

## ARTICLE

# Retailers, You Can Get Omni-Shopper's Satisfaction!

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### ABSTRACT

This paper evaluates the influence that information processing routes have on omni-shopping behavior, as well as analyzing the consequences of this behavior for retailers through a cognitive-affective approach. A sample of 705 mobile phone users was used for this purpose. The results obtained using the binomial logit model in a first phase and later with an application of structural equations, reflect that omni-shoppers have a more planned purchasing behavior than those who develop a one-stop shopping behavior. They search for information in a rational and deep way, spending time and effort. As for the consequences that the omni-channel behavior has for retailers, it has been found that those omni-shoppers who experience negative emotions with the retailer, have a low perceived value of the company and their satisfaction will also be negative.

## 1. Introduction

Retailing is immersed in the most significant revolution of recent decades. To talk of a revolution in the retail sector is to talk of Omni-Channel Retailing (OCR). OCR is defined as the strategy that integrates all available channels to create a seamless shopping experience that increases engagement during the customer journey. OCR has not changed the essence of the business–customer relationship. Retailers continue to have the leitmotiv of providing customers with a faster and more positive response and differentiating themselves from their competitors, but now, in addition, that response must be seamless.

For their part, customers combine offline and online channels during their shopping journeys, choosing one

channel or another, depending on the needs they want to see satisfied at any given time. Thus, sometimes customers will consider the Internet to be more convenient for searching for information, while at other times they will consider the physical store to be the place where the best information can be gathered, asking sales staff the advantages and disadvantages of the product or of a particular brand. The same will happen at the purchase stage. Some customers will consider the physical store to be the best choice, since they can look at, touch and try the product. While at other times, they will consider the trip to the physical store unnecessary and will buy online.

The literature review reflects the incipient character of academic researches focused on the analysis of omni-channel customer behavior. Consequently, there is a

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gap in the analysis of the customer's internal drivers that affect this actual shopping behavior. Some studies have tried to offer an approach by studying the influence of some types of drivers on the development of omni-channel customer behavior<sup>[1,13]</sup>, basically considering the demographic and socio-economic characteristics of customers or their predisposition to use information and communication technologies (ICTs). Thus, authors such as Balasubramanian et al.<sup>[1]</sup> and Pookulangara, Hawley, & Xiao<sup>[30]</sup> highlight the need to complement research with psychographic variables (for example, the consumer's self-concept, personality, lifestyle, or motivations, interests, tastes, opinions and values).

On the other hand, our literature review show that OCR studies focused on determining how omni-shoppers are more profitable than one-stop shoppers. According to Viejo-Fernández, Sanzo-Pérez, & Vázquez-Casielles<sup>[35]</sup>, nowadays customers demand a seamless experience through the different touchpoints, physical or virtual, to interact with retailers. In this sense, it is necessary to consider, instead of economic variables, those cognitive-affective variables and analyze their influence on the companies' commercial strategies.

Taking into account the above considerations, the aim of our research is to develop and deepen the OCR literature, given its incipient nature. Specifically, our contribution will focus on the joint study of the antecedents that influence on the development of an omni-channel customer behavior, those linked to the psychographic characteristics of customers, in particular, in the study of forms of information processing, and the consequences of this shopping behavior for retailers, from a perspective that contemplates not the economic aspect but a cognitive-affective approach.

This study is structured into five sections. First, the theoretical framework used is described, and our basic hypotheses are put forward. Second, we describe the empirical research conducted to test our hypothesis. Third, we explain our main results. Fourth, we examine our findings and derive our conclusions and implications. Fifth and finally, we address the limitations of our research and offer avenues for future inquiry.

## **2. Conceptual Framework**

### **2.1 Omni-Channel Customer Behavior**

Customer journey has been studied in marketing literature through different models. Both classical models that analyze the offline decision-making<sup>[10,18]</sup>, and those that focus on online shopping journey<sup>[7,20]</sup> are insufficient to explain the omni-channel customer behavior, since

they treat the two channels separately. In general, these studies consider five basic stages in the decision-making: (1) problem recognition, (2) information search, (3) evaluation of alternatives, (4) purchase decision and (5) post-purchase evaluation, although certain differences are established between the physical and virtual purchasing process. The online channel provides a series of benefits for the shopper, such as access to a wide selection of alternatives and possibilities to search for information and compare in depth the most relevant characteristics of the different options selected. In this sense, one of the key concepts for today's businesses and marketing is to understand the so-called "customer decision journey" or "customer journey"<sup>[6]</sup>, understood as the journey made by individuals through the various channels, physical and virtual, from the time a brand attracts their attention until they make the purchase (and subsequently use the product).

