

The Influence of Digital Marketing Strategy, Brand Image and Sales Performance with Customer Loyalty as a Moderating Variable

Digital Marketing
Strategy and Sales
Performance

Nanik Istianingsih

Institut Administrasi dan Kesehatan Setih Setio Muara Bungo; Jambi, Indonesia

E-Mail: nanikistianingsih134@gmail.com

3689

Ariyanto M

Institut Administrasi dan Kesehatan Setih Setio Muara Bungo; Jambi, Indonesia

E-Mail: ariyanto30484@gmail.com

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ABSTRACT

The rapid growth of e-commerce has transformed retail landscapes worldwide, reshaping consumer behavior and intensifying market competition. In Indonesia, Shopee has emerged as a dominant platform in the online fashion sector, leveraging digital marketing strategies, brand image, and customer loyalty to drive sales performance. This study aims to know the effect of digital marketing strategies, brand image on sales performance of Muslim fashion moderated with customer loyalty on Shopee Indonesia. This study used a quantitative approach and employs analysis techniques using SEM-PLS with 213 respondents of Shopee customers. The study showed digital marketing strategies, brand image, and sales performance has significant and positive relationship between. The relationship between marketing strategies and customer loyalty, either directly or as a moderation on sales performance, has not had a significant effect. This research offers important perspectives for e-commerce aiming to enhance their marketing approaches and overall sales in the ever-evolving online Muslim fashion retail sector.

Keywords: Brand Image, Customer Loyalty, Digital Marketing Strategy, Moderating, Product Sales Performance.

ABSTRAK

Pertumbuhan e-commerce yang pesat telah mengubah lanskap penjualan ritel di seluruh dunia sehingga membentuk kembali perilaku konsumen dan mengintensifkan persaingan pasar. Di Indonesia, Shopee telah muncul sebagai platform dominan di sektor fashion online dengan memanfaatkan strategi pemasaran digital, citra merek, dan loyalitas pelanggan untuk mendorong kinerja penjualan. Tujuan dari penelitian ini adalah mengetahui pengaruh strategi pemasaran digital, citra merek, terhadap kinerja penjualan produk busana muslim dengan loyalitas pelanggan sebagai variabel moderasi pada Shopee. Penelitian ini menggunakan pendekatan kuantitatif dengan sampel yang digunakan sebesar 231 responden. Penelitian ini menggunakan teknik analisis berupa SEM-PLS. Hasil penelitian menunjukkan antara strategi pemasaran digital, citra merek, dan kinerja penjualan berpengaruh positif dan signifikan. Namun, hubungan antara strategi pemasaran dan loyalitas pelanggan, baik secara langsung maupun sebagai variabel moderasi terhadap kinerja penjualan, belum memberikan pengaruh yang signifikan. Studi ini menghasilkan pemahaman penting bagi pengusaha e-commerce yang berusaha memaksimalkan strategi pemasaran serta meningkatkan performa penjualan secara menyeluruh dalam lingkungan ritel busana muslim online yang terus berkembang.

Kata kunci: Citra Merek, Loyalitas Pelanggan, Strategi Pemasaran Digital, Moderasi, Kinerja Penjualan Produk.

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INTRODUCTION

The digital landscape has revolutionized the way businesses operate, especially in e-commerce. In Indonesia, the online retail market is booming, and platforms like Shopee have played a significant role in connecting consumers with a wide range of products, including the dynamic and growing fashion industry. Shopee, which started as a Singaporean e-commerce platform, has expanded to multiple countries, including Indonesia, and focuses on mobile applications and websites (Handayani et al., 2021). A study by Tao et al. (2020) of consumer behavior in the digital era found that customers are ready for online shopping strategies, with convenience being the main factor influencing their purchasing behavior. This shift in consumer behavior has driven the emergence of various online shopping services, such as PT XYZ in Indonesia, which aims to expand its business model to the B2B e-commerce industry (Andrina et al., 2022). Overall, the digital economy and e-commerce platforms have changed the way businesses operate and connect with consumers in Indonesia and globally.

