

The Impact of Physical Store Strategy Changes on Sales Performance and Customer Loyalty: Evidence from Retail Store X

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Abstract. This study examines the impact of changes in physical store strategy on sales performance and customer loyalty at Retail Store X amid increasing competition and shifting consumer expectations in the retail industry. As offline stores evolve beyond transactional spaces, strategic adjustments are required to enhance customer experience and sustain competitiveness. This research employs a quantitative approach, collecting data through structured questionnaires distributed to customers of Retail Store X. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software to evaluate the relationships among changes in physical store strategy, sales performance, and customer loyalty. The results indicate that changes in physical store strategy have a positive and significant effect on customer loyalty, whereas sales performance has a stronger influence on sustaining long-term customer loyalty. These findings suggest that customer loyalty is formed through a continuous process that integrates positive in-store experiences with consistent sales outcomes. The study provides practical implications for retail managers to balance experiential strategies and performance-oriented initiatives in offline retail settings, while also contributing to the literature on retail management and customer behavior.

Keywords: Customer loyalty; Physical store strategy; Retail management; Sales performance.

Abstrak. Penelitian ini bertujuan untuk mengkaji pengaruh perubahan strategi toko fisik terhadap kinerja penjualan dan loyalitas pelanggan pada Retail Store X di tengah persaingan ritel yang semakin ketat dan perubahan perilaku konsumen. Toko offline tidak lagi berfungsi semata sebagai tempat transaksi, melainkan sebagai ruang yang membangun pengalaman berbelanja pelanggan. Penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner terstruktur yang disebarkan kepada pelanggan Retail Store X. Data dianalisis menggunakan metode Partial Least Squares–Structural Equation Modeling (PLS-SEM) dengan bantuan perangkat lunak SmartPLS untuk menguji hubungan antarvariabel. Hasil penelitian menunjukkan bahwa perubahan strategi toko fisik berpengaruh positif dan signifikan terhadap loyalitas pelanggan, sementara kinerja penjualan memiliki pengaruh yang lebih kuat dalam mem-

pertahankan loyalitas jangka panjang. Temuan ini menunjukkan bahwa loyalitas pelanggan terbentuk melalui proses berkelanjutan yang mengombinasikan pengalaman berbelanja yang positif dan kinerja penjualan yang konsisten. Penelitian ini memberikan implikasi praktis bagi pengelola ritel dalam merancang strategi toko offline yang seimbang antara pengalaman pelanggan dan kinerja bisnis, serta berkontribusi pada pengembangan kajian manajemen ritel.

Kata kunci: *Kinerja penjualan; Loyalitas pelanggan; Manajemen ritel; Strategi toko fisik.*

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BACKGROUND

Recent developments in the retail industry indicate increasingly complex dynamics driven by intense competition and rapidly evolving consumer expectations. Physical retail stores are facing substantial pressure from the growth of alternative shopping channels, particularly digital platforms, which require retailers to continuously adapt their business strategies. Offline stores are no longer perceived merely as transactional spaces but as environments that deliver comprehensive customer experiences, encompassing store atmosphere, service quality, accessibility, and overall comfort. Retailers that can respond effectively to these changes are more likely to sustain their competitiveness by prioritizing customer-oriented strategies (Hamzagić et al., 2023; Han et al., 2022; Pathak, 2025; Ren et al., 2024).

Changes in physical store strategy have become increasingly important as consumer purchasing behavior is influenced not only by price considerations but also by experiential factors. Elements such as store layout, cleanliness, lighting, and employee interaction play a significant role in shaping customer perceptions and emotional responses during the shopping process. A well-designed physical store strategy can enhance the shopping experience, encourage longer store visits, and ultimately influence purchasing decisions. Therefore, retail management is required to integrate marketing approaches, spatial planning, and consumer behavior insights to create value propositions that are difficult for competitors to replicate (Pathak, 2025; Ren et al., 2024; Nadeem, 2024; Sompura et al., 2024).

Sales performance remains a fundamental indicator of the effectiveness of retail strategies. Sales outcomes reflect the degree to which products, services, and store strategies are accepted by consumers. Improved sales performance not only signals success in attracting customers but also indicates the retailer's ability to retain them over time. In the contemporary retail environment, sales performance is closely linked to how well retailers understand customer needs and respond proactively to market changes. As a result, strategic adjustments in physical store management are expected to have a direct impact on sales outcomes (Hamzagić et al., 2023; Han et al., 2022; Ren et al., 2024; Sompura et al., 2024).

