

Omnichannel Customer Experience in Fast Fashion: Effects on Purchase Intention and Citizenship Behavior

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ABSTRACT

This study examines how customer experience quality (CEQ) is built and transferred across the online and offline channels of omnichannel retailing. Using an extended Stimulus-Organism-Response framework, it tests whether each channel follows a distinct experiential logic rather than a single spillover process. Survey data from 488 omnichannel UNIQLO consumers in Taiwan were analyzed with structural equation modeling (SEM) and fuzzy-set qualitative comparative analysis (fsQCA). The two channels operate under different cue logics, and CEQ converts into purchase intention only within the channel that produced it; yet CEQ in either channel fosters customer citizenship behavior toward the brand as a whole, and price promotion shapes purchase through experience rather than surrounding it. Notably, offline experience requires combinations of cues, whereas online price promotion can suffice alone. In this fast-fashion context, the two channels function independently in converting experience into purchase intention; a good experience raises the intention to buy in that same channel only. However, the positive relationship and loyalty built in either channel benefit the brand as a whole.

JEL Classification: M30, M31, L11

Keywords: omnichannel retailing; customer experience quality; purchase intention; customer citizenship behavior; price promotion; fast fashion; fsQCA

I. INTRODUCTION

The worldwide retail sector is currently experiencing a fundamental shift in its structure in which the boundaries between physical stores and digital platforms are dissolving into integrated omnichannel ecosystems (Verhoef et al., 2015; Klink and Swoboda, 2025). In this environment, retailers compete less on the products they sell than on the quality of the experience they deliver across touchpoints (Lemon and Verhoef, 2016). Customer experience quality (CEQ), defined as a customer's overall cognitive and affective assessment of interactions with a brand, has accordingly become a central determinant of competitive advantage. Understanding how distinct marketing stimuli store environment, visual design, social interaction, and price promotion shape CEQ across channels is therefore strategically critical, particularly in fast fashion, where consumers move fluidly between online browsing and in-store purchase.

Beyond shaping the immediate transaction, a high-quality experience increasingly serves a relational purpose. As acquiring new customers grows more costly and traditional advertising loses credibility relative to peer recommendation (Kotler et al., 2016), retailers seek to convert satisfied buyers into CCB, the voluntary and uncompensated actions through which loyal customers recommend the brand, share positive reviews, and assist fellow shoppers (Groth, 2005; Yi and Gong, 2013). Purchase intention and CCB thus represent two qualitatively different returns on experience: a short-term, transactional outcome and a long-term, relational one. Because the two may respond to experience in fundamentally different ways, it is essential to model them jointly rather than to treat either in isolation.

Despite this strategic importance, our understanding of how omnichannel experience translates into these outcomes remains limited by an oversimplified view of how channels interact. Three gaps stand out: firstly, most studies model the online and offline channels jointly, or assume that they reinforce one another, leaving unclear whether each channel follows a distinct experiential logic; for instance, a strong brand image in a physical store is often assumed to transfer automatically into trust in the brand's website, yet this is rarely tested directly (Klink and Swoboda, 2025; Kwon and Lennon, 2009). Secondly, although seamless-journey accounts imply that CCB should spill over across channels, this assumption has seldom been tested with purchase intention as the outcome, so it remains unclear, for example, whether a smooth online experience actually drives customers into the physical store, or whether the reverse holds (Neslin et al., 2006; Marinao-Artiga et al., 2025). Thirdly, experiential models such as the Stimulus-Organism-Response (S-O-R) framework rarely consider whether price promotion can trigger purchase directly, by passing the holistic experiential evaluation (Grewal et al., 1998; Niu et al., 2024). Each of these gaps is developed more fully in the literature review.

To address these gaps, this study applies an extended S-O-R framework to UNIQLO's omnichannel environment in Taiwan, treating the physical and digital channels as parallel and independent paths. We examine how four channel-specific stimuli surrounding factors, design factors, social factors, and price promotion shape CEQ within each channel and, in turn, drive purchase intention and CCB. The model extends the classic paradigm in two ways: by adding a direct stimulus-to-response path from price promotion to purchase intention, and by testing cross-channel spillover effects on purchase intention. We test the framework on a sample of 488 valid responses using

two complementary methods structural equation modeling (SEM), which estimates the net effect of each cue, and fuzzy-set qualitative comparative analysis (fsQCA), which identifies the combinations of cues sufficient for a high-quality experience (Woodside, 2014; Pappas and Woodside, 2021).

This study offers three contributions. Theoretically, it extends the S-O-R framework to model the offline and online channels as parallel and independent paths, to distinguish channel-bound transactional outcomes from brand-level relational ones, and to test whether promotion drives purchase through experience rather than around it. Methodologically, the joint use of SEM and fsQCA reconciles symmetric and configurational perspectives, allowing a cue with no significant net effect to be assessed for its role as a necessary element within a sufficient configuration. Practically, the findings are intended to give retail managers concrete guidance for designing channel-specific conversion strategies and for managing experience quality as an engine of voluntary customer contributions. This paper is organized as follows: Section 2 reviews the theoretical background and develops the hypotheses; Section 3 details the methodology; Section 4 reports the results from SEM and fsQCA; and Section 5 discusses the implications, limitations, and directions for future research.

II. LITERATURE REVIEW

A. The Stimulus-Organism-Response Framework

The S-O-R framework holds that environmental stimuli (S) elicit internal cognitive and affective states in the individual (O), which in turn govern behavioral responses of approach or avoidance (R) (Mehrabian and Russell, 1974). Donovan and Rossiter (1982) first applied this logic to retailing, showing that store environments shape shoppers' emotional states and, through them, their in-store behavior, and Bitner (1992) extended the same reasoning to the broader service scape. As commerce moved online, scholars established that the framework transfers well to digital settings, where the interface itself operates as the atmospheric stimulus (Eroglu et al., 2001). The framework suits omnichannel inquiry precisely because it describes physical and digital environments in a common vocabulary, allowing their effects to be compared on equal terms (Turley and Milliman, 2000; Verhoef et al., 2009), and it continues to anchor recent studies of channel experience and behavior (Kapoor et al., 2023). In the context of this research, the S-O-R model is applied to investigate the parallel omnichannel environments of UNIQLO. The stimulus (S) consists of the controllable marketing cues that a retailer arranges in each channel: four offline cues in the physical store surrounding factors and design factors and their four online counterparts on the website: online surrounding factors, online design factors, online social factors, and online price promotion. These eight cues serve as the environmental inputs to which shoppers respond.

The organism (O) is customer experience quality, modelled separately for the offline and online channels because each affords distinct sensory and interactional possibilities. The response (R) comprises two behavioral outcomes that differ in nature: purchase intention, a transactional response tied to the channel in which it arises, and CCB, a relational response directed at the brand as a whole. This mapping allows the study to trace how channel-specific cues shape experience quality and, in turn, both transactional and relational responses.

B. Customer Experience Quality

Several researchers broadly conceptualize customer experience as a holistic construct that encompasses the cognitive, affective, sensory, and behavioral responses a consumer develops throughout consumption. (Schmitt, 1999; Gentile et al., 2007; Brakus et al., 2009; Verhoef et al., 2009). Building on this foundation, Lemke et al. (2011) define CEQ as a customer's overall assessment of the excellence of these interactions, while Meyer and Schwager (2007) stress its cumulative, touchpoint-spanning character. More recent work positions CEQ as a strategic priority that links environmental design to downstream loyalty and advocacy (Lemon and Verhoef, 2016; Jain et al., 2017). In the present model, CEQ occupies the organismic position through which marketing cues are translated into behavior. Because the physical store and the online store afford distinct sensory and interactional possibilities, we model offline CEQ and online CEQ as related but conceptually separate states rather than as a single composite (Lemon and Verhoef, 2016).

