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Customer Experience Management in Omnichannel Marketing: Implications for Customer Loyalty

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Abstract: The growing adoption of digital platforms has encouraged service organizations to integrate multiple communication channels to enhance customer interactions and service delivery. In educational service institutions, omnichannel strategies play an important role in providing consistent and accessible services for customers. This study aims to analyze the influence of omnichannel customer experience on customer loyalty at Bali English Center in Denpasar. In addition, the study examines the roles of perceived value and customer satisfaction in explaining the relationship between customer experience and loyalty. This research employed a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Data were collected through a questionnaire distributed to 100 customers who had previously used the services of Bali English Center. The researchers selected respondents using purposive sampling based on their interactions with the institution through various service channels, such as social media, messaging applications, and direct visits. The results are expected to show that a well-integrated omnichannel customer experience can enhance perceived value and customer satisfaction, which subsequently contributes to strengthening customer loyalty.

Keywords: Omnichannel Customer Experience, Perceived Value, Customer Satisfaction, Customer Loyalty

INTRODUCTION

The rapid advancement of digital technology has significantly transformed how organizations interact with their customers (Alojail & Khan, 2023; Obasi & Banson, 2025; Soomro et al., 2024). Businesses are no longer limited to a single communication channel, as customers increasingly expect seamless interactions across multiple platforms such as social media, websites, mobile applications, and offline services. This shift has encouraged many organizations to adopt an omnichannel approach in order to provide a consistent and integrated customer experience across different touchpoints (Asante et al., 2024).

In the service sector, customer experience has become a critical factor influencing organizational competitiveness. Customers evaluate not only the core service offered but also the overall experience they receive during interactions with a company. A well-designed

omnichannel customer experience enables organizations to reduce service fragmentation and improve convenience, responsiveness, and accessibility for customers (Song & Jo, 2023).

Educational service institutions are also experiencing similar transformations. Language learning centers, for instance, increasingly utilize digital platforms to support student engagement, course information access, and communication with staff. The integration of online and offline service channels allows institutions to provide more flexible learning services and administrative support, which may enhance customers' perceptions of value and satisfaction (Zhao et al., 2022).

Perceived value represents the customer's overall assessment of the benefits received compared with the costs incurred when using a service (Seo & Lee, 2025). When customers perceive that the service provides meaningful benefits, their evaluation of the organization tends to become more positive. A well-managed omnichannel experience can improve perceived value by making interactions more efficient, informative, and convenient for customers (Liu & Zhao, 2025).

Customer satisfaction is another important outcome of positive service experiences (Zhou & Suh, 2025). Satisfaction reflects the degree to which a service meets or exceeds customer expectations. When customers experience smooth and consistent interactions across different channels, their level of satisfaction may increase, which subsequently strengthens their relationship with the organization.

Customer loyalty is widely recognized as a key indicator of long-term organizational success (Sittiasa & Poo-Udom, 2025). Loyal customers are more likely to continue using services, recommend the organization to others, and maintain long-term relationships with the service provider. Therefore, understanding how omnichannel customer experience contributes to perceived value, customer satisfaction, and ultimately customer loyalty becomes an important research issue. Based on this background, this study aims to examine the influence of omnichannel customer experience on customer loyalty with perceived value and customer satisfaction as mediating variables at Bali English Center in Denpasar.

METHOD

This study employed a quantitative research approach to examine the relationships between omnichannel customer experience, perceived value, customer satisfaction, and customer loyalty. The research was conducted at Bali English Center located in Denpasar, Bali. The study focused on customers who had previously interacted with the institution through various service channels, such as social media platforms, messaging applications, and direct visits to the learning center.

The population of this research consisted of customers who had used the services of Bali English Center. Due to the unknown size of the total population, the study applied a purposive sampling technique. Respondents were selected based on specific criteria, namely individuals who had experienced at least one interaction with the institution through more than one service channel. A total of 100 respondents participated in the survey, which is considered sufficient for analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Data were collected using a structured questionnaire distributed online. The questionnaire consisted of several indicators designed to measure each research construct. Omnichannel customer experience was measured using five indicators (OCE1–OCE5), perceived value was measured using four indicators (PV1–PV4), customer satisfaction was measured using four indicators (CS1–CS4), and customer loyalty was measured using four indicators (CL1–CL4). All measurement items were evaluated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The data analysis technique used in this study was Structural Equation Modeling with the Partial Least Squares approach (SEM-PLS) using SmartPLS software. The analysis was

conducted in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model assessment included tests of convergent validity, discriminant validity, and composite reliability, while the inner model evaluation examined the path coefficients, coefficient of determination (R^2), and hypothesis testing using bootstrapping procedures. The significance of the hypotheses was determined based on t-statistics and p-values generated from the SmartPLS analysis.

