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Omnichannel Operations Management and Business Performance in the Retail Industry: An Empirical Study

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ABSTRACT: This study examines the effect of omnichannel operations management (OOM) on business performance (BP) in the Nigerian retail industry. Specifically, the study investigates the relationships between personalized order fulfillment, effective inventory management communication, integrated business operations solutions, and customer loyalty, market share, and sales volume. The study population consisted of 8,885,500 customers (conservative estimate) who had interactions with five retail outlets in Nigeria. A mixed-methods approach was employed, with survey data collected from 593 sampled customers and analyzed using correlation and regression analysis, while interview responses from retail managers and executives were analyzed qualitatively using excel coding software. The findings reveal significant positive effects of personalized order fulfillment on customer loyalty, effective inventory management communication on market share, and integrated business operations solutions on sales volume. The study concludes that OOM has a significant effect on business performance in the Nigerian retail industry. The findings have practical implications for retail managers seeking to enhance their business performance through improved operational efficiency and customer satisfaction. The study recommends that retail outlets prioritize personalize order fulfillment, effective inventory management communication, and integrated business operations solutions to drive business success

Keywords: Omnichannel operations management, retail industry, business performance, customer loyalty, market share, sales volume, personalised order fulfilment.

1. INTRODUCTION

The 21st century has brought about a period of operational complexity, driven by rapid technological advancements (Moyo, 2019; Ma, et al., 2025). This digital revolution has transformed business procedures, especially in the retail industry where significant transformation is ongoing. Evolution of digital technologies, changing customer

expectations and behaviors are some of the factors driving this transformation (Yang, 2025). To remain competitive, retail businesses must adopt strategic measures. Omnichannel operations management (OOM) approach which seamlessly integrates online and offline channels, streamlining logistics, inventory management, and customer service across touchpoints (Asante, et al., 2024; Vhatkar, et al., 2024), offers retailing businesses opportunity to maintain high performance. Synchronising operations can enable retail businesses reap multiple benefits, like enhanced performance, improved customer loyalty, increased sales volume, and expanding market share (Baldivia, & Chowdhury, 2024; McKinsey, & Company, 2019). In the retail industry, where operational efficiency and customer satisfaction are crucial, effective OOM can be a key driver of business success.

The growing and varying expectations of customers, driven by Africa's rich cultural diversity (Moyo, 2019; Katembo, 2024), have led to a demand for seamless and efficient operations across touchpoints (Gunawan, et al., 2023). In response, retail managers are adopting OOM, integrating online and offline channels to provide a cohesive and streamlined customer experience (Yunita, et al., 2024). This integration of channels aims to offer a seamless and efficient service, leveraging technology to optimize inventory management, logistics, and customer service (Valino, et al., 2024). The digitization of the retail industry and change in customer behavior have given rise to complex operational demands, requiring businesses to adapt and innovate (Akter, et al., 2024; Wilson, et al., 2024). As a result, operational capabilities and customer experiences have become more sophisticated (Liu, & Song, 2024). Effective OOM aims to provide a consistent and efficient service across channels and devices (Thaichon, et al., 2024). This is achieved through a blend of technologies, including inventory management systems, logistics and supply chain management, and underlying IT infrastructure (Gerea, et al., 2021; Liu, & Song, 2024; Valino, et al., 2024).

Emerging technologies like AI, blockchain, and the Internet of Things (IoT) are further transforming the retail landscape, enhancing operational efficiency and customer satisfaction (Wang, et al., 2024; Wilson, et al., 2024). Indeed, omnichannel practices represents a strategic imperative for businesses seeking to thrive in the contemporary digital marketplace, necessitating a holistic integration of diverse customer interaction points (Yunita, et al., 2024). This approach extends beyond mere multichannel integration, emphasising a unified customer experience across all platforms, from brick-and-mortar stores to online portals and mobile applications (Vhatkar, et al., 2024). This integrated strategy enhances customer relationships and strengthens loyalty by providing convenience through various touchpoints (Vhatkar, et al., 2024).

