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To Measure the Effects of Omnichannel Management Capabilities on Positive WOM Engagement and Equity

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Abstract

This study examines the "The Effects of Omni channels Management Capabilities on Positive WOM Engagement and Customer Equity "within the retail fashion sector. This study is qualitative in nature and used the case study research design for analysis and discussion. Brands like Sana Salinas, Limelight, and Zellbury exemplify how effective Omni channel strategies enhance customer satisfaction and foster positive WOM, thereby increasing customer equity. Conversely, Khaadi's challenges in service execution despite advanced technology highlight that digital capabilities must be complemented by good customer care services, staff behavior, product quality, good refund policy and timely delivery of products. Alkaram's relatively stable position underscores the need for greater investment in Omni channel initiatives to sustain competitiveness and long-term customer relationships. The findings emphasize that strategic Omni channel integration is essential for retailers aiming to meet evolving customer expectations and drive sustainable brand advocacy and value but along with development and training of staff to give a good customer care service.

Keywords: Omnichannel, Management Capabilities, Positive WOM Engagement

Introduction

Traditional marketing campaigns often lead to the real-life dilemmas which are as such data mismatches, inconsistent product/order information, and inventory inefficiencies. Many forward-thinking companies, such as Amazon and Wal-Mart, have long been laying out their Omni channel strategies. Data states that the global retail Omni channel commerce platform market will reach $27.7 billion by 2030 (Research & Markets, 2023). Over the last few years, a dramatically advancement in retailing has been occurred, while technological advancement has

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enabled the retailers to conduct and connect transactions with their customers through various channels those can be websites, mobile apps, social media and etc. With the help of these multiple channels and interactive touch points during customer shopping journeys, it is crucial for retailers to apply Omni channel strategies offer customers with seamless switching among all these available channels and touch points (Danish, Akhtar & Imran, 2025; Mankash, et al., 2025; Hafeez, Yaseen & Imran, 2019). The main goal of Omni channel retailers is to create a well-integrated and unified customer experience at any time, any place and through any channel.

The results obtained from Surveys have found that 80% of Omni channel retailers have a belief that customers have some or a very high level of trust in their company's brand, but out of 100% only 52% of customers very high level of trust in the brands they buy or use (Pearson, 2022).

These days the businesses to keep up with the rapid rate of change in customer behavior are working to create consistent customer experiences across channels, by integrating numerous touch points linked with organizational functions, such as inventory and customer service. Omni channel services such as BOPIS (buy online, pick-up in store) offered by retailers such as Target, multiple offline-pickup methods. During the time period of COVID-19 outbreak in early 2020, US retailers reduce the risk of infection to customers at physical outlets adjusted their shopping service strategy, which resulted in skyrocketing increase in sales about 208% and BOPIS has become the preferred choice of customers, (Digitalcommerce360, 2020). Meanwhile, pandemic has increased the importance of the development of Omni channel retailing as the online sales by US retailers such as Target soared by 275% in April (Reuters, 2020). The excessive use of mobile devices and the rapid penetration of mobile Internet access in recent years have changed the customers' shopping behavior drastically (Azhar, 2024; Azhar & Imran, 2024; Azhar, et al., 2022). They smoothly blurring the boundary between on- and offline shopping as the Shoppers increasingly switch smoothly between online and offline channels, and leading to the emergence of Omni channel (Ali, et al., 2020; Ali, et al., 2020; Xu, et al., 2019).

Omni channel retailing has become a new economic engine of brands sales growth, as it allows for synergetic integration of all available channels those can be offline or online and customer touch points to counter emerging customer trends and deliver

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a seamless shopping experience (Khoso, et al., 2024; Sultana & Imran, 2024; Ahmad, Bibi & Imran, 2023). Through the Omni channel integration, the complementary strengths and non-overlapping weaknesses of online and offline channels can be managed, and provide superior transactional and relational service options to customers which cannot be offered individually by each of these channels (Trenz et al., 2020). Companies those have integrated strategies of Omni channel retain on average 89% of their customers, in contrast to companies those do not integrate Omni channel strategies can retain only 33% customer (Hsu, Huang, & Huynh, 2023; Nguyen et al., 2022). Thus, brands must understand the operation of Omni channel integration when making investment decisions on Omni channel retailing. Businesses, e.g. a unified buying experience across channels, fast delivery, sustainability, (Janjua, et al., 2025; Faisal, Qureshi & Shah, 2025) Better convenience and more adaptability. However, it remains challenging for brands to implement Omni channel integration to gain customer trust properly (Li et al., 2024)

