

SEAMLESS RETAIL IN EMERGING MARKET: A TRANSACTION-BASED ANALYSIS OF OMNICHANNEL CUSTOMER EXPERIENCE AT BHINNEKA.COM

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Abstract:

Background: Advances in digital technology have changed the way consumers interact with retail brands, encouraging a shift toward integrated shopping experiences across online and offline channels. In Indonesia, empirical studies that explore omnichannel strategies from an internal organizational perspective are still limited. This limitation creates a gap in understanding how omnichannel strategies are implemented at the firm level and how real behavioral data can support better strategic decisions.

Purpose: This study examines omnichannel customer experience in the context of Indonesian e-commerce, focusing on how customers actually move across digital and physical touchpoints during their purchase journey. Most existing studies rely on survey data from developed markets, whereas this study fills that gap by using real transaction records from Bhinneka.Com, one of Indonesia's pioneering multi-category e-commerce platforms.

Design/methodology/approach: A descriptive quantitative case study design was employed, using internal transaction data from Bhinneka.Com collected throughout 2018 (Q3 2018 – Q4 2018: approximately 16.6 million sessions per quarter). Consumer behavior was analyzed across seven indicators: acquisition metrics, engagement, conversion funnel, product category performance, purchase cycle transitions, campaign effectiveness, and customer segmentation. Analytical techniques included funnel conversion analysis, transition rate analysis, and category-based comparison.

Findings/Result: Findings reveal significant friction in the customer journey: bounce rates ranged from 25% to over 61% across quarters, while the checkout stage recorded a cart abandonment rate of 82.44%. Automated email campaigns, particularly abandoned cart reminders, achieved open rates of up to 37.2%, but conversion remained below 1%. Only 40% of first-time buyers completed a second purchase, confirming that the first to second purchase transition is the most critical retention bottleneck.

Conclusion: Theoretically, this study extends omnichannel consumer behavior research by providing transaction level behavioral evidence from an emerging market. Practically, the findings show that reducing checkout friction, improving post-first-purchase engagement, and building personalization depth in automated campaigns are the most commercially impactful priorities for Indonesian ecommerce retailers.

Originality/value (State of the art): This study provides practical insights based on internal transaction data, offering a data-driven contribution to omnichannel research in the context of Indonesia's retail industry.

Keywords: omnichannel strategy, consumer behavior, ecommerce retailers, e-commerce, Indonesia

How to Cite:

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INTRODUCTION

In Indonesia, internet and mobile technology access has expanded rapidly, fundamentally reshaping how people shop, particularly in the retail sector. More Indonesians are coming online than ever before, and this connectivity is changing what they expect as consumers. People no longer treat online and offline shopping as separate activities. They want a smooth, connected experience across both, which means retailers can no longer manage their digital and physical channels in isolation. The modern consumer's path to purchase is no longer a straight line from discovery to transaction. According to Arinet (2023), the digital path to purchase shows that customers move back and forth between stages of awareness, exploration, store visits, purchasing, and loyalty. In fact, approximately 87% of shoppers search for information online before visiting a physical store, and nearly eight out of ten check digital sources while shopping in an offline location. This points to how important it is for retailers to connect every touchpoint and deliver a consistent experience. When the journey is fragmented, retailers risk losing customer attention, satisfaction, and trust.

In the Indonesian context, shifts in consumer behavior driven by digitalization cannot be separated from broader socio-cultural and psychological factors. Yulianti and Sumarwan (2014) emphasize that consumer behavior in Indonesia is shaped not only by rational product evaluation but also by values, norms, trust, and situational influences that interact dynamically throughout the decision-making process. As digital channels become more embedded in daily life, these behavioral influences now play out simultaneously across multiple touchpoints, both online and offline.

Building on this, Yulianti and Sumarwan (2014) argue that consumer decision-making in Indonesia is inherently contextual and experiential. Consumers actively search for information, compare alternatives, and evaluate perceived value based on past experiences, social influences, and perceived risks. Trust, relational considerations, and contextual factors play a particularly important role in shaping repeat purchase behavior and loyalty formation in this market (Sumarwan, 2019; Simanjuntak et al. 2020).

Some previous studies have shown that omnichannel integration strategies work well in developed markets where digital infrastructure is advanced and digital

literacy is high, making data-driven personalization relatively straightforward to implement. In Indonesia, however, most studies focus on general consumer trends rather than digging into transaction-level behavioral data that tracks how customers actually move from their first interaction to becoming loyal buyers. This gap points to the need for more empirically grounded studies of omnichannel consumer behavior in the Indonesian retail industry.

Despite the growing body of omnichannel research, two significant gaps remain in the existing literature. First, most studies rely on survey-based data, which captures what consumers say they do rather than what they actually do. Self-reported data is susceptible to recall bias and social desirability effects, which can overstate how smoothly customers navigate across channels. Studies that use actual transaction records, which reflect revealed rather than stated behavior, are considerably rarer but more analytically valuable.

