

From Brick & Mortar Channel Retailing to Omni-Channel Retailing: Exploring Shopper's Response Towards Shopping In Organized Retail Industry

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Abstract : Organized retail industry changed rapidly in last one decade due to technical advancement. Shoppers are changing their shopping style in the era of internet. Organized retail industry is now more dynamic and shifted itself from brick & mortar store retailing to omni channel retailing. The purpose of this study to explore the response of shoppers towards retailing channels. Existing research is reviewed to identify the factors which affect channel choice and shoppers behavior towards various retailing channels. Product category , shopping orientations, shopping motivations, perceived risk , age , gender , culture, attributes of channels and shopping situation are the major factors which affect the channel selection of shoppers but all these factors are studied in isolation. Majority of studies highlighted that product category, shopping orientation and channel specific motivations such as convenience, touch & feel, variety , price , socializing opportunities etc. are considered by shoppers while selecting channels for purchase. Channel migration of shoppers for availing maximum benefits of multichannel retailing is clearly observed during entire shopping process but existing channel choice studies broadly focused on actual purchase rather than entire shopping process This offers a need of future research. ZMOT , showrooming and webrooming are the behaviors of shoppers which was clearly observed but adequate research is required to identify the route shoppers opt during entire shopping process. This route or shoppers journey need to be explored more and offers scope of future research.

Keywords : Channel , Multichannel retailing , Channel choice , Channel migration.

Introduction

“Channel” is defined as a shoppers contact point or a medium through which the company and the shoppers interact (Neslin et al.,2006).. The term **Multi-Channel** is used to describe both channels that are integrated (Neslin et al., 2006; Zhang et al., 2010) or interact with each other (e.g., Berman and Thelen, 2004), and channels that are not integrated (Avery et al., 2012;) or do not interact (Verhoef et al., 2007; Balasubramanian et al., 2005; Venkatesan et al., 2007) .

Multichannel retailing is a distribution strategy to serve shoppers using more than one selling channel such as the Internet, television and brick & mortar store (Stone, 2002). Retailers use a combination of two or more integrated channels to sell products and services to shoppers in multichannel retailing(Lewis et al. , 2014) but these different channels of shopping operates in

isolation(Chatterjee, 2010 , Frazer and Stiehler,2014) hence Multichannel retailing is the addition, coordination, and evaluation of channels through which firms and shoppers interact, with each other for enhancing shoppers value through effective shoppers acquisition, retention, and development(Neslin et al. , 2006). The objective of multi-channel service providers is to distribute resources across the channel mix to satisfy shoppers and maximize profits (Montoya-Weiss et al. , 2003).

Integrated multi-channel retailing is defined as the mutual support of or interchangeability between online and offline channels(Chiu et al. , 2011). Integrated multi-channel retailing refers to the degree to which channels share organizational resources (Tate et al. , 2005) and online and traditional channels interact with each other (Yan et al. ,2010). Integrated multi-channel retailing involves integration of full range of channels without attempting to influence the channel which the shoppers wish to use (Payne and Frow ,2004) . Shoppers view the firm as a single retail entity with complementary distribution alternatives in properly integrated multichannel retailing(Berman and Thelen, 2004).

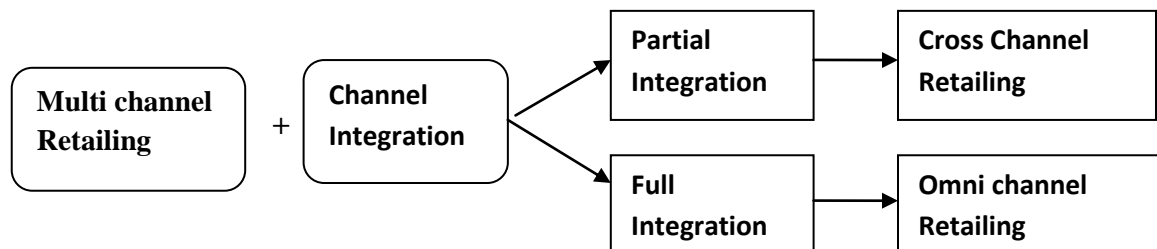
Cross-Channel retailing is also used for the interaction of channels that are not integrated (Brynjolfsson et al.,2009; Falk et al.,2007; Montoya-Weiss et al.,2003; Van Baal and Dach,2005) and for the interaction of channels that are integrated(Neslin et al.,2006; Zhang et al.,2010). Cross Channel retailing is a retailing environment where integrate multiple channels allow cross-channel movements of products, money and information (Chatterjee , 2010). Cross-channel free-riding refers to the free movement of shoppers from one channel to other channel (Heitz-Spahn, 2013). Cross-channel integration is the degree to which a firm coordinates and integrates its channels to create synergies for the firm and offer particular benefits to its consumer(Cao and Li , 2015) Cross Channel retailing is the retailer's choice to adopt the level of coordination and integration as per the expectations of the shoppers related to seamless shopping experience(Cao, 2014).