C. Offline and Online Marketing: Conceptualization and Dimensions

In retailing, marketing is enacted largely through the controllable cues that a retailer arranges to shape consumer perception and behavior (Kotler, 1973). As physical stores and digital platforms have converged into omnichannel and online-to-offline (O2O) operations, retailers manage two parallel sets of such cues: one in the physical store and one on the website (Verhoef et al., 2015; Klink and Swoboda, 2025). Accordingly, this study defines offline marketing and online marketing as the channel-specific bundles of controllable environmental cues through which a retailer enhances the customer experience, and it specifies four cues within each channel: surrounding factors, design factors, social factors, and price promotion. These eight elements (four per channel) are the independent variables of the study and constitute the stimulus (S) in the S-O-R model.

Offline marketing is grounded in the store-environment tradition, which treats the physical atmosphere as a strategic instrument that shapes shopping outcomes (Kotler, 1973; Bitner, 1992; Basu et al., 2022). Following Baker (1986), the store environment comprises three components, to which this study adds price promotion. Surrounding factors are the non-visual, background conditions of the store, such as lighting, temperature, and ambient music that influence mood largely outside conscious awareness (Lam, 2001; Roschk et al., 2017). Design factors are the visual and functional elements that consumers perceive directly, including spatial layout, aesthetics, and merchandise display (Wakefield and Baker, 1998; Angell et al., 2012). Social factors are the human element of the store, comprising the appearance, friendliness, and helpfulness of frontline staff (Baker, 1986; Grewal et al., 2011; Aghighi, 2015; Adinegara et al., 2025; Qazzafi and Perai, 2025). Price promotion refers to short-term monetary or value-based incentives such as discounts, gifts, and member offers intended to attract purchase (Davis et al., 1992; Grewal et al., 2011). Recent evidence confirms that these elements remain central to the in-store experience in apparel and fast-fashion settings (Terblanche and Kidd, 2021; Lazaris et al., 2022; Adinegara et al., 2025).

Online marketing is grounded in the online-atmospherics tradition, which extends store-environment logic to the website, where every interface element functions as a designed cue (Eroglu et al., 2001; Laroche et al., 2022). Because the physical notion of

ambient surroundings has no literal online counterpart, this study classifies the digital cues by their task relevance (Eroglu et al., 2001). Online surrounding factors are high task-relevant cues: information clarity, navigability, and search efficiency that are continuously present and form the functional background of the online store (Mathwick et al., 2002; Chang and Wang, 2008). Online design elements like layout, color, and overall vibe don't directly help users complete their tasks, but they strongly influence how users feel (Hoffman and Novak, 1996; Laroche et al., 2022). Surrounding and design factors are represented by surface features such as the overall color scheme, typography, website layout, and the ease of product search (Chang and Wang, 2008). In the physical store, the social dimension is enacted through frontline employees. A retail website affords no human counterpart, so the question is not whether the social dimension exists online but through which cues it is realized. Under the Computers-Are-Social-Actors paradigm, consumers respond socially to systems that treat them as individuals (Nass et al., 1994), and Wang et al. (2007) identify individualized treatment as the principal mechanism through which a website generates perceived social presence. The online social factor is therefore operationalized through customization cues: individual recognition, content adapted to personal needs, and service actively adapted to prior usage, which perform online the functions a salesperson performs in-store: recognizing the customer, attending to their preferences, and offering what suits them. Online price promotion comprises web-specific offers such as online-exclusive discounts and free-shipping thresholds (Chung, 2020; Ngo et al., 2025), so that the label corresponds to the content of the measurement items. This parallel four-factor structure lets the two channels be compared directly, while recognizing that each cue is manifested differently across them (Lazaris et al., 2022).

D. Offline Marketing and Customer Experience Quality

A defining property of the physical store is that its cues are encountered together and processed holistically, so that shoppers respond to the overall configuration rather than to isolated elements (Kotler, 1973; Puccinelli et al., 2009; Roschk et al., 2017). Each of the four offline factors defined above is expected to contribute positively to offline CEQ. Surrounding factors, however, warrant a caveat. Because they occupy the periphery of attention, goal-directed shoppers tend to discount them in favor of purchase-relevant information (Puccinelli et al., 2009); thus, although atmospheric theory predicts a positive effect, surroundings are likely to be the weakest offline cue. Design, social, and price-promotion cues, being more salient and more directly relevant to the shopping task, are expected to exert stronger effects (Grewal et al., 2011; Angell et al., 2012). We therefore propose:

H1a: Offline surrounding factors positively affect offline customer experience quality.

H1b: Offline design factors positively affect offline customer experience quality.

H1c: Offline social factors positively affect offline customer experience quality.

H1d: Offline price promotion positively affects offline customer experience quality.

E. Online Marketing and Customer Experience Quality

In terms of the online channel, each digital cue defined above is expected to enhance online customer experience quality. In the digital context, websites act as the primary communication interface (Chen and Dhillon, 2003; Hussain and Ali, 2015). Because online shopping is comparatively goal-directed and instrumental, consumers process website cues to accomplish tasks efficiently, and a single strong cue such as an attractive promotion or a frictionless, easily searchable interface can carry substantial weight in the overall evaluation (Khalifa and Shen, 2007; Laroche et al., 2022; Ngo et al., 2025). We nonetheless expect each element to contribute positively to online CEQ:

H2a: Online surrounding factors positively affect online customer experience quality.

H2b: Online design factors positively affect online customer experience quality.

H2c: Online social factors positively affect online customer experience quality.

H2d: Online price promotion positively affects online customer experience quality.

F. Experience Quality and Purchase Intention: Within and Cross-Channel Paths

Purchase intention denotes a consumer's willingness to buy and is treated as a primary behavioral consequence of the shopping evaluation (Zeithaml et al., 1996). Within the S-O-R paradigm, a favorable organismic state reduces perceived risk and strengthens trust, translating into a higher intention to purchase in the same channel (Lemon and Verhoef, 2016; Nguyen et al., 2024). This within-channel path is the most direct expression of the model, in which stimulus, organism, and response reside in a single channel. We therefore propose:

H3a: Offline customer experience quality positively affects offline purchase intention.

H3b: Online customer experience quality positively affects online purchase intention.

It is still highly debated whether this effect remains consistent across multiple channels. Belief-transfer theory contends that consumers import beliefs formed in one channel to reduce uncertainty in another (Kwon and Lennon, 2009), and accounts of webrooming and showrooming similarly imply that a strong experience in one channel can lift purchase intention in the other (Neslin et al., 2006; Verhoef et al., 2015; Flavián et al., 2019; Spaid et al., 2019). There are, however, grounds for doubt. In fast fashion, the two channels arguably fulfill different needs: tactile evaluation and immediate acquisition offline, and convenience and assortment online, so that consumers may compartmentalize them as separate journeys (Verhoef et al., 2015; Marinao-Artiga et al., 2025). Under this view, a strong experience in one channel does not automatically carry over into purchase intention in the other. Since previous studies show conflicting results, we chose to test these cross-channel effects directly rather than assuming they exist.

H4a: Offline customer experience quality positively affects online purchase intention.

H4b: Online customer experience quality positively affects offline purchase intention.

G. Customer Experience Quality and Customer Citizenship Behavior

Customer citizenship behavior refers to voluntary, discretionary actions that benefit the

retailer without direct compensation, such as recommending the brand, offering constructive feedback, and assisting fellow shoppers (Groth, 2005; Yi and Gong, 2008; Mitrega et al., 2022). Rooted in organizational citizenship research (Organ, 1988), CCB is most often explained through social exchange theory: a superior experience engenders a sense of reciprocity that consumers discharge through brand-supporting behavior (Bettencourt, 1997; Gong and Yi, 2021), a mechanism recently corroborated in both physical and digital retail settings (Gong et al., 2022; Le et al., 2024). A point central to our argument is that, unlike purchase intention, which is bound to the channel in which it arises, citizenship behavior is directed at the brand as a whole and has been linked to longer-term relational value such as customer lifetime value (Segarra-Moliner and Moliner-Tena, 2024). Regardless of the channel in which it arises, a high-quality experience may thus encourage citizenship behavior directed at the brand as a whole. We propose:

H5a: Offline customer experience quality positively affects customer citizenship behavior.

