

International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

OMNICHANNEL RETAILING: INTEGRATING ONLINE AND OFFLINE SHOPPING EXPERIENCES

Dr. Shruthi Bekal¹,Pratima Khadka², Radhika Ramasubramanyan², Sushan Raj Sah², Shantanu Hariharan², Tilak Chhajed², Tejas Nitin Kore²

Assistant Professor¹

JAIN (Deemed-to-be University) Centre for Management Studies

BBA Students (Jain-Deemed-To-Be-University-CMS) ²

Introduction:

As digital technologies have evolved, they have transformed commerce so that e-commerce has become the main sales channel. With innovative marketing strategies today, businesses are engaging consumers and driving sales.

AI and machine learning take personalization a step further, which has benefited online retailers' ability to provide customer service through AI-powered product recommendation systems and chatbots. Social commerce is on the rise, with influencers and affiliate marketers accounting for approximately 20% of e-commerce revenue on Cyber Monday 2024. Mobile commerce is growing, with 79% of last-minute holiday orders made from smartphones. AR shopping enables consumers to see products before they purchase it, diminishing uncertainty.

Omnichannel marketing provides an integrated experience across both the online and offline channels. Optimize for voice search as a growing number of consumers are already using smart `assistants to shop online. It is therefore no surprise that ethical and sustainable practices are on the rise; eco-aware consumers are moving toward responsible brands. Convenient payment options, like buy-now-pay-later models improve conversion rates.

Among emerging trends transforming e-commerce are technographic segmentation, wherein insights into consumer tech behaviour increase company engagement. AI shopping has accelerated online sales by 4% and chatbot activity has risen 42%. Particularly for consumer goods, multi-platform social media strategies have contributed increased brand awareness and sales, ultimately enticing consumers. As a result, it is possible to outline standard methods for digital transactions.

Going forward, you will find these strategies and trends critical as the world of e-commerce continues to evolve, and businesses that embrace them are certain to gain a competitive edge, boost customer satisfaction, and achieve long-term growth in the digital marketplace.

Literature Review:

E-commerce has transitioned from being a supplementary sales channel to an essential component of global business strategy. The existing literature identifies key areas of research, including consumer behavior in digital spaces, technological influences on marketing strategies, and the role of data analytics in personalizing customer experiences. Scholars such as Chaffey (2020) and Laudon & Traver (2021) emphasize the significance of search engine optimization (SEO), content marketing, and social media engagement in driving online business growth.

A critical trend highlighted in the literature is the shift towards mobile commerce (m-commerce). Smith and Zook (2019) discuss how businesses are adapting to mobile-first consumer behavior, integrating omnichannel strategies to create seamless shopping experiences across platforms. The increasing reliance on AI-driven personalization is another area of focus. Chen et al. (2020) illustrate how AI enhances product recommendations, customer service automation, and targeted advertising, leading to improved customer retention. Furthermore, the integration of virtual reality (VR) and augmented reality (AR) in e-commerce is gaining attention, with studies like Goldstein (2021) demonstrating their impact on interactive and immersive shopping experiences.

Despite these advancements, several gaps remain in the literature. While large corporations have successfully integrated digital tools, smaller enterprises often struggle with the high costs and technical challenges of e-commerce adoption. Additionally, consumer privacy and data security continue to be pressing concerns, with ongoing debates on ethical data usage and regulatory compliance. Future research should explore strategies to bridge these gaps, ensuring that e-commerce remains inclusive and secure for all businesses and consumers.

In summary, e-commerce research highlights the growing influence of digital marketing, mobile commerce, and AI-driven personalization while calling for further exploration into small business adoption challenges and data security issues.

• The challenges of multichannel marketing:

Neslin et al. (2006) provide a foundational examination of the complexities inherent in managing multiple retail channels in their Journal of Interactive Marketing article. Their comprehensive analysis identifies key operational challenges including data silos, inconsistent customer experiences, and channel conflict that emerged as retailers expanded beyond single-channel operations. The authors develop a conceptual framework that highlights the

need for integrated systems and processes to coordinate marketing efforts across channels. Their work remains highly relevant as it establishes many of the fundamental issues that omnichannel strategies later sought to address through technological and organizational integration.

