

Omnichannel As A Digital Transformation Strategy: A Systematic Literature Analysis

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Abstract: The rise of digital technologies has transformed consumer behavior and business strategies, prompting organizations to adopt omnichannel approaches that integrate various customer touchpoints into a seamless, personalized experience. This study conducts a systematic literature review to explore how omnichannel strategies serve as a means of digital transformation across business sectors. From an initial pool of 567 articles sourced from Scopus, a final selection of 44 peer-reviewed, open-access journal articles in the fields of business and management was analyzed. The findings reveal that omnichannel implementation enhances customer satisfaction, operational efficiency, and business performance by ensuring consistency, integration, and personalization across channels. Multiple theories—including S-O-R Model, UTAUT2, Flow Theory, and Dynamic Capability Theory—are used to frame omnichannel phenomena from both consumer and organizational perspectives. Key themes include the role of personalization, technology adoption, and customer experience in driving omnichannel success. The review also identifies research gaps, especially regarding the long-term impact of personalization on customer loyalty. This study contributes to the theoretical development of omnichannel strategy and provides practical recommendations for businesses aiming to achieve sustainable digital transformation.

Keywords: omnichannel, digital transformation, systematic literature review.

1. INTRODUCTION

The development of digital technology has driven significant changes in consumer behavior and corporate business strategies. One prominent form of adaptation is the implementation of an omnichannel strategy, namely cross-channel integration in a seamless, consistent, and personalized consumer experience both online and offline. (Verhoef et al., 2015). This strategy is relevant in facing the era of digital transformation that requires companies to be able to unite various customer touchpoints, such as websites, mobile applications, social media, and physical stores, in one integrated service system. (Rigby, 2011). Along with increasing customer expectations for fast, convenient, and digital services, many organizations are starting to abandon the fragmented multichannel approach and switch to omnichannel. This approach has been shown to not only increase customer satisfaction and loyalty but also have a positive impact on operational efficiency and business performance achievement (Brynjolfsson et al., 2013). However, the understanding of how omnichannel is implemented as a digital transformation strategy still varies widely in the literature. Some studies emphasize technology and system integration, while others focus on customer experience and organizational adaptation. Therefore, a systematic review of the existing literature is important to identify patterns, trends, and research gaps that can form the basis for developing future business strategies. This study aims to synthesize scientific findings related to the implementation of omnichannel strategies in the context of digital transformation. The identification process was carried out on 567 articles taken from the Scopus database. After going through a selection stage based on the type of publication, field of study, keywords, and openness of access, 44 relevant articles were obtained for further review.

2. METHOD

The process of identifying and selecting articles in this study was carried out systematically using the Scopus database to ensure the quality and relevance of the articles used in the analysis. The first step was to conduct an initial search using general keywords such as "omnichannel," which includes variations of related terms such as "omnichannel retailing," "channel integration," "omnichannel retail," "omnichannel marketing,"

"omnichannel integration," "omnichannel customer experience," and "omnichannel integration quality." This process resulted in a total of 567 articles found in the Scopus database, covering various types of academic documents. Next, the first screening was carried out by applying exclusion criteria. Documents that were not journal articles, such as conference proceedings, book chapters, reviews, editorials, short surveys, notes, errata, and retracted documents, were excluded from the dataset. After this screening, the number of remaining articles was 406, all of which were journal articles. The second screening focused on relevant fields of study. Only articles within the scope of "Business, Management, and Accounting" were included to ensure that the topics discussed were closely related to the focus of this study, namely omnichannel in the context of digital transformation. After this stage, the number of remaining articles was reduced to 273. In the next stage, the articles were further filtered based on more specific keywords. This process aims to ensure that the included articles truly discuss the core topic of the study. Articles that did not include key terms such as "omnichannel," "omnichannel retailing," "channel integration," "omnichannel retail," "omnichannel marketing," "omnichannel integration," "omnichannel customer experience," or "omnichannel integration quality" were removed from the list. The result of this process was 142 articles that were specifically relevant to the focus of the study. In the final stage, only articles that were open access and in English were selected. This step was taken to ensure that the articles used could be easily accessed by other researchers and had no language barriers in interpretation. With this criterion, the number of remaining articles that met all the requirements became 44. This process provides a solid foundation for further analysis and ensures that the study uses articles that are high quality, relevant, and appropriate to the context of omnichannel-based digital transformation.