Court et al.<sup>[6]</sup> argue that the interrelationship of physical and virtual environments causes customers to demand and generate information offline and online. Thus, decision-making becomes a circular model with four stages: (1) initial consideration, (2) active evaluation, (3) moment of purchase, and (4) post-purchase experience.

The first stage, called initial consideration, is where the desire to purchase a certain product is activated. The information received from the traditional media and, to an increasing extent, from the digital media, which are characterized by providing virality to the messages of the companies and mainly to those of the customers, influence in such a way that the shoppers form a first opinion and only consider a certain number of brands among the great available offer.

Next, active evaluation involves the search and considered assessment of information about both the products and the brands that offer them. According to Court et al.<sup>[6]</sup>, firms listed in the first stage are more likely to be chosen at the purchase stage. However, when customers actively evaluate all the information collected through the multiple touchpoints, they may consider new brands. If companies focus their efforts on maintaining, for example, two-way business-to-customer communication at the various physical (physical store, catalogue, telephone or mailing) and virtual (whether through the web, social networks, blogs, mobile phones or Apps) touchpoints, they are more likely to be chosen at the time of purchase.

The third stage refers to the acquisition of the product by the customer, which can be done offline or online. Given the ease with which information is currently available on the Internet, new brands or alternatives can

be accessed (and considered) at all stages of the decision-making, including the time of purchase itself. Thus, unlike the traditional concept of “purchase funnel” (where the alternatives are reduced as the stages pass), in the approach represented by the “customer decision journey” the opposite may occur. Even if customers come to the physical store with the intention of buying, they can easily use their smartphone for searching for information on the spot that allows them to expand the alternatives available, make comparisons, or finally buy the product online.

Finally, the post-purchase experience stage ranges from the use of the product by customers to the assessment of whether or not their purchase decision was correct. According to Court et al. <sup>[6]</sup>, this stage is “a moment of truth” and therefore companies should generate positive experiences and maintain two-way communication with the aim of achieving active loyalty. In other words, shoppers should develop a commitment to the brand that leads them to act as influencers for other customers.

The conclusion to be drawn from the customer journey analysis is that the current shopper can make use of ICTs at any stage of his or her decision-making. Consequently, the technology and the intensive use of it by individuals, lead retailers who want to compete in the markets of the 21<sup>st</sup> century, to include the Internet in their business models, and increasingly mobile internet, since smartphones are devices frequently used for any activity, especially for shopping, without forgetting to coordinate these online touchpoints with the traditional offline channel.

However, retailers cannot “be everything to everyone everywhere”. It is mean, companies cannot have all offline and online touchpoints that exist. In this sense, it is necessary to identify the drivers that influence the omni-channel customer behavior, in order to implement a successful OCR strategy and firms can choose the most appropriate touchpoints to reach their target effectively.

OCR literature review indicates a focus on studying the influence of demographic and socio-economic factors and the predisposition of individuals to use ICTs on the development of omni-channel customer behavior. However, the consideration of these variables does not contribute to fully explain why the customer may or may not develop this kind of shopping journey. Authors such as Balasubramanian et al. <sup>[1]</sup> and Pookulangara et al. <sup>[30]</sup> insist on the need to advance in OCR literature to consider other explanatory factors, such as psychographic variables (the consumer’s self-concept, personality, lifestyle, motivations, interests, tastes, opinions and values). A particular factor related to psychographic variables that acquires great relevance within the OCR context is the

different forms of information processing followed by the customer linked to variables such as motivations, involvement or personality. The reason for this is that omni-channel customer behavior implies changes in the way the shopper searches for, evaluates and compares information, giving rise to a more complex, non-linear process, reflected in the consumer decision journey.