• The future of shopping:

Rigby (2011) presents a visionary perspective on retail transformation in this Harvard Business Review article that anticipated the omnichannel revolution. Through analysis of early digital-physical integration efforts, the author articulates how digital technologies would enhance rather than replace physical stores. The article provides compelling case studies demonstrating the value of creating seamless customer experiences across touchpoints. Rigby's insights about the importance of consistent branding, inventory visibility, and service quality across channels have proven remarkably prescient and continue to inform omnichannel strategy development today.

• From multi-channel to omnichannel retailing:

Verhoef et al. (2015) make a significant theoretical contribution in their Journal of Retailing article by clearly delineating the evolution from multichannel to omnichannel retail models. The authors develop a comprehensive framework that contrasts the channel-centric approach of multichannel retailing with the customer-centric philosophy of omnichannel strategies. Their work identifies key dimensions of omnichannel integration including channel consistency, cross-channel services, and data unification. The article provides valuable empirical evidence showing how omnichannel approaches can enhance customer satisfaction and loyalty while improving operational efficiency for retailers.

• Creating omnichannel customer experiences:

Lemon and Verhoef (2016) offer a customer journey perspective in their Journal of Marketing article that has become essential reading for omnichannel researchers. The authors develop a detailed conceptual model mapping how customers move across channels during their purchase journeys. Their analysis reveals critical touchpoints where channel integration most impacts customer perceptions and behavior. The article provides actionable insights about designing seamless transitions between digital and physical environments while maintaining brand consistency. Lemon and Verhoef's customer journey framework has been widely adopted in subsequent omnichannel research and practice.

Omnichannel business models:

Piotrowicz and Cuthbertson (2014) provide valuable strategic guidance in their International Journal of Electronic Commerce article. The authors analyze various omnichannel business models emerging across retail sectors, identifying common patterns and differentiators. Their work highlights the operational requirements for successful implementation, including integrated inventory systems, unified customer data platforms, and aligned organizational structures. The article includes insightful case studies demonstrating how different retailers have adapted omnichannel principles to their specific market contexts. Piotrowicz and Cuthbertson's typology of omnichannel models remains influential in both academic research and industry practice.

• The showrooming phenomenon:

Rapp et al. (2015) investigate a critical omnichannel challenge in their Journal of Marketing article. Their research examines how customers use physical stores to evaluate products before purchasing online, and develops strategies retailers can employ to mitigate showrooming effects. The authors identify several effective countermeasures including price matching, exclusive in-store offerings, and enhanced service experiences. Their findings provide valuable insights into customer channel-switching behavior and demonstrate how integrated omnichannel strategies can turn showrooming from a threat into an opportunity for retailers to engage customers across channels.

• Channel integration quality:

Sousa and Voss (2006) develop an important measurement construct in their Journal of Service Research article. The authors create and validate a scale for assessing perceived channel integration quality from the customer perspective. Their work identifies key dimensions including service configuration, information access, and procedural consistency across channels. The measurement tool they develop has been widely adopted in subsequent omnichannel research to evaluate the effectiveness of integration efforts. Sousa and Voss's conceptualization of channel integration quality provides a valuable framework for both academic research and managerial assessment of omnichannel initiatives.

• The role of technology in omnichannel retailing:

Beck and Rygl (2015) provide a comprehensive technology perspective in their Journal of Retailing and Consumer Services article. The authors systematically analyze the various technological enablers required for effective omnichannel implementation, including enterprise systems, mobile platforms, and analytics tools. Their work highlights both the opportunities and challenges presented by technological integration, particularly regarding data synchronization and real-time inventory management. The article offers valuable insights into how retailers can leverage technology to create seamless customer experiences while overcoming implementation barriers.

• Consumer cross-channel behavior:

Konuş et al. (2008) offer important behavioral insights in their Journal of Interactive Marketing article. The authors segment consumers based on their channel usage patterns and identify distinct motivations for channel switching. Their research reveals how different customer segments value various aspects of channel integration, providing guidance for targeted omnichannel strategy development. The article's typology of cross-channel shopper types has influenced both academic research and retail segmentation practices, helping retailers tailor their omnichannel approaches to different customer needs and preferences.

• The impact of mobile in omnichannel retailing:

Shankar et al. (2016) examine the transformative role of mobile devices in their Journal of Marketing Research article. The authors demonstrate how smartphones have become the central hub connecting various retail channels, enabling new forms of customer engagement and path-to-purchase behaviors. Their research identifies key mobile-enabled omnichannel features like in-store navigation, mobile payments, and augmented reality that enhance the shopping experience. The article provides valuable insights into how retailers can leverage mobile technology to bridge online and offline experiences more effectively.