Omnichannel retailing is an integrated sales experience that clubs the benefits of the brick & mortar stores with the highly informative experience of online shopping(Rigby,2011). **The changing retail industry demand** seamless "omni-channel retailing" experience and the difference between offline stores and online channel will be ended which will make the entire world into a showroom without walls (Brynjolfsson et al. , 2013). Omnichannel retailing produces synergy among the available channels and shoppers touch points to offer optimized shopping experience to shoppers (Verhoef et al. , 2015). Nowadays, Shoppers interact with multiple channels (touchpoints) throughout their shopping journey. In some cases, they even interact with multiple channels simultaneously. This type of multichannel retailing is described as Omnichannel retailing.(Brynjolfsson & Rahman, 2013, Rosenblum & Kilcourse, 2013).

Omnichannel retailing refers to the simultaneous use of all the available retailing channels while multichannel retailing refers to the use of each of these channels in parallel (i.e.not at the same time) hence omnichannel retailing and multichannel retailing differs on the basis of usage of

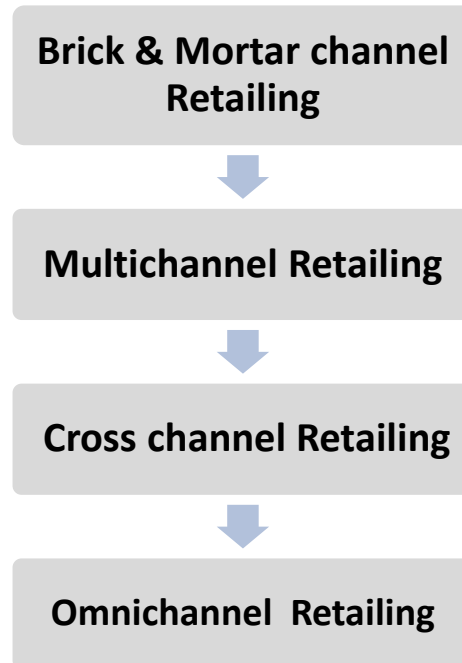
various channels whether at a same time or one by one (**Ortis , 2010**). Omni channel retailing use available retail channels (e.g. offline and online) at the same time (e.g. use of smart phones in the physical store for price comparison in order to negotiate prices with the brick & mortar store’s sellers (**Ortis and Casoli ,2009**))

Levy et al.,(2013) summarized the previous definitions and defined multi channel retailing , cross channel retailing and omnichannel retailing. According to **Levy et al.,(2013)**, Multi-Channel Retailing is the set of activities involved in selling merchandise through more than one channel whereby the shoppers can not trigger channel interaction and/or the retailer does not control channel integration. **Cross-Channel Retailing** is the set of activities involved in selling merchandise or services through more than one channel where shoppers can trigger **partial channel interaction** and/or the retailer controls partial channel integration. **Omni-Channel Retailing** is the set of activities involved in selling merchandise or services through all widespread channels, whereby the shoppers can trigger **full channel interaction** and/or the retailer controls **full channel integration**. Hence retailer use more than one channel in multi channel , cross channel and omnichannel retailing but the extent of control over channel integration among the multichannel retailing , cross channel retailing and omnichannel retailing.



Changing Retailing Environment

Organized retail along with modern retail produced the evidence of changing retailing environment. Brick & mortar channel retailing environment is now emerged as omnichannel retailing environment via multichannel retailing and cross channel retailing environment.



