

Omnichannel Strategies in Retail Marketing: A PRISMA-Based Systematic Literature Review and Bibliometric Analysis

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ABSTRACT

This study aims to map and synthesize the development of research on omnichannel strategies in retail marketing. The research was undertaken to address the fragmented nature of existing studies, which predominantly focus on customer outcomes while overlooking organizational enablers. A PRISMA-based systematic literature review, combined with a bibliometric analysis, was employed to ensure a rigorous, transparent, and replicable approach. Following a structured screening process, 70 relevant empirical articles published between 2020 and 2025 were analyzed to identify publication trends, dominant themes, and research gaps. The findings indicate that omnichannel research has grown rapidly and is strongly centered on customer experience, satisfaction, loyalty, and behavioral intentions, reflecting the prominence of Customer Journey Theory. However, limited attention is given to internal organisational capabilities. By integrating the Resource-Based View, this study highlights the importance of coordinated internal resources for effective omnichannel implementation and provides directions for future research and managerial practice.

Keywords

Bibliometric Analysis;
Omnichannel Strategy;
Retail Marketing;
Systematic Literature
Review

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1. INTRODUCTION

The global retail business is going through a big change right now because of new digital technologies and changing consumer behavior (Reinartz et al., 2019). Customers no longer only talk to vendors through one channel. Instead, they use many channels, such as physical storefronts, online shopping sites, social media, mobile apps, and digital customer care. Because they do not always provide a uniform and integrated buying experience across all channels, traditional marketing methods that rely on discrete channels are less effective now that this change has happened (Wahyuni & Kurniawati, 2023).

When different channels of retail marketing are administered individually, it can lead to differences in information, prices, promotions, and service quality. This dispersion makes customers less happy and can hurt their long-term commitment. Because of this, there is a

tremendous demand for a marketing system that can connect multiple channels in a way that is both effective and long-lasting. This is where omnichannel marketing has come from: it brings together online and offline channels to give customers a smooth, personalized, and responsive experience (Verhoef et al., 2015).

Omnichannel marketing was created to make sure that customers have the same experience whether they are shopping online or in person. Omnichannel marketing is no longer seen as a separate thing; instead, it is seen as part of a larger marketing system. This integration makes it possible for customer information, product data, and transaction processes to flow smoothly between channels. This means that customers can switch from one channel to another without any problems, loss of information, or drop in service quality (Verhoef et al., 2015).

With omnichannel marketing, clients can start purchasing on one channel and finish on another with a lot of freedom. This pattern of engagement across channels shows how modern consumers act, as they value speed, convenience, and personalized service more and more. So, for an omnichannel strategy to work, retailers need to be able to combine consumer data well and make sure that their operational processes and marketing messages are the same across all channels (Itani et al., 2023).

A number of studies have demonstrated that good implementation of omnichannel may greatly improve customer satisfaction since customers see consistency and relevance to their needs. This consistency can lead to more customer involvement on cognitive, emotional, and behavioral levels. Customers who are very involved with a brand have better opinions of it, more trust in it, and stronger plans to buy it again and tell other people about it (Isnaini et al., 2024; Khalid, 2024).

From a strategic point of view, omnichannel marketing can be seen as a precious, rare, hard-to-copy, and irreplaceable resource (Barney, 1991). The combination of marketing channels, digital technology skills, and the company's ability to manage and use consumer data as a group creates a distinctive and long-lasting organizational competency (Taiminen & Karjaluoto, 2015; Verhoef et al., 2015). This skill lets stores give customers better experiences over time. Omnichannel marketing also makes it easier to manage the whole customer journey, from searching for information to comparing options to the time after the purchase. The theory of the customer journey says that the experience a client has with a firm should be the same and continuous at every point of contact. Integrated customer journey management has been demonstrated to enhance customer happiness, loyalty, and customer lifetime value.

More and more studies are looking into how omnichannel tactics may make retail better and make customers happier. However, present research is still limited and often looks at different parts of the problem, such how customers act, how they use technology, or how well marketing works, all on their own (Khalid, 2024). This fragmentation signifies a research deficiency, demanding a more thorough and methodical integration of the material. Research on omnichannel marketing in the retail sector has proliferated, however significant gaps persist. First, the majority of empirical research fail to integrate their findings into a cohesive framework.