The firms always need to respond to these changes to keep themselves in the market or to successes, they had to innovate and adapt while adopting dynamic capabilities (Khan, Khan & Shehzad, 2024; Kousar, Khan & Alam, 2024; Khan, Ann & Kahtoon, 2022). Furthermore, without considering the firm's size and industry, there is constant need of re-evaluation and redevelopment of their international marketing capabilities, which are dynamic in nature. Taking the example of the US–China trade war and pandemic induced global supply chain disruptions enforced the companies across the world to resort to domestic supplies (Lin, S.W et al, 2023).

The Dynamic capabilities are defined as an organization's abilities to integrate, create, reconfigure and leverage internal and external competencies to cope with the dynamic business environment (Khan, & Hassan, 2020; Khan, Sarfraz, & Tabassum, 2020; Khan, Sarfraz, & Tabassum, 2020; Khan, Sarfraz, & Afzal, 2019). As a result, the potential of companies to generate outcomes, which include positive word of mouth (WOM), by leveraging mixture between Omni channel retailing and dynamic capabilities has not been fully utilized. As the negative WOM, they may be due to the failure integration all channels to deliver, a connected and seamless customer experience leading to adverse effects on CE and customer equity. As the CE is obtained as the outcome of ongoing interaction between the company and customers, the customer equity also refers to a long-term relationship between any two parties. However, there is a lack of research on how to manage WOM across

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channels in industrial markets despite its critical impact on CE and customer equity (Akter et al., 2021).

One of the main areas which is underexplored is the outcome of effective Omni channel management and its ability to generate positive word-of-mouth (WOM) engagement, where satisfied customers voluntarily advocate for a brand and also strengthen customer equity, and the long-term value of customer relationships. As the earlier research accepts the role of dynamic capabilities, in adapting to disruptions, and little attention has been paid to, how these capabilities systematically drive WOM and equity in Omni channel retailing (Akter et al., 2021). This gap is particularly pressing that as negative WOM spreads quickly in segmented channel environments, which ultimately erode brand perception and profitability.

This study addresses this gap by examining how Omni channel management capabilities influence positive WOM engagement and customer equity. We focus on three core dimensions of Omni channel capability. The paper is structured as follows. In section 2, we discuss the literature review identifying Omni channel management as a dynamic capability and examine its antecedents and its effects. In section 3, we introduce our conceptual model with hypothetical relationships. In section 4, we present our discussion and findings. Finally, we discuss the theoretical and practical implications of our research findings with limitations and future research

Literature Review

Over the time, the rapid growth in the use of the internet, smartphones, and other mobile technologies has significantly changed the way how customers make decisions and choose distribution channels. This digital evolution makes the consumers to expect a more streamlined and enhanced shopping experience, which include the variety of channels and touch points which they can access and the overall consistency of their brand interactions. To support the effective integration of various distribution channels in the global marketplace, requires various dynamic marketing capabilities those are essential, such as the adaptability to market conditions, strong networking, and flexibility customer-centric marketing orientation, (García Ortiz et al., 2021). While multichannel and Omni channel strategies are increasingly prevalent in B2C markets which are more discussed in

both academic and professional circles, as they are gaining importance in the B2B sector. Ultimately, the research on distribution channels shifted its focus toward multichannel and cross-channel retail strategies and more emphasis is on Omni channel retailing.

