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The Mediating Role of Distribution Efficiency in the Relationship Between Multi-Channel Strategy, Business Capabilities, and Business Performance

Muhammad HIDAYAT[1], Asniwati ASNIWATI[2]

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Abstract

In today's competitive business environment, having an effective strategy and an efficient distribution system is crucial for achieving success. **Purpose**: This study examines the role of distribution efficiency in mediating the relationship between multichannel strategy, business Capabilities, and business performance. **Research Design, Data, and Methodology:** A quantitative research approach was employed, with data collected through questionnaires distributed to 90 purposively selected culinary business actors in Makassar. Data analysis was conducted using Smart-PLS software. **Result:** The study shows that a multichannel strategy boosts business performance and distribution efficiency by expanding market reach and optimizing logistics. Distribution efficiency significantly improves business performance, highlighting the need for effective supply chain management. While business Capabilities do not directly impact performance, it enhance distribution efficiency, which then drives business success. Distribution efficiency also plays a crucial mediating role between multichannel strategy, business Capabilities, and business performance. **Conclusion:** These results underscore the critical role of distribution efficiency in optimizing logistics, reducing costs, and improving operational effectiveness. Strengthening distribution efficiency can enhance market competitiveness and drive long-term business success.

Keywords: Distribution Efficiency, Multi Chanel Strategy, Business Capabilities, Business Performance

JEL Classification Code: M15, M31

1. Introduction

In the current era of rapid technological change and intense market competition, businesses must continuously adapt to evolving consumer expectations and market dynamics. Achieving success now extends beyond offering quality products or competitive prices—it also requires the strategic optimization of distribution processes and effective utilization of business capabilities (Rehman et al., 2019). To sustain growth, companies are increasingly adopting multi-channel strategies that broaden market reach, strengthen customer relationships, and boost business performance (Gao et al., 2020; Supriadi et al., 2024). These strategies allow firms to engage with customers across multiple touchpoints—such as physical stores, digital platforms, mobile apps, and social media (Gao et al., 2020). However, the effectiveness of a multi-channel strategy is heavily reliant on distribution efficiency, which ensures timely, seamless, and cost-effective delivery of goods and services.

Distribution efficiency not only supports customer satisfaction but also serves as a critical enabler for maximizing the potential of multi-channel strategies. Without it, businesses risk delays, inventory imbalances, and increased operational costs (Harsha et al., 2023). This

1 First Author. Lecturer of ITB Nobel Indonesia.
Email: hidayat@nobel.ac.id
2 Second Author, Lecturer ITB Nobel Indonesia.
Email: asniwati@stienobel-indonesia.ac.id

makes efficient distribution a cornerstone of operational excellence and customer experience (Wallace et al., 2009a).

At the same time, business capabilities—encompassing operational efficiency, technological innovation, and strategic agility—are essential for navigating the complexities of modern markets (Khan et al., 2024). Companies with robust capabilities can allocate resources effectively, optimize supply chains, and leverage digital transformation to enhance customer value. These capabilities influence how successfully a company executes its multi-channel strategies and, in turn, impact its business performance. However, the full benefits of such strategies and capabilities are often realized only when distribution efficiency acts as a mediator (Wallace et al., 2009; Ishii, 2021). The ability to coordinate logistics, reduce disruptions, and streamline supply chain processes is vital for converting strategic initiatives into measurable outcomes such as increased revenue, improved service quality, and stronger competitive positioning (Nii et al., 2025).

Theoretical insights from Distribution Theory emphasize the importance of minimizing distribution costs while ensuring product availability at the right time and place (RYU, 2025). This theory underpins the strategic value of efficient distribution, especially in the context of digital commerce, omnichannel retail, and real-time inventory systems. Businesses that embed distribution efficiency into their broader strategies can lower logistics expenses, enhance delivery speeds, and achieve higher levels of customer satisfaction—all of which are crucial for improved performance (Joshi, 2022).

The shift from traditional single-channel retail to multi-channel and omnichannel models has transformed how businesses engage customers and deliver value (Verhoef et al., 2015; Santoso & Sudarmiatin, 2024). These models offer customers seamless experiences across online and offline platforms but also introduce complexities in logistics and fulfillment. Without effective distribution management, companies may face rising costs and service inefficiencies (Harsha et al., 2023). Thus, the integration of multi-channel strategies with efficient distribution is essential for maintaining operational effectiveness and maximizing strategic outcomes (Wallace et al., 2009a).

In parallel, business capabilities play a foundational role in enabling firms to adapt and innovate. These include the ability to adopt new technologies, innovate processes, and enhance supply chain functions (Correia et al., 2020). Digital transformation and automation further enhance these capabilities by improving real-time visibility, enabling smarter decision-making, and increasing supply chain responsiveness. Notably, the interaction between business capabilities and distribution efficiency strengthens logistics management, shortens lead times, and builds resilient supply chains (Al Doghan & Sundram, 2023).

Ultimately, business performance is shaped by how well a company integrates its strategies, capabilities, and distribution systems (Sadik et al., 2025). Performance metrics such as revenue growth, profitability, and customer retention provide insight into strategic effectiveness. In a highly dynamic environment, continuous improvement and strategic alignment are essential. Distribution efficiency serves as a critical link, ensuring that business initiatives translate into tangible performance gains (Wallace et al., 2009b; Andru et al., 2024).

