



Rethinking Omnichannel in Fashion: The Imperfect Reality of Seamless Experiences

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Abstract

Over the last decade, the fashion industry has strived to deliver a seamless omnichannel experience, where customers can transition effortlessly between physical stores, websites, mobile apps, and social media platforms. However, this ideal of a frictionless shopping journey has proven to be more of an aspiration than a reality. While significant technological advancements, such as artificial intelligence and augmented reality, have helped bridge some gaps, they have also revealed that creating a perfectly integrated experience is a complex and elusive goal. This paper contends that, rather than focusing on the unattainable ideal of seamlessness, fashion retailers should embrace a more pragmatic approach—one that leverages the unique strengths of each individual touchpoint. The challenge is not to eliminate all friction but to enhance and optimize each interaction in a way that adds value to the customer journey. By enhancing physical stores as experiential hubs, optimizing mobile commerce platforms, and making use of data-driven personalization online, retailers can better meet the evolving demands of modern consumers. This strategy not only empowers customers but also fosters loyalty and drives business growth. Rather than attempting to erase all boundaries between channels, the focus should be on strategically connecting them to create a robust, adaptive, and competitive retail ecosystem that maximizes the potential of every touchpoint.

Keywords: omnichannel retailing, fashion retail, customer experience, touchpoints, distribution strategy

1. Introduction

The digital transformation of retail has profoundly reshaped the fashion industry, blurring the boundaries between physical and digital channels. The rapid diffusion of e-commerce, mobile technologies, social media and data-driven services has enabled customers to move continuously across multiple touchpoints during product discovery, evaluation, purchase and post-purchase activities, creating increasingly dynamic retail journeys (Rigby, 2011; Verhoef et al., 2015; Siregar et al., 2023).

In response, fashion retailers have widely adopted omnichannel strategies aimed at integrating customer touchpoints into coherent shopping experiences. Seamless integration has become a dominant objective in both academic research and managerial practice, supported by

significant investments in technologies that synchronise inventories, customer data and communication channels (Alexander & Kent, 2022; Thaichon et al., 2024). However, its implementation remains uneven. Retailers continue to face challenges related to organisational complexity, fulfilment costs and channel coordination, while different fashion segments pursue distinct strategic priorities ranging from operational efficiency to exclusivity and personalised customer engagement.

These developments suggest that omnichannel effectiveness depends not only on channel integration but also on the strategic role performed by individual customer touchpoints. Rather than assuming that every channel should deliver the same experience, this study explores how physical and digital touchpoints contribute complementary forms of value across the customer journey.

Accordingly, this conceptual study pursues three objectives. First, it examines the limitations of the seamless experience paradigm in contemporary fashion retailing. Second, it explores how different customer touchpoints contribute distinct forms of value throughout the customer journey. Finally, it develops a touchpoint-based conceptual framework to support a more differentiated interpretation of omnichannel strategy across fashion market segments.

The paper is organised as follows. Section 2 reviews the evolution of omnichannel retailing and the dominance of the seamless experience paradigm. Section 3 outlines the conceptual methodology, while Section 4 presents the proposed framework and illustrative applications. The final sections discuss managerial implications and conclusions.

2. Literature Background

2.1 The Evolution of Omnichannel Retailing

Retail distribution has undergone profound transformation over the past two decades as digital technologies have progressively reshaped the relationship between brands and consumers. The emergence of e-commerce initially introduced an additional sales channel alongside traditional physical stores, leading retailers to adopt multichannel strategies in which each channel operated relatively independently. While this approach expanded customer access, it often generated fragmented shopping experiences characterised by inconsistent information, pricing and service across channels (Neslin et al., 2006).

As consumer behaviour evolved, retailers increasingly recognised the need to coordinate interactions across multiple channels. This transition gave rise to cross-channel retailing, where selected processes such as click-and-collect, shared promotions and integrated customer accounts began to connect physical and digital environments. Although these initiatives improved continuity, they frequently remained limited to operational integration rather than providing a genuinely unified customer experience (Verhoef et al., 2015).