The advent of e-commerce has revolutionized the retail industry and brought about changes in consumer behavior and market trends. In Indonesia, Shopee has emerged as a leading player in the e-commerce sector, catering to a digitally savvy consumer base and offering a wide range of fashion products (Andrina et al., 2022). Rapid technological advancements have facilitated the growth of online commerce, leading to a shift in consumer preferences towards online shopping. Hariandi et al. (2019) stated that E-commerce platforms such as Shopee have become an integral part of consumers' daily lives, providing convenience and effectiveness in shopping services. The development of e-commerce in Indonesia is influenced by factors such as the quality of the products offered and competitive advantages. Munthali et al. (2020) said understanding consumer behavior and cultural background is essential for businesses to succeed in the digital economy era. Hariandi et al. (2019) stated that Shopee can improve its marketing strategy by analyzing consumer behavior and focusing on product characteristics and sales promotions to encourage impulse buying.

Success in the competitive world of online fashion retailing depends on several key factors. First, strategic implementation of digital marketing is essential to attract and engage customers (Munthali et al. 2020). Second, developing a compelling brand image is essential to stand out in the market (Chandler & Krajcsák, 2021). Finally, building sustainable customer loyalty is critical to long-term success (Rino and Novian, 2020). By focusing on these aspects, online fashion retailers can increase their chances of success in a highly competitive industry.

The rationale behind this study is rooted in the need to explain the interplay between digital marketing strategies, brand image, customer loyalty, and their collective impact on fashion product sales performance on Shopee in Indonesia. As e-commerce platforms continue to reshape the retail landscape, understanding how these factors influence consumer choices and purchasing behavior becomes critical for businesses seeking to optimize their market position.

Several studies show the positive influence of digital marketing on sales performance in businesses (Ardana & Praswati, 2025; Amanah & Yuliana, 2025). Meanwhile, according to research by Yevtatiati and Sukawati (2025), brand image has a significant influence on sales performance. Research by Yusfin et al. (2025) states that relevant promotions, competitive pricing, and quality services play a crucial role in enhancing customer satisfaction, which ultimately strengthens customer loyalty and drives sales growth. Furthermore, while several studies have explored aspects of digital marketing, brand image, and customer loyalty separately, there is a marked gap in the literature regarding their combined effects on sales performance in the context of the online fashion market. This study aims to know the effect of digital marketing strategies, brand image, on sales performance of Muslim fashion, moderated by customer loyalty on Shopee Indonesia. This study aims to bridge this gap by offering a holistic and quantitative analysis, providing valuable insights that can inform strategic decision-making for Shopee and other players in the industry. This study aims to provide a quantitative analysis of the

combined effects of digital marketing strategies and brand image on sales performance of Muslim fashion products with customer loyalty as a moderating variable at Shopee in Indonesia.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Digital Marketing Strategy and Brand Image

Digital marketing strategy is an integrated approach that utilizes digital channels and technologies such as social media, search engines, email, and e-commerce platforms to achieve marketing goals effectively. The literature emphasizes the importance of omnichannel integration, the use of data analytics for segmentation and personalization, and the development of relevant content that builds customer engagement and loyalty (Kingsnorth, 2019; Chaffey & Ellis-Chadwick, 2022). Performance measurement based on indicators such as conversion rates, retention, and engagement is a key component in strategy evaluation (Kannan & Li, 2017). Although it offers great opportunities, it faces challenges such as data security, technological adaptation, and rapid changes in consumer behavior, thus requiring continuous innovation and responsiveness to global market dynamics (Tiago & Verissimo, 2014; Ryan, 2020).