In the contemporary retail landscape, omnichannel operations management (OOM) have become the holy grail of customer satisfaction. With consumers increasingly glued to their smartphones, gadgets, and social media, businesses must adapt to keep pace (Yunita, et al., 2024). Using the power of data-driven insights, can help businesses gain a deeper understanding of customer behaviour and preferences across channels, delivering shopping experiences that are as smooth as silk. Research showed that 61% of consumers are more likely to shop with businesses that

offer seamless experiences across all channels (Gerea, et al., 2021; Jo, & Bang, 2024; Katembo, 2024). Moreover, businesses with better OOM generate 30% more revenue and retain customers at a 25% higher rate (Asant, et al., 2024; Jo, et al., 2024).

Boosting performance is the ultimate goal for every business, and metrics like customer loyalty, sales volume, and market share are vital indicators of success. Applying OOM approach can enable businesses boost performance by fostering loyalty, driving sales, and growing their market share (Akter, et al., 2024). With a unified view of the customer, retail managers can tailor their operations and sales efforts to deliver truly exceptional experiences and build lasting loyalty (Mishra, 2024; Wang, et al., 2024; Yunita, et al., 2024). However, implementing effective OOM approach is no easy feat, requiring significant investment in technology, process alignment, and workforce development (Fauzzia, et al., 2025; Jo, & Bang, 2024; Yunita, et al., 2024). When applied correctly, OOM can help businesses reap substantial rewards, including improved customer retention, increased revenue, and a competitive edge in the market.

In contemporary fast-paced business environment, businesses face challenges in delivering seamless customer experiences across multiple touchpoints. Effective OOM practices can ease the effect of these challenges and improve business performance. However, many organizations struggle to optimize their channel strategies, resulting in disjointed customer experiences, eroded loyalty, and lost revenue. A key issue is the lack of integration between digital and physical channels, which lead to inconsistent customer interactions and missed opportunities for personalize engagement. Furthermore, businesses often fail to leverage their operational capabilities, neglecting to provide personalized order fulfillment, effective inventory management communication, and integrated business operations solutions. This study investigates the relationship between OOM practices, and organizational performance, which business leaders and managers can duplicate its findings to develop effective strategies for OOM for business success.

Objectives of the study

The major objective of the study was to investigate the correlation between OOM practices and business performance. Specifically, the study sought to:

- **i.** Investigate the effect of personalised order fulfilment on customer loyalty in the retail industry.
- **ii.** Examine the effect of effective inventory management communication on market share in the retail industry.
- **iii.** Analyze the relationship between integrated business operations solutions and sales volume in the retail industry.

Research Questions

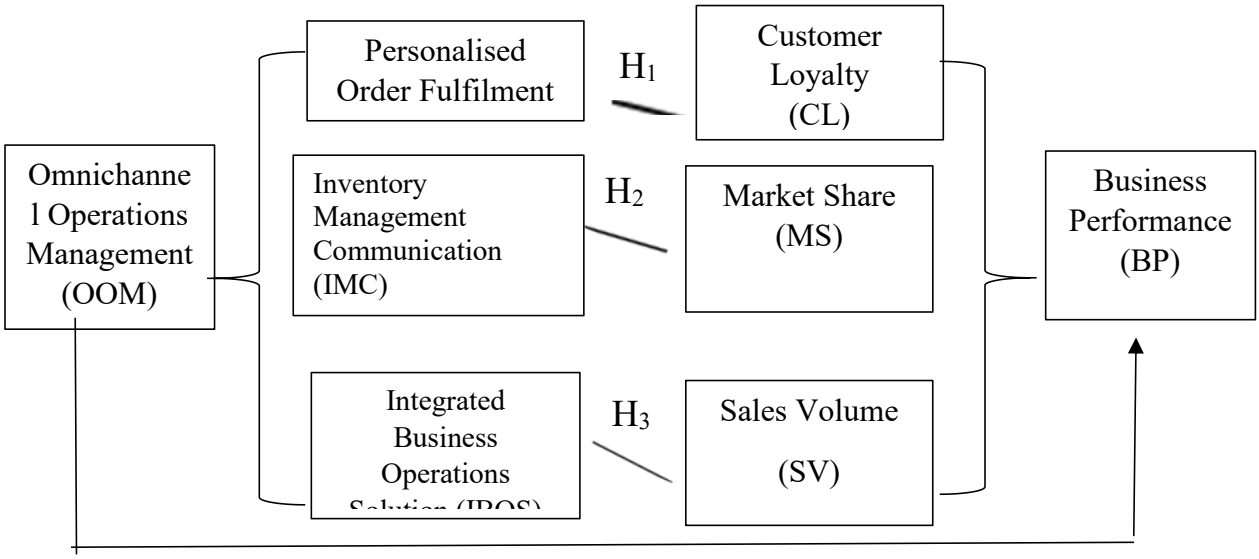
The following research questions were raised for the study:

