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Building Brand Equity Through Customer Experience and Omnichannel Strategies for Sustainable Value Creation

Ridho Irfansyah Iskandar[1*], Nadya Maharani[1], Harry Soesanto[1]

Universitas Diponegoro, Semarang, Indonesia

ABSTRACT

This study explores how customer experience and omnichannel strategies contribute to building brand equity and achieving sustainable value creation in the digital age. The main question investigates how integrated customer touchpoints across physical and digital channels shape consumer perceptions and strengthen brand value. Using a qualitative approach, data were collected through literature study from academic sources, relevant case studies, and thematic analysis to identify the value creation. The study examines how consistent, personalized, and seamless experiences across channels foster emotional connections and trust, enhancing brand equity. Findings reveal that omnichannel integration allows brands to create a cohesive customer journey that amplifies satisfaction, loyalty, and advocacy. Moreover, customer experience acts as a strategic bridge between brand identity and value perception, turning engagement into long-term brand equity. The discussion emphasizes that in a competitive digital marketplace, sustainable value creation depends on how effectively a brand can align its technological capabilities with customer experiences. This research contributes to marketing literature by highlighting the qualitative link between omnichannel consistency, experiential branding, and sustainable value outcomes.

Keywords: *Brand Equity, Customer Experience, Omnichannel Strategies, Value Creation.*

CORRESPONDING AUTHOR:
Ridho Irfansyah Iskandar
Universitas Diponegoro, Semarang, Indonesia
contact: *ridhoirfansyahiskandar@gmail.com*

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1. | INTRODUCTION

The development of digital technology has revolutionized the way consumers interact with brands. In the digital era, branding is no longer merely a promotional activity but a strategic process for building brand equity, strengthening the customer experience, and managing cross-channel interactions (omnichannel) to achieve sustainable value creation. Therefore, a company's success is determined not only by product quality but also by its ability to create meaningful and consistent customer experiences across all touchpoints. This transformation means branding is no longer just a visual communication activity, but a holistic strategy for creating sustainable value for both consumers and the company.

This phenomenon is clearly visible within the context of Indonesia's digital economy. According to data from the Indonesian E-Commerce Association (idEA), the value of e-commerce transactions has reached trillions of rupiah annually, indicating huge market potential. However, as revealed by Amanda and Fauziah (2025), the industry's main challenge is not just attracting new customers, but retaining customer loyalty amid increasingly fierce competition. This research found that the dimensions of reliability and personalization are the most influential factors in increasing brand equity, demonstrating that a positive customer experience can strengthen brand awareness, brand image, and customer loyalty.

Global phenomena indicate that brand value has become one of the most valuable assets in the digital economy. According to Brand Finance Global 500 (2024), digital brands such as Amazon, Apple, and Google occupy the top global ranks with brand values exceeding US$450 billion, reflecting the power of brand equity in creating competitive advantage and long-term economic value. Conceptually, brand equity is defined as the added value a brand provides to a product or service as perceived by consumers, formed by brand awareness, brand associations, perceived quality, and loyalty (Aaker, 1991; Keller, 1998; Dropulić, Krupka, & Vlašić, 2022). Strong brand equity not only increases customer trust but also strengthens a company's competitive position in the market.

On the other hand, customer experience (CX) encompasses all the perceptions and emotions that arise when a customer interacts with a brand, whether before, during, or after a purchase. According to Amanda and Fauziah (2025), a customer experience that is reliable, personal, easy-to-use, and responsive is the main determinant in building a long-term relationship between the consumer and the brand. In the digital context, customer experience increasingly depends on how a brand can integrate online and offline channels to create a seamless customer journey.

Within the Indonesian context, the digital ecosystem shows rapid development. Based on data from We Are Social and Kepios (2025), over 79% of Indonesia's population now uses the internet, and approximately 78% of active internet users perform digital transactions at least once a month. This condition establishes customer experience (CX) as a strategic factor determining the success of online businesses. In the digital era, customers demand experiences that are fast, connected, and personal. According to the PwC Global Customer Experience Report (2023), 73% of global consumers stated that customer experience is the primary factor in their purchasing decisions, even more important than price or product quality. This indicates that companies capable of delivering relevant and memorable customer experiences have a greater chance of strengthening brand equity and creating long-term loyalty.