H5b: Online customer experience quality positively affects customer citizenship behavior.

H. The Direct Effect of Price Promotion on Purchase Intention

The preceding hypotheses position price promotion as a cue that influences purchase intention indirectly, through its effect on experience quality (H1d, H2d). A competing tradition holds that promotions can trigger purchase directly by lowering the monetary sacrifice of a transaction, bypassing full experiential evaluation (Grewal et al., 1998; Raghubir and Corfman, 1999). Such direct effects are argued to be most pronounced in fast fashion, where price sensitivity and time pressure encourage reliance on price as a decision shortcut (Niu et al., 2024; Adinegara et al., 2025). Extending the S-O-R model with a direct stimulus-to-response path, we test this proposition while admitting the competing possibility that, in experiential retail, promotion operates through experience rather than around it (Chung, 2020). We propose:

H6a: Offline price promotion positively and directly affects offline purchase intention.

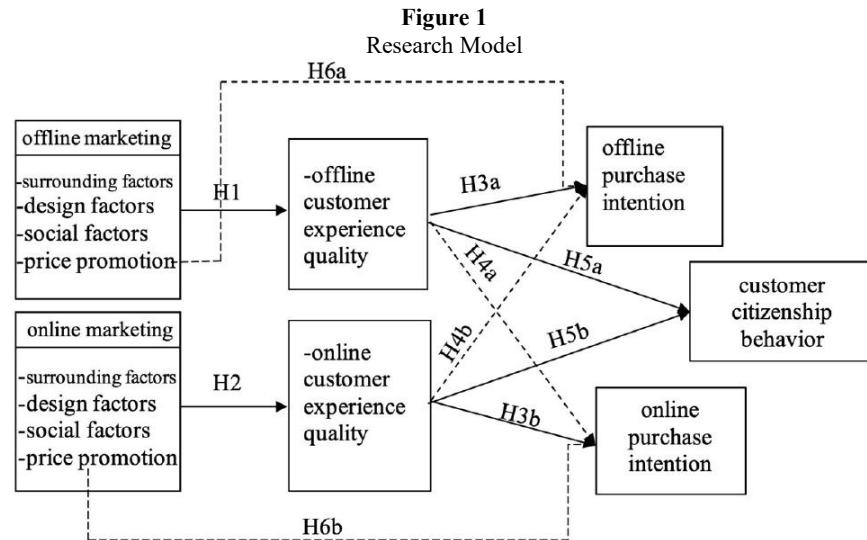
H6b: Online price promotion positively and directly affects online purchase intention.

III. RESEARCH METHODOLOGY

A. Research Model

Based on the theoretical foundation of the extended Stimulus-Organism-Response (S-O-R) paradigm and a comprehensive review of omnichannel literature, this study proposes a dual-path conceptual model in which the physical and digital channels share brand-level inputs while forming customer experience quality independently. The channels share brand equity, product assortment, and the overall pricing architecture. The experiential layer is channel-specific: the atmosphere and staff of the physical store, the interface and social cues of the website, and the promotional formats each channel supports. Specifically, the model examines how four distinct marketing stimuli (surroundings, design, social, and price promotions) impact channel-specific CEQ. [https://doi.org/10.55802/IJB.031\(2\).001](https://doi.org/10.55802/IJB.031(2).001)

Subsequently, it investigates how CEQ drives both short-term omnichannel purchase intentions and long-term relational value, conceptualized as CCB. Furthermore, the framework innovates by integrating a direct stimulus-to-response path, testing whether price promotions bypass the mediating CEQ state to directly trigger purchase intentions. The detailed research model is described in Figure 1: Research Model.



B. Measurement Instruments

All measurement items were adapted from validated scales in the existing literature to ensure the model's reliability and validity. Their wording was modified only slightly to suit the specific omnichannel context of UNIQLO. The survey instrument utilized a 5-point Likert scale to measure respondents' perceptions, ranging from 1 (strongly disagree) to 5 (strongly agree).

Regarding the marketing stimuli across both offline and online channels, items measuring surrounding factors, design factors, and social factors were adapted from White, Joseph-Mathews, and Voorhees (2013). The construct of price promotion was measured using items based on Chung (2006). For the mediating and dependent variables, both offline and online customer experience quality and customer citizenship behavior (CCB) were evaluated using measurement scales developed by Kim and Choi (2016). Finally, offline and online purchase intention were measured using items adapted from Ko and Jin (2016). Crucially, these continuous Likert-scale measurements not only served as the foundation for structural equation modeling (SEM) but also provided the necessary raw data for subsequent fuzzy-set calibration in the fsQCA procedure.

C. Research Objects and Data Collection Methods

This study focuses on UNIQLO consumers in the Taichung area who have had experience with both physical stores and online platforms, making them well-positioned to evaluate omnichannel marketing stimuli and their effects on customer experience. Data [https://doi.org/10.55802/IJB.031\(2\).001](https://doi.org/10.55802/IJB.031(2).001)

were collected using a convenience sampling approach, with questionnaires distributed simultaneously through two channels: on-site distribution at the Qingmei Green Park Road commercial area, a high-traffic retail district in Taichung, and online distribution via a dedicated academic survey community on Facebook. Regarding the questionnaire design, all items were adapted from established scales and reworded slightly to fit UNIQLO's omnichannel context. Notably, price promotion items were specifically designed based on Chung (2006) and calibrated against a systematic review of UNIQLO's actual promotional activities from 2016 to the first half of 2018, ensuring that the items accurately reflect the brand's real-world pricing strategies across both channels. Data were collected between February 2018 and April 2018, concurrently with the promotional programs from which the items were developed: limited-period offers, membership pricing, and seasonal markdowns, so the items referred to campaign respondents could observe at the time rather than to formats recalled from an earlier period.

A total of 522 questionnaires were distributed. To ensure response quality, the instrument incorporated paired reverse-coded items (Questions 49 and 50) as an attention check, allowing careless respondents to be identified. Questionnaires exhibiting contradictory response patterns were deemed invalid and systematically eliminated. Following this filtering procedure, the final number of valid responses was 488, with a rate of 93.5%. Demographically, the valid sample was predominantly female (76.8%), with males accounting for 23.2%. Respondents were predominantly young (87.3% aged 18-30), well-educated (68.6% university, 24.4% graduate degrees), and drawn largely from students (53.7%) and business- and service-sector professionals (24.6%). Regarding UNIQLO-specific shopping behavior, the most common shopping frequencies were once every two to three months (38.1%) and once a month (28.1%). Typical spending per visit was concentrated in the mid-range tiers, with 45.9% spending between 501 and 1,000 NTD, and 28.7% spending between 1,001 and 1,500 NTD. This profile suggests that the sample reflects the intended population of active, young omnichannel consumers in Taiwan's fast-fashion market.

D. Analytical Approach

To test the proposed framework, this study employed two complementary analytical techniques. Structural equation modeling (SEM) was used to estimate the net, symmetric effect of each marketing cue and to test the directional hypotheses (H1-H6), establishing which cues matter, on average, in shaping customer experience quality and its downstream outcomes. Fuzzy-set qualitative comparative analysis (fsQCA) was then applied from an asymmetric, configurational perspective, examining how cues combine into sufficient pathways and whether any single cue is a necessary condition for a high-quality experience (Woodside, 2014; Pappas and Woodside, 2021). The two methods are complementary: SEM isolates each variable's independent contribution under linear additivity, whereas fsQCA accommodates equifinality, conjunctural causation, and causal asymmetry. This combination is informative here because a cue with no significant net effect in SEM may still operate as a necessary or constituent element within a configuration.