• Inventory management in omnichannel retailing:

Gallino and Moreno (2014) address critical operational challenges in their Manufacturing & Service Operations Management article. The authors analyze various inventory fulfillment models for omnichannel environments, including ship-from-store, buy-online-pickup-in-store (BOPIS), and

endless aisle implementations. Their research provides empirical evidence of how these strategies impact both customer satisfaction and operational efficiency. The article offers practical guidance for retailers balancing inventory investment with service level requirements in increasingly complex omnichannel distribution networks.

• The dark side of omnichannel retailing:

Cao and Li (2015) present an important critical perspective in their Journal of Marketing article. While acknowledging omnichannel's benefits, the authors identify potential negative consequences including increased operational complexity, higher costs, and employee resistance to change. Their research provides a balanced view of omnichannel implementation challenges and offers strategies to mitigate these risks. The article serves as a valuable counterpoint to overly optimistic views of omnichannel retailing, helping researchers and practitioners develop more realistic expectations and implementation plans.

• Personalization in omnichannel environments:

Homburg et al. (2017) explore customer data strategies in their Journal of Marketing article. The authors examine how retailers can leverage unified customer data from multiple channels to deliver personalized experiences. Their research identifies key success factors for omnichannel personalization including data integration, analytics capabilities, and privacy considerations. The article provides a comprehensive framework for understanding how personalization strategies must adapt to omnichannel contexts, offering valuable guidance for both researchers and practitioners developing data-driven retail strategies.

• The effect of channel integration on customer loyalty:

Herhausen et al. (2015) provide important empirical evidence in their Journal of Marketing article. Through large-scale field studies, the authors demonstrate how effective channel integration positively impacts customer retention and spending. Their research identifies specific integration tactics that most influence loyalty, including consistent pricing, unified promotions, and seamless returns processes. The article makes a significant contribution by quantifying the business value of omnichannel integration, providing compelling evidence to justify retailer investments in integration initiatives.

• Organizational challenges in omnichannel implementation:

Chatterjee (2010) examines internal barriers in his Journal of Business Research article. The author identifies key organizational obstacles including siloed structures, misaligned incentives, and resistance to change that hinder omnichannel transformation. The article provides valuable insights into change management strategies that can help retailers overcome these barriers. Chatterjee's work highlights the often-overlooked human and organizational dimensions of omnichannel implementation, complementing the more frequently studied technological and operational aspects.

• The evolution of retail spaces in omnichannel retailing:

Rosenbaum et al. (2017) investigate physical store adaptation in their Journal of Retailing article. The authors analyze how brick-and-mortar locations are being redesigned to support omnichannel strategies through smaller footprints, experience-focused layouts, and technology integration. Their research provides valuable insights into the changing role of physical stores in an increasingly digital retail environment. The article offers practical guidance for retailers reimagining their store formats and functions to better complement digital channels in omnichannel ecosystems.

• Social media's role in omnichannel strategies:

Gensler et al. (2013) explore channel integration opportunities in their Journal of Interactive Marketing article. The authors examine how social platforms can bridge online and offline experiences through location-based services, user-generated content, and social commerce features. Their research identifies best practices for incorporating social media into omnichannel strategies while maintaining brand consistency across touchpoints. The article provides valuable insights into the evolving role of social platforms as integral components of omnichannel retail ecosystems rather than standalone channels.

• Privacy concerns in omnichannel retailing:

Martin et al. (2017) address critical consumer privacy issues in their Journal of Retailing article. The authors examine how extensive data collection required for omnichannel personalization raises privacy concerns that can undermine customer trust. Their research identifies strategies to balance personalization benefits with privacy protection, including transparent data practices and consumer control options. The article makes an important contribution by highlighting ethical considerations in omnichannel implementation that are often overlooked in technology-focused discussions.

• The future of omnichannel retailing:

Grewal et al. (2017) provide a forward-looking perspective in their Journal of Retailing article. The authors identify emerging trends including voice commerce, visual search, and AI-powered recommendations that will shape next-generation omnichannel experiences. Their research examines how these innovations may further blur traditional channel boundaries while creating new challenges for retailers. The article offers valuable insights for researchers studying omnichannel evolution and practitioners preparing for future retail environments.