## **2.2 Information Processing: Central Route Versus Peripheral Route**

One of the models that has had most influence in explaining information processing has been the Elaboration Likelihood Model (ELM) proposed by Petty and Cacioppo <sup>[27]</sup>. These authors conceive information processing as a continuum whose ends are formed by two levels of information processing, high and low, giving rise to the two possible routes by which the individual can process information, the central route and the peripheral route. These routes reflect different cognitive efforts <sup>[2]</sup>. In this way, in the central route the product, information and messages receive greater interest from the shopper, being examined in a critical, rational and in-depth way. In contrast, customers use the peripheral route when they do not feel motivated or capable of actively processing information to make a certain decision, and therefore pay less attention to the information or messages received.

The ELM suggests the existence of two conditioning factors when it comes to explaining the choice of one or the other route: (1) the motivation to seek information, and (2) the capacity to make evaluations. Motivation is related to the degree of involvement. Involvement reflects the importance that individuals attach to the specific attributes of the product they wish to acquire, taking into account the perceived risk of the purchase and their interests and needs <sup>[3,9]</sup>. If customers are more involved with the purchase, their motivation to seek and obtain information will be higher and will be accompanied by a greater investment of time and effort. Therefore, information and messages will be examined through the central route, i.e., in a more critical, rational and in-depth way, developing a proactive behavior, seeking and paying more attention to information related to product characteristics <sup>[38]</sup>. In addition, the time and effort invested make the attitudes of these consumers more durable and resistant to change.

The central route is also enhanced by the customer’s ability to perform information analysis at more complex and deeper levels, requiring prior knowledge of the subject or the ability to connect that information to previous experiences. On the other hand, a person who follows a peripheral route makes a superficial search or inspects few alternatives in order to find an acceptable

solution. Also, these individuals are more impressionable, and their limited knowledge and/or lack of previous experiences make any element distract their attention and lose their ability to make in-depth evaluations of the information received. Therefore, it can be concluded that the peripheral route is characterized by less cognitive reasoning than the central route.

Taking into account the characteristics that define an omni-channel shopping behavior as opposed to a one-stop shopping behavior, it is possible to argue that, in general terms, the development of the first type of behavior appears more likely in those cases in which the central information processing route is used. The greater involvement in purchasing that leads to the use of the central route will favor the development of omni-channel journey. The combination of different channels or touchpoints, online and offline, makes it easier for the customer to search, obtain, compare and evaluate specific information about the product and/or the distributor before the final purchase, acting as a “smart shopper” and evidencing a more rational and reflexive behavior, spending more time on the purchase process and handling more information. Thus, we propose:

**H<sub>1</sub>: Omni-shoppers are more likely to use the central route to information processing than one-stop shoppers.**

### **2.3 OCR within the Relationship Marketing Approach: the Moderating Effect of Omni-channel Customer Behavior on Emotions, Perceived Value and Satisfaction**

Today’s customer markets are characterized as environments where there is great global competition. It is increasingly difficult for retailers to maintain a competitive advantage focused on their products and it is necessary to create long-term relationships based on trust and mutual benefit, which is the logic behind relationship marketing<sup>[25]</sup>.

OCR, which is closely related to relationship marketing, seeks a balance between offline and online channels to serve the shopper<sup>[37]</sup> and enhance their value and expertise, developing lasting relationships while increasing the long-term profitability of companies<sup>[22]</sup>

Omni-channel customer journey can be considered one of the results of the company’s relationship marketing strategy and its ability management of databases and other dimensions of the CRM (Customer Relationship Management) approach. Therefore, all the specific effects of relationship marketing can be included in the identification of possible consequences of the multi-channel strategy. We focus on three key variables: the emotions experienced during the shopping journey, the

perceived value of the organization, and the satisfaction that the customer develops with that company.

As previously discussed, today’s customers have access to a wealth of information during their shopping journey about the companies that can provide them with the product they are looking for. When buying, they demand a quality product, at a good price, and in addition, that the firm offers them guarantees of its know-how. However, this amount of information has turned the customer into a more critical shopper of standardized products who is looking for differentiating elements. Therefore, new customer needs are more related to obtaining experiences and emotions at all stages that make up their decision-making, which in turn has led to the development of emotion marketing or experiential marketing<sup>[26,32]</sup>.

The literature review shows different theoretical models for measuring emotions. Given that this research aims to measure the emotions experienced by customers who combine offline and online channels, and their satisfaction with the company, the model developed by Watson and Tellegen<sup>[36]</sup> will be taken as a reference, which proposes a two-dimensional approach to emotions (positive and negative) based on valence.