The concept of **omnichannel retailing** emerged as a response to these limitations. Rather than treating channels as separate distribution systems, omnichannel strategies seek to create a coherent customer journey in which consumers can move freely between physical stores, websites, mobile applications, social media and customer service without perceiving organisational boundaries (Rigby, 2011). This perspective reflects a broader shift from channel management towards customer journey management, where the focus is no longer on individual sales channels but on the overall experience generated across multiple customer interactions (Lemon & Verhoef, 2016).

Within the fashion industry, omnichannel development has been particularly significant. Digital technologies have expanded opportunities for product discovery, personalised

communication and direct customer engagement, while physical stores have progressively evolved beyond their traditional transactional role. Rather than functioning solely as points of sale, stores increasingly support brand storytelling, product experience and relationship building. Consequently, fashion retailers are required to coordinate an expanding ecosystem of customer touchpoints that contribute differently throughout the purchasing process.

Recent developments indicate that omnichannel retailing extends beyond technological integration, reflecting the broader transformation of Retail 4.0 described by Stigliano and Kotler (2018) and the more recent evolution towards post-digital retail environments (Kotler & Stigliano, 2024). Social commerce, live-streaming, community platforms and digital clienteling have introduced new forms of interaction that continuously reshape customer expectations. As the number of available touchpoints increases, managing their individual contribution becomes an increasingly important strategic challenge for fashion companies (Alexander & Kent, 2022; Kotler & Stigliano, 2024).

2.2 The Dominance of the Seamless Experience

The growing adoption of omnichannel strategies has been accompanied by a widespread emphasis on delivering seamless customer experiences. Both academic research and managerial practice frequently describe seamlessness as the ideal condition in which customers encounter no interruptions while moving across different retail channels. In this perspective, technological integration, information consistency and process synchronisation are considered essential prerequisites for customer satisfaction and loyalty (Verhoef et al., 2015).

This orientation has encouraged significant investments in digital infrastructures capable of integrating inventory management, customer databases, payment systems and fulfilment operations, reflecting broader investments in digitally enabled retail transformation reported by both academic research and industry analyses (Brynjolfsson et al., 2013; Deloitte, 2025).

Within fashion retail, however, the practical implementation of this objective presents additional complexities. Customer journeys are characterised by multiple forms of interaction that differ substantially in purpose and intensity. Product discovery often occurs through social media or digital platforms, evaluation may combine online information with in-store visits, while purchasing and post-purchase activities increasingly involve multiple interconnected channels. These diverse interactions suggest that customer value is generated through a combination of complementary experiences rather than through identical channel performance.

At the same time, several market developments indicate that the pursuit of complete integration may involve significant organisational and economic challenges. Increasing fulfilment costs, reverse logistics, inventory coordination and customer service complexity require retailers to balance operational efficiency with experiential quality. These considerations have stimulated growing managerial interest in understanding not only how channels should be integrated, but also how individual touchpoints contribute to different stages of the customer journey.

Rather than questioning the importance of integration itself, recent developments encourage a broader reflection on the strategic role assigned to different customer interfaces within contemporary fashion retailing. This perspective provides the foundation for the conceptual approach developed in the following sections.

Although omnichannel retailing has been examined through multiple theoretical perspectives, including service-dominant logic (Vargo & Lusch, 2008), customer experience design (Lemon & Verhoef, 2016), resource orchestration (Sirmon et al., 2011) and channel coordination (Neslin et al., 2006), these approaches primarily explain how firms create value through service integration, customer interactions or organisational capabilities. The present study adopts a

different perspective by focusing on the strategic role assigned to individual customer touchpoints within the omnichannel ecosystem. Rather than proposing a new theoretical perspective, this paper offers a touchpoint-based interpretative framework that complements existing research by emphasising the strategic role of customer touchpoints across different fashion market segments.