Second, the overwhelming majority of omnichannel research has been conducted in developed market contexts, particularly in the United States and Europe, where digital payment infrastructure maturity, consumer trust in ecommerce, and logistics reliability differ significantly from those in developing economies such as Indonesia. The specific behavioral dynamics of Indonesian digital consumers, including their distinct trust patterns, the persistent role of offline touchpoints in building confidence, and the influence of local socio-cultural factors on loyalty formation, remain underrepresented in international omnichannel scholarship.

This study addresses both gaps. By analyzing internal transaction data from Bhinneka.Com, covering approximately 16.6 million sessions per quarter during 2018, this paper provides one of the first transaction-based empirical examinations of the omnichannel consumer journey in an Indonesian emerging market setting. Unlike prior Indonesian studies that focus on perceptual survey data, this study traces the actual movement of customers from acquisition through to repeat purchase behavior.

Prior studies consistently show that successful omnichannel retailing depends on the quality of channel integration, reliable fulfillment, and meaningful personalization. These elements have been shown to shape customer satisfaction and long-term loyalty

across various retail contexts (Tan et al. 2023; Liu et al. 2024; Wang, 2025). Evidence from Indonesia similarly indicates that service consistency and perceived value are central to strengthening revisit intention and cross-channel retention (Helmi et al. 2023; Muchardie, 2023; Putra and Sobari, 2024). Several studies also highlight how online shopping platforms influence consumer decision making and rational purchasing behavior among Indonesian millennials (Amiruddin et al. 2023).

From a theoretical perspective, omnichannel consumer behavior can be understood through several complementary frameworks that explain decision-making, technology adoption, and post-purchase loyalty. These frameworks are not applied in isolation. This study combines them to build a more complete picture of consumer behavior in the omnichannel context. By integrating these perspectives, the study examines how Bhinneka.Com's omnichannel strategy shapes customer acquisition, engagement, and retention in Indonesia.

Previous studies also show that effective CRM implementation plays an important role in improving customer satisfaction and loyalty in e-commerce environments (Goranda et al. 2021). The Engel-Kollat-Blackwell (EKB) model (1995) of consumer decision-making provides a classical foundation for analyzing consumer behavior as a sequential process of problem recognition, information search, evaluation of alternatives, purchase, and post-purchase evaluation. In an omnichannel setting, this model illustrates how consumers shift fluidly between online and offline touchpoints at each decision stage. For omnichannel retailers, this framework is especially relevant for assessing how marketing automation tools such as personalized email campaigns or abandoned-cart reminders help sustain engagement and encourage repeat purchases.

Post-purchase satisfaction and loyalty can be explained through Expectation Confirmation Theory (ECT) (Oliver, 1980), which argues that customer satisfaction results from the degree to which performance meets or exceeds prior expectations. In the omnichannel retail context, seamless channel integration and reliable fulfillment reduce disconfirmation, thereby enhancing satisfaction and strengthening the likelihood of repeat purchases. Because omnichannel strategies depend heavily on digital interfaces, the Technology Acceptance Model (TAM) (Davis, 1989) provides an additional lens by focusing on perceived usefulness and ease of use as

determinants of technology adoption. Given Indonesia's diverse levels of digital literacy and trust, TAM offers insights into how consumers adopt Bhinneka.Com's digital features and how these perceptions influence engagement and transaction behavior.

Recent studies in Indonesia also confirm that omnichannel integration plays an important role in improving customer retention and encouraging repeat purchases. When companies effectively integrate their online and offline channels, customers experience more consistent service, develop stronger brand relationships, and are more likely to remain loyal over time (Tiawulandari et al. 2026; Suriانشa et al. 2024). Lianardo (2021) analyzed omnichannel marketing in Indonesian retail and found that effective channel integration can strengthen retail performance. Research using the SOR framework also explains that interaction, integration, and personalization across channels shape brand experiences that influence retention in cosmetic retail (Pranindyasari and Uscha, 2025). However, most of these studies rely on survey-based perceptions rather than actual transaction data.

Finally, the outcome of sustained omnichannel engagement can be understood through relationship marketing and loyalty frameworks. Dick and Basu (1994) emphasize satisfaction, trust, and commitment as critical components of strong customer-brand relationships. When customers genuinely trust a brand and feel satisfied with their experience, they are more likely to return and make repeat purchases. Payne and Frow (2013) further argue that real customer value comes not from single transactions but from ongoing relationships built across multiple touchpoints over time. Within this study, these frameworks guide the assessment of how Bhinneka.Com's repeat purchase patterns and campaign effectiveness contribute to long-term consumer loyalty.

Taken together, these theoretical perspectives form an integrated framework for analyzing omnichannel consumer behavior. By combining decision-making models (EKB), post-purchase evaluation (ECT), technology adoption (TAM), and loyalty formation (relationship marketing and Dick-Basu), this study provides a comprehensive basis for understanding how Bhinneka.Com's transaction data reveals consumer journeys from acquisition to loyalty in Indonesia's rapidly evolving retail landscape. Kimmel (2015) explores the connection between consumer behavior

and product design, showing that people tend to purchase products that are relevant to their identity. In an omnichannel context, product categories that drive repeat purchases at Bhinneka.Com carry meaning beyond their function, which helps explain why some categories generate stronger loyalty than others.