The relevance of this research is heightened by the ongoing transformation of global business models. The emergence of e-commerce, direct-to-consumer (DTC) approaches, and digital marketplaces is redefining traditional distribution, compelling firms to reassess their logistics frameworks. Growing consumer demands for speed, reliability, and cost-effectiveness make distribution efficiency a competitive imperative. Businesses implementing multi-channel strategies must also develop sophisticated logistics systems to effectively manage inventory, order fulfillment, and service delivery across channels (Domenek et al., 2022).

Additionally, global market uncertainties—from economic volatility to supply chain disruptions—highlight the need for resilient business models. Companies investing in agility, digital integration, and robust operational systems are better positioned to manage risks and seize opportunities. Still, these investments must be paired with optimized distribution systems to deliver meaningful improvements. Without efficient distribution, even the most advanced capabilities may fail to yield strong performance outcomes, reinforcing the need to place distribution efficiency at the core of corporate strategy.

This study contributes to the existing body of knowledge by analyzing how distribution efficiency mediates the relationship between multi-channel strategy, business capabilities, and business performance. While previous studies have examined these elements individually, limited attention has been paid to their interdependence in today's fast-changing business landscape. By addressing this gap, the research offers actionable insights for managers, policymakers, and scholars interested in enhancing business outcomes through integrated distribution strategies.

Sustainable growth and competitive advantage in the digital age depend on a company's ability to synergize its strategic direction, operational competencies, and distribution systems. This study provides a timely framework for understanding how firms can improve overall performance by aligning distribution processes with broader business goals (Wilson & Daniel, 2007).

2. Literature Review

2.1. Distribution Efficiency

Distribution efficiency is a critical factor in determining a business's ability to deliver products and services effectively while minimizing costs and maximizing customer satisfaction (D. Wang et al., 2021; Olaniyi et al, 2024). It refers to the optimal utilization of resources, infrastructure, and logistics to ensure that goods and services reach the intended market in a timely and cost-effective manner. Efficient distribution systems help businesses reduce operational costs, enhance supply chain responsiveness, and improve overall business performance. In an increasingly competitive market, firms that optimize their distribution networks gain a significant advantage by reducing lead times, minimizing inventory holding costs, and ensuring better alignment between supply and demand Vicente (Relvas & Barbosa, 2020).

The concept of distribution efficiency is closely linked to supply chain management, logistics, and operational performance. Businesses that adopt advanced technologies (Lee et al., 2023), such as digital tracking systems, automated warehouses, and data-driven demand forecasting, can enhance the efficiency of their distribution channels. Moreover, strategic partnerships with third-party logistics providers and the integration of multi-channel distribution strategies enable companies to reach a broader customer base while maintaining service reliability (Mutambik, 2024). Distribution efficiency is particularly essential in industries with high consumer demand variability, where timely product availability can influence customer satisfaction and brand loyalty (Giwa, 2024).

Furthermore, distribution efficiency plays a mediating role in the relationship between business strategy and performance. A well-structured distribution system ensures that the benefits of a strong business strategy, such as a multi-channel approach and enhanced business capabilities, translate into tangible performance improvements. Efficient distribution not only streamlines operations but also strengthens the business's ability to adapt to market changes and consumer expectations. As businesses expand their market reach through various channels, the need for a seamless and efficient distribution system becomes even more crucial. Thus, continuous improvement in distribution efficiency is fundamental to sustaining business growth, enhancing competitive advantage, and driving long-term success (J. Wang et al., 2023).

2.2. Multi Chanel Strategy

A multi-channel strategy refers to a business approach that utilizes multiple distribution and communication channels to reach customers and deliver products or services (Berman & Thelen, 2004; Jeanpert & Paché, 2016). This strategy enables businesses to engage with consumers through various platforms, such as physical stores, e-commerce websites, mobile applications, social media, and third-party marketplaces. Sutomo (2023) stated that By diversifying sales and interaction channels, companies can enhance customer convenience, expand market reach, and increase overall sales performance. Savastano et al. (2019) stated that the rise of digitalization has further accelerated the adoption of multi-channel strategies, allowing businesses to integrate traditional and online channels seamlessly.

The theoretical foundation of multi-channel strategy is rooted in marketing and distribution theories, particularly the resource-based view (RBV) and dynamic capabilities theory. The RBV suggests that businesses gain a competitive advantage by effectively utilizing their internal resources, including technological infrastructure and customer data, to create a seamless multi-channel experience (Luo et al., 2016). Meanwhile, the dynamic capabilities theory emphasizes the ability of firms to adapt and reconfigure their resources in response to changing market conditions. By implementing a well-structured multi-channel strategy, businesses can respond more effectively to customer preferences and market dynamics, leading to sustainable competitive advantage (Wilson & Daniel, 2007).

Fainshmidt et al. (2019) stated that A successful multi-channel strategy requires strategic integration and coordination across different channels to ensure a consistent customer experience. The synergy between channels plays a crucial role in enhancing customer satisfaction, as consumers expect a seamless shopping journey, whether they engage with a brand through online or offline touchpoints. Businesses that fail to integrate their channels may face challenges such as inventory discrepancies, inconsistent pricing, and poor customer service (Balbín Buckley & Marquina Feldman, 2024). Therefore, an effective multi-channel strategy must incorporate advanced technologies such as customer relationship management (CRM) systems, artificial intelligence (AI), and big data analytics to optimize operations and improve decision-making (Tavares et al., 2024).

