



Unveiling the Mediating Role of Omnichannel Behavior Agility between Service Agility and Marketing Performance

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Abstract

This study investigates how service agility influences marketing performance among micro, small, and medium enterprises (MSMEs) in Sleman, Yogyakarta, with a focus on the mediating role of omnichannel behaviour agility. Grounded in Service-Dominant Logic (SDL), the research conceptualizes service agility as the ability to deliver services quickly and flexibly, while omnichannel behaviour agility refers to consumers' seamless adaptation across digital and physical channels. A quantitative approach was employed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) via SmartPLS 3.0, analyzing data from 135 MSME owners collected between March and May 2025. Results show that service agility has a significant positive impact on marketing performance both directly and indirectly through enhanced omnichannel behaviour agility. The findings underscore the importance of aligning organizational responsiveness with consumer channel adaptability to drive sales growth, market share, customer satisfaction, and retention. This study extends SDL theory by emphasizing co-created value in omnichannel environments and offers practical guidance for MSMEs aiming to strengthen competitiveness in rapidly digitalizing markets.

Keywords: *Marketing performance, omnichannel behaviour agility, service-dominant logic, service agility.*

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1. INTRODUCTION

Digital transformation has brought fundamental changes to the global business landscape, particularly through the accelerated adoption of e-commerce, which expands market access and strengthens interactions between companies and consumers (Verhoef et al., 2021). In Southeast Asia, Indonesia holds a strategic position with a digital economy value reaching USD 77 billion in 2022, making it the largest market in the region (Ha & Chuah, 2023). This growth is driven not only by large corporations but also by micro, small, and medium enterprises (MSMEs), which increasingly rely on digital technology as a primary tool in marketing and customer service activities. Geographically, the Special Region of Yogyakarta, particularly Sleman Regency, has become one of the centres for the development of digitally based MSMEs in Indonesia. Business owners in this region widely utilize marketplaces, social media, and instant messaging applications to reach and retain their customers (Wiweko & Anggara, 2025). However, the intensity of digital competition requires MSMEs not only to focus on the use of technology but also to develop adaptive capabilities, one of which is service agility the organizational ability to deliver services quickly, flexibly, and responsively ((Wilopo et al., 2026a)).

Literature shows that service agility has a positive impact on marketing performance. However, this relationship is not always direct. Several studies indicate that the influence of agility on performance is often mediated by other capabilities, such as marketing capabilities (Agag et al., 2025), business process agility (Agyapong et al., 2026), or even marketing agility (Wilopo et al., 2026b). This highlights that in the digital context, agility is more effectively positioned as an intermediary mechanism that connects service strategies with the achievement of marketing performance. The phenomenon of omnichannel marketing reinforces the urgency of this discussion. The APJII Survey (2023) revealed that 78% of Indonesian consumers use more than one digital channel before making a purchasing decision. This change in consumer behaviour requires firms, including MSMEs, to be able to adjust their services across multiple channels. Although research on omnichannel has been growing, the primary focus has largely revolved around firm-level strategies such as channel and technology integration (Zhang et al., 2025; Kencebay & Ertugan, 2025). In contrast, studies on omnichannel behavior agility, namely, the consumer's ability to adapt to agile cross-channel services remain relatively limited, even though this phenomenon is increasingly relevant in the context of the integrated digital-physical marketplace.

This study employs the Service-Dominant Logic (SDL) framework, which posits that value is not created unilaterally by firms but rather through interaction and co-creation with consumers (Wasik et al., 2025). Service agility can be viewed as an operationalisation of SDL, where flexibility and responsiveness in services enable the creation of shared value. At the same time, omnichannel behavior agility reflects the active role of consumers as value co-creators in adapting across various channels, which ultimately enhances marketing performance as the outcome of the value co-creation process. Based on the above review, several research gaps remain to be explored. First, prior studies have largely emphasized the direct relationship between service agility and marketing performance (Haverila et al., 2025; Mejeed et al., 2025), but have rarely examined the role of consumer behavior, particularly omnichannel behavior agility, as a mediating variable. Second, most omnichannel studies have primarily focused on the firm perspective in managing channel integration (Hajdas et al., 2025; Mejeed et al., 2025), leaving consumer behavioral adaptation in response to agile services as an underexplored area of research. Third, only a limited number of studies have specifically investigated the linkage between service agility and marketing performance through omnichannel behavior agility in the context of digital transformation among MSMEs in Indonesia, particularly in regions with dynamic creative business ecosystems such as Sleman, Yogyakarta. This study highlights the role of omnichannel behavior agility as a mediator between service agility and marketing performance among MSMEs in Sleman, Yogyakarta. This focus is expected to provide a theoretical contribution to the advancement of agility and omnichannel literature, while also offering practical implications for MSME owners to enhance competitiveness through more adaptive marketing strategies in the era of digital transformation.