Since this study adopts a descriptive quantitative case study design aimed at exploring behavioral patterns rather than testing causal relationships, formal statistical hypotheses are not formulated. Instead, the analysis is guided by three research questions:

RQ1: How do customers navigate across digital and physical touchpoints at Bhinneka.Com, and where do the most significant friction points and drop-off rates occur in the customer journey?

RQ2: To what extent do personalized automated marketing campaigns, including welcome emails, abandoned cart reminders, and retention programs, influence customer conversion and repeat purchase behavior?

RQ3: Which product categories most consistently drive the transition from first to repeat purchase, and what does this reveal about loyalty formation in Indonesian ecommerce?

This study makes two distinct contributions. Theoretically, it extends the omnichannel consumer behavior literature by providing transaction-level behavioral evidence from Indonesia, an emerging market context underrepresented in existing scholarship dominated by developed market, survey-based studies. By applying established frameworks such as the EKB model, ECT, and TAM to real transaction data, this study also demonstrates how classical consumer behavior theory holds up, and where it requires adaptation, in Indonesia's emerging digital retail environment.

Practically, the findings offer actionable insights for ecommerce managers and retail decision makers in Indonesia and similar emerging markets. The study identifies specific friction points in the customer journey, evaluates the actual effectiveness of marketing automation campaigns, and highlights which product categories most strongly support customer loyalty. These insights can directly inform omnichannel strategy design, campaign optimization, and resource prioritization for retailers seeking sustainable growth in Indonesia's competitive digital retail market.

METHODS

This study uses a quantitative case study approach, focusing on internal transaction data from Bhinneka.Com supported by prior studies on omnichannel retail and consumer behavior. A case study design is appropriate here because it allows the researcher to examine a real-world phenomenon in depth, using a specific company as the unit of analysis (Yin, 2018). According to Creswell and Creswell (2018), quantitative research is appropriate when the goal is to examine relationships among measurable variables and analyze data using structured procedures. This perspective fits the objectives of this study, which aims to identify behavioral patterns through observable transaction indicators.

Crucially, the use of internal transaction data rather than survey data eliminates the recall bias that limits most existing Indonesian omnichannel studies. Transaction records capture what customers actually do at each stage of their journey, making this approach more appropriate for studying real consumer behavior in a retail setting (Lemon and Verhoef, 2016). By treating Bhinneka.Com as a case, the study gains direct access to real behavioral data rather than relying on self-reported survey responses.

This study uses transaction data collected throughout the 2018 calendar year from Bhinneka.Com's integrated online and offline operations across Indonesia. The dataset consists of real customer transactions recorded in the company's internal system, capturing a wide range of product categories and customer segments across different purchase stages. The 2018 period represents an important phase when Bhinneka.Com was actively building and consolidating its integrated retail infrastructure, making it a relevant and meaningful context for studying early omnichannel adoption in Indonesia's ecommerce landscape.

This study uses two types of data. The first is secondary academic literature, which consists of peer-reviewed studies providing theoretical frameworks and comparative insights on omnichannel retail behavior globally and in Indonesia. These studies serve as both the theoretical foundation and a comparative reference. The second is internal transaction data from Bhinneka.Com, an anonymized dataset representing consumer transactions across online and offline channels,

including purchase behaviors, interaction frequency, campaign response data, and customer segmentation indicators.

Internal data were extracted directly from three organizational data systems: Bhinneka.Com’s CRM database, website analytics platform capturing session-level behavioral data, and email campaign performance dashboards managed through the Emarsys system. All records were fully anonymized before analysis to protect customer privacy and comply with applicable data handling standards.

Data processing followed a seven-step procedure. First, raw data were extracted from CRM, analytics, and email systems. Second, data cleaning was performed, including removal of duplicate records, bot and low-quality traffic sessions, and incomplete transaction entries. Third, variables were constructed based on the seven behavioral indicators outlined in Table 1. Fourth, customers were segmented by lifecycle stage into four clusters: Enthusiast, Main Street, Sleepy, and Phantom, based on email engagement frequency. Fifth, each customer session was assigned a funnel stage based on the deepest touchpoint reached before the session ended. Sixth, campaign response records

were linked to subsequent transaction events within a 30-day attribution window. Seventh, product category data were cross-referenced with purchase frequency records to identify category-level loyalty patterns. All processing was performed using Microsoft Excel for descriptive tabulation and the Emarsys analytics dashboard for campaign and segmentation analysis.