Furthermore, Santoso & Sudarmiatin (2024) stated that the impact of a multi-channel strategy extends beyond customer engagement to influence overall business performance. Research suggests that businesses adopting multi-channel approaches experience higher customer retention rates, increased sales volumes, and improved brand loyalty. However, managing multiple channels also presents challenges, including higher operational costs, complexity in logistics, and the need for effective channel conflict resolution. To maximize the benefits of a multi-channel strategy, businesses must continuously refine their

approach by leveraging consumer insights, enhancing digital capabilities, and fostering cross-channel collaboration. Ultimately, a well-executed multi-channel strategy serves as a key driver for business growth, competitiveness, and long-term sustainability (Chen et al., 2022).

2.3. Business Capabilities

Business Capabilities refers to an organization's ability to effectively perform a particular business activity or function, encompassing the necessary processes, resources, and competencies. It represents what a business does to achieve its objectives and deliver value to customers. Business capabilities are foundational elements that enable organizations to execute their strategies and adapt to changing environments (Amalia et al., 2024).

The importance of business capabilities in conducting business cannot be overstated. They provide a structured framework for aligning organizational resources and processes with strategic goals, ensuring that all parts of the business work cohesively towards common objectives. Well-defined business capabilities facilitate better decision-making, enhance operational efficiency, and support innovation by identifying areas for improvement and investment. Moreover, they enable organizations to respond swiftly to market changes and emerging opportunities, maintaining a competitive edge in dynamic business landscapes.

2.4. Business Performance

Business performance refers to the effectiveness and efficiency with which a company achieves its strategic objectives, financial targets, and overall market competitiveness (Visedsun & Terdpaopong, 2021). It is commonly measured through financial indicators such as revenue growth, profitability, return on investment (ROI), and cost efficiency, as well as non-financial metrics like customer satisfaction, brand reputation, innovation Capabilities, and employee productivity. Theories such as the Balanced Scorecard (BSC) and stakeholder theory emphasize the multidimensional nature of business performance, highlighting the importance of aligning financial success with operational excellence, customer engagement, and sustainable business practices (Fadel et al., 2021). A strong business performance indicates that a company is effectively utilizing its resources, optimizing its strategies, and maintaining resilience in a dynamic market environment.

The resource-based view (RBV) and dynamic capabilities theory also provide a theoretical foundation for understanding business performance. RBV suggests that firms achieve superior performance by developing unique resources and capabilities that are valuable, rare, and difficult to imitate. Meanwhile, the dynamic capabilities theory argues that organizations must continuously adapt, innovate, and reconfigure their resources to sustain long-term success. External factors such as industry competition, technological advancements, and economic conditions also influence business performance, requiring firms to remain agile and strategically responsive. Companies that effectively enhance their business capabilities, leverage multi-channel strategies, and improve operational efficiency are more likely to achieve sustained competitive advantage and long-term growth.

2.5. Hypothesis Development

To determine the influence between the variables studied so that the research questions that have been developed can be answered, it is necessary to develop hypotheses used in this study as follows:

1. The Effect of multi-channel strategy on business performance
   The effect of a multi-channel strategy on business performance can be explained through the lens of resource-based theory and customer engagement frameworks (Klaus & Nguyen, 2013). A multi-channel strategy enhances a firm's ability to reach diverse customer segments, improving market penetration and customer experience through seamless integration across various sales and communication channels (Cocco & Demoulin, 2022). By leveraging digital platforms, physical stores, and direct sales, businesses can optimize customer touchpoints, increase convenience, and foster loyalty, leading to higher sales conversion rates (Lee et al., 2019). Additionally, multi-channel integration enables data-driven decisions. Based on this explanation Hypothesis 1 **(H1)** of this research suspects that multichannel strategy affects the business performance.

2. The effect of business Capabilities on business performance
   The effect of business Capabilities on business performance can be explained through the Resource-Based View (RBV) and Dynamic Capabilities Theory, which emphasize that a firm's ability to develop, integrate, and reconfigure internal resources significantly impacts its competitive advantage and performance (Gonzalez et al., 2023). Strong business capabilities such as strategic decision-making, innovation, operational efficiency, and human resource competence enable organizations to adapt to market changes, optimize resource utilization, and improve value creation (Suharto et al., 2023). Firms with superior

capabilities can respond proactively to competition, enhance customer satisfaction, and drive sustainable growth. Moreover, the synergy between technological, financial, and managerial capabilities enhances productivity and profitability, ultimately leading to superior business performance in both short-term and long-term perspectives. Based on this explanation Hypothesis 2 **(H2)** of this research suspects that business capability affects the business performance.

3. The effect of multi-channel strategy to distribution efficiency
   The effect of a multi-channel strategy on distribution efficiency lies in its ability to streamline product flow and improve delivery performance across various channels. By utilizing multiple distribution methods—such as physical stores, e-commerce platforms, and third-party logistics—companies can better manage inventory distribution, reduce delivery times, and respond more quickly to customer demand (Berling et al., 2023). A coordinated multi-channel approach enables businesses to allocate resources more efficiently, avoid stock imbalances, and ensure product availability in different locations. This flexibility also allows firms to adjust operations during disruptions or peak periods, helping maintain service continuity. As a result, multi-channel strategies contribute directly to improved distribution efficiency through faster, more reliable, and cost-effective order fulfillment. In line with this, Hypothesis 3 (**H3)** of this study proposes that the implementation of a multi-channel strategy has a significant effect on enhancing distribution efficiency.