Literature review

a) Shoppers choice towards channel in Multi Channel Retailing

The major factors affecting online luxury buying are convenience, price, product availability, online shopping attitude, and online trust. The crucial factors affecting in-store buying are aesthetic appeal, store trust, shopping experience, shoppers service, and sense of power & prestige. In-store who are more sensitive towards online risks and given more importance to “able to see, feel or touch” the product personally. They have given more importance to shopping experience, interactions with friendly people and store environment. Researcher also reveals that online shopping behavior towards regular items and luxury items is different (**Liu Xia et al. , 2013**). Product search and purchase channel (in-store or online) choice are dependent on each other for the buying of clothing (**Mokhtarian et al , 2013**). The intention to shop online is much higher for search goods than experience goods and high travel time has a positive effect on online shopping in case of search goods and where high involvement (expensive goods with low purchase frequency) is required , prefer to shop from physical store (**Chocarro et al. ,2013**). Shopping orientations influence channel attractiveness, which in turn influences the choice of the channel in case of grocery shopping. Utilitarian orientation is one of the key drivers of channel preference. Shoppers with money-saving, assortment/convenience orientations tend to be attracted by conventional stores. While Assortment and shopping convenience together with time saving motives are among the main drivers of Shoppers' preference for online stores(**Cervellon , 2015**). Channel preferences depend upon the purpose of shopping such as delivery time and travel time. High value of travel time savings is positively correlated with online shopping

(Schmid , etal , 2016). Overall perceived risk level is higher in online channel than in-store channel which negatively affect online purchase. He defined as over all perceived risk is the combination of Financial risk, Performance risk, Psychological risk, Time risk , Transaction risk and Logistics risk. Author told that transaction risk , performance risk , logistic risk and psychological risk are higher in online channel than in – store channel and time risk is comparatively higher in store channel. However financial risk is same in both the channels. Performance risk, psychological risk, and logistics risk have a more negative impact on the online purchase attitude than on the in-store purchase attitude while transaction risk and time risk have more negative impact on the in-store purchase attitude than online purchase attitude (Christophe B., 2016). Shopping online or in store appears to be the outcome of weighing up the combination of positive and negative channel characteristics for most individuals,. The choice of whether to shop online or in store may be driven not by the perceived advantages of one channel vs the other, but by the desire to avoid the greater disadvantages of the alternative (Harris , 2017). Shopping motivations are different for online and in-store based on product type(hedonic and utilitarian products). These shopping motivations are Variety, value for money, packaging, physical attribute verification, safe transactions and delivery for online and personal attention, social interaction , loyalty benefits , ability to command respect , physical attribute verification, touch and feel the product to establish trust. Size of product, appearance, delivery and transactions for in-store in case of hedonic products while variety, word of mouth, value for money, physical attribute verification, Easy access, shoppers service and delivery option for online and physical attribute verification, safe transactions, social interaction and personalized attention, shopping experience and respect from store employees for in – store in case of utilitarian products (Anu C. etal , 2017). There is some prejudice toward online shopping in Shoppers’ subjective evaluation process and Shoppers still treat online and offline channel unequally. If consumer has prejudice perception toward online shopping, he is more likely to purchase offline, with all “equal conditions in between online and offline shopping channels related to price , brand etc ”(Che Tong etal., 2018)

b) Shoppers behavior towards retailing channels in Multichannel Retailing

Technological advancements have driven the proliferation of possible channels with which firms communicate with Shoppers and sell products(Lewis et al., 2014). In addition to physical stores, hotlines, and catalogues, many companies use websites, mobile apps, and social media channels (Piotrowicz & Cuthbertson, 2014). Shoppers also use new channels if these channels are available. Shoppers do not complete a purchase process using only one channel (Aubrey & Judge, 2012). Shoppers adopt multi channel behavior to take advantage of channel specific features therefore the behavior of ‘research shopping’ emerged which shows that shoppers search information in one channel and purchase in another channel (Verhoef et al., 2007) . Shoppers are spending more and more time on smartphones and making searches on mobile devices and make purchase in brick & mortar store (Singh and Swait, 2017). Shoppers are using internet to search product information and short listing suitable options and after that shoppers visit a brick

and mortar store to view and examine their selected options, and finally shoppers place order through their smart phone (Ansari et al., 2008). These changes in retailing have significantly influenced Shoppers behavior (Brynjolfsson et al. 2013; Verhoef et al. 2015). Shoppers switch channels to avail hybrid channel benefits(Pookulangara et al. (2011) therefore it brought new challenges for retailers (Venkatesan et al., 2007). Earlier researchers named such behaviour as “free riding behavior” (Telser, 1960; Singley and Williams, 1995) and currently this behavior of shoppers are known as “research shopper phenomenon” (Verhoef et al., 2007) or “hybrid shopping behavior”(Kalyanam and Tsay, 2013).Shoppers freely riding from one channel to another in their shopping journey. These Cross-channel free-riders mainly seek to fulfill price comparison, convenience and flexibility needs. The probability of free-riding is higher when Shoppers adopt cross-channel shopping behavior rather than single-channel shopping behavior but The chances of reflection of cross-channel free-riding differs across products. (Heitz, 2013). The free riding behavior of shoppers may produce channel cannibalization which is negative aspect of multi channel retailing (Chiou et al.,2012).