There is a wealth of both qualitative and quantitative research in the existing literature with diverse research work which has been done related to Omni channels integration. Academics have tried to simplify this extensive existing literature by conducting exhaustive evaluations. As before COVID-19 the scenario was quite different, the scholars looked either at logistics and supply chain challenges or gave a framework for effective Omni channel management. But after that pandemic, the researchers started reviewing available literature on consumer behavior, the role of technology and marketing and strategy formulation from the perspective of Omni channel retail. The scope of these studies was limited but it provided significant insights, since they were either too narrowly focused on a specific subdomain or too general to exhibit the Omni channel retail environment (Li, Y. et al, 2024)

After digitalization of retailing the Customers' shopping habits have changed greatly (Tran Xuan, 2023). They move more freely and don't not show loyalty to single channel and they expect to have a consistent, seamless and integrated experience. This is called Omni channel shopping if we take the example of buy-online and-pick-up-in-store (BOPS), buy-online-and-return-in-store (BORS) and virtual tours of retail stores customers those choose Omni channel for shopping are profitable to retailers. Their purchasing power is 3.5 times that of single or multichannel customers (Reichheld and Schefter, 2000).

The prior research highlighted the critical role of customer engagement in developing long-term relationships between businesses and customers. Tran Xuan (2023) defines customer engagement as "the creation of a deeper, more meaningful connection between the company and the customer." Expanding on this, Xuan et al. (2022) describe it as "the level of a customer's motivational, context-dependent state of mind, brand-related, and, characterized by cognitive, emotional, and behavioral activity in brand interactions."

This multidimensional framework includes:

- **Cognitive engagement** – The customer's mental focus and interest in a brand.

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- **Affective engagement** – The positive emotional responses during brand interactions.
- **Behavioral engagement** – Observable actions such as repeat purchases, frequent interactions, and active participation in brand-related discussions.

By fostering these engagement dimensions, retailers can strengthen customer loyalty and drive long-term profitability in an increasingly digital and omnichannel retail landscape (Xuan et al, 2022).

On the other hand, the WOM refers to the exchange of information about the characteristics of products or services between parties who are independent of the service provider, and it can occur across any communication channel. While WOM may be positive or negative, the golden rule of WOM marketing is to maximize positive WOM and minimize negative WOM. In a B2B service context, positive WOM is crucial for business growth, brand reputation, and strategic development. Given the intangible nature of services, customers often rely on external information particularly WOM from non-company-controlled sources to mitigate perceived risks and make informed purchasing decisions. In today's digital landscape, WOM communication takes place across multiple platforms, including face-to-face interactions, professional social networks, and online review sites, thereby becoming an integral part of omnichannel engagement. (Akter et al., 2023). For B2B service providers, enhancing omnichannel management effectiveness is critical, as WOM provides invaluable insights into market trends, competitive strategies, regulatory frameworks, and industry networks. In international markets, WOM facilitates the internationalization of B2B firms by reducing uncertainty and aiding in strategic decision-making. Moreover, in B2B marketing, the development of trust-based relationships and networks plays a vital role in fostering long-term partnerships and ensuring sustainable business growth (Akter et al., 2023). This study focusses to measure the effects of Omni channel management capabilities on positive word of mouth (WOM) engagement and equity in the retail businesses of Pakistan.

This study investigates the influence of Omni channel management capabilities on positive word-of-mouth (WOM) engagement and customer equity in today's digitally connected retail environment of businesses. The businesses must integrate these touch-points effectively as consumers are expecting the seamless experiences across online and offline channels. The study focuses on identifying key dimensions of Omni channel capabilities and analyzed their impact on customer trust, loyalty,

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and advocacy. The growing relevance of dynamic capabilities in adapting to market disruptions, this research offers valuable insights for brands aiming to build long-term customer relationships and enhance competitive advantage through effective integration and utilization of Omni channel strategies.

The purpose of this study is to examine how Omni channel management capabilities, which are viewed through the lens of dynamic capabilities, how influence the positive word-of-mouth (WOM) engagement and the customer equity in the evolving retail landscape. This study aims to address the gap of understanding the strategic role of Omni channel integration in generating long-term customer value and brand advocacy in retail businesses of Pakistan. 1: To investigate the relationship between Omni channel management capabilities and positive word-of-mouth (WOM) engagement. 2: To assess the impact of Omni channel integration on the customer equity and the long-term value of customer relationships of organization. 3: To explore that, how retailers can effectively manage seamless customer experiences across multiple touch-points to enhance trust and satisfaction. 4: To identify the factors and dimensions of Omni channel capability that significantly influence customer engagement and brand loyalty.