While prior reviews on omnichannel marketing primarily focus on conceptual foundations and pre-2020 retail environments, limited attention has been given to synthesizing recent empirical insights relevant to managerial decision-making. Therefore,

this study, *Omnichannel Strategies in Retail Marketing: A PRISMA-Based Systematic Literature Review and Bibliometric Analysis*, reviews literature from 2020 to 2025 to generate integrated managerial insights and map evolving omnichannel strategies that shape customer experience and retail performance.

2. METHOD

This study uses a systematic literature review (SLR) combined with bibliometric analysis to examine the development of omnichannel retail marketing research. The SLR method allows systematic, structured integration of previous studies while minimizing selection bias (Veginadu et al., 2022). The literature review process in this study adheres to the PRISMA 2020 guidelines to ensure methodological rigor and consistency of reporting (Sohrabi et al., 2021). The bibliometric analysis complements the SLR by mapping publication patterns, key contributors, and thematic frameworks within the field of omnichannel retail marketing research (Sohrabi et al., 2021).

Research data was obtained using Publish or Perish (PoP) software from Google Scholar, as this database provides extensive coverage of academic literature across various disciplines. The search process was conducted using the following keywords: “omnichannel” AND “retail marketing.” Publications were limited to the 2020–2025 period to capture the latest research developments. The initial search yielded 500 articles, which were then screened using the PRISMA process. This study relies exclusively on Google Scholar as the data source, accessed through Publish or Perish. Although Google Scholar offers extensive coverage, it may include non-peer-reviewed materials and may underrepresent journals indexed in curated databases such as Scopus or Web of Science. Therefore, the findings of this review should be interpreted with caution, and future studies are encouraged to incorporate multiple databases to enhance the rigor and comprehensiveness of omnichannel marketing reviews.

The inclusion criteria for this study included studies that: (1) focused on omnichannel strategies in retail marketing, (2) were empirical or data-driven, (3) were published in scientific journals or conference proceedings, (4) were published during the 2020–2025 period, and (5) had accessible full-text. Conversely, studies were excluded if they did not focus on the retail or omnichannel context, were purely conceptual and lacked empirical data support, had weak or unclear methodology, or were duplicate articles.

To ensure transparency and reproducibility of the research, the article selection process for this study was conducted in accordance with the PRISMA 2020 guidelines. During the identification stage, the keywords “omnichannel” and “retail marketing” were used for the 2020–2025 publication period. A literature search was conducted using PoP software via Google Scholar. The initial search yielded 500 articles. At this stage, no duplicate articles or articles obtained from registries, websites, organizations, or manual citation searches were found.

Following the PRISMA process, which consists of identification, screening, eligibility, and inclusion, 26 articles were eliminated during the title and abstract screening stage. Of the 474 articles submitted to the full-text review stage, 404 were excluded due to irrelevance or methodological weaknesses. Thus, 70 articles were retained and further analyzed in this study. Data analysis was conducted in two stages. The first stage was a descriptive analysis that grouped studies by publication year, research method, data type,

and research context. The second stage used bibliometric analysis with VOSviewer to visualize keyword co-occurrence, co-authorship, and citation networks. This analysis identified key themes, research trends, and future research directions in the field of omnichannel retail marketing (Ainiyah et al., 2024; van Eck & Waltman, 2010).

3. RESULTS AND DISCUSSION

3.1. PRISMA flow results

Based on the PRISMA-based screening process, a total of 70 empirical studies published between 2020 and 2025 were included in the final analysis (Figure 1). Although the initial search identified 500 publications, most were excluded for limited relevance to retail omnichannel strategies or insufficient empirical rigor.