As customer expectations rise, companies are adapting by implementing omnichannel strategies, an approach that integrates all marketing channels both online and offline, to ensure customers receive a seamless and consistent experience. Climent et al. (2022) state that the omnichannel strategy not only increases transactional efficiency but also becomes a primary source of value creation by facilitating the integration of technology, user experience, and inter-actor interactions within the digital ecosystem. Omnichannel implementation is now proven to be a competitive advantage: a Harvard Business Review (2023) report indicates that customers who interact through multiple channels show 30% higher loyalty and 23% greater purchase frequency than single-channel customers. The omnichannel strategy is similarly important in the fashion and luxury sectors for creating emotional and sustainable customer experiences (Alexander & Cano, 2020). Ozuem and Willis (2021) point out that luxury brands are challenged to integrate the physical marketplace with the digital marketspace to foster deeper bonds with customers. They emphasize that a brand that consistently offers personalized, authentic, and seamless experiences across both physical and digital environments will be better positioned to secure long-term brand engagement and brand equity.

Furthermore, the core of all these strategies is value creation. Zhang et al. (2015) emphasize that value is no longer created unilaterally by the company, but is the result of co-creation, a collaboration between the company and the customer to create relevant and meaningful value. In the digital framework, this value creation occurs through personalized experiences, two-way interaction, and customer participation in shaping the brand image. Thus, the resulting value is not only economic but also emotional and social.

Despite various studies highlighting the importance of customer experience and omnichannel strategies in building brand equity, there remains a gap in understanding how these two aspects interact in the context of sustainable value creation. Most previous research has focused on quantitative analysis related to the direct impact on loyalty or brand image, while qualitative approaches that delve into the dynamics of the relationship between customer experience, channel integration, and value perception are still limited.

Therefore, this study seeks to provide a conceptual contribution through a qualitative approach by reviewing academic literature, relevant case studies, and thematic analysis of digital branding practices. The main goal of this research is to understand how customer experience and omnichannel strategies can be optimized to build brand equity and create sustainable value in the digital age. This article also aims to affirm the relevance of a human-centered approach in digital strategy as a bridge between brand identity and consumer perception. It is hoped that the results of this research can enrich modern marketing literature and provide practical insights for companies in managing customer experience and brand consistency across various digital communication channels.

2. | LITERATURE REVIEW

In the context of modern marketing, brand equity is no longer formed solely through one-way brand communication, such as advertising or promotions, but rather through ongoing customer interactions and experiences across various channels. This phenomenon is becoming increasingly prominent in the digital era, where customers play an active role in determining a brand's value through their participation in various forms of digital engagement. The process of forming brand equity is now understood as the result of value co-creation between the company and the customer, a paradigm deeply explored in the Service-Dominant Logic (S-D Logic) theory developed by Vargo & Lusch (2008).

According to Service-Dominant Logic (S-D Logic), value is not created unilaterally by the company, but is co-created through the interaction between the customer and the service provider. In this paradigm, the company is no longer seen as the sole value creator, but as a facilitator that provides resources and service ecosystems so that customers can actively participate in creating value according to their needs and expectations (Vargo & Lusch, 2016).

This phenomenon is clearly evident in omnichannel marketing strategies, where companies integrate various channels such as physical stores, e-commerce, social media, and mobile applications to deliver a consistent and seamless experience throughout the customer journey. The shift in digital customer behavior has forced retailers to adopt omnichannel retailing instead of multichannel, as the former ensures a seamless customer experience across all touchpoints, unlike the latter, which just uses multiple channels (Verhoef et al., 2015). Within the S-D Logic framework, the omnichannel isn't merely a distribution channel, but a mechanism for service exchange that allows customers to derive benefits from continuous interaction with the brand.

Through these interactions, customers co-create value with the company by providing feedback, sharing experiences, and even generating digital content such as reviews and recommendations. This process strengthens the customer's perception of the brand's functional, emotional, and social value all of which contribute to the formation of brand equity. Thus, the S-D Logic explains that customer experience is the central point in sustainable value creation, as the experience serves as the platform for customers to evaluate, interpret, and dynamically interact with the brand.

Furthermore, S-D Logic also emphasizes the importance of the sustainability of value creation. Sustainable value is created when the relationship between the customer and the company is mutually beneficial, long-lasting, and built on trust, positive experiences, and consistency of interactions across all channels. In other words, companies that successfully implement omnichannel strategies and create superior customer experiences don't just increase momentary satisfaction; they also build relational equity that strengthens the brand's long-term market position.

In addition to using S-D Logic theory, this article also employs the Customer-Based Brand Equity (CBBE) theory developed by Keller (1998), which explains how value is internalized in customer perception and forms the brand's strength. According to Keller, brand equity is established when customers possess strong, positive, and unique knowledge and experiences related to the brand. The CBBE model consists of four hierarchical stages: brand identity, brand meaning, brand response, and brand relationships.