2. LITERATURE REVIEW

2.1 Service Agility and Marketing Performance

According to the Framework of Service-Dominant Logic (SDL), firms are perceived not merely as providers of products, but as facilitators of value through interactions and service exchanges with consumers (Wasik et al., 2025). Value is not created unilaterally by firms but is co-created through adaptive, flexible, and responsive service processes that address market needs. In line with this perspective, service agility emerges as a crucial capability that enables organizations to respond effectively and promptly to changes in the business environment and consumer preferences. Fahim et al., (2025) demonstrated that IT-enabled service agility plays a critical role in enhancing organizational performance, as firms are able to adjust their service processes in accordance with market dynamics. This finding is reinforced by Penchev & Kenarova-Pencheva, (2025), who asserted that service agility not only increases customer responsiveness but also has a significant impact on market performance through consumer satisfaction and loyalty. According to Wasik et al., (2025), SDL emphasizes that agility capabilities in services function as a core mechanism in value co-creation, with implications for competitive advantage and the achievement of marketing performance. In other words, when firms are able to deliver agile services whether in the speed of response, flexibility of adjustment, or proactivity in seizing opportunities this strengthens customer satisfaction, retention, and sales growth.

H1: Service agility has a positive effect on marketing performance.

2.2 Service Agility and Omnichannel Behavior Agility

From the perspective of Service-Dominant Logic (SDL), consumers are viewed as co-creators of value who interact with firms across multiple touchpoints to build service experiences (Pham, 2026). Therefore, the success of firms in creating value co-creation depends not only on the provision of services but also on their ability to deliver agile, flexible, and consistent experiences across channels. Service agility becomes a key factor in encouraging consumers to adapt and optimize their behaviour within the omnichannel ecosystem. In line with this, Moreno-Menéndez et al., (2025) emphasized that agility in managing omnichannel services is crucial for strengthening the customer journey, as consumers increasingly expect consistency and rapid responsiveness across both digital and physical channels. Similarly, Malhotra & Ramalingam, (2025) demonstrated that the effectiveness of omnichannel strategies is strongly influenced by the organization's ability to adapt in providing integrated cross-channel services, thereby encouraging consumers to actively engage with multiple channels. Furthermore, Huang & Rust, (2021) highlighted that service agility plays a critical role in shaping the customer omnichannel experience, as consumers are more responsive to services that can adjust to their preferences and interaction patterns. It can thus be concluded that the higher a firm's level of service agility, the greater the likelihood that consumers will demonstrate omnichannel behavior agility namely, their ability to quickly adapt to agile services across various channels.

H2: Service agility has a positive effect on omnichannel behavior agility.

2.3 Omnichannel Behavior Agility and Marketing Performance

Within the framework of Service-Dominant Logic (SDL), value is not created solely by firms but also emerges through the dynamic interactions of consumers with service systems (Klafke et al., 2026). When consumers demonstrate omnichannel behaviour agility the ability to actively adapt to cross-channel services they are more likely to build seamless, consistent, and satisfying shopping experiences. This behavioural adaptation becomes a critical prerequisite for enabling value co-creation, which in turn strengthens the firm's marketing performance. Findings by Radomska et al., (2025) indicate that omnichannel service consistency enhances customer satisfaction and directly contributes to marketing performance. Similarly, Kumar et al., (2025) asserted that consumer channel agility, or the ability of consumers to flexibly switch across channels, contributes to increased sales and customer retention. In line with this, Fahim et al., (2025) emphasized that consumers' adaptive omnichannel behaviour is closely linked to the creation of competitive advantage, which ultimately reinforces marketing performance. The higher the level of consumer omnichannel behavior agility, the greater its impact on sales growth, market share expansion,

customer retention, and customer satisfaction.