Customer loyalty is another critical factor influencing the long-term sustainability of retail businesses. Loyal customers tend to engage in repeat purchases, provide positive word-of-mouth recommendations, and demonstrate resistance to switching to competing stores. Loyalty is developed gradually through consistent and satisfying shopping experiences rather than through isolated interactions. When customers perceive value, trust, and reliability in a retail store, they are more likely to maintain long-term relationships with the business, thereby strengthening the retailer's competitive position (Ren et al., 2024; Nadeem, 2024; Sompura et al., 2024; Wang et al., 2025).

Despite the importance of physical store strategies, sales performance, and customer loyalty, empirical studies that simultaneously examine the relationships among these variables in the context of offline retail stores remain limited. Most existing research tends to focus on digital or omnichannel retail environments, leaving a gap in understanding how strategic changes in physical stores influence sales performance and customer loyalty in traditional retail settings. This gap highlights the urgency of conducting empirical research that provides evidence-based insights into the role of physical store strategies within offline retail contexts (Hamzagić et al., 2023; Han et al., 2022; Pathak, 2025; Nadeem, 2024).

Accordingly, this study aims to examine the impact of changes in physical store strategy on sales performance and customer loyalty at Retail Store X. The findings of this research are expected to contribute to the development of retail management literature while also offering practical insights for retail managers in designing effective offline store strategies. By focusing on physical store strategy changes, sales performance, and customer loyalty, this study provides a foundation for future research to incorporate additional variables and develop a more comprehensive understanding of retail business dynamics (Han et al., 2022; Ren et al., 2024; Sompura et al., 2024; Wang et al., 2025).

THEORETICAL REVIEW

Physical Store Strategy (Offline Store)

The increasingly competitive retail environment requires physical stores to continuously adapt their strategies in order to remain relevant to changing consumer expectations. Offline retail stores no longer serve merely as transactional spaces but have evolved into environments designed to deliver meaningful customer experiences. Elements such as store atmosphere, layout, cleanliness, lighting, and service quality play a critical role in shaping customer perceptions and emotional responses during the shopping process. Retailers that are able to understand shifts in the business environment and implement strategies oriented toward sustainable customer experiences are more likely to maintain their competitive position. A well-developed physical store strategy not only enhances perceived value but also creates competitive advantages that are difficult for competitors to replicate, thereby influencing consumer purchasing behavior (Ananda et al., 2023; Butt et al., 2023; Cui et al., 2025; König, 2025).

Sales Performance

Sales performance represents a fundamental indicator of the effectiveness of retail strategies. It reflects the extent to which products, services, and overall store management are accepted by customers. Strong sales outcomes indicate not only success in attracting new customers but also the retailer's ability to retain existing ones. In modern retail

contexts, sales performance is closely associated with a firm's capacity to understand consumer needs and respond promptly to market changes. When physical store strategies are aligned with customer expectations and shopping behavior, they are more likely to contribute positively to sales performance and overall business sustainability (Bisaria, 2024; Cai, 2023; Li, 2022; Solanki, 2025).

Customer Loyalty

Customer loyalty is a strategic asset that significantly influences the long-term viability of retail businesses. Loyal customers tend to engage in repeat purchases, provide favorable recommendations, and demonstrate resistance to switching to competitors. Loyalty is not formed instantly but develops through consistent and satisfying shopping experiences over time. Trust, perceived value, and service quality play central roles in fostering long-term customer relationships. Retailers that can deliver reliable and meaningful value are more likely to strengthen customer commitment, which ultimately enhances their competitive position in an increasingly dynamic retail market (Chaab & Caliskan Demirag, 2022; Jo & Bang, 2024; Oluwatope et al., 2024; Rahman et al., 2025).

The Relationship between Physical Store Strategy, Sales Performance, and Customer Loyalty

The interaction between physical store strategy, sales performance, and customer loyalty forms an important foundation in retail management theory. Strategic changes in physical stores that focus on improving the shopping experience are expected to enhance customer satisfaction, which in turn supports improved sales outcomes. Positive sales performance reinforces customers' perceptions of value and reliability, contributing to stronger emotional attachment and long-term loyalty. Although prior studies have examined these variables individually, empirical research that simultaneously explores their interrelationships within offline retail contexts remains limited. This gap highlights the need for empirical investigation to better understand how changes in physical store strategy influence sales performance and how both factors collectively contribute to the development of customer loyalty, particularly in traditional retail settings such as Retail Store X (Ananda et al., 2023; Bisaria, 2024; Butt et al., 2023; Jo & Bang, 2024).

RESEARCH METHODS

This study employed a quantitative research design to examine the relationships among physical store strategy changes, sales performance, and customer loyalty. A quantitative approach was selected because it allows the measurement of variables in numerical form and enables objective analysis of causal relationships in a systematic and structured manner (Chiavelli, 2023; Othman & Zeebaree, 2025; Putra, 2024).