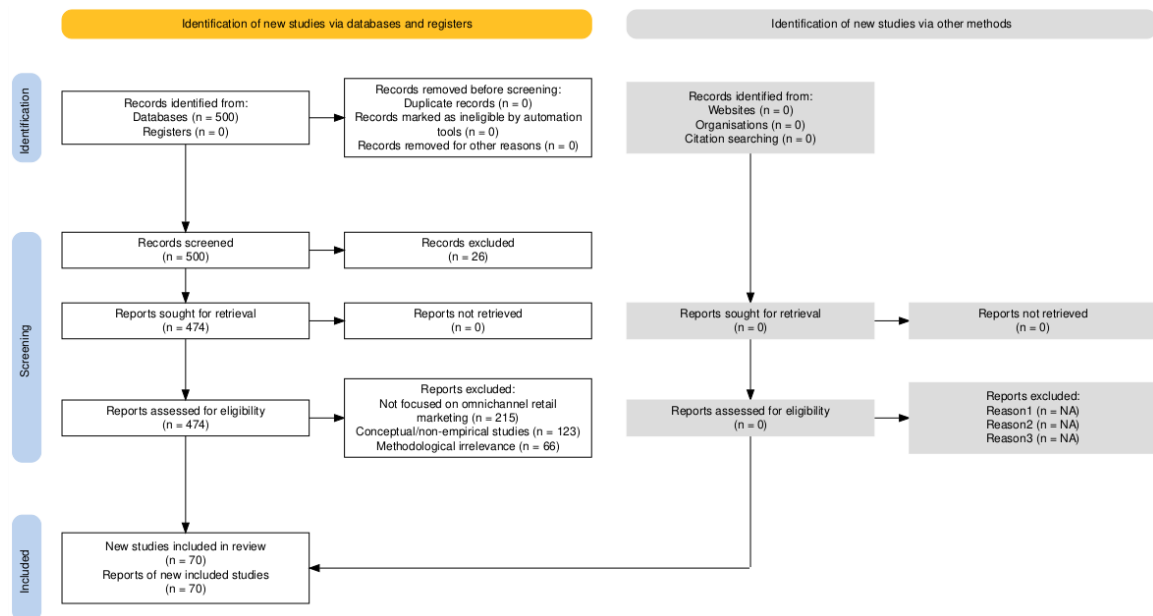


Figure 1. Prisma diagram result

These results indicate that although the initial volume of publications related to omnichannel and retail marketing is relatively large, only a limited number of studies directly and substantively examine omnichannel strategies in the retail sector using empirically relevant approaches.

Table 1 summarizes the characteristics of the articles

Category	Classification	Frequency	Percentage (%)
Publication Year	2020–2021	18	25.7
	2022–2023	29	41.4
	2024–2025	23	32.9
Research Method	Quantitative	42	60.0
	Qualitative	16	22.9
	Mixed Methods	12	17.1
Data Type	Primary Data	45	64.3
	Secondary Data	25	35.7
Research Context	Large Retail Firms	38	54.3
	SMEs / Small Retailers	19	27.1
	Mixed Context	13	18.6

These results support the notion that omnichannel retail literature combines strategic, operational, and customer-oriented perspectives in omnichannel marketing. In other words, omnichannel is considered both a tactical marketing approach and a conceptual framework that integrates various aspects of contemporary retail management.

Based on the network visualization, five dominant thematic clusters can be identified as Figure 2. Based on the network visualization (Figure 2), five dominant thematic clusters can be identified:

1. Cluster 1 (Red): Strategic and Conceptual Foundations

This cluster centers on omnichannel marketing and retail, which have the largest node sizes and occupy central positions in the network. Other prominent keywords include systematic review, multichannel, future use, focus, and value. This cluster comprises studies that emphasize conceptual development, strategic frameworks, and theoretical synthesis. Its dominance indicates that omnichannel marketing is primarily positioned as a strategic foundation within retail research.

2. Cluster 2 (Green): Operational and Data-Oriented Studies

This cluster includes keywords such as data, case study, sale, COVID, omnichannel integration, and omnichannel management. Research in this cluster focuses on operational implementation, data utilization, and managerial adaptation of omnichannel strategies, particularly during periods of disruption such as the COVID-19 pandemic. The presence of this cluster underscores the importance of operational execution and data-driven decision-making in omnichannel success.

3. Cluster 3 (Blue): Customer Outcomes and Relationship Marketing

Dominated by keywords such as customer satisfaction, customer loyalty, loyalty, and context, this cluster highlights studies examining the relational outcomes of omnichannel strategies. The strong connections between this cluster and strategic clusters indicate that customer satisfaction and loyalty are central objectives of omnichannel retail initiatives.