Thus, within the CBBE framework, the omnichannel strategy serves as a crucial instrument for maintaining the consistency of the brand image and experience across all customer touchpoints (Keller, 1998). This consistency builds trust and enhances the customer's perceived brand value. In the long term, such consistent experiences strengthen customer loyalty and advocacy, ultimately leading to sustainable value creation.

Brand equity is the added value a brand bestows upon a product or service as perceived by customers. According to Aaker (1991) brand equity comprises four main dimensions: brand awareness, brand associations, perceived quality, and brand loyalty. In the digital context, brand equity is built not merely through one-way communication like advertising, but through repeated, interactive, and meaningful customer experiences across all digital channels (Dropulić et al., 2022). A brand that successfully delivers positive, consistent, and valuable experiences at every customer touchpoint will reinforce perceived quality and loyalty, thereby establishing strong brand equity.

Customer experience (CX) is defined as the customer's overall perception of a brand, which is based on the cognitive, emotional, sensory, and behavioral interactions throughout their journey with that brand (Schmitt, 2020). Customer experience encompasses the entire process from pre-purchase, through purchase, to post-purchase where every touchpoint contributes to forming the customer's value perception (Hao & Chon, 2021). Thus, customer experience acts as the bridge between a company's strategy and the customer's perception, directly influencing the formation of brand equity in the digital era.

Omnichannel marketing is a strategy that integrates all marketing and distribution channels both physical and digital to create a consistent, seamless, and interconnected customer experience (Climent et al., 2022). Unlike multichannel, which still separates communication channels, omnichannel emphasizes the synchronization of the customer experience across all points of interaction, allowing customers to switch channels without losing continuity of experience (Silva et al., 2020). Through this strategy, companies can more deeply understand customer preferences, create personalized services, and strengthen emotional relationships with customers (Akter et al., 2021). The ultimate result is increased satisfaction, loyalty, and trust, which reinforces brand equity and expands opportunities for sustainable value creation.

Value co-creation is a collaborative process where companies and customers jointly create value. Customers play an active role in shaping the service experience so it matches their context and requirements (Rubio et al., 2020). Value emerges when a company's activities provide satisfaction across the aesthetic, psychological, physiological, utilitarian, and/or monetary needs of the parties involved. Furthermore, in the context of modern business, the concept of value is not limited to customer value and company value but must be understood more broadly as a stakeholder-responsive concept, where various forms of value economic, social, and ecological are generated through inter-stakeholder relationships (Freudenreich et al., 2020). Conceptually, value creation is a collaborative process that involves the company, the customer, and other parties to co-create value through interaction, experience, and active engagement. The resulting value is not solely economic but also encompasses social, symbolic, and emotional aspects, depending on the context of the relationships between the actors.

Meanwhile, Sustainable value creation is the process of building economic, social, and emotional benefits for all parties particularly customers that last over time (Vargo & Lusch, 2008). This lasting value happens when customers feel the value-in-use, meaning the real benefits they get from using the brand's products, services, or experiences. Firms that consistently offer good customer experiences and integrate their channels will strengthen that long-term value perception. Therefore, sustainable value creation is not just a final outcome; it is a dynamic process of co-creation where customer experience, brand equity, and omnichannel strategy all work together and strengthen one another.

3. | RESEARCH METHOD

This study adopts a qualitative research approach aimed at achieving a comprehensive understanding of the phenomenon being examined. The qualitative method enables the researcher to investigate the complexity and contextual aspects of an issue while uncovering the meanings inherent within it. Data were gathered using the Internet Searching method (Zakariah et al., 2020), allowing the researcher to collect information from diverse sources and time periods through online platforms. This involved reviewing prior academic work, including theses, journals, and blogs, that were relevant to the study's topic. This research relies on secondary data, it means the researchers did not generate any new, primary data (like conducting interviews, running surveys, or performing lab tests). Instead, it relied on data that has already been collected, analyzed, and published by others.

The secondary data was sourced from specific types of publications, ensuring the information is relevant and credible. The researchers' primary tool for gathering this secondary data was leveraging the internet. This is far more efficient than traditional library research and enables a broader scope. Using the internet allowed the researchers to quickly access a wide range of detailed information from numerous global sources and across various time periods. This capability is crucial for ensuring the literature review is comprehensive and up-to-date. The data analysis method is designed to present the research findings in a structured and accessible format. Through the use of descriptions, narratives, and systematic structures, the analysis enables researchers to interpret the deeper meanings, patterns, and interconnections found within the data. The analytical process continues with the interpretation of findings to clarify the research outcomes. Ultimately, this process concludes with drawing conclusions that summarize the key results and address the research questions. In doing so, the study aims to contribute significantly to the understanding of the examined topic and serve as a useful reference for future research.