Following Creswell and Creswell’s (2018) recommendation to define clear, measurable variables in quantitative research, seven key behavioral indicators were derived from the dataset. Table 1 presents the key variables and indicators used to examine omnichannel consumer behavior based on Bhinneka.Com’s internal transaction data. These variables cover the full customer journey, from acquisition and engagement through to conversion, retention, and loyalty. Each variable was selected because it reflects a specific stage in the customer’s interaction with the brand. By linking transaction metrics with campaign performance and customer segmentation data, the study evaluates how consumers move from their first interaction to becoming repeat buyers in an omnichannel setting. This structure also allows the analysis to connect behavioral evidence with the theoretical frameworks discussed in the literature review.

Table 1. Research variables and behavioral indicators in bhinneka.com’s omnichannel analysis

Variable	Description	Purpose
Acquisition Metrics	Number of new users, sessions, and bounce rate over time	Measures website acquisition and engagement effectiveness.
Engagement Indicator	Session duration, pages per session, and behavior flow across devices	Evaluates customer journey and drop-off points.
Conversion Funnel	Shopping cart activity, checkout conversion, and fulfillment drop rates	Identifies pain points in the purchase process.
Product Category Performance	Categories driving first and repeat purchases	Highlights entry points and loyalty drivers.
Purchase Cycle	Transition rates across purchases (0 to 1st, 1st to 2nd)	Measures retention progression across transactions.
Campaign Effectiveness	Customer response to automated emails (welcome, abandoned cart, retention)	Assesses the role of personalization in onboarding and retention.
Customer Segmentation	Behavioral clusters (Enthusiast, Main Street, Sleepy, Phantom) based on email engagement	Explains clustering in customer engagement and loyalty.

This study applies descriptive statistical analysis to examine customer behavior patterns from the transaction dataset. Four specific analytical techniques were employed, each addressing a distinct research question. Funnel conversion analysis tracked the percentage of customers progressing from each stage of the purchase journey to the next, from site visit through to payment completion, directly addressing RQ1 by identifying where the most significant drop-off points occur. Transition rate analysis measured the proportion of first time buyers who completed a second transaction within 30, 60, and 90 day windows, addressing RQ3 by quantifying the first to repeat purchase bottleneck. Category-based comparison evaluated the relative contribution of each product category to first purchase acquisition versus repeat purchase retention, identifying which product types most effectively function as loyalty drivers. Campaign response analysis compared open rates and conversion rates across three automated campaign types, examining whether campaign-engaged customers showed higher repeat purchase rates than non-engaged customers, addressing RQ2. Results from each analytical step were then interpreted in relation to the theoretical frameworks discussed in the literature review.

This study does not formulate explicit hypotheses because it adopts a descriptive case study approach that focuses on exploring behavioral patterns rather than testing causal relationships between variables. The objective is to understand how customers move across different stages of the omnichannel journey, including acquisition, conversion, and repeat purchases, using real transaction data. This exploratory approach is well suited to contexts where the phenomenon is complex and data-driven insights are more valuable than hypothesis-driven conclusions.

Figure 1 represents the conceptual framework of this study, showing the logical steps from literature review and internal data extraction through to indicator definition, descriptive analysis, and interpretation of results. This framework was developed to give the study a clear and structured direction, ensuring that each step in the research process connects meaningfully to the next. It places theoretical grounding at the starting point, recognizing that established consumer behavior models should shape how transaction data is analyzed and interpreted. The framework guides the study in linking theoretical concepts with measurable transaction indicators, ensuring that the empirical findings remain aligned with the research objectives.

RESULTS

Bhinneka.Com's website data showed strong acquisition reach, with quarterly sessions ranging from approximately 12 to 16 million across the observation period. In Q3 2018, the platform recorded 16,652,773 sessions, and in Q4 2018, 16,640,936 sessions. Despite these volumes, bounce rates told a different story. The overall bounce rate stood at 25.14% in Q3 2018 before rising sharply to 61.22% in Q4 2018 and remaining above 57% through Q1 and Q2 2019. This means that in some quarters, nearly two out of every three visitors left the site without engaging with any product content. When low-quality traffic was excluded from the dataset, bounce rates improved significantly, falling to between 18.87% and 33.43%, confirming that a substantial portion of raw traffic was not commercially meaningful.