4. Cluster 4 (Yellow): Firm-Level Implementation and Strategic Approach

This cluster comprises keywords including implementation, company, concept, and omnichannel approach. Research within this cluster emphasizes the design of organisational-level strategies and the firm-wide adoption of omnichannel systems. It bridges strategic planning and operational execution, positioning firms as key orchestrators of integrated channel strategies.

5. Cluster 5 (Purple): Behavioral Intention and Customer Experience

This cluster includes intention, influence, and omnichannel experience. Studies in this group focus on consumer behavioral responses, particularly purchase intention and experiential perceptions. The proximity of this cluster to the satisfaction and loyalty cluster suggests a causal pathway linking omnichannel experience to behavioral outcomes.

Temporal evolution of research themes

The overlay visualization reveals a clear temporal evolution of omnichannel retail marketing research. Earlier studies (around 2022) predominantly focused on conceptual issues and experiential aspects, such as omnichannel experience and customer satisfaction. More recent publications (2023–2024) demonstrate a shift toward implementation,

integration, and a strategic approach. This trend indicates a progression of the literature from conceptual exploration toward practical application and strategic evaluation of omnichannel initiatives.

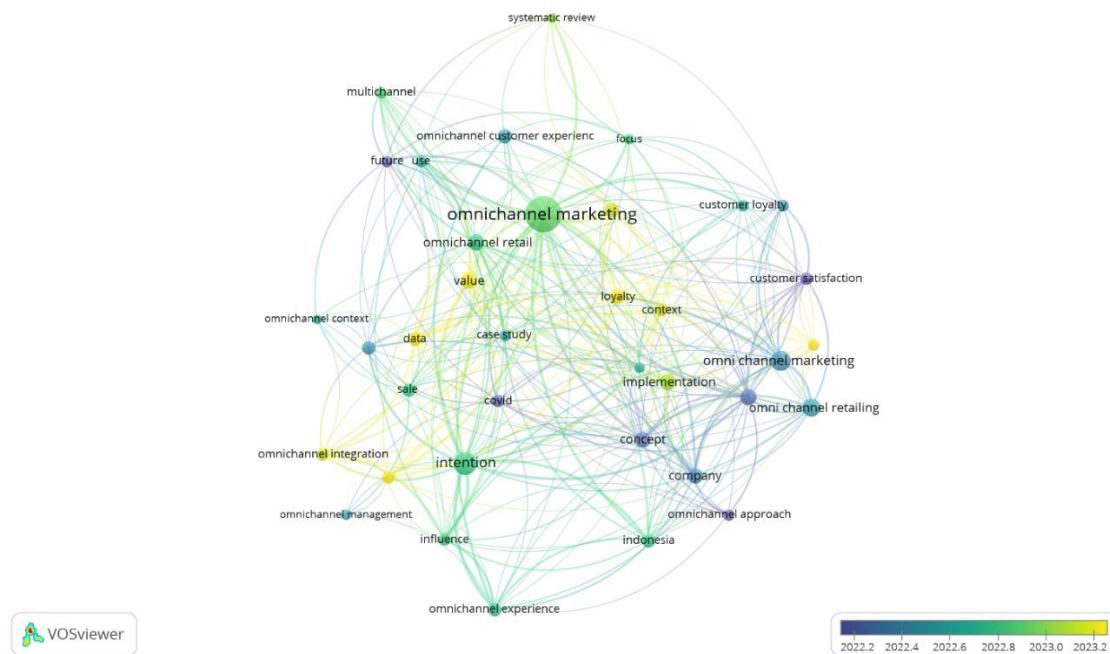


Figure 3. Overlay visualization

Research Concentration and Underexplored Areas

Density visualization shows that omnichannel marketing and omnichannel retail exhibit the highest density, confirming their central role in the literature. Other high-density topics include customer satisfaction, customer loyalty, and intention, reflecting strong scholarly attention to customer-related outcomes.