- **i.** Does personalised order fulfilment have a significant effect on customer loyalty in the retail industry?
- **ii.** To what extent does effective inventory management communication affect market share in the retail industry?
- **iii.** What is the nature of relationship between integrated business operations solutions and sales volume in the retail industry?

2. LITERATURE REVIEW

Conceptual Framework

Figure 1: Framework of the study



Source: Researchers Desk- Conceptual Framework for Omni -Channel Operations Management (OOM) and Business Performance (BP)

Omnichannel Operations Management (OOM)

Omnichannel operations management refers to the strategic approach of integrating and coordinating business operations across multiple channels to provide a seamless and efficient customer experience. This approach ensures consistency in service delivery, product availability, and customer interaction across online, offline, social media, and mobile touchpoints (Gerea, et al., 2021; Spanaki, et al., 2023). Effective OOM is essential for business success, particularly in retail, where customers expect a unified experience across all channels. The integration of operations across channels, can equip businesses to offer personalised order fulfillment, efficient inventory management, and streamlined logistics, ultimately driving customer satisfaction and repeated purchase (Baldivia, & Chowdhury, 2024; Yunita, et al., 2024; Akter et al., 2024). The benefit of OOM is enormous, including improved operational efficiency, enhanced customer knowledge, and better decision-making (Valino, et al., 2024). Key advantages include consistent service delivery, efficient supply chain management, and valuable customer data (Baldivia, & Chowdhury, 2024); Akter, et al., 2024), all of which improve market share and sustain organizational competitiveness. This study focuses on three key constructs: personalized order fulfillment, effective inventory management communication, and integrated business operations solutions, informed by existing research (Ahmad, 2025; Leung, 2024).

i. **Personalised order fulfilment (POF):** This entails tailoring the order fulfilment experience to meet individual customer preferences and needs. This may involve customised packaging, specific delivery windows, and personalised messages or gifts with orders. This level of customisation significantly enhances customer satisfaction and loyalty, contributing to a more engaging and memorable shopping journey (Valino, et al., 2024). Furthermore, leveraging advanced analytics and customer data enables businesses to predict individual preferences and proactively offer customised fulfilment options, further solidifying customer relationships (Mishra, 2024; Parab, 2024).

ii. **Inventory Management Communication (IMC):** Effective IMC is another vital aspect, wherein timely and accurate information is exchanged between stakeholders, including customers, suppliers, and internal teams, regarding inventory levels, product availability, and order status (Chen, et al., 2024; Vinoth, et al., 2024). This ensures that customers receive precise information about product availability and order status, thereby reducing the risk of stockouts and enhancing overall satisfaction. This transparency fosters trust and reliability, underpinning a seamless omnichannel experience (Kadic-Maglajlic, et al., 2024). Moreover, robust inventory communication systems facilitate proactive adjustments to stock levels based on real-time demand fluctuations, optimising inventory turnover and minimizing carrying costs.

iii. **Integrated Business Operations Solutions (IBOS):** IBOS facilitate the streamlining and integration of various business functions, such as inventory management, order management, supply chain management, and customer service (Vaka, 2024; Zanabazar, et al., 2025). Taking advantage of technology and processes can enable businesses to provide a seamless and consistent experience across all channels, while also improving operational efficiency, reducing costs, and fostering customer loyalty (Liu, 2024). OOM capabilities can be improved through the integration of IBOS (Fauzzia, et al., 2025; Gerea, et al., 2021; Manda, 2025), as it can enable businesses to improve customer satisfaction, increased loyalty, and ultimately, enhanced revenue and maintain competitiveness.