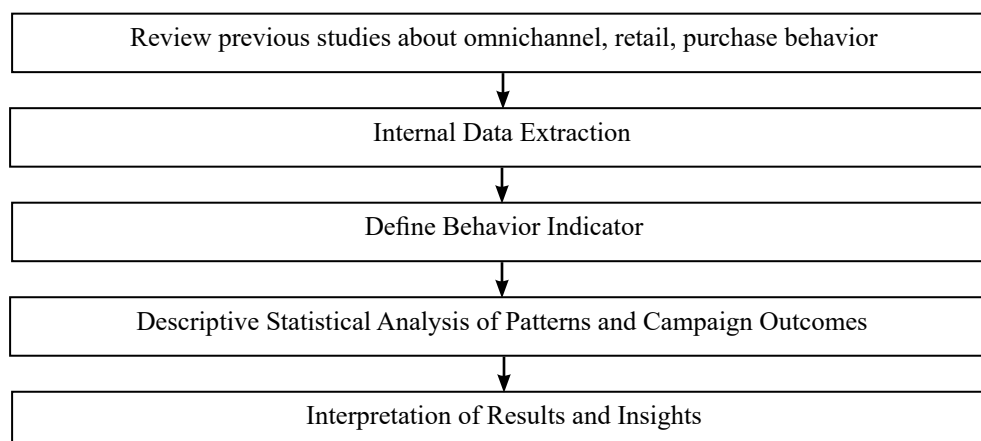


Figure 1. Conceptual framework of omnichannel consumer behavior analysis

These patterns show that attracting visitors was not the primary challenge during the observed period. The real difficulty appeared after users arrived on the platform. Many visitors browsed products but did not continue to checkout, suggesting that the gap between interest and action remained large. From the perspective of the EKB decision making model, customers may have been gathering information but hesitating at the evaluation or payment stage. This is consistent with earlier studies highlighting that Indonesian consumers often search online but do not always proceed to checkout, reflecting a fragmented digital experience (Arinet, 2023). From a TAM perspective (Davis, 1989), persistently high bounce rates also suggest that many users did not find the platform sufficiently useful or easy to navigate upon landing, creating a barrier to progressing further into the purchase journey. Figure 2 illustrates the conversion funnel drop-off rates across customer purchase stages at Bhinneka.Com.

The shopping cart behavior data reveals a precise picture of where customers drop off within the purchase journey. In Q2 2020, of 14,988,468 total sessions, only 3,804,159 (25.38%) involved any product view activity. Of those, just 72,785 (0.49%) added an item to a cart, and only 30,287 sessions (0.2%) resulted in a completed transaction. The checkout flow data shows that even among customers who reached the cart detail page (148,315 sessions), 55% dropped off at the cart review stage. Of those who proceeded to the shipping address step, a further 33.62% abandoned the process, and 25.87% dropped off at the payment method selection stage. The fulfilment data also reveals that transaction drop rates consistently exceeded 67 to 74% across all quarters in 2020.

The internal shopping journey analysis revealed high drop-off rates throughout the checkout process, reaching over 70% of transactions overall. This aligns with global studies emphasizing that seamless integration and reduced friction at the point of purchase are key to omnichannel success (Wang, 2025; Wu et al. 2023). From an ECT perspective (Oliver, 1980), the high abandonment rate at the checkout stage reflects unmet expectations. Customers who had reached that stage with purchase intent encountered sufficient friction, whether related to checkout complexity, payment trust, or interface clarity, to disengage before completing the transaction.

To address this, Bhinneka.Com redesigned its landing page journey. The revised consumer journey eliminated unnecessary steps, directing visitors more efficiently from category pages through to product pages, cart, and checkout. This structural change is consistent with findings emphasizing simplicity and consistency as the key factors in omnichannel conversion performance (Wang, 2025; Wu et al. 2023).

From Bhinneka.Com's transaction data, purchase cycle analysis showed that certain product categories were the main drivers of repeat purchases. Of 29,973 first-time buyers, only 12,003 (40%) made a second purchase. Progression improves substantially after the second transaction: 52% of second-time buyers made a third purchase, and the rate continued rising to 86% between the ninth and tenth purchase. This confirms that the first-to-second purchase transition is the steepest drop-off in the entire loyalty funnel.

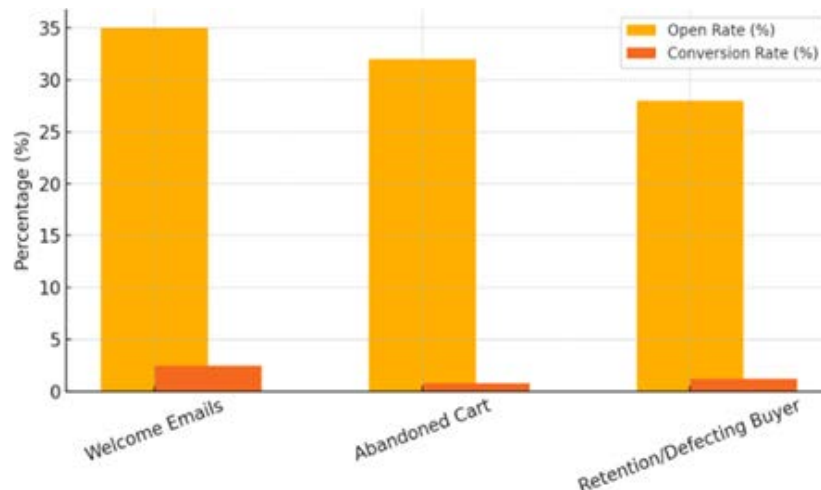


Figure 2. Conversion funnel drop-off rates across customer purchase stages at Bhinneka.Com

At the product level, the top five categories driving first to second purchase transitions were: Smart Phone Android (266 repurchases, 4.99% of all repurchases), Tinta Printer (191 repurchases, 3.58%), Mouse (111 repurchases, 2.08%), USB Flash Disk (90 repurchases, 1.69%), and Earphone (86 repurchases, 1.61%) (Table 2). These products not only meet functional needs but also reflect patterns of identity-driven consumption. As Kimmel (2015) explains, products can shape consumer identity, which helps clarify why these categories generate stronger loyalty than others. This pattern is consistent with findings from other markets, where technology and everyday-use products consistently drive repurchase behavior (Chatzoglou et al. 2022; Mounaim et al. 2021).