Methodology:

We draw on primary data in this study, obtaining firsthand information from those in e-commerce. Also, makes it possible to understand new perspectives on how e-commerce impacts the way we use marketing today.

Research Design

Aim: The Evolution of Consumer behaviour and Predictions in eCommerce Marketing

Research Methodology: Mixed-methods approach combining:

Quantitative research (numerical data) to identify trends and patterns

Qualitative research (open-ended responses) for more context and commentary.

Data Collection Methods

We collect primary data with a questionnaire that includes:

• Close-ended questions (to derive measurable insights):

How relevant do you find e-commerce for today's marketing plans?

What effects the consumer actions more in in ecommerce?

• Open-ended questions (to gather nuanced perspectives):

What are some of the challenges businesses face while marketing online?

What trends do you believe will be the future of e-commerce marketing?

The survey is conducted using Google Forms.

Sampling Technique

Sampling Method:

Data collection stated and processed built with stratified random sampling to recognize variety of business owners, marketers, and consumers insights. Convenience sampling in order to get rapid responses from available subjects. At least 50 respondents for meaningful data

Data Analysis

Qualitative Data: Thematically analyzed to identify common themes and key insights.

Qualitative Data: Analyzed with statistical analysis to identify trends and relationships among various e-commerce approaches and their influence on business results.

Research Objectives:

As eCommerce businesses continue to evolve, exploring new marketing channels is essential for staying competitive. Digital technology has revolutionized how companies sell products online, allowing businesses to distinguish themselves through direct-to-consumer sales, online marketplaces, and niche product specialization. To thrive in this landscape, businesses must adopt ideal eCommerce marketing strategies, leveraging AI, data analytics, and smart technology to enhance shopping experiences. Techniques such as influencer marketing, social media sales, and voice search optimization have proven effective in reaching and engaging customers. Understanding how users shop online is also crucial, as consumer preferences are influenced by mobile shopping, AI-driven recommendations, and fast delivery services. Personalized experiences, brand trust, and user-friendly website designs play significant roles in motivating purchases. Social media platforms like Instagram, TikTok, and Facebook have become powerful tools for eCommerce, helping brands reach customers through paid ads, organic content, and influencer collaborations. Additionally, emerging technologies such as AI, augmented reality (AR), and chatbots are transforming online shopping by making it more interactive and engaging. Features like recommendation engines and AI-driven advertisements enhance personalization and drive sales. Payment methods also influence customer behavior, with options like "buy now, pay later" and digital wallets encouraging more purchases. Customer loyalty is strengthened through rewards programs, discounts, and subscription services. To maintain success, businesses must monitor trends and anticipate future challenges in eCommerce, including data privacy concerns, increased competition, and shifts in consumer trust. By staying adaptable and innovative, eCommerce businesses can navigate the evolving digital landscape and achieve long-term growth.

Thematic Organization:

• Consumer-Centric Marketing in E-Commerce

In this section, we look at how e-commerce companies leverage personalized marketing and drive customer acquisition and retention. AI, data, customer segmentation are used to make marketing more specific to the end user by businesses. AI-powered product suggestions, personalized email campaigns, and dynamic pricing strategies make shopping smoother, making the shopping experience more tailored to the individual consumer. Furthermore, companies use customer feedback, tracking of actions taken, and loyalty programs to boost engagement and long-term retention.

• Omnichannel Strategies

Top e-commerce brands generate a unified shopping experience by merging multiple marketing channels. This covers the integration of brick-and-mortar shops, websites, mobile applications and social networks as a means of improving customer engagement. Social media is key here (Instagram, TikTok and Facebook drive direct sales and customer engagement). Brands are relying heavily on the influencer marketing power and authentic personalities to reach masses. Merging the online and offline experiences allow companies to create brand loyalty and enhance the customer experience.

Mobile Commerce and Its Role in Growth

As mobile commerce (m-commerce) increasingly takes over, your business needs to optimize its marketing efforts to take advantage of smartphone users. That means building mobile-friendly websites, apps and ad campaigns for shoppers on the go. Now a lot of brands are adopting mobile first strategies like push notifications, one-click payments and exclusive discounts. More and more people are shopping on their mobile devices, and companies that engage in app-based loyalty programs or responsive design will be the ones to succeed on this new battlefield.