Business Performance (BP)

Business performance is all about achieving organisational goals and objectives. It's about delivering results that matter, whether that's driving revenue growth, improving customer satisfaction, or increasing market share (Wang, & Guang-sheng, 2025). To succeed, businesses need to be adaptable, innovative, and strategically focused (Kathuria, & Lucianetti, 2024). By measuring performance through frameworks like the customer's loyalty (Norhidayah, et al., 2025), market share, and sales volume, organisations can stay on track and make informed decisions to drive long-term success (Rubio-Andres, et al.,

2024; Sklenarz, et al., 2024). Moreover, effective measurement frameworks encompass not only financial metrics but also operational efficiency and customer experience indicators to provide a holistic view of organisational health and sustainability (Carreno, 2025). In the context of OOM, enhanced business performance is typically characterised by increased purchase frequency and revenue growth, which are often direct outcomes of an improved customer experience and fostered customer loyalty (Valino, et al., 2024). This is achieved through seamless channel integration, consistent communication, and a personalized approach to customer interactions (Hautamaki, et al., 2024; Valino, et al., 2024).

Personalised Order Fulfilment (POF) and Customer Loyalty (CL)

Personalised order fulfilment is a crucial driver of customer loyalty, built on the foundation of trust, credibility, and seamless customer experiences (Fauzzia, et al., 2025; Kadic-Maglajlie, et al., 2024; Rosita, 2024; Zaid, et al., 2021). Customer loyalty is essential for long-term business success, driving customer retention, repeat business, and positive feedback (Hassan, et al., 2025). In the OOM, personalised order fulfilment refers to the ability of businesses to deliver tailored experiences that meet individual customers' needs and preferences (Vhatkar, et al., 2024). Loyal customers are more likely to engage repeatedly (Wang, et al., 2022), spend more, and recommend the brand to others (Baldivia, & Chowdhury, 2024; Zhang, et al., 2023). This study measures customer loyalty through repeat purchase, customer engagement, and customer retention rate. Personalised order fulfilment involves tailoring the order fulfilment process to individual customers' preferences, needs, and behaviours. The use of data and analytics, can help businesses craft highly personalised experiences that foster deeper connections and drive long-term loyalty (Wu, & Rojniruttikul, 2024; Norhidayah, et al., 2025).

When customers receive their orders in a personalised and timely manner, they are more likely to remain loyal and continue their relationship with the company. This study examines the relationship between personalised order fulfilment and customer loyalty in Nigeria, where there is a scarcity of research on this topic. It is based on this premise that these hypotheses were formulated:

H_1: Personalised order fulfilment has a significant positive effect on customer loyalty in the retail industry.

Inventory Management Communication (IMC) and Market Share (MS)

IMC refers to the process of keeping customers informed about the availability and status of products (Mentzer, et al., 2020; Vinoth, et al., 2024). Effective IMC is crucial in today's fast-paced retail environment, where customers expect seamless experiences across all channels (Obadire, et al., 2022; Vinoth, et al., 2024). Providing timely and accurate information about inventory levels, order status, and shipping updates, enable businesses to build trust with their customers and enhance their overall experience (Liu, & Song, 2024; Wang, et al., 2022; Yunita, et al., 2024). Market share, on the other hand, refers to the proportion of total sales in a market that a particular business or brand captures (Aina, 2021; Sklenarz, et al., 2024). A higher market share often indicates a business's competitive strength and its ability to attract and retain customers. Research has shown that effective

inventory management communication can have a positive impact on market share by increasing customer satisfaction, loyalty, and retention (Aina, et al., 2021; Obadire, et al., 2022). This study investigates the relationship between inventory management communication and market share in the retail industry to provide valuable insights for businesses and contribute to the body of knowledge in the field of supply chain management. Hence this hypothesis:

H_2: Effective inventory management communication has a significant positive effect on market share in the retail industry.