Customer Equity Framework

The theory which is being relevant to this study is Customer Equity Framework which is being developed by Rust, Zeithaml, and Lemon in 2000. As the CLF is the mixture of both the customer lifetime value (CLV) of a company's customer base which is driven by Value equity (quality for price), Brand equity (emotional connection), Relationship equity (loyalty and engagement, As the Omni channel strategies enhance relationship and brand equity by offering consistent experiences across their online and offline-touch-points & Positive WOM driven by these experiences directly contributes to customer equity.

Methodology

That study adopted a qualitative exploratory case study approach, which aimed to gain a rich, contextual understanding of how retail businesses in Pakistan uses Omni channel integration and management capabilities to boost the customer trust, enhance engagement, and which leads to positive word-of-mouth (WOM), ultimately contributing to customer equity. The study employed a multiple-case

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study design, which includes the case study which allowing for in-depth analysis of these retail business that has implemented Omni channel strategies. That design facilitates the exploration of both common patterns and firm-uniqueness that how Omni channel capabilities were operationalized and linked to customer outcomes. Purposive sampling was used to select 3–5 retail businesses in Pakistan known for their Omni channel initiatives. The selection criteria of these retail businesses will be based on: Active use of at least three integrated customer touch-points (e.g., online store, mobile app, and physical outlet), A demonstrated focus on customer experience and digital transformation.

Then a Cross-Analysis was done of Omni channel management capabilities, Dynamic capabilities (sensing, seizing, reconfiguring), WOM engagement & Customer equity (value, loyalty, trust). That was done to identify the commonalities and differences across the selected firms. To identify the key factors that what was differentiating one retail business from the other which factors are making one business to have rating as compared to other.

Analysis

That study analyzed the selected fashion retail brands on the basis of customer reviews those are being taken from the official websites of the brands. Also, from the trust point website of Up which was solely dedicated for the reviews or ratings of different brands and companies. The comparative analysis is done to identify the strengths and weaknesses of these fashion retail brands.

- **Khaadi**

It has taken a leadership position in Omni channel integration post-COVID-19 by adopting advanced tools or software such as Microsoft Power Apps, Power BI, Dynamics 365, and more. Through this strong digital infrastructure Khaadi was allowed to use centralized inventory across stores and online channels, transforming stores into fulfillment hubs and providing real-time data visibility. From a management perspective, these capabilities support efficiency, reduce delivery delays, and improve internal decision-making helps in inventory management. Despite this technological maturity, Khaadi's brand has low customer satisfaction score (Trustpilot rating: 2.2) indicates that its operational excellence has not yet translated into improved customer experience or positive WOM. Ultimately this

disconnects or hampers customer equity, as dissatisfied customers are less likely to return or recommend the brand.

- **Alkaram**

It although it is a well-established name in the fashion sector, but it lags in Omni channel integration. The brand pays more attention on product variety and in-store customer experience rather than digital innovation or utilization of modern software's. There is no significant evidence of real-time inventory management, integrated logistics, or digital platform alignment. However, Alkaram has more moderate customer rating (3.2) suggests that while it manages to maintain decent service quality, the lack of integrated Omni channel systems may limit its potential to generate strong positive WOM or increase long-term customer equity. Without seamless transitions between online and offline touch points, it may lose relevance among digitally savvy consumers.

- **Limelight**

It represents a brand that directly addressed its operational inefficiencies through Omni channel technology. By partnering with Ginkgo Retail, it integrated POS, ERP, and logistics systems into a unified dashboard. This partnership enabled Limelight to do the deliveries on the same-day, reduced stock mismanagement, and streamlined both online and offline sales. Such integration streamlines the customer journey and positively influences WOM, as when customers receive timely and accurate orders. These efforts also enhance customer equity by building reliability and operational transparency, which encourage repurchase behavior and customer loyalty.

- **Sana Safinaz**

It demonstrates a strategic blend of Omni channel integration and customer-centric design. In real-time inventory syncing between digital and physical stores, a user-friendly e-commerce platform, and services like click-and-collect, the brand ensures a smooth and consistent shopping experience. This brand focuses more on enhancing conversion rates and reducing bounce rates which reflects an awareness of digital customer behavior. The synergy between physical stores and online channels not only supports the operational goals of the brand but also boosts positive WOM through convenience and premium service. Consequently, Sana Safinaz strengthens its customer equity, particularly among high-value fashion consumers who expect both style and efficiency.