The population of this study consisted of customers of Retail Store X. Data were collected using a structured questionnaire distributed to respondents who had prior shopping experience at the store. The questionnaire was designed to capture respondents' perceptions regarding physical store strategy changes, sales performance, and customer loyalty through measurable indicators relevant to each construct (Arora, 2024; Prakasa & Wandebori, 2024; Solanki, 2025).

Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with the assistance of SmartPLS software. This

analytical technique was chosen due to its ability to analyze complex relationships among latent variables and its suitability for predictive research models. The analysis involved evaluating the measurement model and the structural model to assess the validity, reliability, and strength of the relationships among variables (Jo & Bang, 2024; Oluwatope et al., 2024; Rahman et al., 2025).

The research model illustrates the proposed relationships among the studied variables, as presented in Figure 1. Changes in physical store strategy are expected to influence sales performance and customer loyalty directly, while sales performance is also assumed to affect customer loyalty. This model provides a conceptual framework for testing the causal relationships among variables and supports the empirical analysis using the PLS-SEM approach (Cai, 2023; Cui et al., 2025; Mufidah & Marsasi, 2025).

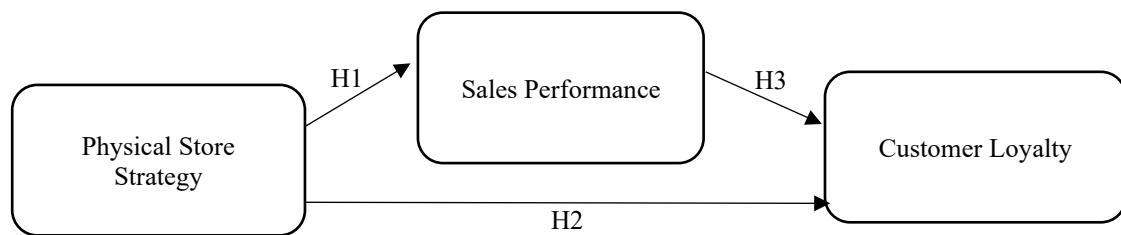


Figure 1. Research Model

RESULTS AND DISCUSSIONS

Results

Table 1. Outer Model Evaluation

Variable	Item	Loading	Rule of Thumb	Conclusion
Changes in Physical Store Strategy	X1.1	0.772	0.700	Valid
	X1.2	0.788	0.700	Valid
	X1.3	0.810	0.700	Valid
	X1.4	0.824	0.700	Valid
	X1.5	0.735	0.700	Valid
	X1.6	0.771	0.700	Valid
	X1.7	0.798	0.700	Valid
Sales Performance	X2.1	0.850	0.700	Valid
	X2.2	0.786	0.700	Valid
	X2.3	0.851	0.700	Valid
	X2.4	0.790	0.700	Valid
	X2.5	0.836	0.700	Valid
	X2.6	0.766	0.700	Valid
	X2.7	0.832	0.700	Valid
Customer Loyalty	Y1	0.834	0.700	Valid
	Y2	0.749	0.700	Valid
	Y3	0.813	0.700	Valid
	Y4	0.737	0.700	Valid
	Y5	0.801	0.700	Valid
	Y6	0.751	0.700	Valid
	Y7	0.820	0.700	Valid

1. Measurement Model Evaluation

This study began by evaluating the measurement model to ensure that the indicators used were valid and reliable in representing the research constructs. The assessment of the outer model focused on examining indicator loading values for physical store strategy changes, sales performance, and customer loyalty. As shown in Table 1, all indicators demonstrated loading values above the recommended threshold of 0.70. These results indicate that each measurement item adequately reflects its respective construct and is suitable for further analysis.

2. Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE) values. As presented in Table 2, all constructs achieved AVE values greater than 0.50, indicating that each construct explains a substantial proportion of variance in its indicators.

Table 2. Convergent Validity (AVE)

Variable	AVE
Changes in Physical Store Strategy	0.618
Sales Performance	0.667
Customer Loyalty	0.620

3. Discriminant Validity

Discriminant validity was evaluated through cross-loading analysis to ensure that each indicator correlated more strongly with its assigned construct than with other constructs. The results in Table 3 demonstrate that all indicators loaded highest on their respective constructs, confirming satisfactory discriminant validity.