The SEM analysis followed a two-step procedure in IBM SPSS Amos 29 using maximum likelihood estimation: first, a confirmatory factor analysis (CFA) is assessed

to test the reliability and validity of the measurement model, after which the structural model was estimated to obtain standardized path coefficients and test the hypothesized within- and cross-channel relationships. Calibration and estimation details for the configurational analysis are reported in Section III.E.

E. Calibration and fsQCA Procedure

All conditions and the outcome were measured on five-point Likert scales and were calibrated into fuzzy-set membership scores using the direct method (Ragin, 2008). Three anchors were applied to every set: 4.5 for full membership, 3 for the crossover point, and 0.5 for full non-membership. Because responses were concentrated in the upper range of the scale, full membership was set above simple agreement, at the midpoint between agree and strongly agree, so that the set captures clear rather than nominal endorsement. The crossover point was placed at the neutral scale midpoint, at which a case is neither in nor out of the set. Full non-membership was set below the scale floor so that no case received a membership score of exactly zero and all 488 responses were retained in the truth-table analysis.

Prior to the analysis of sufficiency, an analysis of necessary conditions was conducted; a condition was considered necessary for a high-quality experience only when its consistency exceeded the conventional threshold of 0.90 (Schneider and Wagemann, 2012). For the sufficiency analysis, a truth table was then constructed for each outcome, with configurations retained when supported by at least one observed case (frequency cutoff=1). A configuration was coded as sufficient for the outcome when its raw consistency exceeded a cutoff of 0.98 for the offline model and 0.96 for the online model; these comparatively high cutoffs reflect the uniformly high raw consistency of the observed configurations in this sample. The resulting solutions are reported with their raw coverage, unique coverage, and consistency, together with the overall solution coverage and solution consistency, using the standard notation in which a full circle (●) denotes presence, a crossed circle (⊗) absence, and a blank cell a "don't care" condition (Ragin, 2008; Fiss, 2011). All configurational analyses were performed in fsQCA 3.0 on the full sample of 488 valid responses.

IV. DATA ANALYSIS AND RESULTS

A. Measurement Model Assessment

Since all constructs were measured through a single self-administered questionnaire, the potential for common method bias was assessed prior to evaluating the measurement model. Harman's single-factor test was conducted by subjecting all measurement items to an unrotated exploratory factor analysis. The analysis extracted nine components with eigenvalues exceeding 1.0, which jointly explained 69.25% of the total variance. The first component accounted for 34.38% of the variance, substantially below the 50% threshold, and no single factor emerged as dominant. Common method bias is therefore unlikely to represent a serious threat to the validity of the findings (Podsakoff et al., 2003).

Following this check a Confirmatory Factor Analysis (CFA) was conducted using AMOS to assess the quality of the measurement model. The evaluation addressed two primary criteria: reliability (including internal consistency) and validity (convergent and

discriminant). First, reliability and convergent validity were assessed through three indices: standardized factor loadings, composite reliability (CR), and average variance extracted (AVE), all reported in Table 1. Every retained item loaded above the 0.6 criterion. CR ranged from 0.800 to 0.945 across constructs, comfortably clearing the 0.7 benchmark and indicating strong internal consistency. AVE ranged from 0.504 to 0.853, with each value surpassing the 0.5 cut-off and supporting convergent validity.

Table 1
Constructs, Measurement Items, Reliability, and Convergent Validity

Facets / Item	Definition/Measurement Questions	Factor Loading	CR	AVE	Literature Source
Offline Surrounding Factor	[Definition] Background state in a store environment that cannot be directly observed by consumers.				
1.	The temperature inside the UNIQLO physical store is very comfortable.	0.61			White, Joseph-Mathews, and Voorhees (2013)
2.	The services provided by UNIQLO physical stores are very comfortable.	0.79	0.80	0.50	
3.	The atmosphere of UNIQLO physical stores is pleasant.	0.81			
4.	UNIQLO physical store knowing the atmosphere in the store is very important to me.	0.61			
Offline Design Factor	[Definition] A visual experience that is easily perceptible compared to surrounding factors.				
1.	UNIQLO's physical store is very attractive.	0.69			White, Joseph-Mathews, and Voorhees (2013)
2.	The services provided by UNIQLO physical stores are in order.	0.69	0.80	0.51	
3.	I think the space of UNIQLO physical store is very convenient.	0.70			
4.	UNIQLO's physical store is well designed.	0.76			
Offline Social Factor	[Definition] Human element of the store environment, representing all interactions among individuals within that environment.				
1.	Employees at UNIQLO physical stores are neatly dressed.	0.62			White, Joseph-Mathews, and Voorhees (2013)
2.	The employees at UNIQLO physical stores are very friendly.	0.85	0.80	0.58	
3.	When I encounter problems, the employees at UNIQLO physical stores are happy to help me.	0.79			
Offline Price	[Definition] Short-term incentives provided by businesses to				Chung (2006)

Facets / Item	Definition/Measurement Questions	Factor Loading	CR	AVE	Literature Source
Promotion	consumers to enhance their purchase intentions				
1.	I think the "store gift" program of UNIQLO physical stores is attractive.	0.76			
2.	I think the "maximum lottery draw" scheme in UNIQLO physical stores is attractive.	0.77	0.83	0.62	
3.	I think the "experience and receive discount coupons" plan at UNIQLO physical stores is attractive.	0.84			
Online Surrounding Factor	[Definition] Background states in a store environment that are not directly observable to consumers.				
1.	The products and related information of the UNIQLO online store are clearly introduced.	0.74			White, Joseph-Mathews, and Voorhees (2013)
2.	The design of the UNIQLO online store can help customers find the products they want.	0.82	0.88	0.65	
3.	Products in the UNIQLO online store are easy to search.	0.83			
4.	The website of UNIQLO online store is well designed.	0.83			
Online Design Factor	[Definition] Easily perceptible visual experiences compared to ambient factors, and can be further distinguished into aesthetic and functional elements				
1.	The visual design of the UNIQLO online store is very good.	0.76			White, Joseph-Mathews, and Voorhees (2013)
2.	The UNIQLO online store has a pleasant atmosphere.	0.86			
3.	The colors matched in the UNIQLO online store are very good.	0.79	0.90	0.69	
4.	I think the UNIQLO online store has the shopping atmosphere I want.	0.89			
Online Social	[Definition] The interface's capacity to treat the shopper as an				White, Joseph-Mathews,

Facets / Item	Definition/M Measurement Questions	Factor Loading	CR	AVE	Literature Source
Factor (Customization)	individual through recognition, adapted content, and recommendations from prior usage, serving as the online counterpart to employee interaction.				and Voorhees (2013)
1.	The UNIQLO online store makes me feel like I am a unique customer.	0.85			
2.	I believe that the UNIQLO online store is designed according to my needs.	0.90			
			0.84	0.65	
3.	I believe that the UNIQLO online store will actively provide services that are suitable for me based on my previous usage records (for example: proactively recommending products that I may like or have viewed recently).	0.64			
Online Price Promotion	[Definition] Short-term incentives provided by businesses to consumers in order to enhance their purchase desire.				
1.	I think the "gift upon purchase" plan of UNIQLO online store is attractive.	0.81			
2.	I think the "get discount coupons for every purchase" plan of UNIQLO online store is attractive.	0.84	0.81	0.59	Chung (2006)
3.	I think the "swipe your card to get cash back" plan in the UNIQLO online store is attractive.	0.65			
Online Customer Experience Quality	[Definition] A customer's cognitive evaluation of the overall excellence or superiority of the experience.				
1.	I have a good shopping experience at UNIQLO online stores.	0.90			
2.	I believe that shopping in UNIQLO online stores will provide a very different shopping experience.	0.83	0.92	0.79	Kim and Choi (2016)
3.	Overall, I feel that I have a very good shopping experience in UNIQLO online stores.	0.93			