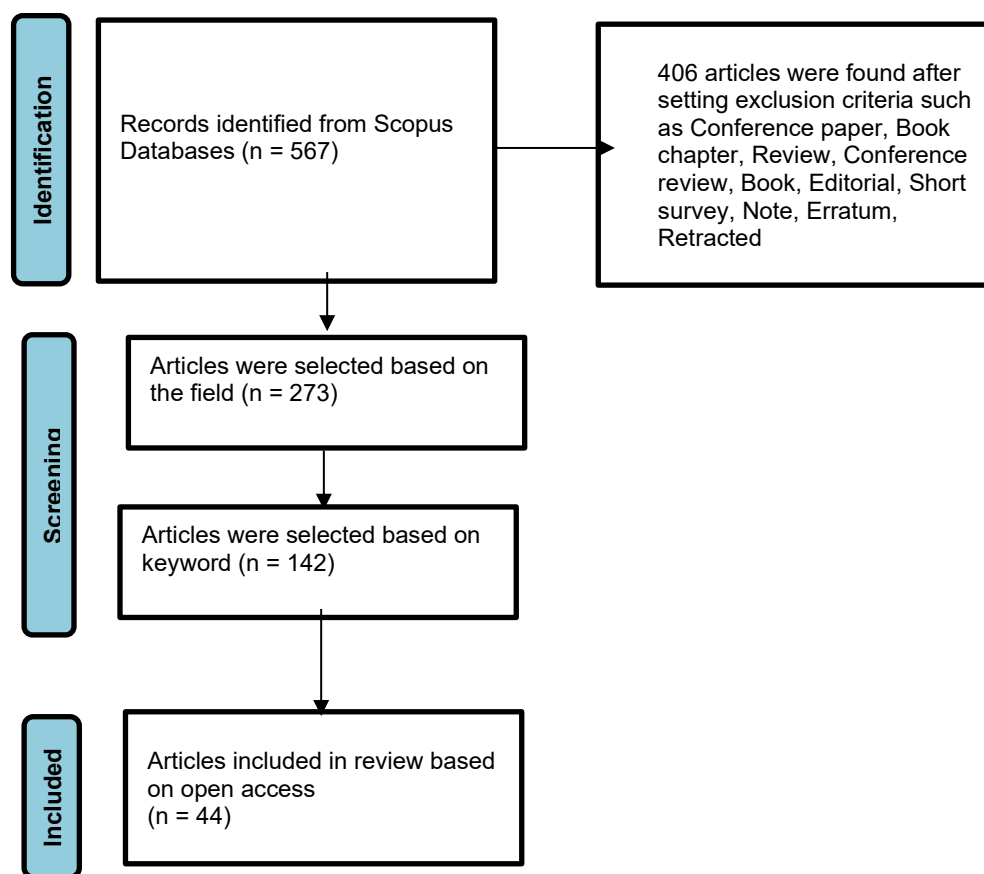


Figure 1. Article selection process for this review

3. FINDINGS AND DISCUSSIONS

Based on the graph in Figure 2, it can be seen that the number of documents published from various sources has varied in the last two years. In 2023, the journal with the highest contribution was "Journal of Business Research" with four documents, while other journals such as "Cogent Business and Management" and "Brazilian Journal of Operations and Production Management" had smaller contributions. However, in 2024, only "Cogent Business and Management" continued its publication, with the number of documents increasing to two, while other journals did not record any contributions, indicating a shift in priority or focus in publication.

