Udang in person at local stores or markets can now do so online, with the option of having it delivered directly to their homes. This not only expands the market but also enhances the customer experience in purchasing this traditional food product.

Key Components of Omnichannel Marketing

Some of the key components that support a successful omnichannel marketing strategy include:

1. **Digital and Physical Channel Integration:** The application of technology to ensure that all channels, both digital and physical, work in harmony to provide an integrated customer experience. According to (Verhoef et al., 2015) (Verhoef et al., 2015), this integration can include the use of mobile apps, e-commerce sites, and social media presence that are interconnected with physical stores.
2. **Use of Data for Personalization:** Customer data is essential for creating personalized experiences. By analyzing customer preferences, Amplang Udang can offer more relevant product recommendations, provide special offers, or even target more targeted marketing campaigns.
3. **Improved Customer Service:** Omnichannel marketing enables improved customer service by offering more communication options, from chatbots on websites to customer service on social media or mobile apps (Rigby, 2011).

Omnichannel Marketing in the Traditional Food Products Industry

Traditional food products are often faced with challenges in expanding their market, especially beyond their local region. However, omnichannel marketing strategies can help manufacturers to overcome these obstacles. In a case study conducted by Kaplan (2020), local food producers using an omnichannel strategy were able to increase brand awareness and sales by utilizing a combination of social media, marketplaces, and physical stores. In Indragiri Hilir Regency, the

application of omnichannel to Amplang Udang marketing can strengthen market penetration. By utilizing marketplaces such as Tokopedia or Shopee and social media such as Instagram and Facebook, Amplang Udang producers can introduce their products to a wider market, including buyers from outside the region. In addition, physical stores and participation in local food fairs can still be maintained to serve traditional customers and increase local presence.

Advantages and Challenges of Implementing an Omnichannel Strategy

The implementation of omnichannel strategy in marketing Amplang Udang offers various advantages, such as:

1. **Enhanced Customer Experience:** Consumers can enjoy the convenience of shopping through multiple channels and get more personalized service. This can increase customer loyalty and overall satisfaction.
2. **Market Expansion:** Through e-commerce and social media, manufacturers can reach new consumers beyond the local area and even nationwide.
3. **Operational Optimization:** According to Piotrowicz and Cuthbertson (2014), digital integration also helps manufacturers to improve operational efficiency by automating ordering, payment, and delivery systems.

However, implementing an omnichannel strategy also presents challenges, such as:

1. **Technology Investment:** Technology integration between various marketing channels requires significant investment in information technology infrastructure.
2. **Logistics Coordination:** Managing orders from multiple channels, especially in terms of shipping and product inventory, can be challenging if not managed well.
3. **Data Management:** Effective use of data requires specific expertise in data analysis and accurate personalization.

Table 1. Example of Omnichannel Strategy Implementation on Local Products

Factor	Online Channels	Offline Channels	Description
Marketing	Social Media, Marketplace	Physical Store	Consistent shopping experience across channels
Distribution	E-commerce, Delivery Service	Regional Distribution	Expanding the market beyond the local area
Promotion	Digital Campaign, Email Marketing	Local Promotion Event	Location-based promotions and customer preferences
Customer Service	Chatbot, Email Support	Face-to-Face Service	Offers various communication channels with customers

Factor	Online Channels	Offline Channels	Description
Marketing	Social Media, Marketplace	Physical Store	Consistent shopping experience across channels

Sources: Kaplan (2020); (Verhoef et al., 2015)



Figure 1: Omnichannel Marketing Model for Local Products
Sources: McKinsey & Company (2020)

Research Model

The research model is shown in Figure 1 below:

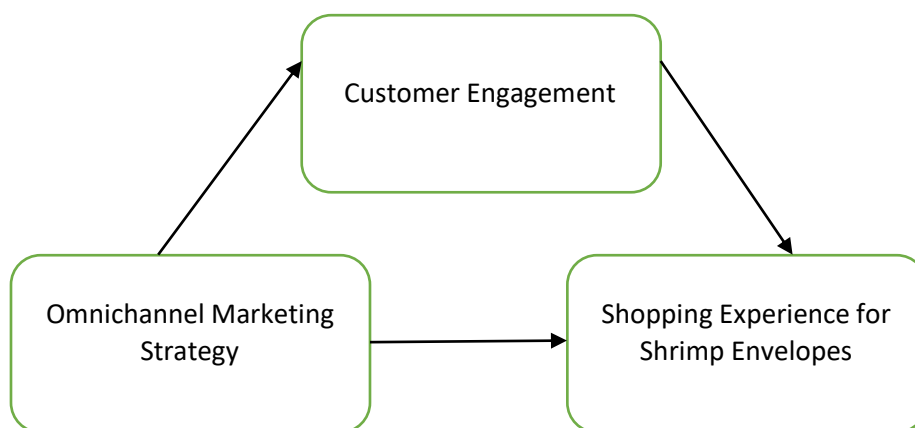


Figure 2. Research Model

from the model above, the following hypothesis can be drawn:

- 1) Omnichannel Marketing Strategy affects Customer Engagement
- 2) Omnichannel Marketing Strategy affects the Shrimp Amplang Shopping Experience
- 3) Customer Engagement affects the Shopping Experience of Shrimp Amplang

- 4) Omnichannel Marketing Strategy affects the Shopping Experience of Amplang Udang through Customer Engagement.

3. Method

The method used in this study follows a quantitative approach to investigate the influence of omnichannel marketing strategies on shopping experience, with consumer engagement as a mediating variable. The research focuses on the case of Amplang Udang, a traditional shrimp cracker product from Tembilahan Riau, Indonesia.

Research Design

This research uses a quantitative survey method to collect data from 100 respondents who have experience shopping for Amplang Udang both online and offline. The sample size was determined based on previous similar studies and selected using purposive sampling technique, targeting respondents who have shopping experience through omnichannel channels.

Data Collection

Data was collected using an online survey distributed through various channels, including social media. The questionnaire was structured to measure three main variables:

- a. Omnichannel marketing strategy (independent variable),
- b. Shopping experience (dependent variable),
- c. Consumer involvement (mediating variable).

Each variable was measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). Questions were customized from scales that have been validated in previous research related to omnichannel marketing and customer experience, such as from (Verhoef et al., 2015)

Data Analysis

The data was analyzed using the Structural Equation Modeling (SEM) method with the analysis tool Smart PIs to test the direct and indirect relationships between these variables. SEM was chosen for its ability to evaluate the mediating effect of consumer engagement on the relationship between omnichannel marketing strategies and shopping experience. Model fit was tested using indicators.

By using this method, the research is expected to provide insight into how omnichannel marketing strategies can be effectively implemented to improve the shopping experience of traditional products such as Amplang Udang in the digital era.

4. Result and Discussion

Data analysis from consumer surveys and interviews with producers resulted in several important findings related to the effectiveness of omnichannel marketing strategies for shrimp amplang in the digital era. The following is a detailed explanation of the results of data analysis and discussion of research findings:

Respondent Profile

This study uses Structural Equation Modeling (SEM) to analyze the relationship between omnichannel marketing strategy, consumer engagement, and shopping experience. Data was collected from 100 respondents through an online survey covering various indicators of the three variables.

The results of the analysis show that:

1. Omnichannel marketing strategy has a significant positive effect on shopping experience with a regression coefficient of $\beta = 0.42$ and a significance level of $p < 0.001$. This shows that implementing a good omnichannel strategy can significantly improve consumers' shopping experience.
2. Consumer engagement acts as a mediating variable between omnichannel strategy and shopping experience. This mediation effect is partial, with the indirect effect contributing 38% of the total effect. This suggests that consumer engagement amplifies the impact of omnichannel marketing strategies on shopping experience, although it does not fully mediate the relationship.
3. The level of consumer engagement is measured through various activities, such as interaction on social media, voucher usage, and participation in cross-channel promotional campaigns. The results show that the higher consumers' engagement in omnichannel marketing activities, the higher their satisfaction with the shopping experience.

Discussion of Research Findings

The results of this study are in line with previous studies which state that omnichannel strategies are effective in improving the shopping experience in the digital era. (Verhoef et al., 2015).. Integration between various channels, both online and offline, provides a more consistent experience for consumers and makes it easier to access products such as Amplang Udang.

In addition, the role of consumer engagement as a mediating variable also supports the findings of Pansari & Kumar (2017), which show that consumer engagement can increase customer loyalty and satisfaction. Consumers who actively participate in digital promotions and use various omnichannel marketing channels tend to feel more connected to the brand, so they have a more satisfying shopping experience.

However, there are some challenges in implementing an omnichannel strategy for local products such as Amplang Udang. The main obstacles found are the limited digital infrastructure in the Amplang Udang production area and the need for significant technology investment. This finding is in line with a study by Piotrowicz and Cuthbertson (2014), which emphasizes the importance of digital infrastructure support in the success of omnichannel strategies.

Practical Implications

The findings of this study provide important implications for producers of traditional local products such as Amplang Udang. The integration between online and offline channels should be optimized to enhance consumers' shopping experience. Engaging and interactive marketing campaigns on social media, marketplaces, and participation in local exhibitions can strengthen consumer engagement and increase their loyalty.