Sustainability and Ethical Marketing in E-Commerce

Consumers are becoming more concerned about eco-friendly and sustainable shopping. E-commerce brands are scrambling in response to promote sustainable products, ethical sourcing, and eco-friendly packaging. Marketing strategies now emphasize reducing carbon footprints and using recyclable

materials and fair-trade practices to appeal to discerning consumers. Implementing transparent and ethical marketing practices not only builds trust with consumers but also attracts an ever-growing group of socially aware consumers.

Key Findings:

• Personalization Is Delivering Higher Sales

E-commerce companies that implement AI and machine learning in their marketing strategies can attribute an average of more than 20% greater conversion rates to them, thus personalising the experience of their customers. Tailored product suggestions, targeted email marketing, as well as retargeting ads allow brands to touch the hearts of consumers. The secret to effective marketing begins with an understanding of how personalization plays out in your business and leads to tailored shopping experiences that not only transform purchases into sales but also strengthen the bond and interactions between you and your customers — resulting in repeat purchases and higher lifetime value.

• Why Influencer Marketing is a Game Changer for Social Media

Social media which is one of the most potent methods of e-commerce marketing, is dominated by influencer marketing. Brands also are moving to micro-influencers — those with smaller, but fervently engaged, audiences — because they create more authentic interactions and trust among followers. This works especially well in the fashion, beauty and lifestyle industries, where endorsements can sway choices heavily. As social platforms such as Instagram, TikTok and YouTube grow, influencer partnership leveraging brands enjoy higher engagement and sales.

Mobile Optimization Is More Important Now Than Ever

More than 60% of all e-commerce sales now come from mobile devices, and businesses that take care of the mobile shopping experience are rewarded with higher customer retention and more satisfaction as well. Consumers want websites that load quickly, navigates easy, and payment methods that are Mobile friendly such as Digital wallet and one click checkouts. E-commerce companies that spend in mobile apps, push notifications, and discounts exclusive to mobile users offer a more seamless and user-friendly shopping experience, increasing the chances of subsequent customer loyalty resulting in higher revenue.

• Consumers Want Brands to Care About the Greater Good

Over 70% of online buyers actively seek brands with a focus on sustainable creation, fair-trade sourcing, and environmentally friendly packaging. Consumers will pay more for sustainable products that reflect their values, so sustainability should be a key differentiator for a brand in today's e-commerce market. Communicating sustainability brand efforts such as reduced carbon footprint and ethical work practice not only enhances the appeal to eco-friendly consumers, they also help build long-term trust and brand identity.

Implications:

For Marketers

Data literacy will enable marketers to utilize AI-driven personalization, which is essential to generate better customer experiences, improve conversion rates, and foster long-lasting loyalty. And one of the investments you simply cannot avoid is omnichannel marketing itself, comprising your websites, mobile apps, social media, and brick-and-mortar stores. On top of that, sustainability needs to be a priority as consumers increasingly seek brands that practice environmental stewardship, source ethically, and prioritize supply chain transparency. Moreover, it is important to make data-driven decisions — utilizing the analytics to monitor consumer behaviour and make data-driven decisions will greatly benefit your business as well.

• For Business Leaders & Entrepreneurs

Among one of these trends is whether mobile commerce will become the dominant force in e-commerce sales, where websites optimized for mobile, speedy transaction processes and easy-to-navigate app experiences are essential to continue to engage the mobile shopper. This retention will come through creating better customer relationships by offering him loyalty initiatives and rewards tailored to him. Moreover, businesses must also ensure ethical data practices to strike a balance between compliance and building consumer trust in an age of stricter data privacy laws. Since more clients are transitioning to online platforms, businesses entering new markets must likewise consider regional preferences, payment methods, and international compliance to stay in line with the global landscape of e-commerce.

• For Consumers

With access to global brands, comparing products, and personalized recommendations, consumers now have more control and options while shopping online. They also have a greater awareness of ethics, gravitating toward brands that are committed to sustainability, fair trade, and responsible sourcing. As online reviews and social media dominate such purchasing decisions, consumers are more empowered than ever to change the reputation of brands, or even the market altogether. Thanks to the ongoing technology trends in online shopping like voice commerce (AI-powered chatbots), augmented reality shopping, etc.