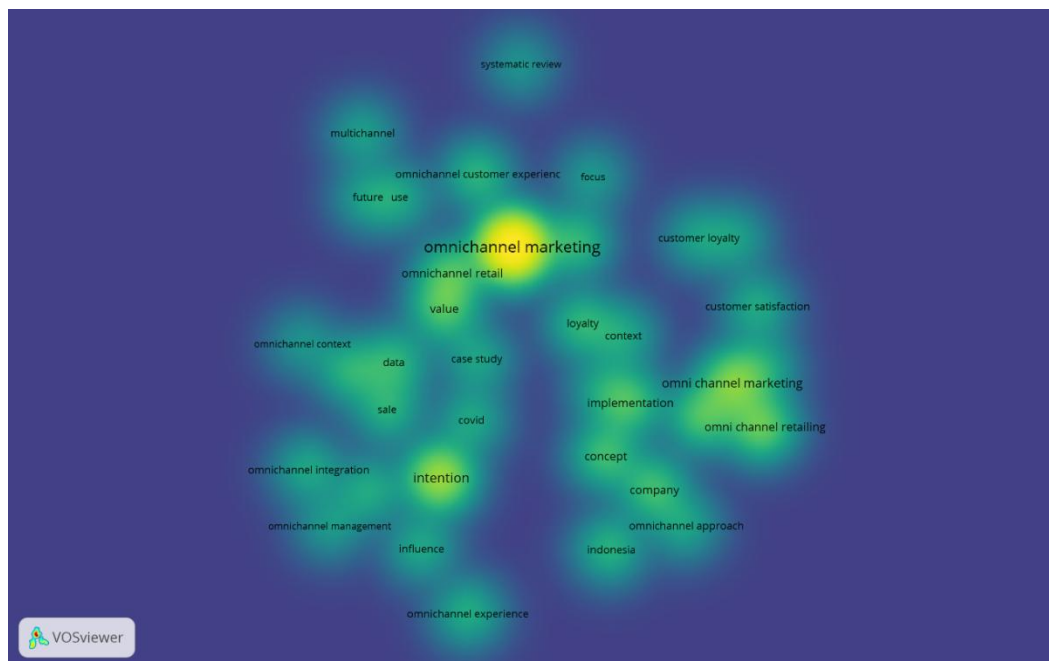


Figure 4. Density visualization

In contrast, topics such as omnichannel management, integration, and region-specific empirical studies exhibit lower density, suggesting areas that remain relatively underexplored. These gaps highlight opportunities for future research, particularly studies that address managerial coordination mechanisms and empirical investigations in emerging retail markets.

Synthesis of Key Findings and Theoretical Contributions

The findings of the systematic literature review and bibliometric analysis demonstrate that omnichannel retail marketing research consistently centers on creating and enhancing customer value by integrating multiple marketing channels. The dominance of keywords such as omnichannel marketing, customer experience, customer satisfaction, and customer loyalty indicates that a customer-centric value creation perspective strongly influences the current body of literature. These results reinforce the view that omnichannel strategy is no longer understood merely as a channel configuration innovation, but rather as a strategic approach shaping the entire customer journey, from pre-purchase to post-purchase stages (Verhoef et al., 2015)(Lemon & Verhoef, 2016).

From the perspective of Customer Journey Theory, the findings suggest that existing omnichannel research prioritizes customer outcomes over the internal organisational processes that enable them. This is evident from the high density of customer response-related topics in the bibliometric maps, contrasted with the relatively low prominence of keywords associated with organisational mechanisms, such as internal capabilities, resource integration, and data governance. Consequently, the literature tends to emphasize what omnichannel strategies achieve, namely satisfaction and loyalty, rather than how firms systematically design and deliver seamless omnichannel experiences (Жалінська, 2024).

This imbalance implies a partial theoretical treatment of the customer journey, where the experiential outcomes are well articulated, but the underlying organisational enablers remain insufficiently theorized. As a result, omnichannel research risks oversimplifying the complexity of value co-creation across interconnected touchpoints.

Omnichannel as a Strategic Capability from a Resource-Based View

Building on the synthesis of the 70 reviewed studies, this paper proposes an integrative conceptual framework that links internal organisational capabilities, as conceptualized by the Resource-Based View (RBV), with customer experience outcomes across the omnichannel customer journey. From an RBV perspective, competitive advantage emerges from firms' abilities to deploy valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In the omnichannel context, these internal capabilities function as enabling mechanisms that shape the consistency, integration, and quality of customer experiences across multiple touchpoints (Verhoef et al., 2015; Taiminen & Karjaluoto, 2015).