RESULTS AND DISCUSSION

Structural Model Evaluation

The structural model was evaluated to examine the relationships among the latent variables, including Omnichannel Customer Experience, Perceived Value, Customer Satisfaction, and Customer Loyalty. The results from the SmartPLS analysis indicate that all hypothesized relationships in the model are positive and statistically significant.

The evaluation of the structural model was conducted using the path coefficient, t-statistic, and p-value obtained through bootstrapping procedures. The results indicate that the relationships between the constructs meet the significance threshold where the p-value is less than 0.05. This suggests that the proposed research model has strong explanatory power in explaining customer behavior within the omnichannel service context.

Furthermore, the results demonstrate that customer experience across multiple channels plays a critical role in shaping how customers perceive the value of services. In turn, perceived value significantly contributes to customer satisfaction and ultimately drives customer loyalty.

These findings support the theoretical assumption that customer experience and perceived value are key determinants in establishing long-term relationships between organizations and their customers.

Table 1. Path Coefficients Results

Relationship	Path Coefficient	T-Statistic	P-Value	Result
Omnichannel Customer Experience → Perceived Value	1.034	44.834	0.000	Significant
Perceived Value → Customer Satisfaction	0.783	14.227	0.000	Significant
Customer Satisfaction → Customer Loyalty	0.778	9.016	0.000	Significant

The results show that all path coefficients are positive and statistically significant, indicating strong relationships among the constructs in the research model.

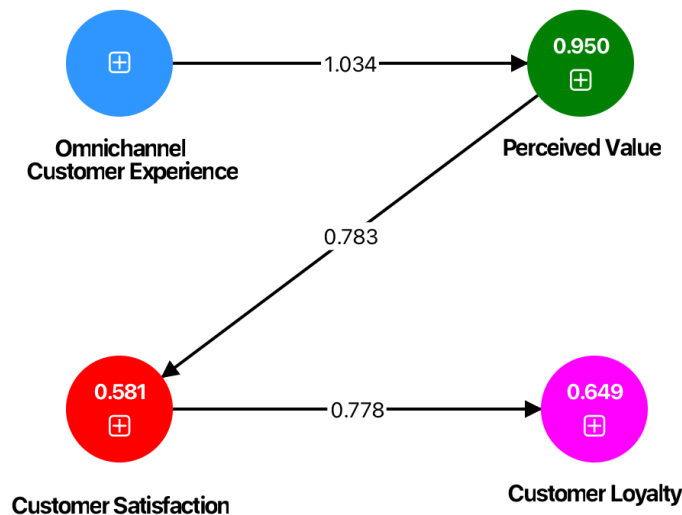


Figure 1. Structural Model of the Research (SmartPLS Output)

The Effect of Omnichannel Customer Experience on Perceived Value

The results of this study indicate that omnichannel customer experience has a positive and significant effect on perceived value. The path coefficient value is 1.034 with a t-statistic of 44.834 and a p-value of 0.000, indicating a very strong and statistically significant relationship.

This finding suggests that when customers interact with organizations through multiple integrated channels, they tend to perceive greater value in the services provided. Omnichannel strategies allow customers to move seamlessly between online and offline service platforms, which improves convenience and service accessibility (Cotarelo et al., 2021; Yao et al., 2023).

In practice, an effective omnichannel system ensures that customers receive consistent information and service quality regardless of the communication channel they use (Kang et al., 2019; Kopot & Cude, 2021). This consistency increases customer trust and strengthens their perception that the organization provides valuable services.

Therefore, organizations that aim to enhance customer value should focus on improving the integration of service channels. By providing a seamless and consistent customer journey, companies can significantly improve customers' perceived value.

The Effect of Perceived Value on Customer Satisfaction

The analysis results also show that perceived value significantly influences customer satisfaction. The path coefficient for this relationship is 0.783, with a t-statistic of 14.227 and a p-value of 0.000. These results indicate that higher perceived value leads to higher customer satisfaction levels.

Perceived value reflects the customer's evaluation of the benefits they receive compared to the costs or efforts they expend when using a service. When customers believe that the benefits outweigh the costs, they are more likely to feel satisfied with the service experience.