Table 3. Discriminant Validity (Cross Loadings)

Indicator	Physical Store Strategy	Sales Performance	Customer Loyalty
X1.1	0.772	0.413	0.474
X1.2	0.788	0.404	0.505
X1.3	0.810	0.416	0.506
X1.4	0.824	0.401	0.534
X1.5	0.735	0.311	0.464
X1.6	0.771	0.427	0.483
X1.7	0.798	0.473	0.570
X2.1	0.363	0.850	0.602
X2.2	0.404	0.786	0.582
X2.3	0.472	0.851	0.634
X2.4	0.499	0.790	0.616
X2.5	0.370	0.836	0.576
X2.6	0.452	0.766	0.550
X2.7	0.404	0.832	0.623
Y1	0.525	0.575	0.834
Y2	0.495	0.598	0.749
Y3	0.531	0.583	0.813
Y4	0.473	0.568	0.737
Y5	0.519	0.559	0.801
Y6	0.472	0.578	0.751
Y7	0.535	0.575	0.820

4. Reliability Test

Reliability testing was conducted to assess the internal consistency of the measurement instruments. As shown in Table 4, all constructs exhibited Cronbach's alpha and composite reliability values above 0.70, indicating strong reliability.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Changes in Physical Store Strategy	0.897	0.919
Sales Performance	0.916	0.933
Customer Loyalty	0.897	0.919

5. Structural Model Evaluation

The explanatory power of the model was assessed using the coefficient of determination (R-square). As shown in Table 5, the R-square value for customer loyalty was 0.633, indicating that physical store strategy changes and sales performance explain 63.3% of the variance in customer loyalty.

Table 5. R-Square Value

Variable	R-Square
Customer Loyalty	0.633

6. Effect Size (F-Square)

The effect size analysis was conducted to determine the contribution of each independent variable to customer loyalty. As shown in Table 6, sales performance exhibited a stronger effect compared to physical store strategy changes.

Table 6. F-Square Results

Variable	Customer Loyalty
Changes in Physical Store Strategy	0.261
Sales Performance	0.591

7. Predictive Relevance (Q-Square)

The predictive relevance of the research model was evaluated using the Q-square value. As presented in Table 7, the Q-square value of 0.367 indicates that the model has good predictive capability.

Table 7. Q-Square Results

Variable	SSO	SSE	Q ²
Customer Loyalty	1057.000	669.369	0.367

8. Hypotheses Testing

Hypothesis testing was conducted to assess the significance of the relationships among variables. As shown in Table 8, both physical store strategy changes and sales performance have a positive and significant effect on customer loyalty.

Table 8. Hypotheses Testing Results

Relationship	Original Sample	t-Statistic	P-Value
Physical Store Strategy → Customer Loyalty	0.362	7.320	0.000
Sales Performance → Customer Loyalty	0.545	12.024	0.000

Discussions

The results indicate that changes in physical store strategy positively influence customer loyalty at Retail Store X. Improvements in store layout, atmosphere, and service quality enhance customers' shopping experiences, encouraging repeat visits and long-term relationships. This finding is consistent with previous studies emphasizing the role of offline retail strategies in shaping positive customer perceptions and loyalty (Ananda et al., 2023; König, 2025).

Sales performance was found to have a stronger influence on customer loyalty compared to physical store strategy changes. Stable and positive sales outcomes reflect customer satisfaction and perceived value, which strengthen trust and emotional attachment to the store. This result aligns with prior research suggesting that sales performance serves as a tangible indicator of a retailer's ability to meet customer needs (Bisaria, 2024; Cai, 2023).

The comparison of effect sizes highlights that while physical store strategy creates the experiential foundation for customer engagement, sales performance plays a more decisive role in sustaining loyalty. Customers tend to maintain long-term relationships with retailers that consistently deliver tangible benefits and satisfactory outcomes (Oluwatope et al., 2024; Solanki, 2025).

Overall, the findings demonstrate that physical store strategy changes and sales performance function as complementary drivers of customer loyalty. Strategic improvements in the store environment initiate positive customer experiences, while strong sales performance reinforces satisfaction and ensures the sustainability of customer relationships. These results support previous studies emphasizing the importance of aligning strategic initiatives with operational performance to achieve long-term retail success (Cui et al., 2025; Putra, 2024).

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study indicate that changes in physical store strategy and sales performance significantly contribute to the development of customer loyalty at Retail Store X. Improvements in the physical store environment play an important role in enhancing customers' shopping experiences and encouraging engagement, while sales performance emerges as the more influential factor in sustaining long-term loyalty. These results demonstrate that customer loyalty is not formed through a single interaction, but rather through a continuous process that combines positive in-store experiences with consistent and satisfactory sales outcomes.

Based on these findings, it is recommended that the management of Retail Store X continuously adapt physical store strategies to align with evolving customer preferences and expectations. At the same time, maintaining a strong and consistent sales performance should remain a strategic priority, as it has been shown to reinforce customer trust and commitment. This study is limited by its focus on a single retail context and a specific set

of variables, which may restrict the generalizability of the findings. Future research is encouraged to incorporate additional variables, such as service quality, customer satisfaction, or emotional attachment, as well as to explore different retail settings in order to provide a more comprehensive understanding of the factors that influence customer loyalty.

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