3. Methodology

This study adopts a conceptual research approach aimed at examining the evolution of omnichannel retailing within the fashion industry and exploring how customer touchpoints contribute to value creation across different retail contexts. Rather than testing predefined hypotheses, the paper develops an interpretative framework that integrates existing knowledge with current managerial practices observed in fashion retailing.

The research combines a narrative review of the literature with illustrative examples drawn from contemporary fashion brands. This approach allows the study to connect theoretical contributions on omnichannel retailing, customer experience and retail transformation with observable managerial practices implemented by companies operating in different market segments.

The literature review focused on academic publications addressing omnichannel retailing, customer journey management and fashion distribution. Particular attention was given to studies discussing channel integration, customer experience design and the strategic role of physical and digital retail environments. The conceptual analysis was complemented by industry reports and publicly available examples illustrating current omnichannel practices adopted by fashion retailers.

The illustrative cases were selected purposively to represent three distinct positioning logics within fashion retail: mass-market efficiency, premium functional value and luxury exclusivity. The selection was guided by three criteria: visibility of the brands' omnichannel practices, relevance to the proposed touchpoint-based framework and comparability across market segments. The cases are used as analytical illustrations rather than as empirical evidence, and no claim is made regarding their representativeness of the broader fashion industry.

The resulting framework does not seek to prescribe a universal omnichannel model. Instead, it offers a conceptual perspective for interpreting how different customer touchpoints may contribute to the overall customer journey by performing complementary roles within an integrated retail ecosystem.

4. Results and Discussion

4.1 Different Touchpoints Create Different Customer Value

The increasing complexity of omnichannel retailing has encouraged many companies to pursue consistency across all customer interactions. However, observations from the fashion industry suggest that different touchpoints frequently perform different strategic functions rather than delivering identical experiences.

Consumers interact with brands for multiple reasons throughout their purchasing journey. Some touchpoints primarily support information search and product discovery, while others facilitate purchasing, relationship building or post-purchase services. Consequently, expecting every touchpoint to deliver the same experience may overlook the distinctive contribution that each channel can provide.

Physical stores, for example, continue to offer sensory engagement, personal interaction and opportunities to strengthen emotional connections with the brand. Digital channels, on the other hand, increasingly support convenience, accessibility and continuous customer engagement beyond the physical shopping experience. Mobile applications simplify purchasing processes, while social media platforms stimulate product discovery, inspiration and community participation.

Rather than replacing one another, these touchpoints operate as complementary components of a broader customer experience ecosystem. Their strategic value therefore depends less on functional similarity than on their ability to fulfil different customer needs at different stages of the purchasing journey.

This perspective suggests that omnichannel effectiveness should not be evaluated solely through the degree of technological integration achieved, but also through the ability of each touchpoint to create specific forms of customer value. While individual touchpoints may support multiple customer needs simultaneously, each is assumed to generate one predominant form of value—such as information, convenience, immersion, relationship or service—which guides its strategic design within the retail ecosystem.

Table 1: Conceptual lens. Different touchpoints, different value

Touchpoint	Primary Value Role
Store	Experience & Immersion
Website	Information
Mobile	Convenience
Social Media	Discovery & Community
Marketplace	Reach & Visibility
Customer Service	Relationship & Trust

Source: Author's elaboration based on Lemon & Verhoef (2016)

The framework presented in **Table 1** illustrates this perspective by highlighting the complementary roles performed by different customer interfaces. Instead of assigning identical objectives to every channel, retailers can design each touchpoint according to its primary contribution to customer experience, creating a more coherent and strategically balanced omnichannel system.

To facilitate future empirical applications, the primary value roles associated with different touchpoints may be translated into illustrative performance indicators, presented in **Table 2**. Although these measures are not intended as a prescriptive evaluation system, they demonstrate how the proposed framework can support managerial assessment and future empirical research.