Brand image refers to the set of perceptions, associations, and beliefs that consumers hold about a brand, shaped through marketing communications, product experience, and social influence. It plays a central role in differentiating brands in competitive markets and influences consumer loyalty, purchase intentions, and word-of-mouth behavior (Keller, 1993; Aaker, 1996). Recent studies emphasize the multidimensional nature of brand image, encompassing functional attributes (e.g., product quality), emotional associations (e.g., trust, prestige), and symbolic meanings (e.g., identity, lifestyle) (Chen, 2010; Zhang, 2015). The rise of digital platforms has shifted brand image formation from one-way brand-controlled messaging to dynamic, consumer-generated narratives through social media and online communities (Gensler et al., 2013). Research also highlights the interplay between brand image and corporate social responsibility (CSR), where ethical and sustainable practices enhance positive consumer perceptions (Fatma et al., 2016). Strong brand image has been shown to mitigate the negative effects of crises and service failures (Siano et al., 2020). A strong and positive brand image increases customer loyalty and reinforces consumer attachment to a brand (Kharismatyawati & Sihite, 2023).

H1: Digital marketing strategy has a significant effect on customer loyalty.

H2: Brand image has a significant effect on customer loyalty.

Factor Influencing of Sales Performance

Digital marketing is crucial for boosting online sales, making brands more visible, and increasing customer engagement. This involves using strategies like social media, search engine optimization (SEO), and email marketing, which are all proven methods for attracting and keeping online customers. As a major e-commerce platform, Shopee uses various digital marketing approaches to improve its sales, particularly for fashion products (Dwivedi et al., 2020; Low et al., 2020; Santoso, 2020). Evaluating the effectiveness of Shopee's digital marketing strategy involves investigating factors such as social media engagement, online advertising, and email marketing. These factors contribute significantly to the sales performance of fashion products in the e-commerce context (Saura et al., 2020; Isensee et al., 2020; Suwianto et al., 2024).

In addition to influencing loyalty, brand image also plays a vital role in shaping consumer choices and purchasing behavior in the competitive e-commerce landscape (Melović et al., 2020; Handayani et al., 2021). A strong brand image directly affects purchasing decisions, which subsequently contributes to sales growth and overall business performance. In the context of online retail, visual and experiential cues are important factors in shaping brand perceptions and driving consumer responses (Laforet, 2017). Therefore, understanding how customers perceive a brand in terms of reputation,

trustworthiness, and product quality is essential, since these perceptions directly translate into improved sales performance and sustainable market competitiveness.

Brand image plays a vital role in shaping consumer choices and purchasing behavior in the competitive e-commerce landscape (Melović et al., 2020; Handayani et al., 2021). A strong and positive brand image increases customer loyalty and influences purchasing decisions (Kharismatyawati & Sihite, 2023). In the context of online retail, visual and experiential cues are important factors in shaping brand perceptions (Laforet, 2017). Therefore, understanding how customers perceive a brand in terms of reputation, trustworthiness, and product quality is essential.

H3: Digital marketing strategy has a significant effect on sales performance.

H4: Brand image has a significant effect on sales performance.

The Mediating Role of Customer Loyalty

Customer loyalty is widely recognized as a key driver of long-term business success, reflecting a customer's consistent preference and commitment to repurchase a brand's products or services despite competing offers. Literature identifies both behavioral loyalty, characterized by repeat purchase patterns, and attitudinal loyalty, rooted in emotional attachment and trust (Dick & Basu, 1994; Oliver, 1999). Studies highlight the role of perceived value, service quality, satisfaction, and trust as primary antecedents of loyalty, with relationship marketing strategies significantly enhancing customer retention (Chaudhuri & Holbrook, 2001; Gee et al., 2008). In the digital era, personalized engagement, brand community participation, and omnichannel experiences have emerged as critical factors in fostering loyalty (Kaur et al., 2020; Nurmartiani, 2025). Furthermore, research indicates that loyalty not only drives profitability through increased customer lifetime value but also acts as a buffer against competitive pressures and market fluctuations.