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❖ Zellbury

It, due the inefficiencies of platforms, was initially limited but made a bold move by switching from Magento to Shopify Plus. The brand gets more benefits after this shift now from centralized inventory syncing, custom checkout experiences, and Omni channel readiness for future expansion. These improvements in platform functionality have likely improved user satisfaction, reduced errors in order processing, and created smoother buyer journeys. This brand has focus more on environmental and social values also contributed to the emotional loyalty. Together, these enhancements support stronger WOM engagement and build customer equity by offering convenience, consistency, and purpose-driven branding.

Table - 4.1: Weaknesses and Strengths of retail brands

Brand	Strengths	Weaknesses
Khaadi	Strong Omni channel integration system (Power BI, Power Apps, Dynamics 365) 70+ global physical stores Uses stores as fulfillment hubs	Poor customer rating (Trustpilot 2.2) Overdependence on Microsoft ecosystem Possible customer service gaps
Alkaram	35+ years legacy in textiles Wide product range Good brand image (Trustpilot 3.2) Nationwide offline stores	Lack of advanced Omni channel strategy Limited innovation in tech stack No clear ERP/e-commerce sync
Limelight	Partnered with Ginkgo Retail for centralized operations Real-time inventory sync Automated logistics and order tracking	Previously poor inventory management Heavy reliance on third-party tech partner
Sana Safinaz	Premium brand image Click-and-collect integration 40 physical stores E-commerce sales 25% with expected 20% growth	Limited global expansion compared to peers Still optimizing e-commerce (bounce/conversion rates)
Zellbury	Strong focus on social/environmental responsibility Switched from Magento to Shopify Plus to reduce costs Omni channel readiness	Initial tech inefficiencies (high cost, poor inventory sync) Required external help for platform migration

❖ Findings

Effective Omni channel Integration Enhances Customer Experience and WOM Brands like Sana Safinaz, Limelight, and Zellbury have demonstrated that strong

Omni channel capabilities such as real-time inventory synchronization, integrated logistics, and unified platforms lead to smoother customer journeys. These experiences positively influence customer satisfaction, resulting in stronger word-of-mouth promotion and enhanced customer equity. Technology Without Execution Weakens Outcomes Khaadi, despite pays more attention Omni channel tools like Power BI and Dynamics 365, suffers from low customer satisfaction (Trustpilot rating: 2.2). This indicates that without proper service delivery, training, or customer support, even well-integrated systems fail to generate positive WOM or build strong customer equity. Lack of Omnichannel Strategy Limits Competitiveness Alkaram has a relatively traditional approach with minimal evidence of Omni channel system integration. While it maintains decent service quality, the lack of real-time digital operations and channel synergy limits its long-term customer engagement and loyalty-building capabilities, especially in an increasingly digital retail environment. Inventory and Logistics Integration is Critical Limelight's success in reducing delivery delays and improving operational coordination through Ginkgo Retail highlights that centralized inventory and logistics management are vital for operational efficiency and customer trust. It reflects a clear link between backend integration and front-end customer satisfaction. Platform Optimization Fuels Future Growth Zellbury's migration to Shopify Plus with custom Omni channel features shows the importance of selecting scalable and flexible platforms.

By solving platform-based inefficiencies and improving UI/UX, Zellbury enhanced its brand perception and readiness for international expansion, which supports both customer retention and equity growth. Omnichannel Strategy Builds Brand Image and Loyalty Sana Safinaz's comprehensive Omni channel model including click-and-collect, elegant physical outlets, and a focus on conversion rate optimization demonstrates how strategic alignment between physical and digital channels reinforces brand image, stimulates WOM, and increases customer lifetime value.