Table 2. Illustrative Operationalisation of Primary Value Roles

Primary Value Role	Illustrative Performance Indicators
Information	Product information quality, search efficiency
Convenience	Delivery speed, checkout completion, click-and-collect usage
Immersion	Time spent in-store, customer interaction quality
Relationship	Repeat visits, CRM engagement, loyalty participation
Service	Customer satisfaction, return management, response time

Source: Author's elaboration.

4.2 Distribution as Experience Infrastructure

The evolution of omnichannel retailing has progressively expanded the role of distribution beyond the traditional movement of products from suppliers to consumers. Distribution systems increasingly support customer interaction, brand communication and service delivery, becoming an integral component of the overall customer experience.

Within the fashion industry, this transformation reflects changing consumer expectations. Customers increasingly expect brands to provide continuous support throughout the entire purchasing journey, from product discovery to after-sales services. Consequently, distribution channels perform multiple functions that extend beyond transactional activities.

This broader perspective positions distribution as an **experience infrastructure**, where physical and digital touchpoints operate collectively to support different phases of customer engagement. Rather than functioning as isolated channels, stores, websites, mobile applications, social media and customer service become interconnected environments through which brands communicate their identity and deliver value.

Viewing distribution as an experience infrastructure also highlights the importance of coordinating operational processes with customer-facing activities. Logistics, inventory visibility, delivery options and return policies no longer represent purely operational decisions but directly influence customer perceptions of service quality and brand reliability.

Fashion retailers increasingly recognise that customer experience is shaped not only by product quality but also by the interactions that surround purchasing, delivery and post-purchase assistance. Consequently, distribution becomes a strategic platform through which brands build long-term relationships with consumers.

Viewing distribution as an experience infrastructure highlights how physical and digital channels collectively support different stages of customer engagement. This perspective provides the basis for the **touchpoint-based framework** presented in the following section.

4.3 A Touchpoint-Based Omnichannel Framework

Building upon these observations, the proposed framework suggests that omnichannel strategy should focus on the complementary contribution of individual touchpoints throughout the customer journey.

Instead of seeking maximum uniformity across channels, retailers may benefit from recognising that different customer interfaces naturally specialise in different activities. Physical stores provide immersive brand experiences and personal interaction; websites facilitate information search and assortment visibility; mobile applications increase purchasing convenience; social media encourage discovery and community participation; customer service reinforces trust through post-purchase support.

The framework therefore emphasises the coordination of complementary touchpoint roles rather than the replication of identical experiences across every channel. Customer value emerges from the interaction between these specialised functions, allowing consumers to move naturally between physical and digital environments according to their individual needs and purchasing intentions.

This perspective does not reject channel integration. On the contrary, integration remains essential for ensuring continuity between customer interactions. However, integration should support differentiated customer experiences rather than standardising every touchpoint.

INPUTS: Touchpoints (Store | Website | Mobile | Social | Service)

1) **ROLE DIFFERENTIATION** — each touchpoint should be designed according to its primary customer engagement role: Store – Experience & Immersion / Website - information / Mobile - Convenience / Social – Discovery&Community / Service – Relationship & Trust

2) **SELECTIVE INTEGRATION** — connect what must be connected (data, inventory, service), not everything

3) **VALUE-ORIENTED FRICTION** — allow ‘productive’ frictions (e.g., exclusivity/ scarcity signals) where they add value

4) **CONTEXTUAL ADAPTATION** — journeys are non-linear; optimize by segment and situation

OUTPUTS — CX quality → engagement → loyalty → profitability/efficiency

Figure 1: Touchpoint-based omnichannel framework

Source: Author's elaboration based on Lemon & Verhoef (2016); Verhoef et al. (2015); Kotler & Stigliano (2024); Kapferer (2015)

The framework shown in **Figure 1** summarises this approach by illustrating how individual touchpoints contribute to different stages of customer engagement while collectively supporting an integrated omnichannel experience.

4.4 Performance Logic

One of the main implications of the proposed framework concerns how omnichannel performance should be evaluated. Traditional retail metrics such as sales, conversion rates and fulfilment efficiency remain important but provide only a partial view of value creation within increasingly interconnected retail environments.