The dominance of smartphones and printer ink in repeat transactions reflects both functional necessity and regular usage cycles. Smartphones often serve as entry products that introduce customers to the platform for the first time, while printer ink and accessories keep customers coming back because of their consumable nature. When a customer runs out of ink or needs to replace a peripheral device, they are naturally drawn back to a platform they already trust. This pattern shows that loyalty is not only shaped by emotional attachment but also by product relevance and purchase cycle regularity. Retailers should therefore recognize that certain product categories naturally support retention strategies more effectively than others, and design their loyalty programs around these high-frequency behaviors. Studies on Indonesian online marketplaces also confirm that browsing behavior and customer satisfaction play an important role in encouraging

repeat purchase intentions in digital retail environments (Zulkifli et al. 2025).

One of Bhinneka.Com’s core marketing strategies was automated email campaigns, including welcome emails, abandoned cart reminders, and retention programs such as birthday campaigns. The abandoned cart campaign, analyzed over a 30-day period, reached 16,046 recipients and achieved an open rate of 37.2% and a click rate of 6.1%, resulting in 78 conversions (0.5%). Abandoned browse emails showed similar patterns: open rates of 26.7 to 30% but conversion of just 0.1 to 0.2% over 30-day windows. Birthday email campaigns performed even more weakly: across 45,905 recipients observed over 90 days, only 10 conversions were recorded (0.02%).

Although open rates were relatively strong, the consistently low conversion rates indicate that engagement did not reliably translate into action. This gap between email open rate and purchase conversion is theoretically significant. Within the ECT framework (Oliver, 1980), an open rate above 30% suggests that customers had sufficient interest or residual purchase intent to engage with the email. The failure to convert points to a deeper barrier: the offer or the experience upon clicking through was insufficient to overcome the hesitation that caused the original abandonment. Personalization may have been limited to timing rather than content depth. Customers might open emails out of curiosity but still hesitate if the offer does not feel sufficiently relevant or urgent. Illustrates the performance of automated email campaigns at Bhinneka.Com in Figure 3.

Table 2. Product categories driving first and repeat purchases at Bhinneka.Com

Product Category	Role in Purchase	Impact on Loyalty	Loyalty Mechanism
Smartphones	Entry category, high first purchase driver	Strong onboarding driver	Identity and trust building
Printer Ink	High repeat purchase frequency (191 repurchases, 3.58%)	Anchors behavioral loyalty	Consumable repurchase cycle
Computer Accessories	Moderate repeat, cross-sell potential	Supports long-term retention	Functional necessity
Laptops	Occasional high-value purchase	Builds brand credibility	High involvement trust
Others	Mixed contribution	Limited impact	Category dependent

This finding highlights the importance of deeper segmentation and more tailored communication in omnichannel campaigns. This reflects the global pattern where personalization helps, but content relevance and timing together remain critical determinants of conversion (Asante et al. 2025; Sundjaja et al. 2024). A retention program targeting defecting buyers also showed limited success, suggesting that deeper segmentation and more contextually relevant offers are needed to sustain consumer loyalty across the customer lifecycle.

Transition analysis showed that moving a customer from their first to their second transaction remains the most significant challenge in Bhinneka.Com’s omnichannel lifecycle. With only 40% of first-time buyers making a repeat purchase, the data confirms that the onboarding experience alone was not sufficient to secure long-term engagement. First-time buyers may have completed a transaction because of an immediate need, but sustained loyalty requires consistent satisfaction reinforced through post-purchase communication and reliable service delivery.

Without active reinforcement, customers may return to alternative platforms for subsequent purchases. This is consistent with the consumer decision process outlined by Engel et al. (1995), which emphasizes that trust and satisfaction must be reinforced quickly after a first purchase to secure long-term loyalty. Comparably, studies of other Indonesian retailers also find that fulfillment speed and consistent service experiences strongly influence the probability of repeat transactions. An important finding emerges from analyzing how consumers behave when they access Bhinneka.Com through mobile devices. As shown in Figure 4, most mobile users arrive via organic search (33.6%) and navigate first to a category page (41%) or a product page (35.5%). However, a significant drop-off occurs before reaching checkout, with session retention falling from around 40% at the product page to under 10% at payment completion. This indicates that interface simplicity and checkout clarity play a critical role in mobile conversion performance. When customers encounter too many steps or unclear instructions, they are more likely to postpone or abandon the transaction. In an omnichannel setting, even small friction points at the mobile checkout stage can significantly reduce overall conversion performance.