Facets / Item	Definition/Measurement Questions	Factor Loading	CR	AVE	Literature Source
Offline Customer Experience Quality	[Definition] A customer's cognitive evaluation of the overall excellence or superiority of the experience.				
1.	I have a good shopping experience at UNIQLO physical stores.	0.83			Kim and Choi (2016)
2.	I believe that shopping in UNIQLO physical stores will provide a very different shopping experience.	0.75	0.85	0.65	
3.	Overall, I feel that I have a very good shopping experience in UNIQLO physical stores.	0.84			
Online Purchase Intention	[Definition] A consumer's willingness and stated plan to purchase the brand's products through its online store.				
1.	I intend to purchase in online store.	0.89			Ko and Jin (2016)
2.	I plan to purchase in online store.	0.93	0.95	0.85	
3.	I want to purchase in online store.	0.95			
Offline Purchase Intention	[Definition] A consumer's willingness and stated plan to purchase the brand's products at its physical store.				
1.	I intend to purchase in physical store.	0.82			Ko and Jin (2016)
2.	I plan to purchase in physical store.	0.84	0.88	0.71	
3.	I want to purchase in physical store.	0.87			
Customer Citizenship Behavior	[Definition] Customers provide behaviors that benefit the retailer voluntarily, free of charge, and without coercion.				
1.	I am willing to provide UNIQLO with constructive suggestions on how to improve services.	0.83			Kim and Choi (2016)
2.	When I have ideas on how to improve the service, I will provide the ideas to UNIQLO.	0.87	0.88	0.64	

Facets / Item	Definition/Masurement Questions	Factor Loading	CR	AVE	Literature Source
3.	When I encounter problems at UNIQLO, I let them know and push for improvements.	0.83			
4.	When other customers have problems, I am willing to help them solve their problems.	0.65			

Notes: CR = composite reliability; AVE = average variance extracted.

Measurement model (CFA) fit: $\chi^2/df = 1.859$; GFI = 0.877; AGFI = 0.853; CFI = 0.951

Subsequently, Discriminant validity requires that the square root of each construct's AVE exceed its correlations with all other constructs (Fornell and Larcker, 1981). As detailed in Figure 2, the square root of the AVE for the latent variables (ranging from 0.710 to 0.924) was consistently higher than all off-diagonal inter-construct correlations (ranging from 0.178 to 0.732). These results indicate that the measurement model has satisfactory discriminant validity, with each construct capturing a conceptually distinct domain.

Common method variance was assessed using the inter-construct correlations reported in Figure 2. Bagozzi, Yi, and Phillips (1991) indicate that common method bias is a concern when correlations among constructs reach 0.90. The highest correlation in this study is 0.732, which is below that level.

Figure 2
Discriminant Validity

	correlation												
	offline surrounding	offline design	offline social interaction	offline price promotion	offline experience quality	offline intention	online surrounding	online design	online social interaction	online price promotion	online experience quality	online intention	citizen behavior
offline surrounding	0.70993												
offline design	.608**	0.711337											
offline social interaction	.560**	.585**	0.761577										
offline price promotion	.355**	.429**	.355**	0.789303									
offline experience quality	.535**	.604**	.628**	.526**	0.804363								
offline intention	.245**	.327**	.224**	.339**	.350**	0.843801							
online surrounding	.369**	.362**	.372**	.294**	.382**	.479**	0.805605						
online design	.334**	.383**	.327**	.363**	.384**	.592**	.671**	0.827647					
online social interaction	.286**	.281**	.228**	.373**	.377**	.546**	.521**	.663**	0.804984				
online price promotion	.315**	.339**	.303**	.629**	.417**	.485**	.336**	.447**	.480**	0.770714			
online experience quality	.310**	.390**	.288**	.451**	.475**	.732**	.529**	.641**	.651**	.579**	0.888819		
online intention	.460**	.505**	.481**	.367**	.598**	.240**	.226**	.235**	.178**	.298**	.298**	0.92358	
citizen behavior	.301**	.274**	.261**	.404**	.418**	.353**	.273**	.318**	.394**	.383**	.411**	.296**	0.798749

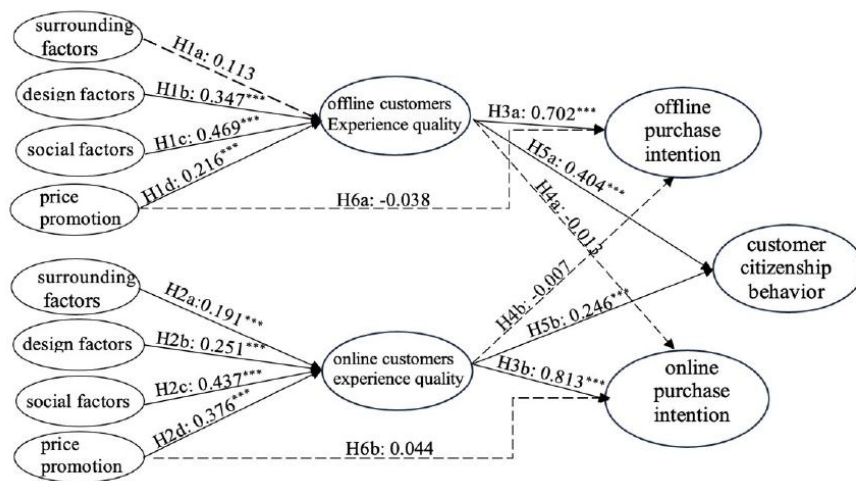
B. Structural Equation Modeling (SEM) Fit

The structural model, shown in Figure 3, was evaluated against the same goodness-of-fit indices used for the measurement model, the two models are reported separately so that their values are not conflated. For the structural model, $\chi^2 = 1926.247$ with 870 degrees of freedom, giving $\chi^2/df = 2.214$, within the conventional ceiling of 3.0. RMSEA = 0.050. The incremental indices are acceptable (CFI = 0.926, TLI = 0.920, IFI = 0.927, NFI = 0.874), and RMR = 0.055. AGFI = 0.828 exceeds the 0.80 criterion commonly applied to models of this size, while GFI = 0.849 falls marginally below the conventional 0.90 cut-off; both indices are known to be downward-biased in models with many observed

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variables and large degrees of freedom, and are no longer recommended as primary evidence of fit (Hair et al., 2019; Sharma et al., 2005). By comparison, the measurement model reported in Section IV.A fits more closely ($\chi^2/df = 1.859$; GFI = 0.877; AGFI = 0.853; CFI = 0.951; RMSEA = 0.042), which accounts for the difference between the two sets of values. Taken together, the structural model provides an acceptable representation of the data. Path coefficients and hypothesis test results are reported in Table 2.

Figure 3
Structural Equation Modeling Results



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

C. Hypotheses Testing Results

The specific hypotheses were evaluated based on the standardized path coefficients β and their corresponding significance levels. A comprehensive summary of these results is provided in Table 2 and Figure 3.