c) Shoppers journey in Multichannel Retailing

A shoppers journey can be defined as ‘a description of shoppers experience where different touch points characterize shoppers’ interaction with a brand, product, or service of interest (Clark 2013). An empirical study by Frambach et al.(2007) has demonstrated that the buying stage has an important influence on channel usage intention. With an explosion of mobile technologies and social media, multi-channel shopping has become a journey in which shoppers choose the route they take. ZMOT(zero moment of truth) , webrooming and showrooming are the multichannel shopping behavior during journey and this shopping journey is segmented into three types of journey i.e impulsive shopping journey , balanced shopping journey and considered shopping journey.(Wolny, 2014). Showrooming is an outcome of Omnichannel retail environment and developed an opportunity for omni channel retailer (Yurova et al. ,2016, Chatterjee and Kumar , 2016). Channel multiplicity stimulates showrooming behavior(Van Bruggen et al. 2010). Shoppers use different channels in single purchase process leading to showrooming(Gensler et al. 2012). Showrooming is one of the dimensions of research shopping(Verhoef et al. (2007); Neslin et al. (2014); Verhoef et al.(2015). can undertake numerous activities before they make their final purchase decision, seeking content from different retailers, asking for social validation of their decision from their social networks both online and offline. may have different shopper journeys with different lengths, influenced by different touch points and using different media and devices. Each shoppers has their own individual experience and expectation. They can move through extremely diverse, long and complicated journeys in the buying process before they purchase a product(Hall et.al , 2017). Shopping journey configuration is directed by shopping behavior and shopping behavior is shaped by shopping goals at different stages of shopping process. exhibit some homogeneity but also considerable heterogeneity across product category in their shopper journey configuration (Harris , 2018). A theory-based model of the new shopper journey, taking into account the

evolving retailing landscape characterized by significant knowledge, lifestyle, technological, and structural changes is developed and several shopper journey archetypes representing paths that Shoppers commonly follow is identified by **Lee et al. (2018)**.

d) Multichannel and Omni channel Shoppers

A growing number of shoppers use multiple channels during their shopping journey. These kinds of are known as “omni”, and they expect a seamless experience across channels. These new want to use their own device to perform searches, compare products, ask for advice, or look for cheaper alternatives during their shopping journey in order to take advantage of the benefits offered by each channel (**Yurova et al., 2017**). Shoppers who use several channels of one vendor during the purchase are comparatively more satisfied and more loyal (**Pauwels et al., 2011**). Multichannel are generally more valuable than Shoppers that stick to one channel in terms of revenue and retention (**Venkatesan et al., 2007**). Multichannel Shoppers are the most valuable shoppers segment only for products with hedonic properties while consumer segments that are focused on only one channel create more revenue in all other cases (**Kushwaha and Shankar, 2013**). Different factors (i.e., technology attitudes, shopping enjoyment, experience) affect multichannel shopping and that multichannel are more frequent, spend more, and are more profitable (**Kumar, Bezawada, and Trivedi 2018**). Omnichannel Shoppers usually believe that they know more about a purchase than the salespeople and perceive themselves as having more control over the sales encounter. (**Rippé et al., 2015**). A typology of multichannel is developed on the basis of their attitudes towards use of the online, catalogue and offline (store) channel for information search and for purchase of a variety of goods and Services and three types of multichannel are identified; multichannel enthusiasts, store-focused and uninvolved (**Konuş et al., 2008**). The consumer’s perception towards the value of webrooming and showrooming are the antecedents of omnichannel shopping intention (**Young et al., 2019**). ‘Touching and feeling the product’ and ‘sales staff assistance’ motivated shoppers to visit the physical store before buying online. ‘Better online service quality’ and ‘lower prices online’ induced shoppers to later purchase online. Price conscious shoppers and those with the ability to use multiple channels were more likely to engage in showrooming behavior(**Arora et al., 2017**). Channel integration promotes consumer empowerment, resulting in increased trust and satisfaction and improved consumer patronage intention.(**Zangh et al., 2018**). Social influence variable becomes the most influencing factor on purchasing intention in Omni-channel services, followed by performance expectation, and security perception. These factors become priority when a company formulates strategies for its omni-channel.(**Susanto et al., 2018**). Millennials adopt omnichannel retailing over pure brick-and-mortar and pure online retailing and that perceived convenience, enjoyment, and value determine the adoption of omnichannel retailing for shopping. Product category influences Millennial’s preference for omnichannel retailing (**Chong et al., 2018**).