Based on evidence from the reviewed literature, four key capability dimensions underpin effective omnichannel strategies: technology infrastructure, data analytics capability, cross-functional coordination, and governance and managerial alignment. Technology infrastructure provides the foundational architecture that enables real-time channel integration, inventory visibility, and seamless channel switching, which are essential for delivering integrated omnichannel experiences (Verhoef et al., 2015; Reinartz

et al., 2019). Data analytics capability allows firms to collect, integrate, and interpret customer data across channels, supporting personalization and context-aware interactions throughout the customer journey (Lemon & Verhoef, 2016; Itani et al., 2023).

Cross-functional coordination aligns marketing, IT, operations, and customer service functions, thereby reducing channel silos and inconsistencies in service delivery (Taiminen & Karjaluoto, 2015; Chawla et al., 2024). Governance and managerial alignment, including leadership commitment, standardized processes, and strategic oversight, guide decision-making and ensure coherence between omnichannel investments and organisational objectives (Barney, 1991, Chawla et al., 2024).

These internal capabilities act as mediating mechanisms between omnichannel strategy and customer journey outcomes. When effectively orchestrated, they enable firms to deliver consistent and integrated experiences across the pre-purchase, purchase, and post-purchase stages, which, in turn, lead to positive customer outcomes such as satisfaction, loyalty, and favorable behavioral intentions (Verhoef et al., 2015; Lemon & Verhoef, 2016; Khalid, 2024). Conversely, fragmented or underdeveloped capabilities limit firms' ability to translate omnichannel investments into sustainable customer value, resulting in disjointed experiences and diminished strategic (Reinartz et al., 2019; Chawla et al., 2024).

By explicitly integrating the Resource-Based View with Customer Journey Theory, this framework moves beyond descriptive accounts of omnichannel practices. It provides an explanatory perspective on how and why internal organisational capabilities drive customer experience outcomes. As such, it offers a theoretically grounded foundation for future empirical Research to examine causal relationships between capability development, omnichannel customer journey management, and long-term retail performance.

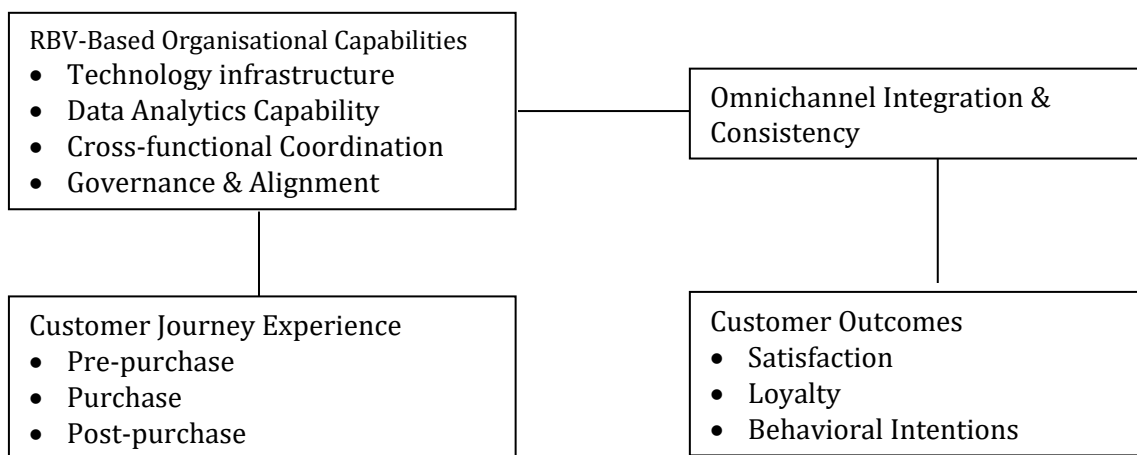


Figure 5. Conceptual Framework Integrating RBV and Customer Journey Theory

The figure illustrates how internal organisational capabilities derived from the Resource-Based View enable and mediate outcomes of the omnichannel customer journey. Technology infrastructure, data analytics capability, cross-functional coordination, and governance mechanisms collectively support the delivery of integrated omnichannel experiences across customer journey stages, leading to satisfaction, loyalty, and behavioral intentions.