Effects of marketing stimuli on customer experience quality (H1 and H2), Regarding the offline channel stimuli (H1), the analysis revealed that design factors ($\beta = 0.35$), social factors ($\beta = 0.47$), and price promotions ($\beta = 0.22$) significantly and positively influenced offline CEQ. Therefore, H1b, H1c, and H1d were fully supported. Conversely, offline surrounding factors did not show a statistically significant effect ($\beta = 0.11$), leading to the rejection of H1a. In the online channel (H2), the findings indicated that all four marketing stimuli positively influenced online CEQ: surrounding ($\beta = 0.19$), design ($\beta = 0.25$), social ($\beta = 0.44$), and price promotions ($\beta = 0.38$). Thus, hypotheses H2a, H2b, H2c, and H2d were fully supported.

Within-channel and cross-channel effects on purchase intention (H3 and H4), the structural model strongly validated the predictive power of CEQ strictly within the same channel, while the proposed cross-channel spillover effects were rejected. As detailed in Table 2, for within-channel effects, offline CEQ showed a powerful positive effect on offline purchase intentions ($\beta = 0.70$, supporting H3a), and

online CEQ significantly drove online purchase intentions ($\beta = 0.81$, supporting H3b). Conversely, neither cross-channel path was significant. Offline CEQ had no effect on online purchase intention ($\beta = -0.013$), rejecting H4a, and online CEQ had no effect on offline purchase intention ($\beta = -0.007$), rejecting H4b. Both estimates are negligible in magnitude and statistically indistinguishable from zero.

Effects on customer citizenship behavior (H5), in terms of long-term relational value, the results confirmed that a high-quality experience directly drives CCB regardless of the channel. Both offline CEQ ($\beta = 0.40$) and online CEQ ($\beta = 0.25$) positively and significantly influenced CCB. Consequently, H5a and H5b were fully supported.

Direct effects of price promotion (H6), finally, the extended direct Stimulus-to-Response paths (H6) were evaluated. The findings indicate that price promotions alone do not directly influence purchase intention without the involvement of CEQ. Both direct promotion-to-purchase paths were nonsignificant (offline $\beta = -0.04$; online $\beta = 0.04$), so H6a and H6b were not supported. However mediation was tested with 5,000 bootstrap resamples and bias-corrected 95% confidence intervals, an indirect effect being treated as significant when its interval excludes zero (Preacher and Hayes, 2008). The indirect effect of price promotion on purchase intention through customer experience quality is significant in the offline channel (0.151, 95% CI [0.095, 0.227], $p < .001$) and in the online channel (0.306, 95% CI [0.193, 0.441], $p < .001$). Neither interval contains zero. Because the direct paths are non-significant while both indirect paths are significant, this pattern is indirect-only mediation rather than full mediation (Zhao, Lynch, and Chen, 2010).

Table 2
Relationship Coefficient Values between Each Facet and Hypothesis Test Results

Independent Variable	Offline CEQ	Online CEQ	Offline PI	Online PI	CCB	Hypothesis Test
Offline surrounding factors	0.11	--			--	H1a not supported
Offline design factors	0.35**	--			--	H1b supported
Offline social factors	0.47**	--			--	H1c supported
Offline price promotion	0.22**	--			--	H1d supported
Offline price promotion			-0.04			H6a not supported
Online surrounding factors	--	0.19**			--	H2a supported
Online design factors	--	0.25**			--	H2b supported
Online social factors	--	0.44**			--	H2c supported
Online price promotion	--	0.38**			--	H2d supported
Online price promotion				0.04		H6b not supported
Offline customer experience quality	--	--			0.4**	H5a supported
Offline customer			0.7**			H3a supported

Independent Variable	Offline CEQ	Online CEQ	Offline PI	Online PI	CCB	Hypothesis Test
experience quality						
Offline customer experience quality				-0.013		H4a not supported
Online customer experience quality		--			0.25**	H5b supported
Online customer experience quality			-0.007			H4b not supported
Online customer experience quality				0.81**		H3b supported

Notes: $\chi^2/df = 2.214$; GFI = 0.849; AGFI = 0.828; CFI = 0.926; RMR = 0.055; RMSEA = 0.050. * $p < .05$, ** $p < .01$, *** $p < .001$.

D. Configurational Analysis (fsQCA)

1. Analysis of Necessary Conditions

Prior to the sufficiency analysis, each condition was tested for necessity using the conventional consistency threshold of 0.90 (Schneider and Wagemann, 2012); the analysis of negated conditions yielded no necessary condition (all consistency scores < 0.50). As shown in Table 3, three of the four offline elements exceeded this threshold: surroundings (0.982), design (0.966), and social interaction (0.982), each therefore constituting a necessary condition for a high-quality offline experience, whereas price promotion did not (0.862). For the online channel, surroundings (0.956), design (0.942), and price promotion (0.928) were necessary conditions, whereas social interaction was not (0.866). The coverage of all necessary conditions ranged from 0.85 to 0.94, indicating that these conditions are substantively relevant rather than trivially necessary.

Table 3
Necessity Test

Outcome	Condition	Consistency	Coverage	~Condition	Consistency	Coverage
Offline CEQ	Off_As	0.982	0.923	~As	0.112	0.981
Offline CEQ	Off_Ad	0.966	0.938	~Ad	0.146	0.988
Offline CEQ	Off_Aso	0.982	0.930	~Aso	0.117	0.969
Offline CEQ	Off_Ap	0.862	0.965	~Ap	0.275	0.964
Online CEQ	Co_Bs	0.956	0.852	~Bs	0.245	0.914
Online CEQ	Co_Bd	0.942	0.892	~Bd	0.303	0.907
Online CEQ	Co_Bso	0.866	0.935	~Bso	0.416	0.896
Online CEQ	Co_Bp	0.928	0.885	~BP	0.316	0.930

Notes: Off_As = Surroundings; Off_Ad = Design; Off_Aso = Social; Off_Ap = Price; Co_Bs = Surroundings; Co_Bd = Design; Co_Bso = Social; Co_Bp = Price.

2. Configurations for Offline Customer Experience Quality

The truth-table analysis for offline CEQ (Tables 4 and 5) returned four sufficient configurations, with an overall solution coverage of 0.962 and a solution consistency of 0.944, indicating that the identified pathways jointly account for the large majority of high-experience cases. The dominant pathway is Configuration 1 (Surroundings • Design •), which alone reaches a raw coverage of 0.957 and a unique coverage of 0.096, establishing the combination of a well-managed store atmosphere and strong visual design as the backbone of a high-quality offline experience. Configuration 3 (Design • Social • Price •) provides a second high-coverage route (raw coverage 0.842), while Configuration 2 (Surroundings • Social •, Price ⊗) covers a smaller subset of cases (raw coverage 0.273). Across the offline solutions, price promotion never functions as a stand-alone sufficient condition; it appears only in combination with experiential factors, consistent with its modest net effect in the SEM model ($\beta = 0.22$).

Notably, surroundings, which did not reach significance in the SEM model (H1a rejected, $\beta = 0.11$), emerges as a constituent element of the dominant offline configuration. This illustrates the complementary value of fsQCA: a cue that exerts no significant independent effect on average can nonetheless operate as a constituent component within a sufficient combination.

Table 4
Truth Table for Offline Customer Experience

Off_As	Off_Ad	Off_Aso	Off_Ap	Cases	Outcome for Offline CEQ	Raw Consistency
0	1	1	1	1	1	1
1	0	1	0	1	1	0.99780
1	1	0	1	1	1	0.99139
1	1	0	0	1	1	0.98662
1	1	1	0	21	1	0.98455
1	1	1	1	355	1	0.98445
0	0	0	0	1	1	0.98379

Notes: Off_As = Surroundings; Off_Ad = Design; Off_Aso = Social; Off_Ap = Price

Table 5
Configuration for Offline Customer Experience

Configuration	Configuration 1	Configuration 2	Configuration 3	Configuration 4
Off_As	•	•		⊗
Off_Ad	•		•	⊗
Off_Aso		•	•	⊗
Off_Ap		⊗	•	⊗
Raw coverage	0.957	0.273	0.842	0.070
Unique coverage	0.096	0.001	0.003	0.000
Consistency	0.947	0.981	0.982	0.983
Solution coverage	0.962	0.962	0.962	0.962
Solution consistency	0.944	0.944	0.944	0.944

Notes: Off_As = Surroundings; Off_Ad = Design; Off_Aso = Social; Off_Ap = Price.