4. | RESULTS

Building Brand Equity Through Customer Experience

In the current digital business landscape, companies can no longer rely solely on product differentiation to build brand strength. Modern consumers place greater value on how they experience and interact with a brand, rather than simply what that brand sells. Therefore, a marketing strategy oriented toward customer experience (CX) has become the central approach for building brand equity (Amanda & Fauziah, 2025; Lemon & Verhoef, 2016).

The connection between customer experience (CX) and brand equity is best understood through Keller's CBBE model (1998), where equity is built from customer perception and knowledge into loyal behavior. CX is essential at every stage of the CBBE hierarchy: At the brand identity stage, a positive customer experience helps increase brand awareness and recognition; at the brand meaning stage, consistent experience strengthens brand association and perceived quality; at the brand response stage, customers offer positive evaluations based on prior experiences; at the brand resonance stage, customers develop emotional attachment and long-term loyalty.

From the perspective of Service-Dominant Logic (S-D Logic) (Vargo & Lusch, 2016), this relationship can be understood through the concept of value co-creation, where customers are not merely recipients of value but partners in creating value through their experiences. The customer experience functions as the point where the service exchange process occurs, generating value-in-use (the value as perceived by the customer) that reinforces brand perception (Chahal & Dutta, 2021). In other words, the more meaningful the customer's interaction with the brand whether in the context of direct service, digital platforms, or social media communication, the greater the value they co-create with the company. It is this jointly created value that ultimately strengthens brand equity and makes it more sustainable.

Building Brand Equity Through Omnichannel Strategies

In the modern marketing landscape, the omnichannel strategy has become the primary approach for companies seeking to build strong brand equity. Rather than just existing on various platforms like stores, websites, or mobile apps, omnichannel retailing seeks to integrate these channels into a single, consistent experience for customers at every stage of their journey. According to Becagli and Milanesi (2021), this approach aims to provide a seamless shopping experience through comprehensive integration of online and offline channels, which directly influences the formation of customer-based brand equity (CBBE). This information is used to offer relevant recommendations, increase satisfaction, and create added value that strengthens perceived quality as one of the core dimensions of brand equity, according to (Aaker, 1991).

The relationship between omnichannel strategy and brand equity is mutually reinforcing. Channel integration enhances the perception of service quality and customer experience, which in turn strengthens brand trust and brand loyalty. (Becagli & Milanesi, 2021) explain that omnichannel is not merely a distribution strategy but a strategic means of building an emotional connection between customers and the brand through integrated experiences. Effective omnichannel implementation enhances the main components of CBBE namely brand awareness, perceived quality, brand associations, and brand loyalty.

Within the context of Service-Dominant Logic (S-D Logic) (Vargo & Lusch, 2008), omnichannel marketing can be understood as a service ecosystem, a service exchange system where the company and the customer continuously interact to achieve value co-creation. Digital and physical channels become the platforms for this value exchange, strengthening the customer's relationship with the brand. The more seamless the integration between channels, the higher the perceived value-in-use by the customer, which ultimately reinforces brand equity.

Sustainable Value Creation by Building Brand Equity Through Customer Experience and Omnichannel Strategies

Strong brand perception in the digital age is driven by a consistent and meaningful customer experience. Amanda and Fauziah (2025) found that a quality customer experience, defined by reliability, service speed, and personalization, is crucial for strengthening brand equity, especially by building brand trust and customer loyalty.

Creating a strong customer experience requires omnichannel integration to unify service and marketing channels. As noted by Climent et al. (2022), the omnichannel approach guarantees a seamless journey between physical and digital spaces. This consistency prevents service disruption, boosting customer trust and reinforcing brand professionalism which are the key factors for brand equity. In short, CX creates the brand value, and the omnichannel strategy ensures its delivery and continuity. After brand equity is built through customer experience and omnichannel strategies, it generates value for both customers and the company. For customers (Aaker, 1991), it simplifies decisions, increases confidence, and offers emotional benefits. For the company, it provides a stronger competitive advantage, justifies premium pricing, and ensures sustainable loyalty.

Based on Service-Dominant Logic (S-D Logic) Vargo and Lusch (2008), value is co-created through ongoing customer experience and interaction, not created solely by the company. Consequently, brand equity acts as a value exchange mechanism that enables long-term customer relationships. Brand equity value isn't static; it grows sustainably through consistent experiences and repeated interactions. Under the Service-Dominant Logic (S-D Logic) framework, continuous value creation depends on a continuous customer-brand relationship (Vargo & Lusch, 2016). Omnichannel marketing facilitates this by creating a dynamic service ecosystem where companies use data and two-way communication to personalize services in real-time, resulting in continuously evolving value (Climent et al., 2022).