Because customer touchpoints perform complementary rather than identical functions, their contribution should be assessed across the entire customer journey rather than at the level of individual channels. Omnichannel performance therefore requires an integrated set of customer and operational indicators that capture both value creation and resource utilisation.

Beyond traditional KPIs, retailers should consider measures such as cross-channel spillover, assisted conversion rates and Customer Lifetime Value (CLV) by touchpoint path, together with operational indicators including return rates, last-mile fulfilment costs and clienteling investments (Kotler & Stigliano, 2024; Deloitte, 2025). These measures recognise that different omnichannel configurations generate different customer outcomes and cost structures.

Table 3. Illustrative Omnichannel Performance Metrics

Performance Dimension	Illustrative Metrics	Managerial Purpose
Customer behaviour	Assisted conversion rate	Assess the contribution of multiple touchpoints before purchase
Cross-channel interaction	Cross-channel spillover	Evaluate how one channel influences another
Customer value	Customer Lifetime Value (CLV) by touchpoint path	Measure long-term customer value across different omnichannel journeys
Operational efficiency	Inventory visibility, fulfilment time	Improve service consistency and responsiveness
Cost-to-serve	Return rate, last-mile delivery cost	Assess operational sustainability and profitability
Relationship quality	Clienteling engagement, repeat purchase rate	Evaluate long-term customer relationship development

Source: Author's elaboration based on Kotler and Stigliano (2024) and Deloitte (2025).

The metrics presented in Table 3 illustrate that omnichannel performance extends beyond sales outcomes. Effective evaluation requires balancing customer experience, operational efficiency

and long-term relationship development while aligning performance measurement with the strategic role assigned to different customer touchpoints.

4.5 Application Across Fashion Market Segments

Although omnichannel technologies are increasingly accessible across the fashion industry, their implementation differs considerably according to brand positioning and customer expectations. Fashion retailers compete within market segments characterised by different value propositions, requiring distinct approaches to customer interaction and distribution strategy.

Mass-market retailers primarily compete through convenience, accessibility and operational efficiency. Their omnichannel strategies typically emphasise rapid fulfilment, inventory transparency and seamless movement between digital and physical channels. Retailers such as Zara and Uniqlo illustrate this approach by combining extensive store networks with integrated digital platforms that facilitate product availability and purchasing convenience.

Premium fashion brands generally seek to balance operational efficiency with richer customer experiences. While maintaining integrated distribution systems, these companies increasingly invest in personalised services, curated product presentations and customer relationship initiatives designed to reinforce brand differentiation across multiple touchpoints.

Luxury brands operate according to different strategic priorities, where exclusivity, client relationships and controlled distribution remain central competitive assets (Chevalier & Gutsatz, 2020). Rather than maximising transactional efficiency, luxury retail frequently focuses on exclusivity, personal interaction and immersive brand experiences. Physical boutiques continue to play a central role within omnichannel strategies by offering highly personalised services that complement digital communication rather than replacing it. In these contexts, digital channels primarily support brand storytelling, appointment booking, customer relationship management and product discovery, while the in-store experience remains fundamental for reinforcing brand identity.

These differences indicate that omnichannel retailing cannot be interpreted as a single operational model applicable across all fashion segments. Instead, successful strategies emerge from aligning customer touchpoints with the distinctive characteristics of each brand's competitive positioning.

Figure 2 summarises how omnichannel priorities evolve across fashion market segments, illustrating the gradual transition from operational efficiency in mass-market retailing towards experiential value creation and exclusivity in luxury retail.

The comparison presented in **Figure 2** illustrates how different fashion segments prioritise different omnichannel objectives, confirming that customer touchpoints should be designed according to brand positioning rather than technological standardisation.