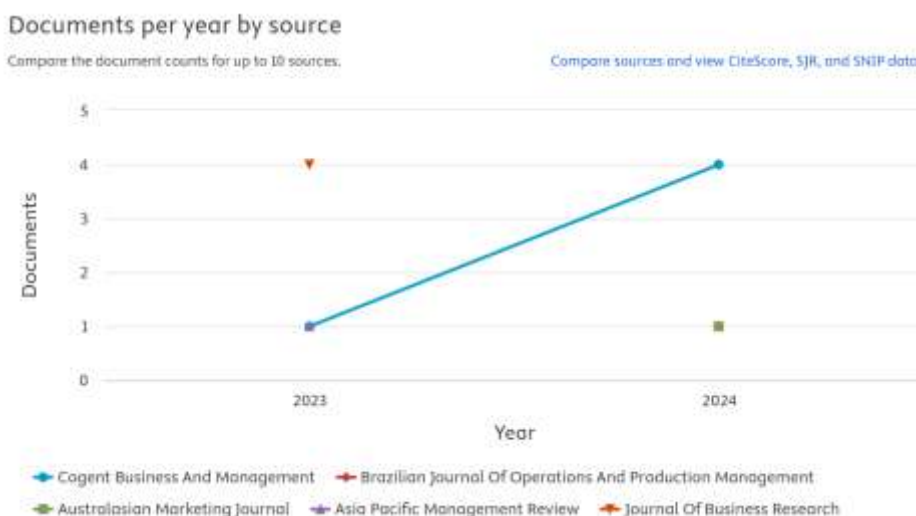


Figure 2. Documents published from various sources

From Figure 3, it is known that Cranfield University, Tilburg University, and Università Bocconi dominate the number of documents, with contributions of around two documents each. Other institutions such as Sheffield Hallam University, MIT School of Engineering, and Tilburg School of Economics and Management also make significant contributions, although in smaller numbers. The relatively even distribution of publications among these institutions reflects the fairly extensive global collaboration, especially among leading universities.

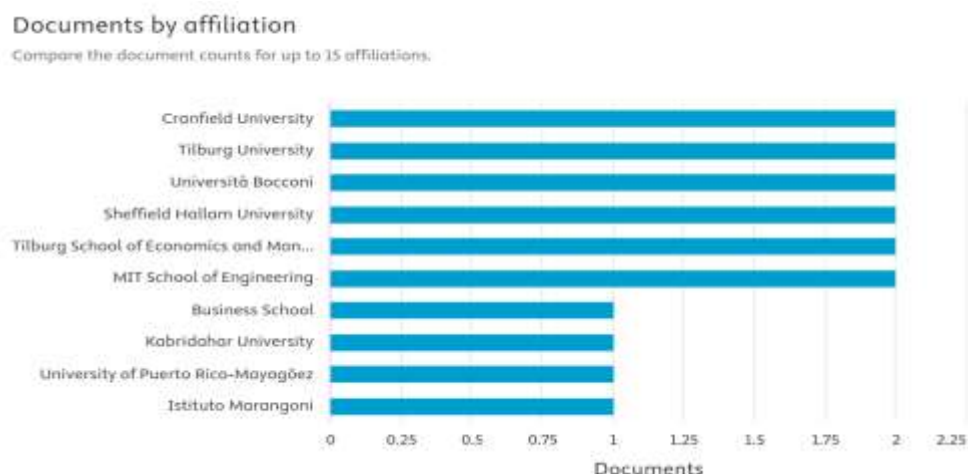


Figure 3. Distribution of publications among institutions

Meanwhile, the graph in Figure 4 shows that the UK leads significantly with a contribution of ten documents, followed by the United States with six documents and Spain with four documents. Other countries such as Australia, Germany, Italy, and Brazil each have smaller but still significant contributions, reflecting the geographical diversity in research and indicating that the UK is a major hub for studies related to management and decision science.

Documents by country or territory

Compare the document counts for up to 35 countries/territories.