H3: Omnichannel behaviour agility has a positive effect on marketing performance

2.4 Omnichannel Behavior Agility as a Mediator in Enhancing Marketing Performance

From the perspective of Service-Dominant Logic (SDL), value is created through dynamic interactions among actors (Saviano et al., 2025). Service agility enables firms to respond to customer needs quickly, flexibly, and responsively, thereby encouraging consumers to be more adaptive in utilising multiple service channels. This high level of consumer adaptation, reflected in omnichannel behaviour agility, strengthens the shopping experience and contributes to improved marketing performance. In line with this, (Wilopo et al., 2026b) demonstrated that marketing agility can serve as a mediating variable linking digital adoption with MSME performance, underscoring the crucial role of adaptive capabilities in transforming digital strategies into tangible marketing outcomes. Furthermore, Agyapong et al., (2026) emphasized that business process agility can act as a mediator between digital innovation and MSME performance, illustrating that agility often serves as an intermediary mechanism in the context of digital transformation. Bansal et al., (2025) highlighted that service agility, through consumer-centric adaptation, reinforces marketing outcomes, particularly when consumers display more agile behaviors in interacting with services. Thus, service agility does not directly enhance marketing performance but rather requires the mediating role of omnichannel behavior agility, where adaptive consumer behavior becomes the key link between service capabilities and marketing outcomes.

H4: Omnichannel behavior agility mediates the effect of service agility on marketing performance.

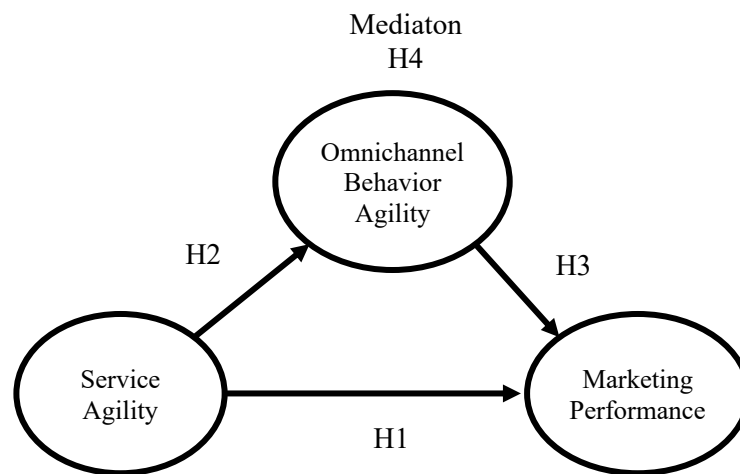


Figure 1. Model Framework

3. RESEARCH METHOD

This study employs a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the Smart PLS 3.0 software. The SEM-PLS approach was chosen because it is effective for testing complex models with relatively small to medium sample sizes and allows the examination of both direct and indirect relationships, including mediation effects (Tabachnick & Fidell, 2025). The research population consists of business owners selling on various marketplaces and domiciled in Sleman Regency, Yogyakarta. The selection of this region was based on the significant growth of the digital ecosystem in Yogyakarta, where MSMEs and consumers actively utilize marketplaces as their primary transaction channels (BPS DIY, 2023). The sample was determined using random sampling, where each individual in the population had an equal chance of being selected. The total number of respondents was 135, which aligns with the minimum sample size standard for SEM-PLS analysis recommended in the literature (Cheah et al., 2026).

Data were collected using an online questionnaire distributed during the period of March–May 2025. The research instrument was developed based on the constructs of omnichannel behaviour agility, service agility, and marketing performance, adjusted to the study’s context. Data analysis was conducted in several stages: (1) measurement model testing (outer model) to ensure that the instrument meets the requirements of convergent validity, discriminant validity, and construct reliability (Cheah et al., 2026), (2) structural model testing (inner model) to assess the relationships among latent variables, including the direct effect of service agility on marketing performance, and (3) mediation effect testing of omnichannel behavior agility in the relationship between service agility and marketing performance using the bootstrapping procedure in SEM-PLS.