Integrated Business Operations Solutions (IBOS) and Sales Volume (SV)

Integrated business operations solutions refer to the strategic integration of business processes and systems across multiple channels to provide a seamless and efficient customer experience (Thaichon, et al., 2024; Akter, et al., 2024). Here technology and data analytics can be useful, businesses can streamline their operations, improve supply chain management, and enhance customer satisfaction using technology (Anwar, et al., 2025; Fornari, et al., 2024). Sales volume, on the other hand, refers to the total quantity of products or services sold by a business within a specific period (Gunawan, et al., 2021; Kanade, et al., 2025). A higher sales volume often indicates a business's ability to attract and retain customers, as well as its competitiveness in the market.

While previous studies have investigated the relationship between integrated business operations solutions and sales volume in developed economies such as the United States (US), the United Kingdom (UK), and Japan (Ivens, et al., 2023; Kanade, et al., 2025; Lafuente, & Sallan, 2024; Mitchell, 2024; Soesetyo, et al., 2024; Thaichon, et al., 2024; Akter, et al., 2024), there is a paucity of research on this topic in emerging economies like Nigeria. The Nigerian business environment is characterized by unique challenges (Sadiq, et al., 2022) such as infrastructure deficiencies, bureaucratic red tape, and limited access to financing (World Bank, 2022). These challenges may affect the relationship between integrated business operations solutions and sales volume, making it necessary to conduct a study in this context.

This study investigates the relationship between integrated business operations solutions and sales volume in the Nigerian retail industry to provide valuable insights for businesses operating in emerging economies and contribute to the body of knowledge in the field of operations management. The findings of this study offers businesses and policymakers deeper knowledge of the importance of integrated business operations solutions in driving sales volume and competitiveness in emerging economies. Hence:

H_3: There is a significant positive relationship between integrated business operations solutions and sales volume in the retail industry.

Theoretical Framework

In the field of business management, several theories have emerged to explain the complexities of businesses or organizational performance and competitiveness (Tonsi, 2025). This discussion centres on fundamental theories that support the relationship between OOM and BP. The Resource-Based View (RBV) theory, Dynamic Capabilities Theory (DCT), and Supply Chain Operations Reference (SCOR) model collectively provide a comprehensive framework for the study:

i. The Resource-Based View (RBV) Theory

Pioneered by scholars such as Jay Barney and Birger Wernerfelt (Tiwari, et al., 2024), RBV theory suggests that firms possessing valuable, rare, inimitable, and non-substitutable (VRIN) resources can attain sustainable competitive advantage and superior performance (Helfat, et al., 2023). At the heart of the RBV theory lies the notion that a firm's internal resources and capabilities are the cornerstone of its competitive advantage and performance. The first objective, investigating the effect of personalised order fulfilment on customer loyalty, is supported by the RBV theory. According to RBV, firms that possess valuable, rare, and inimitable resources can achieve sustainable competitive advantage and superior performance. In the context of personalised order fulfilment, RBV suggests that businesses that possess internal resources and capabilities that enable them to deliver personalised experiences can drive customer loyalty.

Also, the RBV theory supports the third objective. In the context of IBOS, RBV suggests that firms integrating their business operations can develop distinctive capabilities that are difficult to replicate by competitors, ultimately yielding improved sales volume. Incorporating this theoretical perspective, is likely to enable businesses adapt to changing market conditions, and improve sales volume and competitive advantage. Numerous studies have utilised RBV to examine the nexus between firm resources and performance. For instance, (Kero, & Bogale, 2023) employed RBV to investigate the how a firm's resources affects its performance, whilst (Helfat, et al., 2023) examined the relationship between strategic change and firm capabilities through the RBV lens. Specifically, research indicates that operational functions such as flexibility, supply chain integration, and organisational capability, when viewed through an RBV lens, positively influence overall business performance, encompassing competitive, financial, and operational aspects (Chahal, et al., 2020).

ii. Dynamic Capabilities Theory (DCT)

Dynamic Capabilities Theory (DCT), propounded by David Teece, Gary Pisano, and Amy Shuen, underscores the significance of organisation's ability to adapt and evolve in response to change in market conditions (Shiferaw, & Kero, 2024). According to DCT, organisations possessing dynamic capabilities can sense and seize innovative opportunities, reconfigure their resources, and adapt to changing environments, thereby driving sales volume and competitive advantage. In the context of IBOS, DCT highlights the importance of firm's ability to dynamically integrate their business operations in response to changing customer needs and market conditions.