In this sense, the success of retailers lies in being able to generate positive emotions for their target since customers will perceive the brand as their own, developing greater loyalty with the company<sup>[5]</sup> and acting as their greatest influencers. Otherwise, the customer’s propensity to complain to the manager and share the experience through negative word-of-mouth will increase<sup>[17]</sup>.

The emotions experienced by the customer will also have a direct positive (positive emotions) and negative (negative emotions) impact on the perceived value. Thus, the literature review shows the existence of a causal relationship between attitudes towards a brand and the consumer’s perception of the product sold under that brand (a favorable attitude towards the brand leads to an increase in the perception of the product’s quality and vice versa). Similarly, works such as those developed by Griskevicius, Shiota, & Nowlis<sup>[16]</sup>, Han, Lerner, & Keltner<sup>[17]</sup> and Nyer and Gopinath<sup>[24]</sup> show the resistance to change of attitudes (and emotions) initially formed. Thus, experiencing positive or negative emotions “conditions” continuing to think or act in the same way, with resistance to change being more intense in the case of experiencing negative emotions than in the case of experiencing positive emotions.

Another of the most studied concepts within marketing and consumer behavior, especially in the retail sector, is satisfaction. The literature review shows multiple definitions using the cognitive and affective approach.



Although traditionally greater emphasis has been placed on the cognitive dimension than the affective one<sup>[4]</sup>, for the purposes of this research both approaches are taken into account as there is evidence of a direct relationship between emotions and satisfaction, especially in the area of physical establishments<sup>[15,34]</sup>. In this sense, if companies are able to develop emotional marketing, the creation of experiences will be reinforced, either positively or negatively depending on the result of the interaction, consequently influencing customer satisfaction.

However, it should be noted that the omni-shopping behavior and one-stop shopping behavior may generate differences in the intensity of some of the relationships and links described above. The reason would be found in the different way of processing information that seems to characterize each of these customer journeys. Omni-channel behavior, most likely linked to the central information processing route, will generate more intense emotions (whether positive or negative), inasmuch as it usually corresponds to a customer who is more involved in the decision-making, who invests more cognitive effort in it, and who by interacting with several points of contact receives a more complete experience of the company and/or purchase process. Thus, it is foreseeable that for those variables that are directly affected by emotions (perceived value and satisfaction), the intensity of this effect will be greater in the case of omni-shopping behavior than one-stop shopping behavior. All these reflections lead us to make the following hypotheses:

**H<sub>2a</sub>: The positive relationship between positive emotions and perceived value is more intense in the case of customer engaged in omni-shopping behavior than in one-stop shopping behavior.**

**H<sub>2b</sub>: The negative relationship between negative emotions and perceived value is more intense in the case of customer engaged in omni-shopping behavior than in one-stop shopping behavior.**

**H<sub>3a</sub>: The positive relationship between positive emotions and satisfaction is more intense in the case of customer engaged in omni-shopping behavior than in one-stop shopping behavior.**

**H<sub>3b</sub>: The negative relationship between negative emotions and satisfaction is more intense in the case of customer engaged in omni-shopping behavior than in one-stop shopping behavior.**

### 3. Research method

#### 3.1 Research Scope and Sample Design

To achieve the objectives of this work, a database compiled by a prestigious market research company was

used for its report analyzing offline and online consumer behavior. For the purposes of our research this database contains detailed information on the purchasing process carried out by those individuals out of a total sample of 4,067 consumers who have purchased products included in the sector selected for this research. The database consisted of an online survey carried out with the most rigorous criteria by the above-mentioned company. This ensures that respondents keep their shopping experience recent and therefore remember if they reported more or less deeply, how long it took from the time they felt the need to purchase to the time they made the decision to do so, as well as the positive or negative emotions they developed with the retailer and their satisfaction, as a result, with the retailer. In this way, asking for a real-life shopping experience will generate responses that are not based on assumptions and that will make it possible to measure whether consumers have processed the information more or less deeply (central route versus peripheral route) and what emotions they have experienced in relation to the retailers, influencing their perception of the company's image and their satisfaction with it.