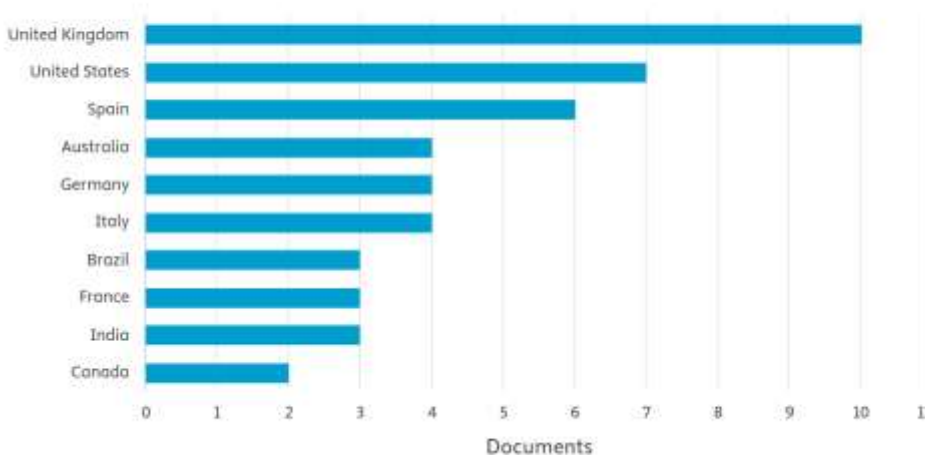


Figure 4. The country producing the document

Based on Figure 5, it can be seen that half of the documents analyzed come from the field of "Business, Management", indicating that the main focus of research is on the topic of business management. The field of "Decision Sciences" contributes almost one-fifth of the total documents, while other fields such as "Social Sciences", "Economics", and "Engineering" have smaller but still relevant contributions. This distribution illustrates the priority of research that focuses on business management and strategic decision-making in an organizational context.

Documents by subject area

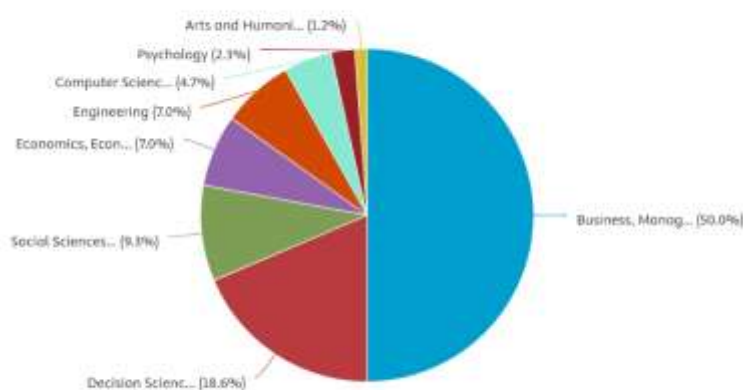


Figure 5. Document origin field

In the graph in Figure 6, the visible trend is a decrease in the overall number of publications from 24 documents in 2023 to 19 documents in 2024. This decrease could indicate a change in research direction or a decrease in research activity in the same field. This also opens up the opportunity to explore whether less popular research themes or other external factors, such as changes in publishing policies, are the cause.