Research design

This study reviewed various research papers related to shoppers choice towards selection of retailing channel, Shoppers behavior towards usage of channels in multi channel retailing and segmentation of shoppers in multichannel retailing. This study summarized previous studies and explored the

shoppers perspective in changing retailing environment which helps in the development of research hypothesis and identification of research gaps for future research.

Findings :

Internet based channel addition to brick and mortar channel developed multichannel retailing environment which moved to next level of establishing channel coordination and integration of these channels. Now further partial integration of channels in multichannel retailing environment is termed as cross channel retailing and full integration of channels in multichannel retailing environment is termed as omnichannel retailing. Brick & mortar channel retailing , multi channel retailing , cross channel retailing and omni channel retailing fall in a sequence.

Product category , shopping orientations, shopping motivations, perceived risk , age , gender , culture, attributes of channels and shopping situation are the major factors which affect the channel selection of shoppers but all these factors are studied in isolation. Majority of studies highlighted that product category, shopping orientation and channel specific motivations such as convenience, touch & feel, variety , price , socializing opportunities etc. are considered by shoppers while selecting channels for purchase. Channel migration of shoppers for availing maximum benefits of multichannel retailing is clearly observed during entire shopping process but existing channel choice studies broadly focused on actual purchase rather than entire shopping process This offers a need of future research. ZMOT , showrooming and webrooming are the behaviors of shoppers which was clearly observed but adequate research is required to identify the route shoppers opt during entire shopping process. This route or shoppers journey need to be explored more and offers scope of future research. Existing studies highlighted that shoppers posses research orientation before purchasing any product and this research orientation of shoppers leads cross channel migrating behavior of shoppers. Why do shoppers migrate ? This question is answered in previous studies but when do shoppers migrate ? and How do shoppers migrate from one channel to other ? these questions are not properly answered and opened the scope of future research.

Discussion:

The change of retailing environment is clearly visible due to dynamism of retailing channels. Channel addition, channel coordination and channel integration are the dynamics of retailing channel which pushed a journey of organized retail industry from brick & mortar retailing to omni channel retailing. The emergence of multichannel retailing divided the retail shoppers broadly in two categories named as single channel shopper or brick & mortar channel shopper and multichannel shopper. These multichannel shoppers are using various channels for a single purchase and it developed channel migrating behavior of shoppers. This channel migrating behavior is primarily consist of ZMOT ,webrooming and showrooming. Understanding of shoppers journey and segmentation of shoppers will be helpful in formulating policies. Some of the segments of shoppers are given below:

Segments of shoppers

Jayasankara prasad et.al (2014)	Konuş et al. (2008)	Sands et. al. (2016)	Jasrotia (2019)
Economic shopper,	multichannel	ROPO & Anti	multichannel

convenience shopper, price-promotional shopper, hedonic shopper, and social shopper	enthusiasts, store-focused shoppers and uninvolved shoppers	mobile/social media shoppers, ROPO & multichannel enthusiasts shoppers, ROPO & social media enthusiasts shoppers, Internet focused & Anti mobile shoppers and Internet focused & multichannel enthusiasts shoppers	shoppers, the store stickers and the multichannel swappers
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Conclusion

Channel selection and Channel migration are the two important components of shoppers response towards shopping in changing retailing environment. Existing studies highlighted some factors affecting channel choice of shoppers during purchase however entire shopping process is not much explored however channel migration develops shoppers behavior such as ZMOT, webrooming and showrooming and this channel migration leads to the concept of shoppers journey which is quite complex in nature and need to be adequately explored. Shoppers are segmented on the basis of their channel usage.

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