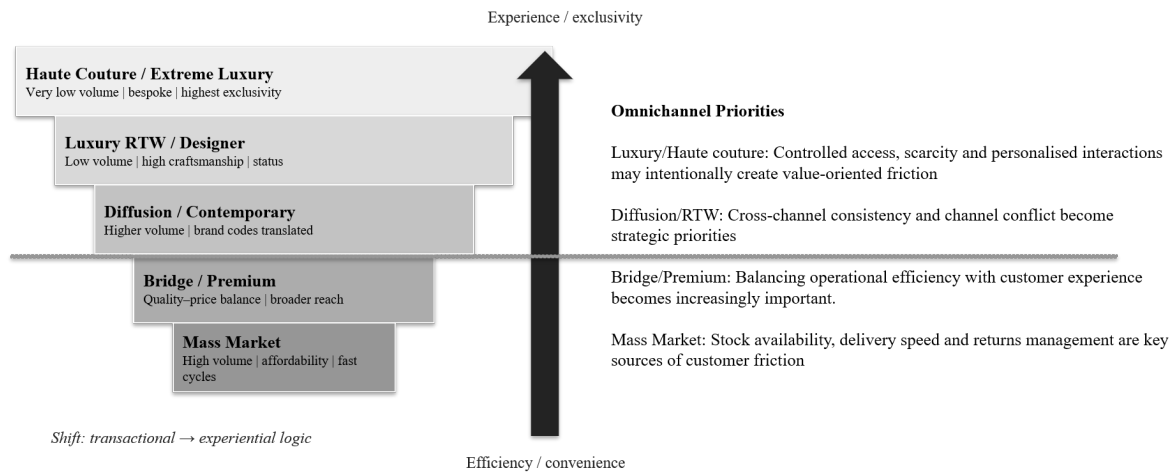


Figure 2: Evolution of Omnichannel Priorities Across Fashion Market Segments
Source: Author's elaboration

4.6 Illustrative Applications in Fashion Retail

To make the proposed framework more concrete, three brief illustrative cases are presented to show how different omnichannel configurations may support different customer value priorities across fashion market segments.

Mass Market. Zara illustrates a highly integrated omnichannel configuration centred on convenience. Physical stores and digital channels are connected through inventory visibility, click-and-collect and cross-channel returns, enabling customers to move seamlessly between online and offline environments. In this context, touchpoints primarily support speed, availability and fulfilment efficiency, illustrating how seamless integration reinforces the mass-market value proposition (Rigby, 2011; Kotler & Stigliano, 2024).

Premium. Uniqlo combines digital information with physical product experience. Mobile services and inventory availability simplify customer decision-making, while stores remain central for product trial and immediate purchase. The case illustrates how complementary touchpoints jointly create functional value through information accessibility, convenience and consistent customer experience (Alexander & Kent, 2022; Kotler & Stigliano, 2024).

Luxury. Hermès adopts a selective omnichannel approach in which digital channels support communication, appointment booking and relationship management, while boutiques remain the primary setting for personalised service and exclusivity. Rather than maximising convenience, the brand preserves selected forms of customer friction that reinforce symbolic value and long-term relationships (Kapferer, 2015; Chevalier & Gutsatz, 2020).

4.6.1 Comparative Interpretation

These cases show that similar omnichannel technologies can support different strategic objectives. Zara prioritises efficiency and friction reduction, Uniqlo combines information support with convenience, and Hermès uses selective integration to protect exclusivity and relationship quality. The comparison therefore reinforces the idea that touchpoint effectiveness depends on alignment with brand positioning rather than on the universal pursuit of seamlessness.

Table 4. Selection Rationale and Illustrative Role of the Cases

Brand	Segment Logic	Selection Rationale	Dominant Touchpoint Role	Illustrative Omnichannel Practice
Zara	Mass-market efficiency	High operational integration	Convenience and fulfilment	Inventory visibility, click-and-collect, cross-channel returns
Uniqlo	Functional premium value	Complementarity between digital information and store experience	Information and convenience	Mobile services, product information, store-based product evaluation
Hermès	Luxury exclusivity	Selective integration and high-touch service	Relationship and exclusivity	Appointment-based interaction, boutique experience, controlled access

Source: Author's elaboration based on Rigby (2011), Alexander and Kent (2022), Kapferer (2015), Chevalier and Gutsatz (2020), and Kotler and Stigiano (2024).