4. The effect of business capability on distribution efficiency
   The effect of business Capabilities on distribution efficiency can be explained through the Resource-Based View (RBV) and Dynamic Capabilities Theory, which highlight how a firm's ability to develop and manage key resources such as logistics, technology, and human capital directly influences its distribution effectiveness. Strong business capabilities in supply chain management, digitalization, and operational planning enable firms to optimize inventory control, streamline order fulfillment, and reduce transportation costs (Liu et al., 2023). Additionally, firms with advanced analytical and technological capabilities can leverage real-time data to enhance demand forecasting and route optimization, minimizing delays and disruptions (Ahmed et al., 2023). As a result, superior business capabilities lead to higher distribution efficiency, ensuring timely delivery, cost reduction, and improved customer satisfaction. Hypothesis 4 **(H4)** of this research suspects that business Capabilities affect distribution efficiency.

5. The Effect of Distribution efficiency on business performance
   The effect of distribution efficiency on business performance can be explained through supply chain management theory and transaction cost economics, which emphasize how optimizing distribution processes reduces operational costs, enhances service reliability, and improves customer satisfaction (Garfamy, 2012). Efficient distribution ensures timely product delivery, minimizes stockouts, and reduces excess inventory, leading to lower logistical expenses and higher profitability. Additionally, streamlined distribution enhances responsiveness to market demands, allowing businesses to maintain a competitive edge and strengthen customer loyalty. By improving overall supply chain coordination and reducing inefficiencies, businesses can achieve cost savings, increased sales, and sustained growth, ultimately enhancing their overall performance in both financial and strategic dimensions (Holloway, 2024). Based on this explanation Hypothesis 5 **(H5)** of this research suspects that distribution efficiency affects the business performance.

6. The effect of multi-channel strategy on business performance through distribution efficiency
   The effect of a multi-channel strategy on business performance through distribution efficiency can be explained through supply chain integration and customer engagement theories, which emphasize how a well-coordinated multi-channel approach enhances distribution processes, leading to improved business outcomes. By utilizing various sales and distribution channels—such as physical stores, e-commerce, third-party logistics, and direct sales—businesses can optimize inventory allocation, reduce delivery lead times, and enhance accessibility for customers (Qu et al., 2022). Improved distribution efficiency minimizes costs, ensures faster and more reliable product delivery, and enhances service quality, which in turn strengthens customer satisfaction and loyalty. As a result, the synergy between an effective multi-channel strategy and optimized distribution processes leads to increased sales, cost efficiency, and competitive advantage, ultimately driving superior business performance Van et al. (2025). Based on this explanation hypothesis 6 **(H6)** of this research suspects that multichannel strategy affects the business performance through distribution efficiency.

7. The effect of business capability on business performance through distribution efficiency
   The effect of business Capabilities on business performance through distribution efficiency can be explained through the Resource-Based View (RBV) and supply chain management theory, which highlights

how a firm's ability to develop and manage key resources—such as logistics, technology, and human capital—enhances distribution effectiveness, ultimately improving business outcomes. Strong business capabilities in supply chain optimization, digital transformation, and operational planning enable firms to streamline inventory management, reduce transportation costs, and ensure timely product delivery (Vitorino et al., 2020). Enhanced distribution efficiency leads to lower operational expenses, improved customer satisfaction, and greater market responsiveness. As a result, the combination of superior business capabilities and efficient distribution processes strengthens competitive advantage, increases revenue, and drives overall business performance (Shahbaz, 2024). Based on this explanation hypothesis 7 **(H7)** of this research suspects that business capabilities affect the business performance through distribution efficiency.

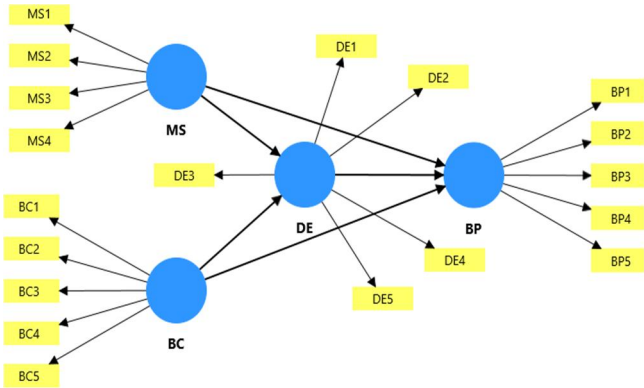

Figure 1: Research Conceptual Framework

MS: Multichannel Strategy, BC : Business Capabilities,
DE: Distribution efficiency, BP : Business Performance

3. Research Design and Methodology

3.1. Samples

The sample in this study was taken from Culinary SME's Company in Makassar City South Sulawesi Indonesia. Makassar City was selected as the research location due to its strategic position as the capital of South Sulawesi Province and one of the largest metropolitan cities in Eastern Indonesia. As a capital city, Makassar functions as a commercial and cultural hub, attracting rapid economic growth, particularly in the culinary sector. The culinary industry in Makassar has shown significant development in recent years, supported by increasing urbanization and consumer demand.