Table - 1: Key factors of findings of the study

Finding	Key Insight	Example Brand(s)
1. Effective Omnichannel Integration Enhances CX & WOM	Real-time inventory sync, integrated logistics, and unified platforms improve customer experience and WOM.	Sana Safinaz, Limelight, Zellbury
2. Technology Without Execution Weakens Outcomes	Advanced tools alone are ineffective without proper service delivery, staff training, and support systems.	Khaadi

Finding	Key Insight	Example Brand(s)
3. Lack of Strategy Limits Competitiveness	Absence of Omni channel strategy and system integration reduces customer engagement and brand loyalty.	Alkaram
4. Inventory & Logistics Integration is Critical	Backend systems (e.g., inventory/logistics) directly impact delivery performance and customer satisfaction.	Limelight
5. Platform Optimization Fuels Future Growth	Scalable platforms (e.g., Shopify Plus) improve UI/UX, reduce inefficiencies, and enable expansion readiness.	Zellbury
6. Omnichannel Strategy Builds Brand Image & Loyalty	Unified online-offline strategy enhances brand image, boosts WOM, and increases customer lifetime value (CLV).	Sana Safinaz

Discussion

- **Khaadi**

Khaadi was founded with the belief that the clothes you should choose would let you wear your individuality. From the start, Khaadi offers uniqueness with every style, stitch and wave by making it possible for women to dress in a very inspiring and vibrant way, ultimately providing the value for money. Khaadi's unmatched selection of ever-changing patterns and colors continually pushes the boundaries of Pakistan's fashion culture. Khaadi is in business sector more than 20 years and the Khaadi Corporation is Pakistan's one of the leading fashion retailer which is expanding its business to other countries as well. Khaadi turned to Microsoft Power Apps and Power BI to streamline the Omni channels sales delivery and daily operations, also to enhance the store-level insight for managers. Now Khaadi which is being considered the fashion giant has a number of innovative store and business-level apps working in synergy and the rewards of deeper insight intelligent automation and a clear, top-down approach view of key operational metrics of the brand. Khaadi moved to the integration and development of Omni channels capabilities meaning leveraging one inventory across the business and using our stores as fulfillment hubs." after the covid-19 pandemic, when all operations were completely shut down.

Developed using Power Apps and Dynamics 365 Finance, Dynamics 365 Commerce Distributed Order Management (DOM), Power Automate, Office 365 tools, Supply Chain and Commerce, Khaadi's Omni Plus solution effectively leverages company-wide data for a streamlined Omni channel experience. Now Khaadi have 70 physical

stores across Pakistan, and in the Gulf Cooperation Council (GCC) and the United Kingdom, there are also stores as well as online stores in more than 12 countries. Khaadi's overall ratings according to the Trustpilot website of UK are 2.2. The rating is mixture of both positive customer reviews and negative customer reviews overall this is considered a poor rating as average is 3 and it's lower than it.

- **Alkaram**

Alkaram Textile Mills started its operations in 1986 and its founder was Mr. Farad Anwar, it was a first-generation entrepreneur. After almost more than 35 years, Alkaram Textile Mills expanded its business globally by catering the modern textile solutions globally. Being a fashion retail brand Alkaram emerged in 2010 with the opening of its very first outlet, started the journey with its enticing unstitched category. All along time, Alkaram has stood along with the fashion dynamics and trends and further expanded by introducing new categories which include Ready-to-Wear line for Women, Home Textiles, Fabrics and Ready-to-Wear for Men, Kids range, MAK, Accessories and Footwear. Alkaram have a chain of more than 50 retail outlets all over Pakistan and it proved itself as one of leading brands in the fashion apparel sector. It provides excellent customer experience which is built around quality, eclecticism and innovation for the fashionable lifestyle of contemporary individuals. The aim of Alkaram is to deliver the parcel to their valued customers at their earliest. According to the Trust-point website 2025 the overall rating of Alkaram is 3.2 which are near to average rating.

- **Limelight**

As Limelight's business expanded with passage of time, it start facing increasing challenges, especially related to inventory management across physical outlets and the e-commerce platform. These challenges are like delays in order fulfillment which were common due to stock imbalances excess inventory in some locations and shortages in others. The team of limelight needed a unified system to synchronize inventory updates, to save time, and to reduce dependency on manual coordination. To solve these issues, Limelight decided to do a partnership with Ginkgo Retail, which offered a centralized, user-friendly dashboard that helped limelight to unify their brick-and-mortar stores and online operations. This partnership allowed for real-time inventory management, streamlining both online and offline channels.