TABLE 1 | Labor Regulations Subjects

Construct	Statement	Indicator	References
Service Agility	4 items	Speed in responding to customer requests. Flexibility in adjusting services. Proactivity in capturing market opportunities. Ability to personalize services.	(Panda, 2025)(Agag et al., 2025)
Omnichannel Behavior Agility	6 Items	Omni-Channel Intensity – frequency of switching between channels. Need for Information – proactivity in seeking information across channels. Shopping Convenience – perception of ease in shopping. Channel Integration Quality – consistency of services across channels. Integrated Channel Usability – ease of using channels in an integrated manner. Shopping Innovation – responsiveness to new features in channels. Integrated Channel Usability – kemudahan penggunaan kanal secara terpadu. Shopping Innovation – response to new features on the channel.	(Verhoef et al., 2021)
Marketing Performance	4 items	Sales growth. Market share improvement. Customer retention rate. Customer satisfaction.	(Mostafiz et al., 2025)

Source: Processed, 2025

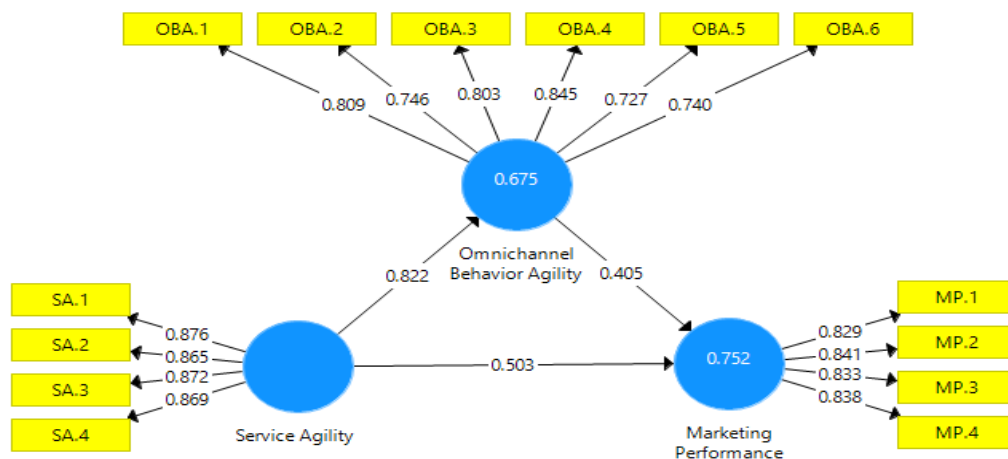


Figure 2. Full structural model of Service Agility, Omnichannel Behavior Agility and Marketing Performance

Source: Processed data, 2025

4. RESULTS AND DISCUSSION

4.1 RESULTS

Descriptive findings indicate that SMEs in Sleman are relatively well-educated, technologically adaptive, and strategically oriented towards marketplaces with high consumer penetration, such as Shopee and Tokopedia. The strong representation of respondents with higher education levels aligns with prior research, which suggests that educational attainment plays an important role in digital adoption and innovation capacity among SMEs (Cheah et al., 2026). Furthermore, the concentration of marketplace usage within the 1–4 year range demonstrates that many SMEs are still in the process of consolidating their digital transformation. This provides opportunities for further development of service agility and omnichannel strategies to enhance marketing performance. The preference for Shopee as the dominant platform reflects broader consumer behaviour trends in Indonesia, where Shopee's promotional campaigns, integrated logistics, and localized strategies have made it a leading choice for both sellers and buyers (Verhoef et al., 2021).

This implies that SMEs in Sleman may gain competitive advantages by leveraging the ecosystem provided by Shopee while also diversifying across other platforms to mitigate risks. Respondent characteristics demonstrate the readiness of Sleman's SMEs to engage in digital transformation. Their relatively strong educational background, combined with increasing adoption of marketplaces, creates a fertile ground for implementing service agility and fostering omnichannel behaviour agility, which can ultimately enhance marketing performance.