The third objective, analyzing the relationship between integrated business operations solutions and sales volume, is supported by the Dynamic Capabilities Theory (DCT). DCT underscores the significance of a firm's ability to adapt and evolve in response to shifting market conditions. The DCT investigate the impact of dynamic capabilities on the relationship between IBOS and SV. In the context of integrated business operations solutions, DCT suggests that firms that possess dynamic capabilities can integrate their business operations to respond to changing market conditions, driving sales volume.

Taking advantage of this theoretical perspective, can enable businesses understand their dynamic capabilities, and how to

manage them to drive business performance. Studies such as (Shiferaw, & Kero, 2024) have utilised DCT to examine the impact of dynamic capabilities on rapid change in business, whilst (Prester, 2023) investigated the relationship between dynamic capabilities and firm performance.

iii. Supply Chain Operations Reference (SCOR) Model

The Supply Chain Operations Reference (SCOR) model, developed by the Supply Chain Council, provides a framework for understanding and improving supply chain operations (Wetsandornphong, et al., 2025). By categorising supply chain operations into five processes - plan, source, make, deliver, and return, the SCOR model enables firms to identify areas for improvement and implement changes that drive sales volume and competitive advantage (Sassone, et al., 2024).

The second objective, examining the effect of effective inventory management communication on market share, is supported by the Supply Chain Operations Reference (SCOR) model. The SCOR model provides a framework for understanding and improving supply chain operations, which is critical for effective inventory management communication. Adopting the SCOR model, can enable the study examine the supply chain operations aspects of inventory management communication and its impact on market share.

Studies such as those by (Nguyen, 2024; Sassone et al., 2024) have employed the SCOR model to examine supply chain operations and performance, highlighting the importance of effective supply chain management in driving business success. Leveraging this theoretical perspective, can help businesses adapt to changing market conditions, and improve supply chain operations, which can contribute to increase market shares.

Empirical Review and Gap

A comprehensive review of existing studies on Omnichannel Operations Management (OOM) and Business Performance (BP) proved to be quite insightful and revealed notable gaps in the literature. Researchers have conducted studies to understand the effect of OOM on BP (Valino, et al., 2024; Vhatkar, et al., 2024), and their findings underscore the importance of seamless customer experiences, channel integration, and effective operations management. Studies have consistently shown that OOM positively impacts business performance. For instance, research has found that OOM strategies such as integration business operations solution, inventory management, and order fulfilment optimisation can improve business performance (Soesetyoa, 2024; Zanabazar, 2025; (Andru, 2024; Zhang, et al., 2022) by reducing costs, improving customer satisfaction, and increasing revenue.

However, despite the growing body of research in this area, notable gaps remain. Many studies have focused on specific aspects of OOM, but there is limited understanding of the specific practices that drive business performance in emerging markets like Nigeria. Moreover, mixed studies are needed to wholly understand the relationship between OOM and BP. The existing research also has limitations in terms of generalisability, with many studies conducted in specific cultural or geographic contexts.

Although numerous studies have investigated the topic of OOM and business performance globally (Andru, 2024; Zhang, et al., 2022; Soesetyoa, 2024; Zanabazar, 2025; Nguyen,

et al., 2024), significant gaps still exist. For example, there is a scarcity of research on OOM and business performance in Africa, leaving a significant knowledge gap. Additionally, many of these studies were carried out in different industries and countries with differences in cultural, economic, and demographic factors, which is also a substantial gap. This study seeks to investigate how businesses in Nigeria respond to OOM strategies, considering differences in local cultural, social, demographic, and economic factors.