Customer loyalty is widely recognized as a key driver of long-term business success, reflecting a customer's consistent preference and commitment to repurchase a brand's products or services despite competing offers. Literature identifies both behavioral loyalty, characterized by repeat purchase patterns, and attitudinal loyalty, rooted in emotional attachment and trust (Dick & Basu, 1994; Oliver, 1999). Studies highlight the role of perceived value, service quality, satisfaction, and trust as primary antecedents of loyalty, with relationship marketing strategies significantly enhancing customer retention (Chaudhuri & Holbrook, 2001; Gee et al., 2008). In the digital era, personalized engagement, brand community participation, and omnichannel experiences have emerged as critical factors in fostering loyalty (Kaur et al., 2020). Furthermore, research indicates that loyalty not only drives profitability through increased customer lifetime value but also acts as a buffer against competitive pressures and market fluctuations (Reichheld & Sasser, 1990; Kumar & Shah, 2004).

The concept of customer loyalty goes beyond repeat purchases and encompasses the emotional connection and attitude that consumers develop towards a brand. E-commerce platforms, such as Shopee, employ a variety of strategies to foster customer loyalty, including personalized experiences, loyalty programs, and excellent customer service. These platforms recognize the economic importance of customer loyalty, as loyal customers contribute significantly to long-term profitability. Loyalty programs, discounts, and personalized recommendations are common tactics used to foster customer loyalty (Ibrahim et al., 2018; Ramadania, 2021). This study seeks to examine the nuanced aspects of customer loyalty on Shopee, exploring the impact of repeat purchase behavior, frequency of engagement, and customer satisfaction on the overall sales performance.

Purwanto and Hapsari (2021) stated that A holistic examination of the influence of digital marketing, brand image, and customer loyalty on sales performance remains relatively unexplored. These factors are interrelated and mutually reinforcing, with a positive brand image enhancing the effectiveness of digital marketing efforts and customer loyalty being the result of a well-crafted brand image and effective digital engagement

strategies (Singh, 2018). This study has purpose to contribute a nuanced understanding of how these factors collectively shape the sales performance of fashion products on Shopee (Handayani et al., 2021).

H5: Customer loyalty has a significant effect on sales performance.

H6: Customer loyalty mediates the effect of digital marketing strategy on sales performance.

H7: Customer loyalty mediates the effect of brand image on sales performance.

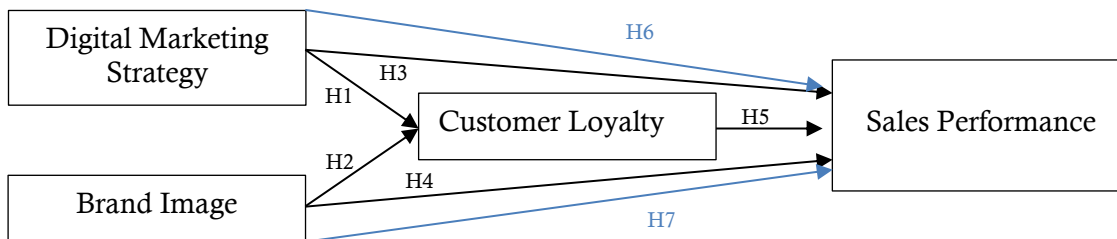


Figure 1. Framework Research

The research framework in this study illustrates the interconnected relationships between digital marketing strategy, brand image, customer loyalty, and sales performance in the context of Shopee’s online fashion market, as illustrated in Figure 1. Digital marketing strategy (H1, H3) and brand image (H2, H4) are proposed as key drivers that directly influence both customer loyalty and sales performance. Customer loyalty is positioned as a crucial mediator in strengthening the impact of these factors on business outcomes. Furthermore, the model incorporates a mediation perspective (H6, H7), suggesting that sales performance can influence the strength of the relationship between digital marketing strategy, brand image, and customer loyalty. This framework reflects the integrated approach of examining not only the direct effects but also the moderating role of sales performance, thereby providing a comprehensive understanding of how these variables interact to shape competitive advantage in the online fashion retail industry.