TABLE 2 | Respondent Characteristic

Description	Characteristics	Frequency	Percent
Gender	Male	78	57,7%
	Female	57	42,3%
Education	Senior High School	21	15,6%
	Bachelor's degree	64	47,4%
	Master's degree	40	29,6%
	Others	10	7,4%
Length of using Marketplace	1-2 years	38	28,1%
	3-4 years	42	31,1%
	5-6 years	31	23,0%
	>7	24	17,8%
Marketplace used	Shopee	57	45,6%
	Lazada	21	16,8%
	Bli-bli	11	8,8%
	Tokopedia	24	19,2%
	Bukalapak	12	9,6%

Source: Processed data, 2025

4.1.1. Discriminant Validity

Discriminant validity examines how far the latent construct differs from other constructs in the Service Agility (X) variable of 0.871, Omnichannel Behavior Agility (Z) of 0.780 and Marketing Performance (Y) 0.835

TABLE 3 | Discriminant Validity

Variable	Marketing Performance (Y)	Omnichannel Behavior Agility (Z)	Service Agility (X)
Marketing Performance (Y)	0.835		
Omnichannel Behavior Agility (Z)	0.818	0.780	
Service Agility (X)	0.836	0.822	0.871

Source: Processed data, 2025

4.1.2. Results of hypothesis testing

Structural model was evaluated using path coefficients, t-values, and p-values through bootstrapping in SmartPLS. The

path coefficient between service agility and marketing performance was 0.405 with a t-value of 5.681 and p-value of 0.000, indicating a significant positive effect. This result confirms that service agility directly enhances marketing performance by enabling firms to respond quickly, flexibly, and proactively to customer needs. The finding aligns with prior studies (Agag et al., 2025; Humran et al., 2026; Nawanir & Moshood, 2025) which highlight that agile service capabilities strengthen competitive advantage and market outcomes.

The relationship between service agility and omnichannel behavior agility yielded a very strong coefficient (0.836), with a t-value of 36.240 and p-value of 0.000, supporting the hypothesis. This indicates that higher levels of service agility significantly encourage consumers to adapt their behaviors across multiple channels.

This result supports (Saviano et al., 2025; Verhoef et al., 2021), who emphasize that responsiveness and flexibility in service delivery strengthen consumer adaptability in omnichannel ecosystems. Effect of omnichannel behavior agility on marketing performance was also significant, with a coefficient of 0.822, a t-value of 30.889, and a p-value of 0.000. This implies that when consumers demonstrate agile behavior across channels, firms benefit from stronger sales growth, market share, and customer satisfaction. This finding is consistent with (AlQahtani et al., 2025; Stanca et al., 2025), who highlight that consumer adaptability across channels directly contributes to superior marketing outcomes.

The mediating role of omnichannel behavior agility between service agility and marketing performance was confirmed, with a significant indirect effect of 0.333 (t-value = 5.365, p = 0.000). This demonstrates that service agility does not only influence marketing performance directly but also indirectly through enhancing consumer adaptability in omnichannel environments. The result echoes findings by (Agag et al., 2025; Haverila et al., 2025), which showed that agility often acts as a mediating capability linking digital adoption and marketing outcomes. Results collectively show that service agility is a critical capability that shapes both direct and indirect pathways toward marketing performance. While service agility directly improves marketing outcomes, its stronger influence operates through omnichannel behavior agility, underscoring the importance of consumer adaptability in leveraging agile services.

The very strong path from service agility to omnichannel behavior agility (H2) suggests that organizations must prioritize not only agility in service design but also the creation of seamless experiences across channels to stimulate consumer adaptability. This finding supports the Service-Dominant Logic (SDL) perspective (Vargo & Lusch, 2014), where value co-creation emerges from dynamic interactions between firms and consumers. Furthermore, the significant mediating effect (H4) highlights that omnichannel behavior agility serves as a bridge connecting service agility to marketing performance. Firms that enhance consumer agility by offering consistent, integrated, and innovative channel experiences are more likely to achieve superior outcomes in sales, retention, and satisfaction. Overall, these findings provide strong empirical evidence that agility at both organizational and consumer levels is central to achieving competitive advantage in the digital marketplace, especially in the context of SMEs leveraging e-commerce platforms in Indonesia.