• For Technology Developers & Innovators

Technological innovations will play a crucial role in setting the future trends for e-commerce as it continues to evolve. Developers need to emphasize on building secure and scalable AI-powered platforms that improve personalization and consumer engagement. Emerging technologies such as blockchain for secure transactions, AI-powered chatbots for customer support, and (AR/VR) experiences for interactive shopping will revolutionise the dynamics between businesses and consumers. Also, the rise of online transactions and data sharing makes cybersecurity and fraud prevention extremely important.

Conclusion:

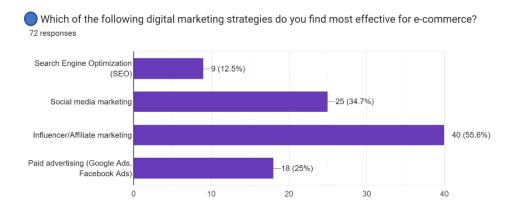
E-commerce marketing is evolving rapidly, driven by technological advancements, changing consumer expectations, and the growing importance of ethical business practices. Businesses that embrace personalization, mobile-first strategies, and omnichannel integration are seeing the most success. AI-driven marketing, data analytics, and influencer collaborations have proven to be powerful tools in enhancing customer engagement and brand loyalty. However, with increasing concerns about data privacy, sustainability, and regulatory compliance, businesses must rethink how they connect with consumers.

Despite the progress, several gaps remain in the current research. There is a lack of longitudinal studies that explore how consumer behavior evolves over time in response to digital marketing strategies. While AI is transforming personalized marketing, there is still limited empirical data on its impact on real-time decision-making, such as dynamic pricing, automated customer interactions, and predictive analytics. Additionally, as governments enforce stricter data protection laws like GDPR and CCPA, more research is needed on how these regulations affect marketing tactics, data collection, and customer trust.

Looking ahead, businesses must prioritize customer-centric marketing approaches, leveraging AI, data-driven insights, and ethical branding to build long-term relationships. Entrepreneurs need to adapt to mobile commerce trends, enhance cybersecurity measures, and explore global expansion while considering cultural differences. Technology developers will play a critical role in creating secure, scalable, and innovative platforms that enhance the shopping experience.

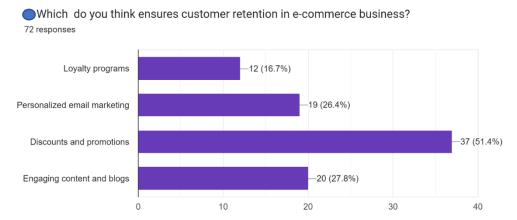
As the digital marketplace continues to expand, future research must address these critical gaps to help businesses navigate the challenges and seize new opportunities in the ever-evolving e-commerce landscape. The key to sustained success lies in adaptability, responsible innovation, and a deep understanding of consumer needs in an increasingly digital world.

Inference:



The chart shows responses from 72 people, with four options listed and their corresponding percentage and number of votes. The breakdown is as follows:

- 1. Search Engine Optimization (SEO): 9 respondents (12.5%)
- 2. Social media marketing: 25 respondents (34.7%)
- 3. Influencer/Affiliate marketing: 40 respondents (55.6%)



This bar graph indicates the most effective strategies for customer retention:

1. Discounts and promotions: 37 responses (51.4%) — the most chosen strategy.

- 2. Engaging content and blogs: 20 responses (27.8%)
- 3. Personalized email marketing: 19 responses (26.4%)
- 4. Loyalty programs: 12 responses (16.7%) seen as the least effective strategy for customer retention.

BIBLIOGRAPHY/ REFERENCES:

- 1. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation, and Practice. Pearson.
- 2. Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2019). Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World. Harvard Business Review Press.
- 3. Edelman, D. C. (2010). Branding in the Digital Age: You're Spending Your Money in All the Wrong Places. Harvard Business Review, 88(12), 62-69.
- 4. Stephen, A. T. (2016). The Role of Digital and Social Media Marketing in Consumer Behavior. Current Opinion in Psychology, 10, 17-21.
- Kannan, P. K., & Li, H. A. (2017). Digital Marketing: A Framework, Review, and Research Agenda. International Journal of Research in Marketing, 34(1), 22-45.
- 6. Lamberton, C., & Stephen, A. T. (2016). A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry. Journal of Marketing, 80(6), 146-172.
- 7. Kim, J., & Ammeter, A. P. (2018). The Role of Leadership Behaviors in the Use of Analytics and Data-Driven Decision Making in E-Commerce. Journal of Business Research, 95, 7-13.
- 8. Kaplan, A. M., & Haenlein, M. (2010). Users of the World, Unite! The Challenges and Opportunities of Social Media. Business Horizons, 53(1), 59-68.
- 9. **Bell, D. R., Gallino, S., & Moreno, A. (2018).** Offline showrooms in omnichannel retail: Demand and operational benefits. *Management Science*, 64(4), 1629–1651.
- Cai, Z., Liu, H., Hu, Q., & Liang, L. (2019). Retaining customers with in-store mobile usage experience in omnichannel retailing: The moderating effects of product information overload and alternative attractiveness. R&D Management, 49(4), 421–438.
- 11. **Gallino, S., & Moreno, A.** (2014). Integration of online and offline channels in retail: The impact of sharing reliable inventory availability information. *Management Science*, 60(6), 1434–1451.
- Huré, E., Picot-Coupey, K., & Ackermann, C.-L. (2017). Understanding omni-channel shopping value: A mixed-method study. *Journal of Retailing and Consumer Services*, 39, 314–330.
- 13. Li, J., & Liu, H. (2020). The impact of omnichannel integration on consumers' purchase decisions: A cross-channel perspective. *Electronic Commerce Research and Applications*, 41, 100975.
- 14. **Liu, H., & Li, J. (2018).** Exploring the impact of omnichannel integration on customer loyalty: The mediating effect of customer engagement. *Journal of Business Research*, *91*, 295–305.
- Mosquera, A., Olarte-Pascual, C., & Juaneda-Ayensa, E. (2017). Understanding the customer experience in the age of omni-channel shopping. *Icono14*, 15(2), 166–185.
- 16. **Neslin, S. A., & Shankar, V. (2009).** Key issues in multichannel customer management: Current knowledge and future directions. *Journal of Interactive Marketing*, 23(1), 70–81.
- 17. **Piotrowicz, W., & Cuthbertson, R. (2014).** Introduction to the special issue: Information technology in retail: Toward omnichannel retailing. *International Journal of Electronic Commerce*, 18(4), 5–16.
- 18. Saghiri, S., Wilding, R., Mena, C., & Bourlakis, M. (2017). Toward a three-dimensional framework for omni-channel. *Journal of Business Research*, 77, 53–67.
- 19. Wang, J., & Goldfarb, A. (2017). Can offline stores drive online sales? Journal of Marketing Research, 54(5), 706-719.
- 20. Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. *Journal of Interactive Marketing*, 24(2), 168–180.
- Wollenburg, J., Hübner, A., Kuhn, H., & Trautrims, A. (2018). From bricks-and-mortar to bricks-and-clicks: Logistics networks in omni-channel grocery retailing. *International Journal of Physical Distribution & Logistics Management*, 48(4), 415–438.
- 22. **Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015).** From multi-channel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing. *Journal of Retailing*, *91*(2), 174–181.
- 23. Rapp, A., Baker, T. L., Bachrach, D. G., Ogilvie, J., & Beitelspacher, L. S. (2015). Perceived customer showrooming behavior and the effect on retail salesperson self-efficacy and performance. *Journal of Retailing*, 91(2), 358–369.
- Oh, L.-B., Teo, H.-H., & Sambamurthy, V. (2012). The effects of retail channel integration through the use of information technologies on firm performance. *Journal of Operations Management*, 30(5), 368–381.
- Melacini, M., Perotti, S., Rasini, M., & Tappia, E. (2018). E-fulfilment and distribution in omni-channel retailing: A systematic literature review. *International Journal of Physical Distribution & Logistics Management*, 48(4), 391–414.
- Juaneda-Ayensa, E., Mosquera, A., & Sierra Murillo, Y. (2016). Omnichannel customer behavior: Key drivers of technology acceptance and use and their effects on purchase intention. Frontiers in Psychology, 7, 1117.
- 27. **Frasquet, M., & Miquel, M. J. (2017).** Do channel integration efforts pay off in terms of online and offline customer loyalty? *International Journal of Retail & Distribution Management, 45*(7/8), 859–873.
- 28. Cai, Z., Liu, H., Hu, Q., & Liang, L. (2019). Retaining customers with in-store mobile usage experience in omnichannel retailing: The moderating effects of product information overload and alternative attractiveness. *R&D Management*, 49(4), 421–438.