RESEARCH METHODS

This research adopts a quantitative approach and uses Structural Equation Modeling – Partial Least Squares (SEM-PLS) as the primary analytical technique. A quantitative approach is employed in this study to enable objective measurement of relationships between variables, facilitate statistical testing of hypotheses, and produce generalizable findings that can support evidence-based decision-making in the e-commerce fashion sector. Data was gathered through a structured online survey. The questionnaire featured a Likert scale and multiple-choice items to facilitate effective response measurement. Distribution via an online platform enabled a broad reach and efficient data collection. The population is Shopee customers in Indonesia who have engaged with Muslim fashion products. Due to the large population, a random sampling method was used to select a representative sample of 231 respondents. This sample size was determined using a power analysis to ensure statistical robustness and reliability.

This survey includes established scales to measure each variable. Variable digital marketing strategy uses questions adapted from the literature that assess the effectiveness, engagement, and impact of various digital marketing channels. Variable brand image uses questions adapted from validated scales to measure brand reputation, recognition, and perceived quality. Variable customer loyalty uses questions that capture repeat purchasing behavior, frequency of engagement, and level of satisfaction. Variable sales performance uses quantitative sales data provided by Shopee, including revenue, growth, and conversion rate.

This research model combines digital marketing strategy, brand image, and customer loyalty as latent constructs, with sales performance as the outcome variable. The

hypothesized relationships between these constructs will be tested to evaluate their direct and indirect effects on sales performance. The SEM-PLS analysis will involve two main steps: measurement model assessment and structural model assessment. The measurement model will be evaluated through indicator reliability (outer loading), internal consistency (Cronbach's Alpha and Composite Reliability), convergent validity (AVE), and discriminant validity. The structural model will be assessed using VIF for collinearity, path coefficients with bootstrapping for significance testing, R^2 for explanatory power, f^2 for effect size, and Q^2 for predictive relevance. Mediation effects will also be tested within the structural model to determine whether customer loyalty strengthens or weakens the relationship between the independent variables and sales performance.

RESULTS

A total of 231 Shopee Indonesia users who have interacted with Muslim fashion products were sampled. The demographic attributes of the sample are as follows. Age Distribution: 35% of those aged 18 to 24, 42% of those aged 25 to 34, 15% of those aged 35 to 44, and 8% of those aged 45 and above. There are two genders: 42% male and 58% female. Frequency of Shopee use: 48% daily, 32% weekly, and 20% monthly. These demographics show a varied picture of Shopee's customer base in Indonesia and provide context for these findings.

This section presents the results of the measurement model assessment, including factor loading, reliability, composite reliability, and Average Variance Extracted (AVE) for each variable. After carrying out the summarization and reduction stages of indicators, the next stage is to carry out a construct reliability test.

Table 1. Reliability Test Result

Variables	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
Digital Marketing Strategy (X1)	0.868	0.874	0.905	0.656
Brand Image (X2)	0.943	0.943	0.951	0.660
Customer Loyalty (Y)	0.931	0.934	0.943	0.677
Sales Performance (Z)		1.000		

Based on Table 1 the Cronbach Alpha value of the digital marketing strategy variable is 0.868, the brand image variable is 0.943, the customer loyalty variable is 0.931, and the sales performance variable is 0.931. Therefore, it can be concluded that all variables can be declared reliable. Meanwhile, the Composite Reliability value is used to measure the extent to which indicators in a construct are correlated with each other. The digital marketing strategy variable is 0.905, the brand image variable is 0.951, and the customer loyalty variable is 0.943, where the total value is more than 0.7. So, it can be concluded that all variables meet the reliability requirements. The Average Variance Extracted (AVE) value is used to measure how much the variance of the indicator described by the construct compares to the error. The AVE value for the digital marketing strategy variable is 0.656, the brand image variable is 0.660, and the customer loyalty variable is 0.667. The AVE value of all variables is more than 0.5, so it can be concluded that all variables meet convergent validity.