Recent methodological advancements have created a gap in some of the earlier studies that used qualitative or outdated research methods. This study employed newer methods to provide more accurate and reliable results that can be more generalizable. By repeating the study in a new context like Nigeria, this study aims to validate the original findings and increase confidence in earlier research results.

3 METHODOLOGY

This study employed a mixed-method research design to investigate the relationship between OOM and BP in the Nigerian retail industry. The study population consisted of customers who had omnichannel interactions with five retail outlets with onmichanel presence in Nigeria, totaling 8,885,500 individuals. The population consists of customers from the age of 20 who have used omnichannel services in Nigerian retail outlets. Specifically, they include individuals who have shopped online, used mobile apps, or engaged with social media platforms to purchase products or services from the retail outlets with omnichannel presence in Nigeria. 8,885,500 (50% of number of users in the Nigerian ecommerce in 2025) (www.statista.com) (Conservative estimate). A sample size of 678 participants was determined using a modified Krejcie and Morgan power analysis method. Proportional stratified online sampling was used to select participants, ensuring representativeness across the different retail outlets.

Data was collected using a 5-point Likert scale questionnaire with 20 questions, which measured various aspects of omnichannel operations management (personalized order fulfilment, inventory management communication, and integrated business operations solutions) and business performance (customer loyalty, market share, and sales volume). The questionnaire was administered online, and 593 valid responses were retrieved. Out of the 678 copies of questionnaire that were administered, 593 valid responses were retrieved and used for the analysis (giving 87.4% return rate), while 85 copies were not returned (12.6% rate). With the aid of SPSS statistical software, the regression analysis was used to test research hypothesis 1 while the Pearson correlation coefficient was used to test hypotheses 2 and 3,

4. RESULT AND DISCUSSION

Hypothesis one: Personalised order fulfilment (POF) has a significant positive effect on customer loyalty (CL) in the retail industry.

The regression results of hypothesis one in Table 1 indicated that POF has a significant positive effect on CL because R=0.898; R^2=0.807; Adjusted R^2=0806; F-Stat. = 1146.234; T.Stat. =33.856; Std. error=0. .026; Sig. =.000, degree of freedom=3.88 and, N=593. Therefore, since F-Stat. calculated (758.029 >3.88), the alternate research hypothesis is hereby sustained, and the null hypothesis is rejected.

From the result, it can be deduced that R^2 in the model showed that 81% of the total variation in POF can be well explained by CL.

Table 1: Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898[a]	.807	.806	.580

a. Predictors: (Constant), Personalised Order Fulfilment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	385.770	1	385.770	1146.234	.000[b]
	Residual	92.216	591	.337		
	Total	477.986	594			

a. Dependent Variable: Customer loyalty
b. Predictors: (Constant), Personalised Order Fulfilment

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.238	.062		3.808	.000
	Personalised Order Fulfilment	.865	.026	.898	33.856	.000

a. Dependent Variable: Customer loyalty

Hypothesis two: Effective inventory management communication (IMC) has a significant positive effect on market share (MS) in the retail industry.

Analysis in Table 2 revealed that effective IMC has a positive effect on MS. This is because 0.000<0.01 implying that the alternate research hypothesis is accepted while the null hypothesis is rejected. In addition, the correlation coefficient of 0.869** is high indicating that through IMC, more customers would patronise the business which consequently increase market share.

Table 2: Correlation

Correlations

		Inventory management communication	Market Share
Inventory management communication	Pearson Correlation	1	.869**
	Sig. (2-tailed)		.000
	N	593	593
Market share	Pearson Correlation	.869**	1
	Sig. (2-tailed)	.000	
	N	593	593

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis three: There is a significant positive relationship between integrated business operations solutions (IBOS) and sales volume (SV) in the retail industry.

Table 3 showed that IBOS has a positive relationship with SV. This is because 0.000<0.01 and the correlation coefficient is high (0.825**) indicating that the alternate research hypothesis is accepted while the null hypothesis is rejected. What this means is that, as the incorporation of OOM in the form of IBOS improves, the volume of sales also increases as customers continue to repeat purchases.