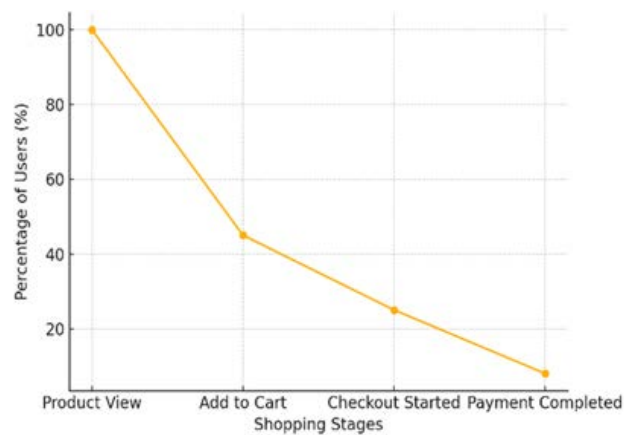


Figure 3. Illustrates the performance of automated email campaigns at Bhinneka.Com

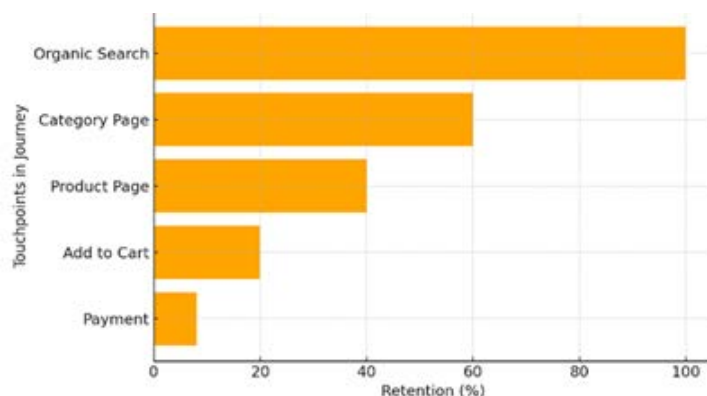


Figure 4. Mobile customer journey flow and drop-off behavior on Bhinneka.Com Website

Bhinneka.Com also applied its omnichannel strategy through an exhibition co-hosted with Asus and Microsoft at Mall Kelapa Gading. Prior to the event, the call center contacted 1,187 customers from the internal database. Of these, 197 were successfully reached (17%), 118 responded positively, and 23 customers (19.5% of those reached) confirmed their intention to attend. This initiative demonstrates how digital customer data can effectively drive offline engagement, linking personalized outreach with direct physical brand experiences.

By combining call center interaction, database marketing, and a physical event, Bhinneka.Com reinforced customer value across multiple touchpoints. This supports Payne and Frow's (2013) view that lasting relationships are built not from single transactions but from ongoing engagement across many touchpoints over time. Reinares-Lara et al. (2021) also explain that omnichannel consumer behavior involves dynamic interactions across digital and physical channels, and that personalized outreach based on behavioral data can effectively bridge the online and offline divide. Even though the conversion from contact to confirmed visit was modest, the initiative demonstrates that personalized offline outreach can strengthen relational value and support long-term omnichannel development.

Managerial Implications

The combined findings suggest that while Bhinneka.Com is effective at generating broad customer acquisition through organic search and digital channels, many visitors still drop off during checkout, and only a small proportion return for repeat transactions. The more significant challenge is not attracting customers but building the trust and consistency needed to retain them. High-frequency product categories such as smartphones, printer ink, and computer accessories play an important role here, serving as both entry points and retention anchors. Marketing automation and event-based strategies also showed real potential for combining online and offline touchpoints, but the modest conversion rates indicate that personalization needs to go deeper than basic timing-based triggers. The landing page redesign also demonstrated that focused structural changes, such as shortening the purchase journey, can make a measurable difference in reducing drop-off rates. Overall, Bhinneka.Com needs to prioritize retention, trust, and long term consumer loyalty over acquisition if it wants to compete sustainably in Indonesia's evolving retail landscape.

The combination of internal transaction data and prior studies confirms that Bhinneka.Com's strengths lie in broad customer acquisition and strong category appeal, but its primary challenges remain in conversion and retention. High website traffic and a wide product range draw many new visitors, yet keeping those customers engaged after their first purchase is where the real difficulty lies. This pattern is not unique to Bhinneka.Com. Similar dynamics have been observed in other emerging market retailers where digital infrastructure is growing faster than consumer trust and loyalty. These findings confirm that omnichannel strategies in emerging markets must evolve not only in terms of technology but also in how they address cultural expectations around trust, service, and relationship building.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study examined how Bhinneka.Com implements its omnichannel strategy by analyzing internal transaction data alongside insights from prior studies on consumer behavior and retail integration. The findings indicate that in Indonesia's omnichannel retail context, attracting new customers is not the primary challenge. The company demonstrated it could generate broad reach through digital channels. The critical issue lies in sustaining engagement and encouraging customers to return after their first purchase. Many first-time buyers do not return within a reasonable timeframe, which points to gaps in post-purchase communication, service consistency, and loyalty reinforcement. This suggests that omnichannel success depends less on adding more channels and more on creating consistent, seamless experiences that build genuine trust over time.