The inner model in this study illustrates the structural relationships among the latent variables. Digital marketing strategy and brand image are positioned as exogenous constructs that directly influence both customer loyalty and sales performance. Customer loyalty acts as a mediating variable, transmitting the effects of digital marketing strategy and brand image onto sales performance. This configuration enables the analysis to capture both direct effects and indirect effects through mediation, providing a comprehensive understanding of how marketing strategies and brand perception ultimately drive sales performance in the online fashion market. The inner model shows in Figure 2.

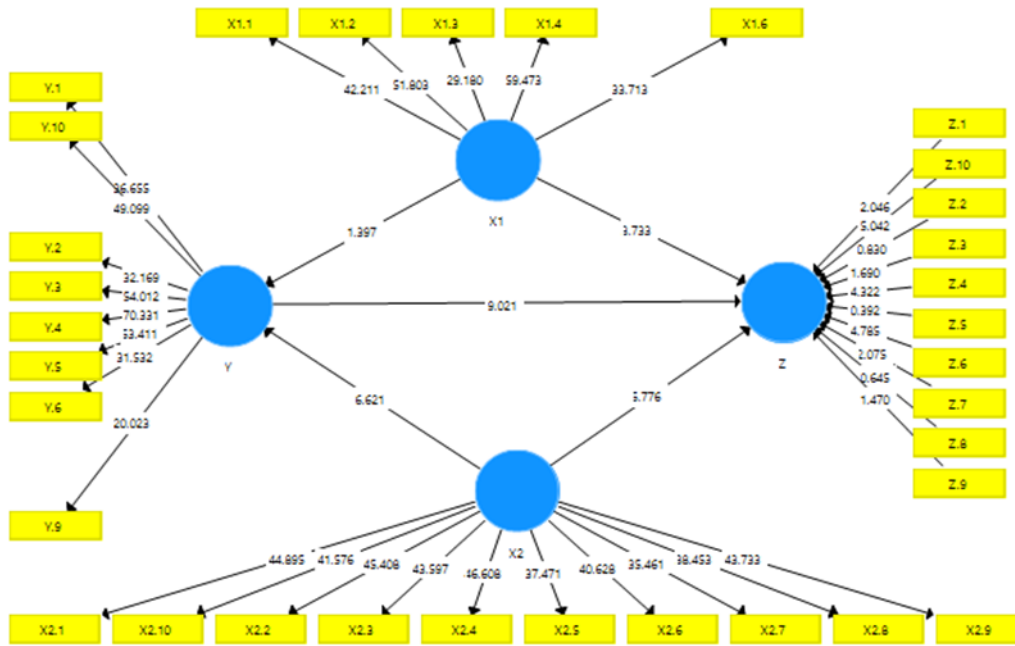


Figure 2. Inner Model

The goodness of fit model is used to determine the extent of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words, to determine the extent of the contribution of exogenous variables to endogenous variables.

Table 2. Predictive Q Square Test Results

Variables	R2
Sales Performance (Z)	0.687
Customer Loyalty (Y)	0.299
$Q^2 = 1 - [(1 - R1^2)(1 - R2^2)]$	
$Q^2 = 1 - [(1 - 0.687)(1 - 0.299)] = 0.781$	

Table 2 shows that the Q2 value is 0.781 or 78.1%, which indicates that the model's ability to predict the influence of Digital Marketing Strategy, Brand Image, and Customer Loyalty on sales performance is 78.1%, while the others are influenced by other variables not examined in this study. The next step is testing the parameters for the structural model.