To test the proposed hypotheses, the empirical research analyses technical customer goods sector (TCG) sector in Spain. The empirical research choosing a sample of Spanish population over 15 years of age that have purchased any product from the such as mobile phones, tablet, phone accessories, television, Bluetooth, GPS navigator, desktop, laptop, pen drive, software or videogames..., during the past year in a physical store or through the Internet. The sample has 705 observations.

Two basic criteria have been taken into account in order to select the TCG sector: (1) the weight that e-commerce has within this sector (or its future projection) in the Spanish market, and (2) the fact that products from TCG industry are items whose purchase implies different degrees of consumer involvement<sup>[14]</sup>, which will allow the influence of this variable to be analyzed.

#### 3.2 Measurement of the Model Variables

Omni-channel customer journey was measured through three types of questions (Appendix). First, we used a dichotomous question, in which the respondents specified whether they had made the purchase through a single channel (regardless of whether it was offline or online) or, on the contrary, had used both the physical and the virtual channels. Subsequently, to determine whether their behaviors had indeed been omni-shopping or one-stop shopping, we included a question that referred to offline and/or online information sources used during

the shopping journey and the place (physical or virtual stores) chosen to acquire the products from TCG sector. Finally, omni-channel behavior was measured through a ten-point scale, in which 1 referred to the use of a single channel (whether physical or virtual) and 10 referred to the combined use of offline and online channels to choose and purchase products.

To test the independent variables corresponding to the processing of information, questions were designed to evaluate the degree of planning of the purchase, the depth of the search for information or the time invested in the purchase. These variables were measured through a semantic differential scale from 1 to 6 to measure numerically the effort and planning of the respondents in their shopping trip. For the measurement of the data and its statistical treatment, we subsequently converted these items into dichotomous variables (Appendix).

The measurement of emotions, perceived value and satisfaction was performed through a series of items obtained in the literature review on the subject. All the items were evaluated using a 11-point Likert scale. Appendix 1 shows the scales and items used. As far as emotions are concerned, they have not been analyzed just at the moment they occurred, but a posteriori. The quick and ephemeral nature of emotions seems to suggest that the first option is more advisable. However, the high cost of this method and its intrusive consideration by individuals means that a posteriori measurement remains the most widespread technique. Studies as those conducted by Jaeger, Cardello, & Schutz<sup>[19]</sup>, King, Meiselman, & Carr<sup>[21]</sup> and Piqueras-Fizman and Jaeger<sup>[28,29]</sup> have demonstrated this fact, evidencing that emotions experienced during the use or consumption of products function as a selection system. Customers store in their memories and in a prolonged manner the facts that have special emotional meanings, which can be positive<sup>[8]</sup> or negative<sup>[12]</sup>. This way, these facts are more easily remembered. Regarding perceived value, we focused on the studies conducted by Fandos, Sánchez, Moliner, & Llorens<sup>[11]</sup>, Moliner, Sánchez, Rodríguez, & Callarisa<sup>[23]</sup>, Sánchez, Callarisa, Rodríguez, & Moliner<sup>[31]</sup> and Sweeney and Soutar<sup>[33]</sup>. Considering these studies, we measured the perceived value from two of its basic dimensions, i.e. the functional value and the social value. The functional value dimension is composed of three items, namely: (1) functional value of the company; (2) functional value of sales personnel; and (3) functional value of the price. After confirming the reliability and validity of the functional value and social value, we combined the two scales into a second-order factor, which was called perceived value (Appendix).

#### 4. Results

To test whether or not customers' shopping journey is omni-channel, a binomial logit model was estimated using STATA 12 statistical software. Table 1 shows the results, indicating the values of the coefficients of the different independent variables, their robust standard error and an indication of their level of significance. The estimated models show good overall significance of the parameters.

**Table 1.** Binomial logit model estimated for omni-shoppers vs. one-stop shoppers

Variable	Coefficient	Standard robust error
<i>I researched thoroughly and knew exactly what I wanted to buy</i>	0.196**	0.213
<i>I spent time visiting stores (physical and/or virtual) and on shopping</i>	0.355*	0.198
<i>I visited to the store (physical or virtual) only to buy the product</i>	0.054	0.192
<i>I had been thinking about buying the product for some time</i>	0.214*	0.212
Observations = 705; Wald chi2 (39) = 78.21***; Pseudo R <sup>2</sup> = 0.0934		

Notes:

\* $p < 0.10$ ; \*\* $p < 0.05$ ; \*\*\* $p < 0.01$ .