Black circle (●) depicts the presence of a condition; a circle with a cross (⊗) depicts the absence of a condition; a blank cell denotes a “do not care” condition.

3. Configurations for Online Customer Experience Quality

The analysis for online CEQ (Tables 6 and 7) returned five sufficient configurations, with an overall solution coverage of 0.976 and a solution consistency of 0.843. In sharp contrast to the offline channel, Configuration 1 shows that online price promotion is sufficient on its own (Price ●; raw coverage 0.928, unique coverage 0.037, consistency 0.885), confirming that a compelling promotional offer can independently generate a high-quality online experience. A second high-coverage route, Configuration 3 (Surroundings ● Design ●; raw coverage 0.923, unique coverage 0.042), indicates that a smooth, well-designed interface constitutes an alternative path that does not rely on promotion. The remaining configurations (2, 4, and 5) describe smaller subsets of cases in which the absence of certain cues is compatible with a high-quality experience, suggesting heterogeneity among online shoppers. The prominence of price as an independently sufficient online condition aligns with its strong net effect in the SEM model ($\beta = 0.38$) and reinforces the asymmetry between the two channels: offline experience is built through combinations of experiential cues, whereas online experience admits a direct, promotion-driven route.

Table 6
Truth Table for High Online Customer Experience

Co_Bs	Co_Bd	Co_Bso	Co_Bp	Cases	Outcome for Online CEQ	Raw Consistency
0	1	1	1	2	1	0.98951
1	0	1	1	3	1	0.98667
0	1	0	1	4	1	0.98177
0	0	1	1	2	1	0.98075
1	1	1	0	6	1	0.97985
1	1	0	1	16	1	0.97960
1	0	0	1	5	1	0.97602
0	0	1	0	1	1	0.97452
1	1	0	0	5	1	0.97365
1	1	1	1	252	1	0.96970
0	0	0	1	5	1	0.96805
0	0	0	0	4	1	0.96245
1	0	0	0	5	1	0.96174

Notes: Co_Bs = Surroundings; Co_Bd = Design; Co_Bso = Social; Co_Bp = Price.

Table 7
Configuration for Online Customer Experience

Configuration	Configuration 1	Configuration 2	Configuration 3	Configuration 4	Configuration 5
Co_Bs		⊗	●		●
Co_Bd		⊗	●	⊗	
Co_Bso				⊗	⊗
Co_Bp	●				
Raw coverage	0.928	0.210	0.923	0.277	0.405
Unique coverage	0.037	0.000	0.042	0.000	0.000

Consistency	0.885	0.924	0.909	0.925	0.929
Solution coverage	0.976	0.976	0.976	0.976	0.976
Solution consistency	0.843	0.843	0.843	0.843	0.843

Notes: Co_Bs = Surroundings; Co_Bd = Design; Co_Bso = Social; Co_Bp = Price. Black circle (●) depicts the presence of a condition; a circle with a cross (⊗) depicts the absence of a condition; a blank cell denotes a “do not care” condition.

V. DISCUSSION AND CONCLUSION

This study examines how online and offline marketing stimuli shape CEQ in the omnichannel fast-fashion context, and how CEQ in turn drives two distinct outcomes: purchase intention, a transactional response, and CCB, a relational one. Reading the SEM and fsQCA results together identifies not only which cues matter on average but also the cue combinations that jointly produce a high-quality experience.

A. Offline and Online Marketing and Customer Experience Quality

The first set of findings demonstrates that the experiential logic of the online channel differs systematically from that of the physical store. In the online environment, all four stimuli surroundings, design, social, and price promotion significantly enhanced online CEQ (H2a through H2d supported). This pattern is consistent with the online atmospherics view that the digital interface is an entirely designed artifact in which no element recedes into a passively ignored background (Eroglu et al., 2001; Laroche et al., 2022). On UNIQLO's website, color-coded layouts, icon-driven navigation, embedded media, and algorithmic recommendations engage visual and cognitive processing simultaneously; even the surrounding interface aesthetics and page responsiveness prove indispensable, because any friction in the browsing environment disrupts the fluid experiential flow that digital consumers expect.

In the physical store, by contrast, surrounding factors failed to influence offline CEQ (H1a rejected, $\beta = 0.11$), whereas design (H1b, $\beta = 0.35$), social (H1c, $\beta = 0.47$), and price promotion (H1d, $\beta = 0.22$) all contributed to the customer experience in physical stores is not significantly affected by ambient surroundings such as background music or lighting. Instead, an eye-catching store layout (design), staff service (social), and discount programs (price promotion) are the decisive factors. This is because when shopping in person, customers tend to focus visually on the items they want to buy and automatically filter out peripheral background details. Furthermore, brands like UNIQLO often concentrate their budgets on visual merchandising rather than tweaking ambient conditions, so customers rarely notice them.

The most distinct advantage of physical stores is human-to-human interaction, an irreplaceable value that online shopping cannot provide. A prime example is UNIQLO's collaboration with Giant and GOGORO to create an in-store virtual reality cycling area, where participants were rewarded with discount coupons. This activity cleverly combined three elements: an engaging design space, lively social interaction, and promotional benefits, delivering a fantastic and comprehensive shopping experience.

However, by employing configurational analysis (fsQCA), this study reveals several findings that help address the limitations of the SEM model. Due to its strong correlation with other variables such as design, social factors, and price, offline

surrounding factors exhibit no significant direct effect in SEM. However, fsQCA demonstrates that this factor meets the consistency criterion for a necessary condition and appears as a constituent element of the dominant sufficient configuration for a high-quality experience. Framed within the S-O-R model, ambient surroundings influence customers implicitly, operating below the threshold of deliberate evaluation. Consequently, the stimulus-to-organism link is not automatic but contingent on attentional salience. Ambient elements such as lighting, temperature, and music shape mood largely outside conscious awareness (Lam, 2001; Roschk et al., 2017), whereas layout, aesthetics, and merchandise display are actively evaluated (Angell et al., 2012; Wakefield and Baker, 1998). From a managerial perspective, retailers do not need to allocate a disproportionate share of their budget to ambient conditions, as these factors do not exert a measurable independent effect on the overall experience. Instead, managers should ensure that background elements are maintained at a sufficient and comfortable level, since their primary function is to support the more salient cues that customers actively evaluate. Ambient elements therefore serve as a foundational requirement rather than a strategic lever for enhancing satisfaction. While substandard ambient conditions can significantly degrade the shopping experience, over-investing in them beyond an adequate threshold does not yield proportional improvements in customer perception. By contrast, in the online shopping context, the fsQCA results indicate that a discount offer alone can serve as a sufficient condition for generating a high-quality online experience. Therefore, in addition to optimizing the website layout, the brand should consider designing varied promotional campaigns and attractive vouchers to attract more online shoppers. Such incentives play a crucial role in shaping the quality of the customer experience.

B. Customer Experience Quality and Purchase Intention (Within and Cross-Channel Paths)

The core finding of the study shows that CEQ has a strong impact on purchase intention within a single channel, but it does not create any cross-channel effect. It does not spill over to the other channel. The evidence therefore concerns intention rather than observed behaviour: experience quality formed in one channel does not raise the stated intention to purchase in the other. Because actual channel-switching was not measured, no inference can be drawn about whether these consumers engage in showrooming or webrooming; the finding is that such behaviour, if it occurs, is not driven by the transfer of experience quality across channels.