Furthermore, culinary entrepreneurs in Makassar are increasingly adopting digital technologies, including social media platforms and various distribution channels, to promote and distribute their products. This trend reflects a growing shift towards multichannel strategies, making Makassar an ideal setting to study the interplay between multichannel distribution, business capabilities, distribution efficiency, and business performance in the culinary sector. The dynamic business environment in Makassar thus provides a rich context for investigating the effectiveness of these strategies. This study selects the culinary industry as the research sample because it widely adopts multiple marketing channels, both through physical outlets and rapidly growing digital platforms. The increasing prevalence of digital marketing trends, such as food delivery applications, social media, and online marketplaces, necessitates more efficient distribution strategies to ensure that products reach customers quickly and accurately. Distribution efficiency is a key factor in maintaining competitiveness, reducing operational costs, and enhancing customer satisfaction. Therefore, examining the implementation of distribution strategies in the culinary industry is highly relevant to understanding how businesses can optimize their performance in an evolving marketing landscape.

The size of the sample in this study is determined purposively by using sample criteria to meet the research objectives, the criteria are (1) The company has been operating for more than five years, (2) The company has implemented modern promotion, (3) The company uses various distribution channels in its sales, and (4) The company has more than 5 employees, based on these criteria, 90 research samples were obtained that are eligible for use as a sample of this research. The sample was predominantly composed of respondents from the restaurant business sector, with 34 respondents (38%) operating for between 5 to 10 years. In terms of revenue, the majority of companies (41 businesses or 46%) reported monthly earnings between 21 to 30 million IDR. Additionally, the workforce size was mainly represented by businesses employing 5 to 10 workers, accounting for 42% of the sample.

Table 1: Respondent Demography

Attributes	Item	F	%
Type Of Business	Restaurant	34	38%
	Food stalls	19	21%
	Food Truck	13	14%
	Catering	24	27%
Operating years	5-10 year	44	49%
	11-15 year	13	14%
	16-20 year	20	23%
	21-25 years	13	14%
Revenue per month	10 – 20 Million	26	29%
	21 – 30 Million	41	46%
	31 – 40 Million	21	23%
	< 41 Million	2	2%
Number of Workers	5 - 10 Persons	38	42%
	11 - 15 Persons	26	29%
	16 -20 Persons	20	23%
	< 21 Persons	6	6%

3.2. Measurement

The main data of this study was obtained from the results of the distribution of questionnaires directly on 90 samples that had been selected according to the purposive sampling criteria, the research results were tabulated using Microsoft Exel (CSV doc) which is the main data to be processed through Smart-PLS software. Validity and reliability tests were conducted to ensure that the questionnaire served as a valid and reliable tool for data collection. The data analysis process assessed measurement viability across dimensions such as validity and reliability using Average Variance Extracted (AVE), Cronbach's alpha, and the Critical Ratio, following the principles of Partial Least Squares (PLS), specifically through algorithm analysis. Additionally, hypothesis testing was performed using the bootstrapping technique, which not only evaluated the significance of relationships between variables but also determined the coefficient values (Hair et al., 2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook (p. 197). Springer Nature.

Table 2: Research Questionnaire Structure Guide

Variable	Item Questionnaire		Major References
Multichannel Strategy	Channel Integration	MS1	Jeanpert & Paché (2016).
	Customer Accessibility	MS2	
	Operational Efficiency	MS3	
	Sales and Marketing Synergy	MS4	
Business Capabilities	Innovation Capabilities	BC1	Amalia et al. (2024).
	Operational Efficiency	BC2	
	Technological Capabilities	BC3	
	Human Resources Capabilities	BC4	
	Strategic Decision Making	BC5	
Distribution Efficiency	Delivery Speed	DE1	Olaniyi, et al. (2024)
	Cost Efficiency	DE2	
	Inventory Management	DE3	
	Order Accuracy	DE4	
	Flexibility and responsiveness	DE5	
Business Performance	Financial Performance	BP1	Visedsun & Terdpaopong (2021)
	Market Performance	BP2	
	Customer Satisfaction	BP3	
	Adaptability	BP4	
	Customer satisfaction	BP54	

4. Results & Discussion

4.1. Statistics Test Results

In the analysis using Structural Equation Modeling with Partial Least Squares (SEM-PLS), one of the key indicators used to assess the quality of the measurement model is the **loading factor**. The loading factor, often symbolized by (λ or ƛ), represents the correlation between an observed variable (indicator) and its corresponding latent construct. In general, a loading factor value is considered strong or acceptable if it exceeds 0.7. This threshold indicates that more than 50% of the variance in the observed variable is explained by the underlying latent construct, signifying good indicator reliability.

However, in exploratory research or in the early stages of model development, loading factors above 0.6 may still be deemed acceptable, particularly if other validity and reliability measures support the overall quality of the model. In this study, data processing was conducted using SEM-PLS software, and the results showed that all indicator variables had loading factor values greater than 0.6 (ƛ > 0.6). Although not all values were above the ideal threshold of 0.7, the values still fall within an acceptable range and suggest that each indicator contributes meaningfully to its respective latent construct.