Table 3. Hypothesis Testing Results

Hypothesis	Original Sample	t- statistics	P-value	Results
H1 Digital Marketing Strategy (X1) → Customer Loyalty (Y)	0.099	1.401	0.162	Rejected
H2 Brand Image (X2) → Customer Loyalty (Y)	0.464	6.452	0.000	Accepted
H3 Digital Marketing Strategy (X1) → Sales Performance (Z)	0.239	3.959	0.000	Accepted
H4 Brand Image (X2) → Sales Performance (Z)	0.544	8.821	0.000	Accepted
H5 Customer Loyalty (Y) → Sales Performance (Z)	0.420	8.807	0.000	Accepted
H6 Digital Marketing Strategy (X1) → Customer Loyalty (Y) → Sales Performance (Z)	0.042	1.332	0.183	Rejected
H7 Brand Image (X2) → Customer Loyalty (Y) → Sales Performance (Z)	0.195	5.384	0.000	Accepted

Based on Table 3, it can be seen that the digital marketing strategy for customer loyalty has a statistical t-value of 1.401 and a p-value of $0.162 > 0.05$, so H1 is rejected, which means that the digital marketing strategy has no effect on customer loyalty. The brand image for customer loyalty has a statistical t-value of 6,452 with a p-value of $0.000 < 0.05$, so H2 is accepted, meaning that the brand image has an effect on customer loyalty. Digital marketing on sales performance has a statistical t value of 3,959 and a p value of $0.000 < 0.05$, so H3 is accepted in the sense that digital marketing strategy has a direct influence on sales performance. Brand image and sales performance have a statistical t-value of 8,821 with a p-value of $0.000 < 0.05$, so H4 is accepted in the sense that brand image has a direct influence on sales performance. Customer loyalty to sales performance has a statistical t-value of 8,821 with a p-value of $0.000 < 0.05$, so H5 is accepted the meaning that customer loyalty has a significant effect on sales performance.

The effect of customer loyalty mediation on the variables of digital marketing strategy and sales performance showed a statistical t value of 1.332 and a p value of $0.183 > 0.05$, so H6 was rejected, meaning that customer loyalty could not mediate the influence of digital marketing strategy on sales performance. Meanwhile, the mediating effect of customer loyalty on brand image variables on sales performance showed a statistical t value of 5,384 and a p value of $0.000 < 0.05$, so H7 was accepted, with the meaning that customer loyalty mediated the influence of brand image on sales performance.

DISCUSSION

Based on the test results, it can be seen that the digital marketing strategy has no effect on customer loyalty with a p-value of 0.162, therefore, H1 is rejected. The results of the brand image variable test on customer loyalty show a p-value of 0.000 so that H2 is accepted, meaning that brand image has a significant effect on customer loyalty. The results of the test of the variable digital marketing strategy with sales performance showed a p-value of 0.000, so that H3 was accepted in the sense that the digital marketing strategy had a significant effect on sales performance. The results of the test of the brand image variable with sales performance showed a p-value of 0.000, which can be interpreted as indicating that brand image has a significant effect on sales performance. The results of the test of the customer loyalty variable with sales performance showed a p value of 0.000, so H5 was accepted, meaning that customer loyalty had a significant effect on sales performance. Testing the influence of digital marketing strategy on sales performance with customer loyalty as a moderation variable showed a p-value of 0.183, so that H6 was rejected. Testing the influence of brand image on sales performance with customer loyalty as a moderation variable showed a p-value of 0.000, so that H7 was accepted.

These findings confirm the interconnected relationship between digital marketing strategies, brand image, customer loyalty, and sales performance for fashion products on Shopee in Indonesia (Handayani et al., 2021). The positive and significant relationship emphasizes the importance of a well-crafted and effectively executed digital marketing plan in shaping customer perceptions of the Shopee brand (Andrina et al., 2022). The positive influence of brand image on customer loyalty is in line with existing theories, fostering a sense of trust and loyalty among Shopee customers (Riyadi et al., 2019; Tao et al., 2020; Utomo & Susanta, 2020). Effective engagement through digital channels contributes to increased customer loyalty. Strategies such as targeted advertising resonate with customers, fostering a sense of connection and loyalty. This is supported by research by Oseany et al. (2024), which states that a digital marketing strategy has a significant effect on sales performance. Therefore, efforts are needed to optimize digital marketing strategies, especially on social media, to increase product sales. According to Praditya (2024), digital marketing and online shop e-commerce platforms have an important role in expanding the reach of marketing.