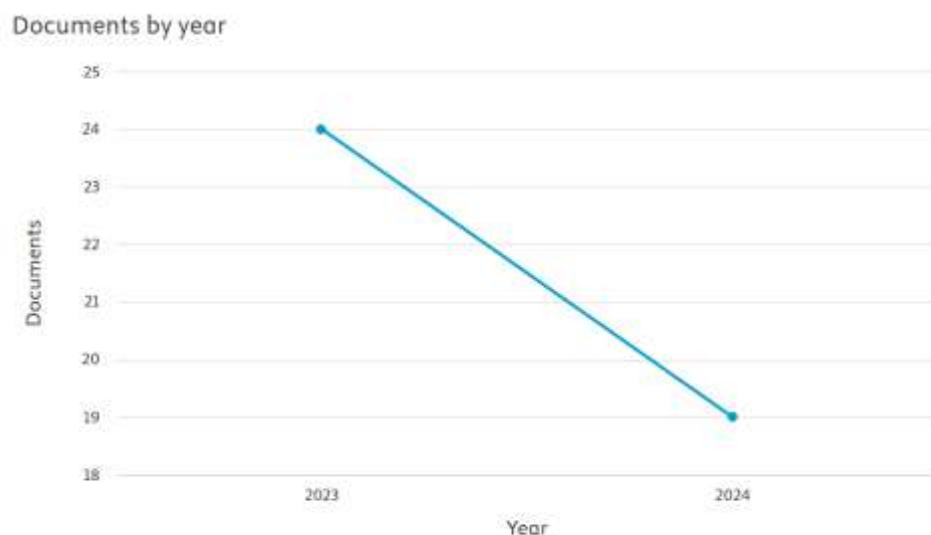


Figure 6. Number of publications per year

Finally, in the "Documents by Author" graph, the authors' contributions are evenly distributed, with each author contributing approximately one document. The absence of dominance by a particular author indicates a balanced and collaborative distribution of research, with multiple perspectives complementing each other. This provides the advantage of diversifying research approaches, which can enrich findings in this field.

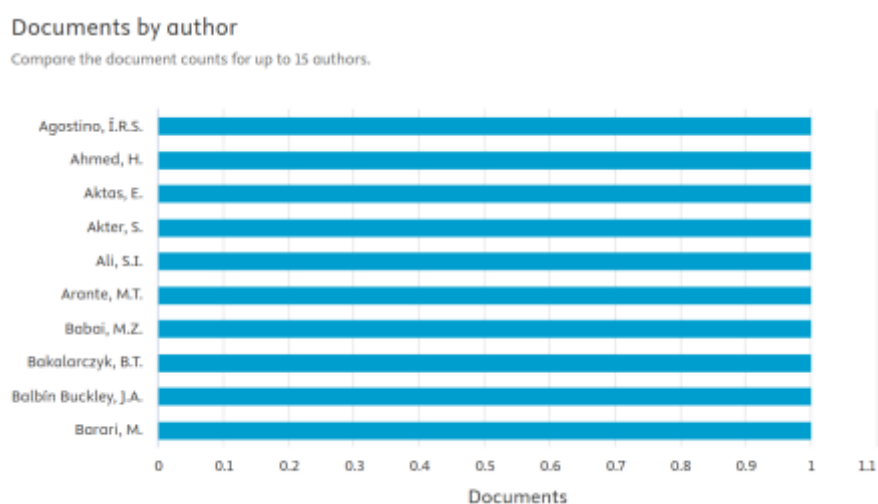


Figure 7. Author contributions to the document

The research in these 44 articles on consumer behavior and management in omnichannel retailing generally utilizes various theoretical frameworks to explain the complex phenomena in this integrated environment. A