These findings imply that the indicators used in this research are valid representations of the constructs being measured. Therefore, the research data can be categorized as "good data," as it meets the minimum requirements for loading factor thresholds. This enables the analysis to proceed confidently to the next stage, which typically involves assessing the structural model to evaluate the relationships between constructs.

Additionally, the results affirm that the measurement model satisfies **convergent validity** criteria. Convergent validity refers to the degree to which two measures of the same concept are correlated, and it is supported when the loading factors are sufficiently high. Since all observed variables have exceeded the 0.6 threshold, it confirms that the latent variables are adequately represented by their respective indicators, strengthening the overall validity of the model.

A good fit model was indicated by a value exceeding 0.6, confirming the data's validity. The AVE value, which needed to surpass 0.5, represented the required data quality for an acceptable fit. Furthermore, reliability analysis validated the data's consistency, as shown by a Cronbach's alpha value greater than 0.6. Each indicator's data quality was determined by a composite reliability value above 0.7. The results of the data analysis are presented in Table 3.

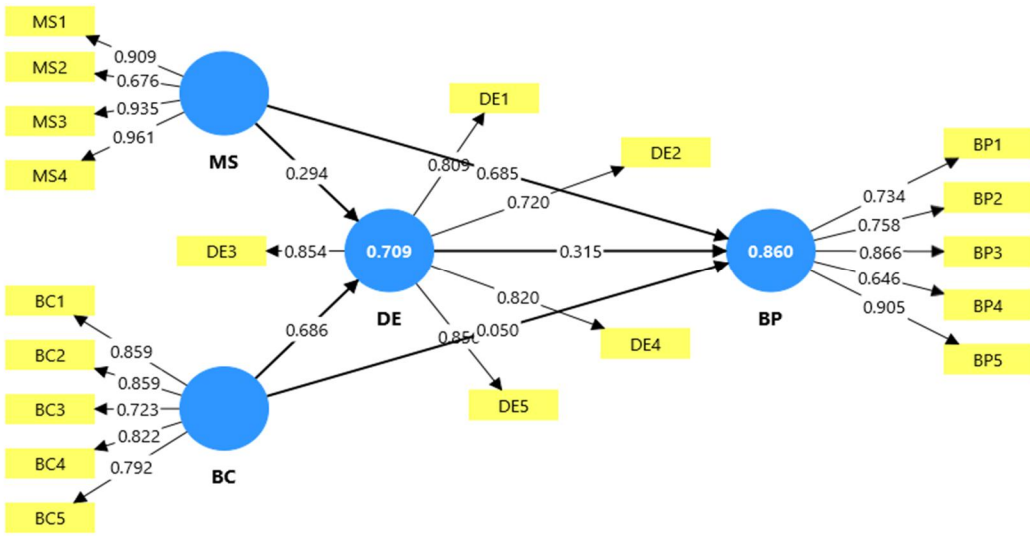

Figure 2: PLS Analysis

Table 3: The Good of Fit Model

Variable	Items	Validity	AVE	Composite Reliability	Cronbach Alfa
Multichannel Strategy	MS1 MS2 MS3 MS4	0.909 0.676 0.935 0.961	0.770	0.919	0.894
Business Capabilities	BC1 BC2 BC3 BC4 BC5	0.859 0.859 0.723 0.822 0.792	0.660	0.874	0.870
Distribution Efficiency	DE1 DE2 DE3 DE4 DE5	0.809 0.720 0.854 0.820 0.850	0.661	0.874	0.871
Business Performance	BP1 BP2 BP3 BP4 BP5	0.734 0.758 0.866 0.646 0.905	0.620	0.866	0.842

The R^2 value (Coefficient of Determination) is a key indicator in Partial Least Squares Structural Equation Modeling (PLS-SEM). It shows how much variance in the dependent (endogenous) variables is explained by the independent (exogenous) variables (Sarstedt et al., 2021). R^2 for this research as shown by PLS Output as follows :

Table 4: R Square Analysis

Variables	R-square	R-square adjusted
BP	0.860	0.855
DE	0.709	0.702

The R^2 value for Business Performance (BP) is 0.860, indicating that 86.0% of the variance in BP can be explained by its predictor variables, such as Business Capabilities (BC) and/or Multichannel Strategy (MS). This represents a very strong level of explanatory power. The adjusted R^2 value of 0.855, which accounts for the number of predictors in the model, further confirms that the model maintains its robustness and predictive strength even when model complexity is considered. Therefore, the model demonstrates excellent predictive accuracy for Business Performance.

Meanwhile, the R^2 value for Distribution Efficiency (DE) is 0.709, meaning that 70.9% of the variance in DE is explained by its associated predictor variables. Although slightly lower than that of BP, this still indicates strong explanatory power. The adjusted R^2 value for DE is 0.702, supporting the conclusion that the model remains statistically robust. Overall, the model successfully explains a significant portion of the variance in Distribution Efficiency.

4.2. Hypothesis Result

Among the proposed hypotheses, six were accepted, while one was rejected. The rejected hypothesis pertained to the direct influence, whereas all hypotheses examining indirect influence demonstrated a positive and significant effect. The detailed impact of each variable is as follows:

1) Direct effect
   (1) The effect of multichannel strategy on business performance has a significant effect (sig. P-value 0.000<0.05) thus the H1 of the study is accepted.
   (2) The effect of business Capabilities on business performance has no significant effect (sig. P-value 0.469>0.05) thus the H2 of the study is rejected.