Table 3: Correlation

Correlations

		Integrated business operations solutions	Increased sales volume
Integrated business operations solutions	Pearson Correlation	1	.825**
	Sig. (2-tailed)		.000
	N	593	593
SV: Customer repeat purchase	Pearson Correlation	.825**	1
	Sig. (2-tailed)	.000	
	N	593	593

**. Correlation is significant at the 0.01 level (2-tailed).

Discussion of Findings

After the analysis, the study reveals:

i. Personalised order fulfilment (POF) has a significant positive effect on customer loyalty (CL) in the retail industry. This is consistent with the literature review, which highlights the importance of effective POF in building customer trusts e.g. the works of (Ballı, 2024; Damanik et al., 2025; Hassan et al., 2025; Weidig et al., 2024), which found that personalised order fulfilment to create a unified customer experience improves customer loyalty. Additionally, the finding supports and is supported by the theoretical frameworks in the research. For example, the RBV Theory which suggests that businesses that possess internal resources and capabilities that enable them to deliver personalised experiences can drive customer loyalty (Tran, 2024; Norhidayah, et al., 2025).
ii. Effective inventory management communication has a significant positive effect on market share in the retail industry. This result aligns with research on IMC, which suggests that tailored IMC efforts can enhance customer satisfaction and earn their loyalty which manifests in their repeat purchases and amassing more market share (Akter et al., 2023; Obadire, et al, 2022; Vaka, 2024; Vinoth, et al., 2024; Butkouskaya et al., 2021, 2023). In addition, the finding laid credence to the theoretical frameworks of SCOR model and DCT. While the SCOR model suggests and enables the study examine the supply chain operations aspects of IMC and its effect on MS, the DAT theory enables the retail managers to understand the importance of businesses to dynamically integrate their business operations in response to changing customer needs and market conditions (Obadire, et al, 2022; Butkouskaya et al., 2023).
iii. There is a significant positive relationship between integrated business operations solutions and sales volume in the retail industry. This finding is consistent with some research on IBOS, which highlights the importance of IBOS in driving customer loyalty (Cotarelo et al., 2021; Liu & Song, 2023; Mitchell, 2024; Soesetyo et al., 2024). This result lends support to and is supported by the Dynamic Capabilities Theory (DCT), which underscores the significance of an organisation's ability to adapt and evolve in response to changing market conditions. Specifically, DCT suggests that firms with dynamic capabilities can integrate their business operations to respond effectively to changing market conditions, thereby driving sales volume. The findings underscore the importance of cultivating IBOS to drive sales volume and demonstrate the value of IBOS in creating seamless and engaging customer experiences that foster brand loyalty and advocacy, ultimately leading to increased sales volume and improved business performance.

5 CONCLUSION

The study offers valuable insights into the key drivers of customer loyalty, market share, and sales volume in the retail industry. Our findings show that personalised order fulfilment has a profoundly positive impact on

customer loyalty, while effective inventory management communication significantly boosts market share. Moreover, the research highlights a strong positive relationship between integrated business operations solutions and sales volume. These results have important implications for retail businesses, emphasising the need to adopt personalized customer service approaches, effective inventory management practices, and integrated business operations to drive loyalty, increase market share, and sales. Based on the findings and limitations, the study recommends thus:

i. Retail mangers and organizational management should invest in personalised order fulfilment strategies to enhance customer loyalty through the implementation of new technologies such as: advanced order tracking systems to provide real-time updates, offering personalised packaging and communication to enhance the unboxing experience. In addition, offering flexible delivery options, such as same-day or next-day delivery.
ii. Retail and operations managers should prioritise effective inventory management communication to boost market share. This can be achieved through the implementation of automated inventory tracking systems to ensure accuracy. Again, by providing regular updates on stock levels and product availability, and by offering proactive communication to customers regarding delays or stockouts.
iii. Retail and business managers should adopt integrated business operations solutions to drive sales volume. They can achieved this by implementing integrated inventory management systems that synchronize with online and offline channels. Streamlining order fulfilment processes to reduce errors and delays. As well as leveraging data analytics to gain insights into customer behaviour and preferences.

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