The results in Table 1 show that the variables that are usually a reflection of the central route to information processing have a positive influence on the development of omni-channel behavior. Specifically, individuals who are well-informed about product characteristics, prices, and alternative products, those who invest time and interest in walking around stores and comparing alternatives, and customers who plan in-deep their purchases ahead of time are more likely to follow an omni-channel behavior. In this sense, the aggregate consideration of all these evidences allows us to accept the first of the hypotheses of our research,  $H_1$ .

On the other hand, to test the hypotheses raised about the cognitive-affective consequences of the omni-channel behavior, a multi-sample analysis (EQS 6.2 software for Windows) has been carried out distinguishing two groups: omni-shoppers (275 respondents) and one-stop shoppers (430 respondents).

The statistical results show that positive emotions do not have a more intense effect on the perceived value in the case of omni-shoppers than in the case of one-stop shoppers, rejecting hypothesis  $H_{2a}$ , nor on satisfaction, rejecting consequently hypothesis  $H_{3a}$ . However, the data show that the negative effect of negative emotions on the perceived value is significantly more intense in the case of omni-channel behavior than one-stop shopping behavior,

supporting hypothesis  $H_{2b}$ . The statistical analysis also shows that negative emotions have a more intense effect on satisfaction in the case of omni-shoppers than in the vase of one-stop shoppers, as established in the hypothesis  $H_{3b}$ , although the significance level is 90% (Table 2 and Table 3).

**Table 2.** Measurement model for omni-shoppers vs. one-stop shoppers. Step one

	Omni-shoppers Standardized path coefficients (t-values)	One-stop shoppers Standardized path coefficients (t-values)
Positive emotions→ Perceived value	0.523*** (9.654)	0.479*** (7.310)
Negative emotions→ Perceived value	-0,305** (-2,538)	-0,307** (-2,579)
Positive emotions→ Satisfaction	0,357*** (3,319)	0,328*** (5,301)
Negative emotions→ Satisfaction	-0,116** (-2,556)	-0,151** (-2,253)
$\chi^2(1050)=2058.1930$	BNNFI 0.940	CFI 0.945
	IFI 0.946	RMSEA 0.055
	SRMR 0.155	

Notes:

\* $p < 0.10$ ; \*\* $p < 0.05$ ; \*\*\* $p < 0.01$ .

**Table 3.** Measurement model for omni-shoppers vs. one-stop shoppers. Step two

Constraints	Chi-square	Probability
Positive emotions→ Perceived value	1.699	0.145
Negative emotions→ Perceived value	0.350	0.045
Positive emotions→ Satisfaction	1.154	0.150
Negative emotions→ Satisfaction	0.255	0.025

## 5. Conclusions and Managerial Implications

The aim of our research was to analyze the influence of information processing on the development of omni-channel customer behavior, as well as to understand the consequences of this behavior for retailers through a cognitive-affective approach.

The results show that omni-shoppers (as opposed to one-stop shoppers) are more rational and reflective, informing themselves in depth about the main elements concerning the product (characteristics, prices, other alternatives...), spending more time on their decision-making and planning their purchase with considerable time. On the other hand, our research has shown that

omni-channel customer behavior moderates the effect that negative emotions have on perceived value and satisfaction.

In this sense, the results show that omni-channel behavior seems to be associated with the central route to information processing more likely than the single-channel behavior. Omni-shoppers present a more planning behavior, evaluating to a greater extent the purchase decision criteria that help them to make the best decision. Likewise, their interactions with physical and virtual channels make them have a deeper knowledge of the pros and cons of retailers. Although, as shown in the results, any negative experience has a greater impact on the perception of the company’s image and, consequently, will generate dissatisfaction. Therefore, the most immediate consequence is the non-repetition of the purchase in the future.

Consequently, retailers who want to successfully implement an OCR strategy and gain the loyalty of existing shoppers will have to ensure that the shopping experience is truly seamless, generating positive emotions at all touchpoints and providing full and complete information on all aspects that are highlighted for the consumer to make their purchase decision (and that is with the company and not with a competitor). In this sense, retailers should be aware that each channel has strengths and weaknesses in comfort, advice and provide information, possibility of product inspection, contacts with vendors, security, privacy, control of the purchase process, economic cost, personal effort, time, payment methods.