Ginkgo Retail delivered a comprehensive system which includes modules for Inventory Management, Order Tracking, Logistics, and Multi-Vendor Sales. These tools proved helpful for Limelight fulfill same-day deliveries, minimize inter-store stock transfers, and integrate their POS, ERP, and logistics platforms. This partnership also enabled limelight in automated order processing and efficient tracking of both local and international shipments. Ultimately, Limelight significantly reduced operational burdens, improved customer satisfaction, and gained more time to focus on strategic growth with a smaller team.

- **Sana Safinaz**

Sana Safinaz is a part of SSFR (PVT) Limited, which was started in 1989 and its founders are Sana Hashwani and Safinaz Muneer. As one of Pakistan's most renowned brand which set high standards in both creativity and business. Their diverse apparel range includes Pret, Diffusion, and Bridal Couture lines, along with an expanding retail venture. As a leading luxury fashion retailer, Sana Safinaz offers sophisticated ready-to-wear collections and high-quality fashion fabrics having the following features refined prints, embroidery, and modern cuts for the contemporary woman. After starting its first retail chain in 2013, the brand has established outlets nationwide, offering stylish ready-to-wear, unstitched collections, accessories, and footwear that blend eastern and western fashion.

Brand's total revenue from online sales currently account for 25% with an expected annual growth of 20%. Sana Safinaz is working to enhance the user experience on its e-commerce platform, aiming to reduce bounce rates to 40% and increase conversion rates to 2–3%, thereby improving the overall effectiveness of its online presence. With an Omni channel retail strategy, the brand offers click-and-collect services to seamlessly connect online and in-store experiences. Real-time inventory synchronization between digital and physical outlets ensures improved operational efficiency and a more satisfying customer journey.

Sana Safinaz emphasizes retail expansion by establishing flagship stores in key urban areas. As of 2024, the brand operates 40 outlets nationwide, designed with elegant and sophisticated interiors that reflect its luxurious image and offer a memorable shopping experience. This comprehensive distribution strategy highlights the brand's commitment to increasing accessibility through a strong physical presence, robust e-commerce growth, and cohesive integration of digital

and brick-and-mortar channels ultimately enhancing both visibility and customer engagement. (Sami Abdul, 2024)

- **Zellbury**

Zellbury, the fashion arm of Al Rahim, envisions a world where modern style is blended with cultural tradition. The Zellbury product lineup includes ready-to-wear apparel, unstitched fabric, denim, bags, footwear, accessories, and always have exclusive collections designed for various customer segments. Zullbery had a strong focus on environmental and social responsibility from its initial sourcing of materials to the final stages of production. Its dedication to innovation goes beyond visual appeal, so it embraces advanced technologies to enhance their operational efficiency and to stay ahead in the dynamic fashion landscape and competitive market.

Zellbury had built their complete e-commerce operations on the Magento platform, however after sometime they decided to switch to Shopify in order to address the mounting development and server costs with a solution in mind, the brand required expertise of a partner like Alchemative to help solve the implementation challenges, High Development & Server Cost, Inventory Sync from Multiple Locations, Platform Refresh at Product Uploading, Customized Integrations for Omnichannel & Future-Ready Platform for International Expansion

Zellbury's existing website and, leveraging their extensive e-commerce expertise, proposed an optimized, user-focused journey with improved UI and UX. They implemented key integrations within the Shopify platform to resolve the brand's pain points while enhancing overall functionality across its e-commerce operations, Migration to Shopify Plus, Centralized Inventory Sync Management, Customized Checkout Experience, and Integrated Fulfillment Solutions & Omnichannel Retail Capabilities. The customer experience was redesigned with a focus on intuitive navigation and a streamlined checkout process to maximize user satisfaction. The Omni channel integration was developed to improved inventory across multiple locations, enabling a true Omni channel retail experience in real time.