(3) The effect of multichannel strategy on distribution efficiency has a significant effect (sig. P-value 0.000<0.05) thus the H3 of the study is accepted.
(4) The effect of business Capabilities on distribution efficiency has a significant effect (sig. P-value 0.000<0.05) thus the H4 of this study is accepted.
(5) The effect of distribution efficiency on business performance has a significant effect (sig. P-value 0.000<0.05) thus the H5 of the study is accepted.

2) Indirect Effect
(1) The effect of multichannel strategy on business performance through distribution efficiency has a significant effect (sig. P-value 0.002<0.05) thus the H6 of this study was accepted.
(2) The effect of business Capabilities on business performance through distribution efficiency has a significant effect (sig. P-value 0.000<0.05) thus the H7 of this study is accepted.

Table 5: Hypothesis Result

	Sample Mean	Std. Deviation	T Statistic	P. Value
The Effect of Multichannel Strategy on Business Performance	0.685	0.060	11.469	0.000
The Effect of Business Capabilities on Business Performance	0.050	0.069	0.725	0.469
The Effect of Multichannel Strategy on Distribution Efficiency	0.294	0.055	5.297	0.000
The Effect of Business Capabilities on Distribution Efficiency	0.686	0.049	14.131	0.000
The Effect of Distribution Efficiency on Business Performance	0.315	0.070	4.501	0.000
The Effect of Multichannel Strategy on Business Performance Through Distribution Efficiency	0.092	0.030	3.042	0.002
The Effect of Business Capabilities on Business Performance Through Distribution Efficiency	0.216	0.048	4.460	0.000

The output results of the PLS showed that of the seven hypotheses tested, six were accepted and one was rejected. The rejected hypothesis is the direct influence of Business Capabilities on Business Performance, which proved to be statistically insignificant. However, Business Capabilities have been proven to have a significant effect on Distribution Efficiency, which in turn has a significant effect on Business Performance. This means that the influence of business capabilities on business performance is indirect through distribution efficiency. These findings confirm that capabilities such as operational efficiency, technology, and strategic decision-making will only have a positive impact if implemented effectively in the distribution system. Therefore, business capabilities must be optimized through efficient distribution processes in order to drive business performance. This supports a systemic approach in strategic management, which emphasizes the importance of integration between functions within the organization to achieve sustainable competitive advantage.

3) Total Effect

The total effect is the sum of the direct and indirect effects. It shows the **overall influence** of one variable on another in the entire model. The total effect of this research is as follows :

Table 6: Total Effect

	Sample Mean	Std. Deviation	T Statistic	P. Value
The Effect of Multichannel Strategy on Business Performance	0.778	0.045	17.198	0.000
The Effect of Business Capabilities on Business Performance	0.264	0.047	5.708	0.000
The Effect of Multichannel Strategy on Distribution Efficiency	0.297	0.055	5.297	0.000
The Effect of Business Capabilities on Distribution Efficiency	0.685	0.049	14.131	0.000
The Effect of Distribution Efficiency on Business Performance	0.315	0.070	4.501	0.000

Based on the total effect table provided, we can interpret the overall impact of each variable in the model on Business Performance (BP) and Distribution Efficiency (DE) as follows: The total effect of Multichannel Strategy (MS) on Business Performance is 0.778 with a p-value of 0.000 and a high t-statistic (17.198), indicating a strong and statistically significant impact. This suggests that improving multichannel strategies (such as channel integration, customer accessibility, and sales-marketing synergy) has a major role in enhancing business performance.

The total effect of Business Capabilities (BC) on Business Performance is 0.264, which is statistically significant (p = 0.000), even though the direct path from BC to BP was not significant. This indicates that the indirect effect primarily through Distribution Efficiency is substantial, supporting the presence of mediation. The effect

of MS on Distribution Efficiency is 0.297, and that of BC on DE is 0.685—both highly significant. These results show that both MS and BC contribute meaningfully to improving distribution efficiency. Finally, the effect of Distribution Efficiency on Business Performance is 0.315 ($p = 0.000$), which is also statistically significant. This confirms that distribution efficiency plays a mediating role in translating both business capabilities and multichannel strategies into improved business performance.

Multichannel Strategy has the strongest total effect on Business Performance (both direct and indirect). Business Capabilities influence Business Performance indirectly, primarily through Distribution Efficiency. Distribution Efficiency serves as a key mediating variable, reinforcing its strategic importance in the model. This pattern highlights the importance of optimizing both multichannel systems and internal capabilities, with distribution efficiency acting as the operational bridge that links strategy to performance outcomes.

5. Discussion

The findings of this study highlight the crucial role of a multichannel strategy in enhancing business performance. The acceptance of H1 demonstrates that implementing multiple channels effectively contributes to improved business outcomes. This result aligns with previous research suggesting that businesses leveraging various distribution channels can reach a broader customer base, increase sales, and enhance brand engagement (Lee et al., 2019). Additionally, the acceptance of H3 confirms that a multichannel strategy positively influences distribution efficiency, indicating that businesses utilizing multiple channels can streamline logistics and optimize supply chain operations this result is in line with the previous research conducted by (Berling et al., 2023).