The findings of this study are largely consistent with existing omnichannel literature while also extending it in meaningful ways. First, the finding that acquisition was effective while retention remained the primary challenge directly confirms Lemon and Verhoef's (2016) argument that the post-purchase phase is the most neglected yet most critical stage of the customer journey. With only 40% of first-time buyers making a second purchase, the Bhinneka.Com data provides concrete quantitative support for this claim from an emerging market context.

Second, the checkout drop-off pattern, with 55% abandoning at the cart detail stage and a checkout abandonment rate of 82.44%, extends Wang's (2025) finding that checkout simplification is a primary conversion driver. This study goes further by mapping the exact stage where abandonment is most severe in an Indonesian e-commerce setting.

Third, the email engagement gap, with open rates reaching 37.2% but conversion below 1%, both supports and challenges existing findings. High open rates confirm that automated campaigns successfully trigger awareness and initial engagement (Asante et al. 2025), but the failure to convert challenges the assumption that personalized triggered emails reliably drive purchases. This gap suggests that personalization in the Indonesian context must go deeper than timing-based triggers.

Fourth, the role of consumable products such as printer ink, mouse, and USB drives as behavioral loyalty anchors partially supports Kimmel's (2015) argument about product-identity relationships, while adding a functional dimension: in Indonesian ecommerce, repeat purchase is driven as much by functional necessity and product replacement cycles as by brand identity or emotional connection. From a practical perspective, the study also shows that relatively small but focused improvements can generate meaningful outcomes for an omnichannel retailer. Shortening the mobile purchase journey and reducing friction at checkout play an important role in lowering drop-off rates, which directly affects conversion performance. Integrating online data initiatives such as targeted call center outreach with offline events also helps strengthen customer relationships beyond digital transactions.

From a theoretical standpoint, this study makes two contributions to the omnichannel consumer behavior literature. First, it demonstrates that classical consumer behavior frameworks, particularly the EKB decision model and Expectation Confirmation Theory, remain analytically useful when applied to transaction-level data in an ecommerce setting, but require market-specific adaptation in emerging digital economies. The low first-to-second purchase transition rate suggests that the post-purchase evaluation stage is more fragile in contexts where consumer trust in digital platforms is still developing, calling for more market-specific theorizing about loyalty formation in emerging digital retail environments. Second, this study provides

empirical support for Payne and Frow's (2013) relational argument that customer value is built across multiple touchpoints over time rather than through single transactions. The offline exhibition initiative, despite its modest absolute conversion numbers, demonstrated that digital behavioral data can be successfully leveraged to drive physical engagement, supporting the relational view of omnichannel strategy development.

Several limitations of this study should be acknowledged. The data were drawn from a single company and cover a defined observation period from 2018 through 2020, which limits both organizational and temporal generalizability. The Indonesian ecommerce landscape has changed substantially since then, including the entry of major new competitors, significant shifts in mobile payment infrastructure, and the behavioral disruptions caused by the COVID-19 pandemic. Additionally, while transaction data provide strong behavioral evidence, they do not capture the attitudinal or emotional dimensions of consumer loyalty. Combining transaction level analysis with targeted qualitative interviews or survey-based methods would provide a more complete picture of why customers do or do not return after their first purchase. This mixed-method approach represents a productive direction for future omnichannel research in emerging market contexts.

Recommendations

Based on these findings, this study suggests that omnichannel retailers in Indonesia shift their strategic focus toward retention-oriented approaches rather than concentrating solely on customer acquisition. While attracting new visitors remains important, the data shows that the greater opportunity lies in converting first-time buyers into repeat customers through better post-purchase engagement, reduced checkout friction, and consistent service delivery across all touchpoints. Retailers should invest in simplifying the purchase process, particularly on mobile, by eliminating unnecessary steps between product discovery and payment completion. They should also develop post-purchase communication programs timed to reinforce satisfaction within the first 24 to 48 hours after a transaction. Moving email personalization beyond timing-based triggers toward contextually relevant offer-matching based on behavioral segmentation is equally important.

Using transaction-level data to identify high-repeat product categories and designing loyalty programs around these purchasing behaviors can also meaningfully support long-term customer retention. By shifting attention from short-term conversion metrics to relationship building, retailers can develop more sustainable omnichannel strategies suited to Indonesia's evolving retail environment. For future research, scholars are encouraged to extend this type of transaction-based analysis to other Indonesian e-commerce platforms and to more recent data periods, enabling longitudinal comparison of omnichannel behavioral dynamics as digital infrastructure and consumer trust continue to mature in the Indonesian market.

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