Effective OCR management requires a strategic vision aimed at managing the different channels jointly and not independently. In this sense, retailers must leave behind what is known as the “silo approach”, as today’s customer does not differentiate between physical and virtual media, but only wants global solutions. It should also be stressed that the action of the retailer’s sales team will be key to contributing to the success of OCR. Retailers should look for the so-called “4.0 seller”. Thus, in the selection and training processes, skills related to the handling of digital devices and the virtual world must be included as an essential component. In addition, it will be necessary to develop a protocol of action so that sellers know how to act with showroom buyers, as well as to make the appropriate electronic devices available to them. On the other hand, motivation and incentive policies will be essential so that the sales force does not see the company’s virtual store or other platforms where they are present as competitors. Salespeople should be able to achieve the incentives for sales achieved regardless of whether

they are made in the physical store or whether the buyer acquires the product online guided by the salesperson in the store itself. The development of internal marketing policies aimed at salespeople will therefore be decisive.

### 6. Limitations and Future Lines of Research

Among the most important limitations of this research is the fact that it is a cross-sectional study focused on a particular moment in time. The research focuses on a specific sector and products within it, which recommends caution when extending or generalizing the results to other sectors and products in retailing environment.

On the other hand, the drivers analyzed focused on information processing, and there are other factors that may also be interesting related to psychographic variables, such as, for example, the predisposition to use ICTs. Likewise, the consequences of omni-channel behavior have only been analyzed on the basis of three variables, emotions, perceived value and satisfaction, with other dimensions not being considered, such trust and loyalty.

Future research could be aimed to deep this joint study of the antecedents that influence the development of an omni-shopping journey and, as a consequence, the effects that this behavior produce for companies, taking into account other relevant factors. Future research could also be carried out in other sectors and with more products in order to assess whether the variables studied present the same results. In this respect, it would be particularly interesting to consider the case of services. Similarly, while the today’s individual is, in general terms, omni-shopper by combining the physical and virtual channels in the different stages that make up the customer journey, there are currently two behaviors that stand out from the rest, webrooming and showrooming. These omni-channel behaviors must be analyzed so that retailers develop segmentation strategies according to each of these profiles with the aim of achieving the loyalty of these types of customers.

### Appendix

Omni-shopping behavior	
Referring to your shopping journey, of this pair of sentences, say which one reflects your last shopping behavior of TCG	
Items	%
“I searched for information and purchased the TGC product using just a single channel (physical store or the Internet)”	61.0%
“I searched for information and purchased the TGC product by combining the physical store and the Internet”	39.0%

Omni-shopping behavior				
Referring to your shopping journey, say which of these sources you used for searching for information				
Items	Offline		Online	
	Yes	No	Yes	No
Physical stores (manufacture’s, multi-brand...)	15.7	84.3	28.2	71.8
Category-killers	27.9	72.1	20.8	79.2
Department stores	25.1	74.9	16.2	83.8
Friend or family recommendations	52.6	47.4	10.3	89.7
Other customers or experts’ recommendations	-	-	45.3	54.7
Search engines prices or shopbots	-	-	75.2	24.8
Others (social media, blogs, catalogues...)	10.1	89.9	14.3	85.7
In which of these places did you buy your TCG product?				
Items	Offline		Online	
	Yes	No	Yes	No
Physical stores (manufacture’s, multi-brand...)	2.1	97.9	0.2	99.8
Category-killers	65.2	34.8	32.7	67.3
Department stores	57.2	42.8	45.6	54.4
Social media or C2C platforms (eBay...)	-	-	13.6	86.4
Thrift shop	1.8	98.2	1.3	98.7
Others (friends, family, catalogues, telecom stores...)	0.3	99.7	0.1	99.9

Omni-shopping behavior			
Of this pair of sentences, say which one more closely reflects your shopping behavior			
Items	Mean	SD	
“I’m a one-stop shopper who searched for information and purchased the TCG product in the physical store/the Internet)” and “I’m an omni-shopper who searched for information and purchased the TCG product by combining offline and online channels (physical store and the Internet)”	2.5	2.25	