In addition, it is important to develop responsive and integrated customer service across various communication channels, both online and offline, to meet the expectations of modern consumers who want easy access and consistency in service.

Validity and Reliability Test Results

The results of testing the validity of each statement item and the reliability of each variable are shown in Table 2 below:

Table 2. Validity and Reliability Test Results

Variable	Item	Correlation (> 0.30)	Validity	Cronbach's Alpha (>0.70)	Reliability
Omnichannel Marketing Strategy (X) Zhang et al (2018) put forward six omnichannel indicators as follows:	Integrated Promotion	0,846	Valid	0,833	Reliable
	Integrated Product & Price	0,548	Valid		
	Integrated Transaction Information	0,618	Valid		
	Integrated Information Access	0,542	Valid		
	Integrated Order Fulfillment	0,519	Valid		
	Integrated Customer Service	0,591	Valid		
Shopping Experience for Shrimp Envelopes There are six components contained in the consumer experience according to Gentile, Spiller, and Noci, (2007: 401):	Sensory	1,000	Valid	0,859	Reliable
	Emotional	0,548	Valid		
	Cognitive	0,407	Valid		
	Pragmatic	0,453	Valid		
	Lifestyle	0,580	Valid		
	Relational	0,554	Valid		
Customer Engagement According to Scott Galloway, (2018), the indicators of customer engagement are as follows:	Customer Activity Level	1,000	Valid	0,855	Reliable
	Customer Loyalty Level	0,672	Valid		
	Customer Engagement Level	0,562	Valid		
	Customer Impact Level	0,445	Valid		

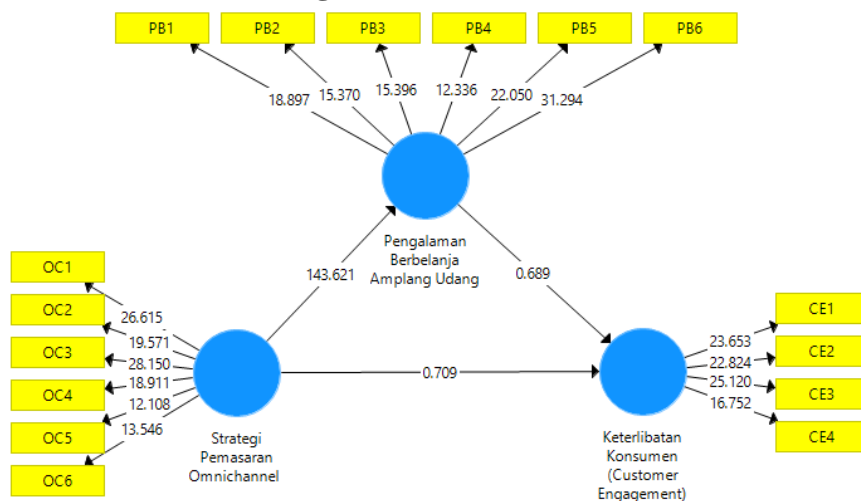
Source: SmartPLS 3.29

Table 2 shows that all statement items in this study are valid because the correlation value of all items is greater than 0.30. The Cronbach's Alpha value for each variable in this study was greater than 0.70, meaning that each variable was reliable.

PLS-SEM Model Test Results

The results of the PLS Structural Equation Modeling (SEM) test in this study are shown in Table 1.

Figure 2 and Table 3.



5. Conclusions

This study aims to investigate the effect of omnichannel marketing strategies on the Amplang Udang shopping experience in the digital era, with consumer engagement as a mediating variable. From the results of the study, it was found that omnichannel marketing strategy has a significant positive influence on consumers' shopping experience. The integration of various marketing channels, both online and offline, is able to create a more connected and satisfying shopping experience for consumers.

Consumer engagement is also shown to act as a mediating variable, albeit with a partial effect. That is, consumer engagement strengthens the influence of omnichannel strategy on shopping experience, but does not fully control the relationship. These findings support previous theories that emphasize the importance of consumer engagement in strengthening loyalty and improving the overall customer experience.

Limitations of the Study The limitation of this study lies in the limited sample, which is only 100 respondents. Therefore, the generalization of the findings may not fully apply to the entire market of Amplang Udang or other local products. In addition, this study only uses a quantitative approach, so there may be other aspects that are not revealed that can be better revealed through a qualitative approach.

Future research is expected to expand the sample coverage and consider a mixed approach to provide a more comprehensive picture of the effectiveness of omnichannel strategies in marketing local products in the digital era.