literature review identified many theories used, with some of the most frequently appearing ones being Trust Transfer Theory, UTAUT2, Engel-Kollat-Blackwell Model, UTAUT, Commitment Trust Theory, Flow Theory, Goal-Means Association Theory, Grounded Theory, and Elaboration Likelihood Model. In addition, the Stimulus-Organism-Response (S-O-R) Model is often adopted to examine how channel characteristics influence consumers' internal states and behavioral responses, while Signaling Theory is applied to explain how clear and relevant information reduces uncertainty and shapes consumers' perceptions and behaviors, particularly in services such as Buy Online, Pick Up in Store (BOPIS). Means-End Chain Theory is also used to understand the relationship between channel attributes, perceived value, and consumer behavioral intentions such as revisit intention, and technology adoption theories such as the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA), and Theory of Planned Behavior (TPB) and its extensions the Unified Theory of Acceptance and Use of Technology (UTAUT) & UTAUT2 are fundamental to studying consumer acceptance of new technologies in an omnichannel environment. Other relevant theories include the Three-factor Theory (a variation of the Kano Model) for logistics service quality, the Experiential Value Theory and Social Cognitive Theory for digital experiences and interactions, and the Dynamic Capability Theory (DCT) for a firm's perspective on managing a complex omnichannel environment. These theories, along with some less frequently mentioned theories such as Dual Coding Theory, Information Theory, and Perceived Value Theory, reflect an attempt to comprehensively explain various aspects of consumer behavior, their experiences, and firm capabilities in an omnichannel context. The research results in Table 1 reveal several important findings that reflect the development of the omnichannel concept and its implications for digital transformation strategies. The first study identified three main attributes of omnichannel quality that significantly influence customer satisfaction, namely service consistency, information integration, and ease of access. These findings emphasize the importance of aligning customer experiences across channels to increase brand loyalty and trust. Another study showed a significant difference in customer behavior in choosing physical shopping channels compared to digital applications, where this preference is greatly influenced by factors such as convenience, efficiency, and service personalization. These results highlight the need for retailers to understand the dynamics of customer preferences and develop strategies that can bridge the gap between physical and digital shopping experiences. A follow-up study found that the implementation of omnichannel contributed to the transformation of the company's digital value and strategy, especially in the context of developing customer value and operational efficiency. This transformation not only improves business efficiency but also expands the range of services that suit the needs of modern customers. A study also noted that B2B trade fairs that adopted an omnichannel approach experienced a significant increase in business interactions and transactions, indicating that the integration of digital channels into the B2B ecosystem can strengthen competitiveness. Furthermore, the study underlines the importance of personalization in an omnichannel strategy, which involves leveraging customer data to create experiences tailored to individual needs. The study provides valuable insights into the importance of adopting advanced technologies such as artificial intelligence and data analytics to improve the efficiency of an omnichannel strategy. However, the study also identifies several gaps in the literature, such as the lack of a deep understanding of the relationship between personalization and long-term customer loyalty. This provides an opportunity for further research to explore how personalization can strengthen the emotional connection between customers and brands. Based on these findings, it can be concluded that an omnichannel strategy plays a crucial role in supporting digital transformation and improving the quality of brand relationships with customers. However, the successful implementation of this strategy requires a deep understanding of the dynamics of customer preferences as well as the development of technologies that support the integration and consistency of services across channels.

4. CONCLUSION

Based on the findings of this study, it can be concluded that an omnichannel strategy plays an important role in supporting digital transformation by providing a consistent, integrated, and personalized customer experience. The implementation of this strategy not only improves operational efficiency but also builds customer loyalty through an individual-centric approach. However, omnichannel implementation requires a deep understanding of customer behavior, the use of advanced technologies such as artificial intelligence, and effective data management to ensure seamless integration between physical and digital channels.

Key contributions to the existing theory include the application, adaptation, and extension of established theories (such as the Stimulus-Organism-Response (S-O-R) Model, technology adoption theories such as UTAUT/UTAUT2, Signal Theory, Flow Theory, Means-End Chain Theory, and Dynamic Capability Theory) into the complex omnichannel environment to explain specific phenomena in this field. In addition, this study contributes by developing and refining constructs relevant to omnichannel, such as channel integration quality, omnichannel customer experience (OCX), and firm capabilities in omnichannel management. The reviewed studies also test theoretical models that identify complex relationships among constructs and the role of mediators (e.g., customer satisfaction, trust) and moderators (e.g., product perceptions, privacy concerns) in the omnichannel context. Finally, another important contribution is the application of these theories to new industry contexts beyond traditional product retail, such as financial services and B2B trade shows, all of which enrich the theoretical foundation of the omnichannel retail field. Recommendations from this study include the importance for firms to continue developing technological infrastructure that enables integration of services across channels with a focus on personalizing customer experiences. Firms are also advised to invest in data analytics to understand changes in customer preferences in real time, so that the strategies implemented can address dynamic needs and expectations. In addition, collaboration among stakeholders in the omnichannel ecosystem, such as technology developers, business partners, and consumers, must be enhanced to ensure the successful implementation of these strategies. Furthermore, companies need to address the gap in the literature on the relationship between personalization and long-term customer loyalty through further in-depth and holistic research. Thus, omnichannel strategies can be a driving force for digital transformation that is not only relevant but also sustainable in the modern business era.

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