3.2. Practical implications and directions for future research

The cluster analysis reveals a clear distinction between customer-oriented research streams and studies focused on operational implementation. While clusters related to integration, management, and data are present, they remain peripheral compared to clusters emphasizing customer outcomes. This pattern indicates that omnichannel research is largely outcome-driven, with limited attention devoted to organisational processes and causal mechanisms at the firm level.

Moreover, the emergence of clusters representing specific geographic markets, such as Indonesia, suggests a growing scholarly interest in omnichannel practices within emerging economies. Nevertheless, the relatively low density of these clusters confirms that empirical evidence remains heavily concentrated in developed markets and large-scale retail firms. This imbalance may constrain the generalizability of omnichannel theories, particularly in environments characterized by different levels of digital infrastructure, technological maturity, and consumer behavior (Luo, Sheng, & Song, 2023).

Taken together, these findings highlight the need for future research to adopt more context-sensitive and process-oriented approaches. Integrating organisational capability frameworks with customer journey analysis, while expanding empirical investigations in emerging retail markets, would significantly advance the theoretical maturity of omnichannel retail marketing research.

The adoption of the PRISMA 2020 framework ensures that the studies included in this review were selected through a systematic, transparent, and replicable process, thereby minimizing selection bias and enhancing the credibility of the literature synthesis (Page et al., 2021). When combined with bibliometric analysis, this approach enables a more objective mapping of the intellectual structure of omnichannel retail marketing research.

This integration allows the study not only to identify dominant research themes but also to uncover underexplored areas that may not be immediately visible through narrative reviews alone. Bibliometric visualization provides empirical evidence of thematic concentration and fragmentation within the literature, while the PRISMA-based selection process guarantees that such mapping is grounded in rigorously screened empirical studies.

Methodologically, this combined approach strengthens the contribution of the study by demonstrating that the integration of systematic literature review and bibliometric analysis offers a more holistic and nuanced understanding of omnichannel research compared to conventional narrative reviews. Consequently, the discussion underscores the need for future omnichannel research to simultaneously integrate strategic and behavioral perspectives in order to advance theoretical coherence and empirical relevance.

From a practical standpoint, the findings suggest that retail firms should move beyond a narrow focus on managing customer experiences across multiple channels. The success of omnichannel strategies is highly contingent upon firms' abilities to develop and coordinate internal capabilities that support consistent and seamless channel integration. As such, omnichannel should be viewed as an organisational transformation rather than merely a marketing initiative.

Retail managers are therefore encouraged to align technological investments with organisational readiness, including cross-functional coordination, data governance, and human resource competencies. Without such alignment, omnichannel initiatives risk increasing operational complexity without delivering sustainable strategic value.

Regarding future research, there is a strong need for empirical studies that explicitly link internal organisational capabilities with customer journey dynamics, particularly in emerging markets and small and medium-sized retail enterprises (SMEs). Longitudinal and mixed-methods approaches are recommended to capture the evolutionary nature of omnichannel strategies over time, as well as to uncover causal mechanisms underlying successful omnichannel implementation.

4. CONCLUSION

This study synthesizes the development of omnichannel retail marketing research through a PRISMA-based systematic literature review and bibliometric analysis. Seventy relevant empirical studies were identified and analyzed to map publication trends, dominant themes, and research gaps. The results show that omnichannel research has grown rapidly and is strongly oriented toward customer-related outcomes, including customer experience, satisfaction, loyalty, and behavioral intentions, reflecting the centrality of Customer Journey Theory in the literature.

Despite the dominant customer-centric focus in existing studies, this review identifies a critical gap in the limited attention to internal organisational mechanisms that enable effective omnichannel implementation. By integrating Customer Journey Theory with the Resource-Based View, this study demonstrates how firms' internal capabilities, such as technology infrastructure, data analytics, cross-functional coordination, and governance, enable coordinated and sustainable omnichannel strategies and provide a more explanatory understanding of customer journey outcomes.

Beyond its substantive contributions, this study highlights important methodological implications for future Research. The findings underscore the value of combining PRISMA-based systematic literature reviews with bibliometric analysis and encourage future studies to adopt multi-database search strategies, transparent screening procedures, and advanced bibliometric techniques. Such methodological refinement would support more cumulative and theory-driven knowledge development. At the same time, future Research is encouraged to examine causal relationships, extend empirical work to emerging markets and SMEs, and employ longitudinal or mixed-methods designs.

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