The results of this study qualify previous findings, which suggested that an excellent experience in one channel would reduce perceived risk and raise purchase intention in the alternative channel (Kwon and Lennon, 2009; Neslin et al., 2006; Verhoef et al., 2015). This pattern reflects the structure of the fast-fashion industry, in which each channel serves fundamentally different needs. Physical stores allow for tactile evaluation and immediate product acquisition, whereas online shopping offers convenience and a wider assortment. This pattern is consistent with an account in which the two channels function as separate experiential systems rather than as a single, continuous journey (Marinao-Artiga et al., 2025). This finding qualifies accounts of showrooming and webrooming that assume experiential spillover raises cross-channel purchase intention (Spaid et al., 2019). For a functional, value-positioned brand such as UNIQLO,

satisfaction built in one channel does not translate into purchase intention in the other. The scope of the claim is limited to intention, the incidence of cross-channel shopping behaviour itself lies outside what these data can establish.

Theoretically, this suggests a different reading of omnichannel retail in this setting. Rather than a seamless journey in which experiences flow freely across touchpoints, omnichannel retailing in this setting behaves as a portfolio of independent experiential systems, with purchase intention forming only in the channel that generated the experience. This result reminds UNIQLO brand to maintain experience quality in both channels because it will remain their potential customers during shopping. As the S-O-R framework, the online and offline channels function as parallel, self-contained loops, the stimulus (S) shapes the organism (O) and drives the transactional response (R) strictly within the same channel, with no transfer of the organismic state across channels.

C. The Direct Effect of Price Promotion on Purchase Intention

This study reveals that price promotion cannot directly lead customers to purchase intention things even in offline or online shopping, which contradicts the argument of Grewal et al. (1998) and Niu et al. (2024), who suggest that discounts can trigger purchase immediately. This study shows that online price promotion operates on purchase intention through experience quality rather than around it. In both channels, CEQ operates as an indirect-only mediator between price promotion and purchase intention whereas the direct path of them is not significant. This finding challenges the traditional lower-sacrifice perspective, which assumes discounts stimulate purchases purely by reducing products' costs (Grewal et al., 1998). Instead, it redefines promotions in experiential retail as an input that helps build the experience, not a substitute for a weak one CEQ therefore functions as an indispensable stage between promotional stimulus and purchase response. For another example, the GOGORO virtual-reality cycling campaign clearly illustrates this point. The core motivation for customers did not stem from the financial savings, but rather from the highly engaging experiential context in which the coupon was integrated.

D. Customer Experience Quality and Citizenship Behavior

According to the analytical results, CEQ in any channel serves as a cross-channel driver that strongly drives positive CCB. A superior experience triggers a mechanism of reciprocity, compelling consumers to voluntarily engage in behaviors that benefit the brand. Specifically, when customers have a positive experience in either the online or offline environment, their emotional states are elevated, leading to a greater willingness to contribute to the retailer voluntarily. They are willing to offer constructive suggestions for improving service, to report problems so that UNIQLO can correct them, and to help other customers resolve difficulties. Prior research documents a broader repertoire of citizenship behaviours, including recommending the brand to friends, writing reviews, and sharing content on social platforms (Groth, 2005; Yi and Gong, 2013), these behaviours were not covered by the four-item scale used here, and our results should not be read as evidence about them.

Notably, this effect occurs more strongly in the offline environment (0.404 versus 0.246), reflecting the superior emotional depth of in-person, multisensory interactions,

although the difference between the two paths was not formally tested and this comparison is descriptive. For instance, UNIQLO's My First Outfit service has transformed a routine shopping process into a meaningful family-bonding experience, illustrating the kind of in-store encounter capable of generating such emotional resonance. This example is offered as an illustration rather than as evidence, since responses to specific service programs were not measured. Consequently, this study repositions the role of CEQ, it is not merely a short-term transactional lever at the point of sale, but a core instrument for building long-term brand equity, a crucial distinction that future research on omnichannel retailing must take into serious consideration.

E. Implication

Theoretically, the study affirms that the S-O-R framework in omnichannel retail operates as parallel, channel-specific loops that converge only at their relational output CCB. CEQ acts as an indispensable intermediary: all stimuli (such as promotions) must pass through CEQ to drive purchasing behavior. The two analyses converge on a channel asymmetry. In the physical store no single cue is sufficient, the configurational results show that a high-quality experience arises from combinations in which surroundings, design, and social interaction appear together, with price promotion contributing only in combination and never alone, even though price promotion does carry a significant net effect in the SEM model. In the online channel, by contrast, price promotion is sufficient on its own and is also among the strongest cues in net terms. Methodologically, combining SEM and fsQCA clarifies this picture, demonstrating that a factor with no significant direct effect (such as offline surroundings) can still be a necessary component in creating a complete experience in combination with other factors.

From a managerial perspective, managers should develop distinct conversion strategies for each channel rather than expecting one to drive purchase intention in the other. Specifically, in physical stores, the focus should be on service quality and spatial design, promotions should only play a supporting role and cannot replace a genuinely good experience. Conversely, in the online environment, price promotion alone can be sufficient to generate a high-quality experience, although interface design and social cues also contribute. Ultimately, instead of indiscriminately using promotions to chase short-term sales, businesses should treat CEQ as the core to build long-term brand equity. Furthermore, satisfying emotional needs and elevating the experience across both channels will help nurture brand loyalty, which in turn encourages customers to contribute to the retailer voluntarily through feedback, problem reporting, and helping other shoppers

F. Limitations and Future Research

This study has several limitations that offer avenues for future research. First, regarding sample and generalizability, the data were collected from a single fast-fashion brand (UNIQLO) in one city with a predominantly young female student sample, limiting generalizability to other sectors like luxury goods. Second, concerning methodological and measurement constraints, the cross-sectional, single-source design precludes causal inferences and leaves findings vulnerable to common method variance. Furthermore, actual behavioral outcomes were not captured purchase intention was measured rather

than observed, showrooming/webrooming and advocacy facets of customer citizenship were unrecorded; and specific promotional strategies were not isolated. Third, regarding the data vintage, the survey was fielded in early 2018, reflecting a traditional configuration rather than modern app-mediated environments. To address these limitations, future research should employ longitudinal tracking, temporal or source separation, and bootstrapping techniques. Studies should also test the model across diverse brands, modern platforms, cross-national markets, and broader demographic segments to enhance the robustness and applicability of the findings.

G. Conclusion

According to the Stimulus-Organism-Response (S-O-R) framework and a sample of 488 omnichannel UNIQLO consumers in Taiwan, this study explored how customer experience quality (CEQ) is formed within each channel and how it turns into both transactional and relational outcomes. Combining SEM and fsQCA revealed that the two channels work in different ways, in the offline store, a high-quality experience comes from a combination of design, social, and surrounding factors, whereas in online shopping, price promotion alone can be enough to create a good experience. More importantly, CEQ leads to purchase intention only within the same channel where the experience took place, with no cross-channel effect, yet it still encourages CCB toward the brand as a whole. Price promotions, in turn, drive purchases through the experience rather than around it, confirming that the organism (CEQ) is a stage that cannot be skipped. Within the UNIQLO fast-fashion setting examined here, these findings suggest that the omnichannel ideal may operate less as a single seamless journey than as a portfolio of separate, channel-specific experiences. Because the evidence is drawn from one brand in Taichung, Taiwan, with a sample concentrated among young consumers who used both channels, the findings describe consumers who already operate across channels rather than consumers in general. The channel-specific pattern requires confirmation in other retail formats, price tiers, product categories, and consumer segments before it can be treated as a general property of omnichannel retailing. For retailers operating in comparable fast-fashion conditions, the results imply that conversion strategies should be designed channel by channel, while experience quality is treated as the common driver of longer-term brand equity and voluntary customer contributions.

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