Managerial / Practical Implications

Invest in Seamless Omnichannel Integration: Managers should prioritize creating a unified customer experience by integrating inventory, order management, and

fulfillment systems across both physical stores and e-commerce platforms. This reduces operational inefficiency and increases customer satisfaction, fostering positive word-of-mouth. Focus on Technology Execution and Customer Support: Advanced technologies alone are not enough. Effective employee training, customer service, and real-time issue resolution are essential to translate Omni channel capabilities into better customer experiences and higher brand loyalty. Use Physical Stores as Fulfillment Hubs: As seen with Khaadi and Sana Safinaz, physical stores can serve as localized fulfillment centers to enable faster deliveries and click-and-collect options, which enhances convenience and strengthen the brand's Omni channel proposition. Continuous Platform Optimization and Scalability: Retailers should regularly evaluate their e-commerce platforms and integrations to ensure they remain scalable, cost-efficient, and aligned with business expansion plans. Transitioning to flexible platforms (e.g., Shopify Plus) can improve operational efficiency and international market readiness. Build a Customer-Centric Culture Focused on Experience: Customer experience should be at the core of Omni channel strategies. Retailers need to align internal processes and employee incentives to prioritize service excellence, which drives positive WOM and increases customer lifetime value.

Table - 2: The key managerial implications of the study

Managerial Implication	Key Focus	Expected Benefit
Invest in Seamless Omnichannel Integration	Integrate inventory, order, and fulfillment systems across channels	Reduces inefficiencies and enhances customer satisfaction, leading to positive word-of-mouth (WOM)
Focus on Technology Execution & Support	Employee training, customer service, real-time issue resolution	Converts digital tools into improved customer experience and brand loyalty
Use Physical Stores as Fulfillment Hubs	Utilize retail outlets for localized delivery and click-and-collect services	Increases delivery speed, convenience, and strengthens Omni channel positioning
Continuous Platform Optimization & Scalability	Regularly upgrade e-commerce platforms (e.g., Shopify Plus)	Ensures operational efficiency and readiness for future expansion
Build a Customer-Centric Culture	Align internal processes with service excellence and customer experience	Enhances WOM, customer lifetime value, and long-term brand loyalty

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Conclusion

In conclusion, brands like Sana Safinaz, Limelight, and Zellbury are demonstrating that effective Omni channel integration can meaningfully enhance customer experience, leading to positive WOM and greater customer equity. On the other hand, Khaadi, despite its advanced systems, struggles with service execution, showing that technology alone is not enough the human touch and customer-facing performance must align with digital capabilities. Alkaram, while stable, must invest more in Omni channel strategies to remain competitive and nurture long-term customer relationships. These findings clearly suggest that well-managed Omni channel integration is no longer optional it is a strategic imperative that directly impacts customer satisfaction, brand advocacy, and long-term customer value. Retailers that align their operational capabilities with customer expectations across all channels are more likely to cultivate positive WOM and sustainable customer equity.

❖ Future Research Directions

This study gives certain future direction such as: Customer Experience Metrics and Their Link to Financial Performance: Future studies could quantify how specific Omni channel KPIs, such as inventory accuracy, delivery times, and online conversion rates correlate with customer equity and firm profitability. Sustainability and Social Responsibility in Omnichannel Retailing: Given growing consumer awareness, research can examine how integrating sustainability initiatives into Omni channel operations affects brand image, customer perceptions, and WOM. Cross-Cultural Variations in Omnichannel Expectations and Behavior:
Exploring how cultural differences impact consumer expectations for Omni channel experiences and how retailers can tailor strategies for diverse markets would provide valuable managerial insights.

❖ Recommendations

Retailers should not only focus on technology upgrades, they also ensure staff is trained and empowered to deliver seamless services across all channels. There should be alignment between digital tools and human interaction is key to delivering a consistent customer experience. Firms should adopt a data-driven approach by setting measurable KPIs such as inventory accuracy, response times, and customer satisfaction metrics. Regularly reviewing these indicators helps

identify gaps and areas for optimization that directly influence customer equity and profitability.

In today's world consumers are become more socially and environmentally conscious, so by integrating sustainability practices such as eco-friendly packaging, carbon-neutral delivery, and ethical sourcing into the Omni channel strategy which can enhance the brand reputation and will generate positive word-of-mouth.

Multinational and national retailers those are operating in culturally diverse regions should alter their omni channel strategies according to the local norms, shopping behaviors, and communication styles. Cultural sensitivity in marketing and customer service can drive stronger emotional connections and loyalty. By using advanced CRM tools to capture and respond to customer behavior across channels will allows for personalized marketing, proactive service, and better retention. CRM data can be used for predictive analytics to forecast customer needs and refine engagement strategies.

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