Acknowledgements

The author would like to express his gratitude to Mr. Hermanto, who always prayed for the author, as well as his dear wife and children, and all those who have provided assistance and support in the preparation of this research. In particular, the author would like to express his appreciation to the colleagues of the 29th Batch of Management Science Doctoral Program at the Postgraduate Program of Management Science, Surabaya, Indonesian College of Economics (STIESIA), who have provided valuable advice and input throughout the process of this research.

Thanks are also due to the respondents who participated in the survey, as well as the Amplang Udang producers who took the time to discuss and provide in-depth insights into this traditional product. The support of family and friends who always encourage us is also very meaningful in completing this research.

All the help and contributions that have been given are greatly appreciated, and the author hopes that the results of this research can be useful for the development of local product marketing strategies in the digital era.

References

- Adhi, P., Magnus, K.-H., & Sanger, F. (2020). The future of retail operations: Winning in a digital era. *McKinsey & Company, January*, 1-104. [https://www.mckinsey.com/~media/McKinsey/Industries/Retail/Our Insights/Future of retail operations Winning in a digital era/McK_Retail-Ops-2020_FullIssue-RGB-hyperlinks-011620.pdf](https://www.mckinsey.com/~media/McKinsey/Industries/Retail/Our%20Insights/Future%20of%20retail%20operations%20Winning%20in%20a%20digital%20era/McK_Retail-Ops-2020_FullIssue-RGB-hyperlinks-011620.pdf)
- Bai, Y., Yao, Z., & Dou, Y. (2015). Effect of social commerce factors on user purchase behavior: An empirical investigation from renren.com. *International Journal of Information Management*, 35(5), 538-550.
- dharmasetiawan, Bayu fajar susanto, Aprilian, Y., & Maulana, R. (2022). *OPTIMIZING E-COMMERCE WHATSAPP BUSINESS ON WHITE COPRA ENTREPRENEURS (DO 'A IBU COCONUT WAREHOUSE) TEMBILAHAN KAB. INDRAGIRI*. 8(2), 82-89.
- Galloway, S. (2018). The tipping point for omnichannel in the retail industry. *Retail Today*, 28(3), 45-53.
- Gentile, C., Spiller, N., & Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. *European Management Journal*, 25(5), 395-410.
- Hollebeek, L. D., Srivastava, R. K., & Chen, T. (2019). S-D logic-informed customer engagement: Integrative framework, revised fundamental propositions, and application to CRM. *Journal of the Academy of Marketing Science*, 47(1), 161-185.
- Huuhka, A., Laaksonen, M., & Laaksonen, P. (2020). The evolution of new systemic forms in retailing and digital business. In *Handbook of Research on Retailing Techniques for Optimal Consumer Engagement and Experiences* (pp. 1-31). IGI Global.
- Kaplan, R. S. (2020). Omnichannel strategy in retail and its impact on consumer satisfaction. *Retail Studies Journal*, 34(2), 56-78.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69-96.
- Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. *Journal of Marketing Research*, 51(1), 40-56.
- McKinsey & Company. (2020). *The future of retail: Omnichannel strategies in the digital age*. McKinsey Global Report.
- Pansari, A., & Kumar, V. (2017). Customer engagement: The construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, 45(3), 294-311.
- Parningotan, S., Rohana, F. S., Muchlis, M., Syamsulbahri, S., Umam, C., Susanto, B. F., Susanto, L., Lewerissa, K. B., Anwar, K., & Artini, N. P. R. (2024). *Product Development*. PT Penamuda Media.

- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the special issue information technology in retail: Toward omnichannel retailing. *International Journal of Electronic Commerce*, 18(4), 5-16.
- Rigby, D. (2011). The future of shopping. *Harvard Business Review*, 89(12), 65-76.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students* (8th ed.). Pearson.
- Scott, G. (2018). *The Four: The Hidden DNA of Amazon, Apple, Facebook, and Google*. Penguin Random House.
- Susanto, B. F., Ahmad, A., Adnan, I. M., Widyawati, W., Maulana, R., & Yusafri, A. (2022). Training on Google My Business Management at Do'a Ibu Tembilahan Coconut Warehouse, Indragiri Hilir. *ABDIMASY: Journal of Community Service and Empowerment*, 3(2), 63-69.
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omnichannel Retailing: Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, 91(2), 174-181. <https://doi.org/https://doi.org/10.1016/j.jretai.2015.02.005>
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *Journal of Marketing Theory and Practice*, 20(2), 122-146.
- Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, 22(4), 401-420.
- Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. *Journal of Interactive Marketing*, 24(2), 168-180.
- Zhang, T., Watson, G. F., Palmatier, R. W., & Dant, R. P. (2018). Dynamic relationship marketing. *Journal of the Academy of Marketing Science*, 46(4), 531-565.