Furthermore, the study confirms the significant impact of distribution efficiency on business performance, as evidenced by the acceptance of H5. This finding underscores the importance of efficient distribution processes in ensuring timely delivery, reducing operational costs, and ultimately improving overall performance. Additionally, the indirect effect of a multichannel strategy on business performance through distribution efficiency (H6) further reinforces the notion that efficient distribution acts as a mediating factor, enhancing the effectiveness of multichannel strategies. Similarly, H7 highlights that business Capabilities indirectly contribute to business performance via distribution efficiency, suggesting that firms with strong capabilities can optimize their distribution networks, leading to improved business outcomes.

Despite these positive findings, the rejection of H2 indicates that business Capabilities alone do not have a direct and significant effect on business performance. This result contrasts with some previous studies like research conducted by Suharto et al. (2023). that have emphasized the direct role of business capabilities in driving firm success. One possible explanation for this outcome is that business Capabilities may not immediately translate into tangible business performance improvements without the presence of other mediating factors, such as distribution efficiency or strategic market positioning. In other words, while strong capabilities in areas like resource management, innovation, and operational efficiency are essential, their impact on business performance may depend on how effectively these capabilities are utilized within a structured framework.

Additionally, the rejection of H2 suggests that external factors, such as market conditions, industry competition, and customer demand, may play a more dominant role in determining business performance than internal capabilities alone. Organizations with strong business capabilities may still struggle to achieve significant performance improvements if they fail to align their capabilities with market needs or competitive strategies. This finding implies that companies should focus on integrating their capabilities with strategic initiatives, such as distribution efficiency and multichannel strategies, to maximize their impact on overall performance.

Overall, this study emphasizes the importance of multichannel strategies and distribution efficiency in improving business performance. While business Capabilities remain a crucial factor, its influence appears to be more effective when integrated with distribution strategies rather than as a direct driver of performance. Future research could further explore the conditions under which business capabilities translate into performance gains, particularly by examining the role of industry dynamics and organizational adaptability.

5.1. Practical Implication

The findings of this study provide valuable insights for business practitioners, particularly in the areas of marketing, distribution management, and strategic decision-making. The significant impact of a multichannel strategy on business performance and distribution efficiency suggests that companies should prioritize adopting and optimizing multiple sales and distribution channels. By doing so, businesses can expand their market reach, improve customer accessibility, and enhance supply chain operations.

Additionally, the results emphasize the crucial role of distribution efficiency in improving overall business performance. Organizations should focus on streamlining their logistics, reducing operational costs, and ensuring

timely product delivery to gain a competitive advantage. Since business Capabilities alone do not directly influence business performance, firms should integrate their capabilities with strategic initiatives such as multichannel strategies and efficient distribution management. This implies that managers should not rely solely on internal capabilities but should align them with external market conditions and industry dynamics to maximize their impact.

For policymakers and business consultants, the study suggests the need to provide support systems, such as digital infrastructure and supply chain optimization tools, that can help businesses implement multichannel strategies effectively. Small and medium enterprises (SMEs), in particular, should invest in digital transformation to enhance their distribution networks and optimize their business capabilities for better performance outcomes**.**

5.2. Theoretical Implication

From a theoretical perspective, this study contributes to the existing body of knowledge on business strategy, distribution management, and firm performance by confirming the mediating role of distribution efficiency. The findings support the resource-based view (RBV) by demonstrating that while business capabilities are essential, their effectiveness in driving performance depends on how they are strategically applied within a firm's operational framework. This study suggests that capabilities alone may not be sufficient; instead, they must be leveraged through structured mechanisms such as distribution efficiency to generate tangible business benefits.

Additionally, the results challenge some previous studies that have suggested a direct relationship between business Capabilities and performance. The rejection of H2 indicates that business Capabilities do not always lead to improved performance in a direct manner but rather work more effectively when integrated with other strategic factors. This insight adds nuance to strategic management theories by highlighting the importance of external factors, such as market conditions and competitive dynamics, in shaping the impact of internal capabilities.

Furthermore, the study reinforces the importance of multichannel strategies in modern business environments, particularly in industries where customer accessibility and distribution efficiency play a critical role. Future research can build upon these findings by exploring the conditions under which business capabilities translate into performance improvements, particularly in different industry contexts and market environments. The role of technological advancements in enhancing distribution efficiency and multichannel strategy effectiveness also presents an area for further theoretical exploration.

6. Conclusion

This study provides empirical evidence on the relationships between multichannel strategy, business capabilities, distribution efficiency, and business performance. The findings show that a multichannel strategy significantly enhances both business performance and distribution efficiency. Business capabilities also improve distribution efficiency, which in turn drives business performance, highlighting the importance of operational integration. Notably, business capabilities do not directly impact performance, suggesting their effectiveness depends on alignment with strategic functions like distribution. This challenges the assumption that internal capabilities alone drive performance. The study emphasizes the mediating role of distribution efficiency in linking both multichannel strategy and business capabilities to business performance. Thus, companies must not only build strong internal competencies but also optimize distribution systems and multichannel approaches. These insights contribute to strategic management literature and provide guidance for businesses aiming to strengthen competitiveness. Future research should explore digital technologies and industry-specific factors that may influence the effectiveness of these strategic relationships.

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