According to Ranfagni and Ozuem (2021), a brand's ability to seamlessly link physical and digital customer experiences is vital for long-term success in the luxury sector. This consistency creates sustainable brand value by consistently delivering authentic, emotional, and personalized interactions that secure customer trust. Sustainable value creation requires strong brand equity to underpin long-term customer relationships. This value is continuously reinforced by consistent omnichannel interactions and valuable experiences, yielding both economic gains and social or emotional benefits like trust and stable loyalty.

5. | DISCUSSION

The findings of this study demonstrate that building brand equity in the digital era is no longer primarily achieved through product differentiation, but through the creation of consistent and meaningful customer experiences (CX) supported by integrated omnichannel strategies. This result aligns with the work of Lemon and Verhoef (2016) and Amanda and Fauziah (2025), who emphasize that modern consumers value experiential engagement with brands more than functional product attributes. Within this framework, customer experience becomes the driving force behind the creation of brand awareness, brand associations, perceived quality, and brand loyalty, which together constitute the essence of customer-based brand equity (CBBE) as described by Aaker (1991) and Keller (1998).

Furthermore, the integration of omnichannel strategies significantly reinforces the relationship between customer experience and brand equity. As Becagli and Milanesi (2021) and Climent et al. (2022) explain, omnichannel marketing enables the creation of a unified and seamless customer journey across both physical and digital platforms. This integration not only improves perceived service quality but also strengthens brand trust and loyalty by ensuring that customers receive consistent experiences at every touchpoint. The present findings confirm that omnichannel integration functions not merely as a distribution or communication channel, but as a strategic mechanism for enhancing customer experience and building a coherent brand image.

From the perspective of Service-Dominant Logic (S-D Logic) (Vargo & Lusch, 2008), these findings provide further empirical evidence that value creation is a co-creative process between customers and companies. The customer experience acts as a critical point of value exchange, where customers co-create value through interaction, feedback, and usage. The omnichannel strategy, meanwhile, functions as a service ecosystem that facilitates continuous interaction and personalization, enabling the ongoing co-creation of value-in-use that strengthens brand equity. This supports the argument of Vargo and Lusch (2016) that sustainable value creation depends on continuous relationships and reciprocal exchanges between customers and brands.

The broader implication of these findings is that sustainable brand value can only be achieved through long-term relational engagement supported by consistent service delivery across all channels. Strong brand equity becomes a key enabler for sustainable value creation, as it ensures enduring trust, emotional attachment, and customer loyalty. This finding resonates with the study of Ozuem and Ranfagni (2021), who highlight that the ability of a brand to seamlessly connect physical and digital experiences fosters authenticity and long-term customer commitment.

In summary, the study contributes to the literature by integrating the CBBE model and the S-D Logic framework, demonstrating that sustainable value creation emerges from the synergy between customer experience and omnichannel strategy. The combination of these two elements produces not only economic benefits such as competitive advantage and premium pricing but also social and emotional outcomes such as trust, satisfaction, and loyalty. Future research is recommended to examine how emerging digital technologies such as artificial intelligence, augmented reality, and data-driven personalization may further enhance the co-creation process and strengthen sustainable brand equity.

6. | CONCLUSION

In conclusion, this study underscores that customer experience and omnichannel strategies are interdependent pillars in building brand equity and achieving sustainable value creation in the digital age. A consistent, seamless, and personalized customer experience serves not only to enhance brand perception but also to foster emotional connections, trust, and long-term loyalty. Within the framework of Service-Dominant Logic (S-D Logic), these interactions represent ongoing processes of value co-creation, where customers and companies jointly produce value that strengthens brand equity over time.

The findings highlight that sustainable brand value is not generated by short-term marketing efforts but through continuous engagement and adaptive integration across channels. For practitioners, this suggests the importance of developing holistic strategies that combine technological innovation with human-centered experiences to maintain brand relevance and loyalty in a rapidly evolving marketplace.

Future research could expand upon these findings by employing quantitative methods to test the causal relationships among customer experience, omnichannel integration, and sustainable brand equity. Moreover, further exploration into emerging technologies such as artificial intelligence, augmented reality, and predictive analytics would provide deeper insights into how digital innovation can enhance value co-creation and reinforce brand sustainability in various industry contexts.

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The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

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The data that support the findings of this study are available from the corresponding author upon reasonable request.

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