TABLE 4 | Hypothesis Testing

Variable relation	Original Sample	Sample Mean	Standard Deviation	t-value	p - values	Hypothesis
H1. Service Agility (X) → Marketing Performance (Z)	0.405	0.401	0.071	5.681	0.000	Supported
H2. Service Agility (X) → Omnichannel Behavior Agility (Z)	0.836	0.835	0.023	36.240	0.000	Supported
H3. Omnichannel Behavior Agility(Z) → Marketing Performance (Y)	0.822	0.823	0.027	30.889	0.000	Supported
H4. (Me). Service Agility (X) → Omnichannel Behavior Agility (Z) → Marketing Performance (Y)	0.333	0.330	0.062	5.365	0.000	Supported

Source: Processed data, 2025

4.2 DISCUSSION

This study provides compelling evidence that service agility is a critical organizational capability that directly enhances marketing performance while also indirectly improving it through omnichannel behavior agility. The strong path coefficient from service agility to omnichannel behavior agility underscores that small and medium-sized enterprises (SMEs) with responsive, flexible, and proactive service delivery are better positioned to stimulate consumer adaptability across multiple channels. This finding aligns with the Service-Dominant Logic (SDL) perspective proposed by Saviano et al., (2025), which argues that value co-creation arises from dynamic interactions between firms and consumers. The study also highlights the strategic importance of leveraging platforms like Shopee and Tokopedia while continuously innovating to support consumer omnichannel experiences.

4.2.1. Service Agility on Marketing Performance

Service agility reflects a company's capability to adapt rapidly to dynamic environments, particularly in industries characterised by intense competition and fast-changing consumer preferences. In this study, the strong relationship between service agility and marketing performance is evident, especially in the men's clothing industry in Najaf, where responsiveness to fashion trends and customer expectations is critical. The ability to react swiftly to market dynamics contributes significantly to improved marketing performance, reinforcing the notion that agility is a key determinant of marketing success. These findings are consistent with prior research emphasising the strong connection between organizational agility and improved marketing outcomes (Jaafar et al., 2026). From a theoretical standpoint, this result aligns with the dynamic capability perspective, which posits that firms capable of sensing and responding to environmental changes can achieve sustained competitive advantage. Empirical studies confirm that agile firms are more resilient and capable of enhancing business performance under uncertainty (Lotfi & Saghiri, 2017). Additionally, service agility improves customer experience by enabling timely, personalized, and adaptive service delivery, which strengthens customer satisfaction and brand differentiation (Agag et al., 2025; Penchev & Kenarova-Pencheva, 2025). Thus, this study confirms that service agility is a strategic capability that directly enhances marketing performance, particularly in volatile and digitally driven markets.

4.2.2. Service Agility on Omnichannel Behavior Agility

This result suggests that firms with high service agility are better able to integrate multiple channels and facilitate adaptive consumer behaviour across those channels. Agile service systems allow firms to synchronise interactions across digital and physical platforms, thereby creating a seamless and consistent customer journey. According to Penchev & Kenarova-Pencheva (2025), the integration of omnichannel strategies supported by agile service delivery enhances customer interactions across multiple communication channels and improves overall customer experience. Furthermore, firms with high service agility can continuously adjust their strategies to match rapidly changing consumer behaviour across touchpoints, ensuring consistency and responsiveness in customer engagement (Agag et al., 2025). This capability is particularly important in digital marketplace ecosystems such as Shopee and Tokopedia, where consumers expect seamless transitions between channels. This finding is also supported by the Service-Dominant Logic (SDL), which emphasizes that value is co-created through dynamic interactions between firms and customers. In an omnichannel context, such value co-creation requires firms to manage complex interactions across multiple touchpoints, which can only be achieved through strong agility capabilities (Wilopo et al., 2026b). In addition, prior research shows that agility enhances channel integration quality, which is a key component of omnichannel capability (Agag et al., 2025).