Processing routes of information		
Referring to the purchase process, of each pair of sentences, say which one reflects more your usual purchase of products (Semantic difference from 1 to 6)		
1	6	Item
I chose based on what I was recommended or on impulse	I was deeply informed and knew exactly what I wanted	I researched thoroughly and knew exactly what I wanted to buy
I made the least effort on this purchase	I spent time and effort going around stores, shopping...	I spent time visiting stores (physical and/or virtual) and on shopping
I took the chance that I was doing other shopping to go to the store	I went exclusively to purchase the product	I visited to the store (physical or virtual) only to buy the product
I decided to make the purchase suddenly, on impulse	I’ve been thinking about purchasing the product	I had been thinking about buying the product for some time

Notes:  
As can be seen from the table, not all statements are worded in the same way. Some of the items propose that the smaller the scale value, the more planning the purchases. While, for other items, the opposite situation occurs. We therefore recoded the variables so that they were all written in the same way. They were then converted into dichotomous variables, as the use of dichotomous variables is easier to interpret and the results do not differ much from continuous variables.



Processing routes of information		
Total sample: 705 shoppers		
Item	Omni-shoppers (275 shoppers)	One-stop shoppers (430 shoppers)
<i>I researched thoroughly and knew exactly what I wanted to buy</i>	200 (72.7%)	278 (64.7%)
<i>I spent time visiting stores (physical and/or virtual) and on shopping</i>	174 (63.3%)	228 (53.0%)
<i>I visited to the store (physical or virtual) only to buy the product</i>	172 (62.5%)	272 (63.3%)
<i>I had been thinking about buying the product for some time</i>	214 (77.8%)	311 (72.3%)

Emotions (Laros & Steenkamp, 2005; Smith & Bolton, 2002; White & Yu, 2005)			
Referring to the experience during the shopping journey, say which one of these emotions reflects how you felt			
Positive emotions $\alpha = 0.959$ ; CR = 0.959; AVE = 0.824			
Items	Loadings (t-value)	Mean	SD
<i>Delighted</i>	0.929 (38.159)	5.13	2.52
<i>Glad</i>	0.931 (36.275)	5.45	2.49
<i>Happy</i>	0.947 (40.834)	5.01	2.53
<i>Excited</i>	0.895 (35.838)	5.41	2.70
<i>Pleased</i>	0.831 (30.814)	5.43	2.64
Negative emotions $\alpha = 0.935$ ; CR = 0.941; AVE = 0.765			
<i>Angry</i>	0.858 (25.527)	2.97	2.48
<i>Frustrated</i>	0.958 (27.650)	2.77	2.42
<i>Annoyed</i>	0.968 (29.757)	2.78	2.43
<i>Distressed</i>	0.898 (23.080)	2.58	2.35
<i>Bored</i>	0.654 (18.053)	3.29	2.73

Perceived value <sup>[11,23,31,33]</sup> $\alpha = 0.890$ ; CR = 0.936; AVE = 0.879			
Functional value			
Items	Loadings (t-value)	Mean	SD
<i>The Retailer X provides services correct as a whole</i>	0.965 (15.132)	6.59	1.95
<i>The Retailer X has a qualified salesforce, they know their job well</i>		6.75	2.20
<i>The Retailer X provides correct quality-price ratio</i>		6.14	2.14
Social value			
<i>The Retailer X has a positive social image</i>	0.926 (23.491)	6.92	1.88
<i>The Retailer X has a good image for my friends and relatives</i>		6.54	2.06
<i>The Retailer X has a positive image for me, considering all the items specified above</i>		6.71	2.10

Satisfaction (Bloemer & Odekerken-Schröder, 2002; Oliver, 1999) $\alpha = 0.938$ ; CR = 0.941; AVE = 0.800			
Items	Loadings (t-value)	Mean	SD
<i>The Retailer X confirms my expectations</i>	0.898 (30.335)	6.45	2.13
<i>After shopping at the Retailer X, I am happy in my choice</i>	0.945 (34.040)	6.38	2.22
<i>After shopping at the Retailer X, I think I have made the right choice</i>	0.803 (24.709)	5.54	2.33
<i>In general, I am satisfied with the Retailer X</i>	0.925 (33.728)	6.40	2.23

Notes:  
Participants responded using a 11-point Likert scale: 0 = completely disagree and 10 = completely agree;  $\alpha$ : Cronbach's alpha; CR: composite reliability; AVE: average variance extracted.

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