In the context of service-based organizations, perceived value can be influenced by several factors such as service quality, ease of access to information, responsiveness of staff, and overall service efficiency (Kang & Numkung, 2024). When these factors are effectively managed, customers perceive the service as valuable and worthwhile.

Consequently, organizations must focus on enhancing the benefits that customers receive while minimizing potential inconveniences. This approach helps strengthen customers' perception of value and ultimately increases their satisfaction levels.

The Effect of Customer Satisfaction on Customer Loyalty

Customer satisfaction was found to have a positive and significant impact on customer loyalty. The path coefficient value is 0.778, with a t-statistic of 9.016 and a p-value of 0.000. These results confirm that satisfied customers are more likely to become loyal customers.

Customer loyalty is reflected in behaviors such as repeat usage of services, positive word-of-mouth recommendations, and a long-term relationship with the organization (Lee et al., 2025). When customers consistently experience satisfaction, they develop emotional attachment and trust toward the organization.

In addition, satisfied customers often act as advocates who promote the service to others through recommendations. This indirect promotion can significantly influence the organization's reputation and attract new customers (Kamyabi et al., 2025). Therefore, improving customer satisfaction should be considered a strategic priority for organizations seeking to maintain and expand their customer base. Maintaining consistent service quality is essential to sustaining long-term customer loyalty.

Mediating Role of Perceived Value and Customer Satisfaction

The results also reveal significant indirect effects within the research model. Specifically, the indirect effect of perceived value on customer loyalty through customer satisfaction has a coefficient of 0.609, with a t-statistic of 5.775 and a p-value of 0.000. This indicates that customer satisfaction mediates the relationship between perceived value and customer loyalty.

Furthermore, the indirect effect of omnichannel customer experience on customer loyalty through perceived value and customer satisfaction is also significant, with a coefficient of 0.629 and a t-statistic of 5.437. This result suggests that omnichannel experience indirectly contributes to customer loyalty through improvements in perceived value and satisfaction. These findings indicate that the process of building customer loyalty is not solely influenced by direct interactions but also by intermediate factors such as perceived value and satisfaction (Ho et al., 2025). A positive customer experience enhances perceived value, which increases satisfaction and ultimately strengthens loyalty.

Therefore, organizations should adopt a holistic approach in managing customer relationships by focusing on the entire customer journey rather than isolated service interactions.

Table 2. Indirect Effect Results

Indirect Relationship	Path Coefficient	T-Statistic	P-Value	Result
Perceived Value → Customer Satisfaction → Customer Loyalty	0.609	5.775	0.000	Significant
Omnichannel Customer Experience → Perceived Value → Customer Satisfaction → Customer Loyalty	0.629	5.437	0.000	Significant

CONCLUSION

This study aimed to analyze the influence of Omnichannel Customer Experience (OCE) on Customer Loyalty (CL) with Customer Satisfaction (CS) and Customer Engagement (CE) as mediating variables in the context of an educational service company in Denpasar. The findings indicate that omnichannel customer experience plays a crucial role in shaping positive customer perceptions and behavioral outcomes. Customers who interact with integrated service channels (such as online platforms, messaging services, and direct consultation) tend to perceive the service as more convenient, responsive, and reliable.

The results demonstrate that omnichannel customer experience significantly influences customer satisfaction. When customers receive consistent and seamless service across different channels, they feel that the organization understands their needs and values their time. This positive experience increases satisfaction, which subsequently strengthens the relationship between customers and the service provider. In service industries, especially educational services, satisfaction becomes a key indicator of whether customers will continue using the service in the future.

In addition, the findings reveal that customer experience also enhances customer engagement. Customers who experience smooth communication and personalized interaction across channels are more likely to participate actively in the service process. Engagement is reflected in behaviors such as frequent communication with the institution, active participation in programs, and willingness to seek additional information or services.

Furthermore, both customer satisfaction and customer engagement significantly contribute to customer loyalty. Satisfied and engaged customers are more likely to continue using the service, recommend it to others, and maintain long-term relationships with the institution. This indicates that loyalty in educational service organizations is not only driven by service outcomes but also by the quality of interactions experienced throughout the service journey.

Overall, this study highlights the importance of developing a well-integrated omnichannel strategy for service organizations. By ensuring that all service channels operate consistently and support meaningful interactions, institutions can strengthen customer satisfaction, encourage engagement, and ultimately build stronger customer loyalty. These findings provide practical insights for educational service providers in designing customer-centered service strategies in an increasingly digital environment.

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