4.2.3. Omnichannel Behavior Agility on Marketing Performance

This finding suggests that firms capable of managing and adapting consumer behaviour across multiple channels can significantly enhance their marketing performance. Omnichannel behaviour agility enables firms to deliver integrated, consistent, and personalized customer experiences, which are essential for improving customer engagement, satisfaction, and loyalty. Empirical evidence shows that the adoption of omnichannel strategies significantly enhances customer experience and strengthens long-term relationships, ultimately leading to improved marketing outcomes (Moreno-Menéndez et al., 2025a)

Moreover, omnichannel capabilities positively influence customer engagement and customer equity, which are critical drivers of firm performance (Akter et al., 2023). In addition, understanding and managing customer behavior across channels allows firms to innovate and tailor their offerings more effectively. This capability is particularly important in complex omnichannel ecosystems where customer journeys involve multiple interactions and touchpoints (Cuesta-Valiño et al., 2024). Thus, this study confirms that omnichannel behavior agility is a key driver of marketing performance in the digital era.

4.2.4. Mediating Role of Omnichannel Behavior Agility

This result indicates that the influence of service agility on marketing performance is not only direct but also indirect through the firm's ability to manage omnichannel interactions effectively. In other words, service agility enhances omnichannel behaviour agility, which in turn strengthens marketing performance. Verhoef et al., (2021) emphasize that firms with agile omnichannel behavior are better able to engage customers, improve satisfaction, and build loyalty, all of which contribute to enhanced marketing performance. This highlights the importance of integrating agility into both internal service processes and external customer interactions across channels. Supporting this finding, previous studies demonstrate that channel integration improves firm performance through the development of strategic agility (Cuesta-Valiño et al., 2024). Additionally, the transition toward omnichannel business models requires adaptive capabilities and continuous innovation, particularly for SMEs operating in digital environments (Baldivia & Chowdhury, 2025; Solem et al., 2022).

5. CONCLUSION

This study provides empirical evidence on the critical role of service agility and omnichannel behaviour agility in enhancing the marketing performance of MSMEs in Sleman, Yogyakarta. The findings confirm that service agility directly improves marketing performance, emphasising the importance of responsiveness, flexibility, proactivity, and personalisation in strengthening customer satisfaction, retention, and sales growth. Companies with agile services are better equipped to meet the evolving needs of consumers, which directly impacts their ability to deliver superior marketing outcomes.

Furthermore, the study highlights that service agility has a very strong positive effect on omnichannel behaviour agility, demonstrating that adaptive service delivery encourages consumers to actively engage with and seamlessly switch between multiple channels. When businesses deliver responsive and flexible services, consumers are more likely to take advantage of the various platforms available, improving their overall experience and engagement with the brand. The research also reveals that omnichannel behaviour agility significantly enhances marketing performance, as consumer adaptability across channels contributes to sales growth, market share improvement, customer satisfaction, and loyalty. Consumers who are able to move fluidly between digital and physical touchpoints are more likely to have a positive perception of the brand, which fosters long-term relationships and repeat purchases.

Lastly, omnichannel behaviour agility is found to mediate the relationship between service agility and marketing performance. This suggests that the impact of service agility is most effective when consumers are able to adapt seamlessly across different channels, enhancing the overall customer experience and driving stronger marketing results. The integration of multiple channels and the ability to adjust to consumer behaviours across these touchpoints plays a pivotal role in optimizing marketing performance. Theoretically, these findings extend the Service-Dominant Logic (SDL) framework by confirming that value co-creation emerges not only from organizational agility, but also from consumer adaptability in omnichannel contexts. Practically, the study implies that MSMEs should prioritize strategies that strengthen both service agility and omnichannel experiences to remain competitive in the digital marketplace. In conclusion, agility at both the organizational and consumer levels is essential for achieving superior marketing performance, especially for MSMEs navigating digital transformation in highly competitive environments.

6. LIMITATION AND IMPLICATION

Limitations of this study include its geographical focus on Sleman, Yogyakarta, which may restrict generalisability across broader Indonesian or Southeast Asian SME populations. The use of self-reported survey data may also introduce potential bias in measuring marketing performance.

Implications are both theoretical and practical. Theoretically, this research contributes to agility and omnichannel literature by empirically validating the mediating role of consumer adaptability. Practically, SME owners should prioritize developing service agility capabilities while simultaneously fostering seamless omnichannel consumer experiences to remain competitive in digital ecosystems. Future research should consider longitudinal designs and cross-regional comparisons to strengthen external validity.

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