The strong relationship reaffirms the economic significance of growing a loyal customer base, which contributes to increased sales performance on Shopee. This is in accordance with Astana and Adnyana's (2024) research, which states that brand image

has a significant positive effect on sales performance. Therefore, business owners must be able to build a good product image in order to improve sales performance. Producers must be able to produce a brand that is easily recognizable, so that it can always be recognized by the concept with a good image, and then can strengthen the product's brand image (Sasrawibawa, 2018)

The positive association underscores the role of brand perception as a catalyst for consumer purchasing decisions, which directly impacts the sales performance of Muslim fashion products on Shopee. The positive relationship highlights the instrumental role of digital channels in driving actual sales, which positively affects the overall sales performance of fashion products on Shopee. This is in accordance with research by Sudirjo et al (2023), who stated that digital marketing and marketing skills have a positive and significant influence on marketing performance. Good marketing performance will increase sales performance. Therefore, owners must be able to increase customer loyalty to strengthen their sales performance. Manufacturers can open new product lines or update marketing systems so that businesses can remain responsive to environmental changes, especially in the digital era like today (Darmawan & Aqino, 2022).

However, the influence of digital marketing strategies has not been able to influence customer loyalty either directly or indirectly as a moderating variable on sales performance. This research is in accordance with the research of Istikomah et al. (2024), which states that digital marketing has no effect on customer loyalty. This study is in contrast to the research of Putri et al. (2021), who stated that digital marketing can increase customer loyalty.

The findings imply that in the context of Shopee's Muslim fashion market in Indonesia, brand image plays a pivotal role in fostering customer loyalty and driving sales performance, both directly and indirectly. This suggests that businesses should prioritize building a strong, positive, and trustworthy brand image to sustain customer engagement and boost revenue. While digital marketing strategies can directly enhance sales performance, their inability to significantly influence customer loyalty indicates that marketing efforts should be complemented by initiatives that strengthen emotional connections and trust with consumers. Moreover, the significant mediating role of customer loyalty in the relationship between brand image and sales performance highlights the need for long-term relationship management strategies to convert positive brand perceptions into repeat purchases and sustained growth.

CONCLUSION

The key findings of this study reveal that brand image emerges as the most influential factor, significantly affecting both customer loyalty and sales performance, with customer loyalty partially mediating its impact on sales performance. Digital marketing strategy, while positively influencing sales performance directly, does not significantly affect customer loyalty, suggesting that its strength lies in generating immediate sales rather than fostering long-term loyalty. Furthermore, customer loyalty itself is a strong predictor of sales performance, reinforcing its importance as a strategic focus for sustainable business growth. These results collectively highlight the need for businesses to integrate brand-building efforts with targeted marketing strategies to maximize both short-term sales and long-term customer retention.

This study demonstrates that effectively executed digital marketing strategies positively impact brand image, foster customer loyalty, and enhance sales performance, with a strong and consistent brand image playing a crucial role in cultivating loyal customers and driving improved sales outcomes. While the findings provide practical guidance for fashion e-commerce businesses, the study has several limitations, including the use of self-reported sales performance data and a focus solely on Shopee customers in Indonesia's Muslim fashion segment, which may limit generalizability. From a theoretical perspective, the results reinforce the importance of integrating digital marketing and brand-building strategies, while practically, they highlight the need for businesses to continuously adapt and implement these strategies to remain competitive in the evolving

e-commerce environment. Future research should expand the scope to include multiple e-commerce platforms, diverse product categories, and objective performance metrics, as well as explore additional variables such as customer trust, perceived value, or social media engagement to provide a more comprehensive understanding of the factors influencing online sales performance.

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