The illustrative cases also present important limitations. They were selected purposively to represent contrasting positioning strategies and should not be interpreted as representative of all firms within the mass-market, premium or luxury segments. The analysis relies on publicly available information and secondary sources rather than on primary company data, interviews or longitudinal evidence. Consequently, the cases support conceptual illustration but do not provide empirical validation or causal evidence. Future research should test the framework through comparative case studies, primary data collection and quantitative analysis across a broader range of fashion retailers and geographic markets.

5. Managerial Implications

The findings presented in this study suggest that omnichannel strategy should be considered a strategic design challenge rather than solely a technological one. While digital integration remains an important enabler, competitive advantage increasingly depends on the ability to coordinate customer touchpoints in ways that reflect brand identity and customer expectations.

For fashion managers, this implies moving beyond the objective of making every channel perform identical functions. Instead, greater attention should be devoted to identifying the distinctive contribution of each touchpoint and ensuring that these contributions complement one another throughout the customer journey.

Retail stores continue to represent strategic environments for relationship building, product experience and brand communication. Digital channels, meanwhile, expand accessibility, provide information and maintain continuous interaction with consumers. Rather than competing for the same role, these environments should reinforce one another by supporting different phases of customer engagement.

The proposed framework also highlights the importance of evaluating omnichannel performance through a broader set of managerial indicators. Beyond traditional operational measures, retailers should consider customer engagement, relationship quality and brand consistency as essential dimensions of long-term performance.

Finally, managers should recognise that omnichannel strategies also involve important trade-offs. Greater channel integration may improve customer convenience while simultaneously increasing operational complexity, channel cannibalisation and fulfilment costs. Likewise, expanding product availability through third-party marketplaces may strengthen market reach but can also reduce pricing control and potentially dilute brand positioning, particularly within premium and luxury segments. Increasing reliance on customer data to personalise omnichannel experiences further raises challenges related to privacy, data governance and regulatory compliance. Consequently, omnichannel strategy should not be interpreted as a universal path towards competitive advantage but as a continuous process of balancing customer value, operational efficiency and strategic coherence according to brand positioning and organisational capabilities.

6. Conclusions

The evolution of omnichannel retailing has transformed the fashion industry by expanding the number of customer touchpoints available throughout the purchasing journey. Although seamless integration has become one of the most widely accepted objectives of contemporary retail strategy, its practical implementation varies considerably across different market contexts and competitive positioning.

This paper proposes a touchpoint-based perspective that interprets omnichannel retailing as the coordinated management of complementary customer interactions rather than the simple integration of multiple channels. By recognising that different touchpoints contribute different forms of value, the proposed framework offers an alternative way of understanding customer experience within fashion retail.

The proposed framework is primarily intended for fashion retail environments characterised by multiple customer touchpoints and differentiated brand positioning. Its applicability to other retail sectors requires further empirical investigation.

The study contributes by highlighting the importance of distribution as an experience infrastructure in which physical and digital environments cooperate to support customer engagement across multiple stages of the purchasing journey. The illustrative examples discussed throughout the paper further demonstrate that omnichannel strategies should be adapted to the specific characteristics of different fashion segments rather than applied uniformly across the market.

Like any conceptual study, this paper presents limitations. The proposed framework has not been empirically tested and should therefore be interpreted as a conceptual contribution intended to stimulate future empirical research. Future research may empirically examine the relationships proposed in this conceptual framework by analysing how different touchpoint configurations influence customer experience, engagement and business performance across fashion segments.

Overall, the paper suggests that the future development of omnichannel retailing may depend less on making every customer interaction identical and more on understanding how different touchpoints collectively contribute to creating meaningful customer experiences.

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