Thesis

To Obtain the Academic Degree Master of Science

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Innovating Automotive Retail – Looking at the Impacts of New Retail Formats in the Automotive Industry

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List of abbreviations

B2B = Business to Business

B2C = Business to Consumer

CRM = Customer Relationship Management

IS = Information System

M-shopping = Shopping with a mobile device

OEM = Original Equipment Manufacturer

1   Introduction

1.1   Introduction to the Underlying Problem and Research Question

Since many decades, the global automotive industry represents one of the key drivers for economic growth and technological development in developing and developed countries, bridging many related industries (Klink, Kidambi, Mathur, & Sen, 2013, p. 2). In Germany, for instance, the automotive industry is one of the most important industries of the whole country, generating 404.408 million euro in revenue and employing more than 790.000 people in 2015 (EY, 2016, p. 3). Currently, the automotive industry is experiencing a peak in vehicle sales in the US market with a 5.7 percent increase to 17.5 million vehicles sold in 2015 as well as positive in development in Europe, where the amount of sold vehicles rose 9.3 percent, leading to 12.6 million sold cars in total (Hirsh, Jullens, Wilk, & Akshay, 2016, p. 6). However, this development in Europe is still tremendously below its historical peak of more than 18 million sold cars in 2007 prior the financial crisis (Hirsh et al., 2016, p. 6). Likewise, the automotive industry faces a downward macroeconomic development in emerging nations, as for example sales growth in China fell from 10 percent in 2014 to 5.7 percent in 2015 (Hirsh et al., 2016, p. 9). Furthermore, the amount of vehicles sold is expected to rise in Eastern Europe, South Africa, China, and India, whereas it is expected to stagnate in Northern America and the European Union over the next years until 2025 (Hirsh et al., 2016, p. 7).

Currently and in the future, the automotive industry will be subject to extensive changes, which will have a significant impact on existing business models and yield the potential to disrupt the whole industry (Dinsdale, Willigmann, Corwin, & Glueck, 2016, p. 4; Dinsdale, Willigmann, & Glueck, 2016, p. 3; Hirsh et al., 2016, p. 4). Most of today's business models within the automotive industry are based on car ownership (Dinsdale, Willigmann, Corwin, et al., 2016, p. 4). However, this will have to change, as new developments and key drivers are calling for a profound transformation. These key drivers are "(…) alternative powertrain systems, advances in connected-car technologies, the application of new lightweight materials, consumer preferences for pay-per-use mobility, and the introduction of autonomous vehicle." (Dinsdale, Willigmann, Corwin, et al., 2016, p. 4). Especially the future rise of shared mobility concepts such as car sharing and the future emergence of autonomous vehicles will

accelerate a shift from individual car ownership to sharing economies. As a result, car manufacturers and their dealerships need to create a business model, which focuses on providing mobility experience (Dinsdale, Willigmann, Corwin, et al., 2016, p. 1). However, current dealerships will not be able to handle these disruptive changes in the future, as they are already not able to match their customer's expectations regarding retailing experience today.

The shopping experience today's dealerships are providing to customers across the whole customer lifecycle is not sufficient and poses a challenge to the automotive industry. According to a recent survey in the US, 17 out of 4002 car shoppers, which is less than one percent, were not satisfied with the current car purchasing process (Dinsdale, Willigmann, Corwin, et al., 2016, p. 1). Alluding to this, McKinsey & Company (2014) found out that 85 percent of customers worldwide are still using dealer touchpoints, but one in four customers is not satisfied with the experience the dealership provides during the car purchasing process (McKinsey & Company, 2014, p. 2). Likewise, most generation Y consumers do not have a positive attitude towards car dealerships, as only 41 percent in the US, 29 percent in Germany, and 39 percent of generation Y consumers in Japan maintain a positive view towards car dealers (Dinsdale, Willigmann, & Glueck, 2016, p. 5). In addition, more than one third of customers worldwide would consider to purchase a car online (McKinsey & Company, 2014, p. 2), which they currently cannot do with most car manufacturers. All these negative perceptions towards today's car buying experience bear threatening consequences, as 27 percent of dealerships in Germany registered losses in 2013 (McKinsey & Company, 2014, p. 2), exposing the impact on financial numbers.

All these statements underline the fact that the automotive retail customer experience model has remained static for too long, not developing itself further. "Too often, buying a car is characterized by opaque pricing and financing options, a time-consuming research and purchase process, and a one-size-fits-all approach to individual customers." (Dinsdale, Willigmann, Corwin, et al., 2016, p. 9). Customers demand a shift from a product centric towards an experience focused model of retailing, which enables them to obtain a personalized brand experience across various, interconnected channels (McKinsey & Company, 2014, p. 17). However, this shift cannot be achieved with the current retailing model in the automotive industry and requires a change towards a concept, which is called omni-channel retailing. Many other industries have

already moved towards such a retailing strategy and provide excellent omni-channel experiences, which set a benchmark in the customer's mind for the automotive industry (Dinsdale, Willigmann, & Glueck, 2016, p. 5). Therefore, the automotive industry and its current car dealerships need to catch up. Subsequently, the current mismatch in regards to customer expectations, which is particularly severe compared to other industries, and the expected disruptive changes concerning the retailing model, gave grounds as well as motivated to focus on the automotive industry in this thesis, in order to examine the concept of omni-channel retailing further.

After stating the economic importance, the projected economic development, the future business model threats, and the current customer experience challenges, the fundamental objective of this thesis is to investigate the impacts of switching towards an omni-channel retailing strategy on brand experience, customer satisfaction, and customer loyalty in the automotive industry. Therefore, this thesis developed the following research question:

"How will a shift towards omni-channel retailing in the automotive industry affect brand experience, customer satisfaction, and customer loyalty?"

1.2   Academic and Managerial Relevance of the Research Question

Since the field of omni-channel retailing emerged recently, it is relatively unexplored in academic literature (c.f. Piotrowicz & Cuthbertson, 2014; Verhoef, Kannan, & Inman, 2015; Karine Picot-Coupey, Elodie Huré, & Lauren Piveteau, 2016). Especially academic research on the consequences and potential benefits of omni-channel retailing strategies is lacking. In addition, most of the existing academic research is of qualitative nature and therefore only provides explorative insights. Therefore, this thesis aims at providing insights into the impacts of omni-channel retailing and wants to close existing research gaps, while providing further direction for future research. Moreover, the impact and consequences of multi-channel retailing are well explored in academic research, thus it might be of interest to compare the findings of omni-channel retailing with the findings of multi-channel retailing. In addition, there is a lack of empirical research concerning this topic in the automotive industry, thus it is not clear whether and to which extent omni-channel retailing will yield benefits in the automotive industry. This further motivated for choosing the automotive industry as the industry of analysis. Therefore, this thesis will focus on key benefits such as increased brand

experience, customer satisfaction, and customer loyalty. These variables have been chosen, as brand experience is one of the crucial pillars of omni-channel retailing (Verhoef et al., 2015, p. 176), whereas customer satisfaction and loyalty proved to be significant drivers of sustainable success for companies (c.f. Bernhardt, Donthu, & Kennett, 2000; Anderson, Fornell, & Mazvancheryl, 2004; Kumar & Shah, 2004). Furthermore, extensive research has been conducted on the effects of multi-channel retailing on customer loyalty and satisfaction (c.f. Neslin & Shankar, 2009), thus it might be of interest to compare these findings with the effects of omni-channel retailing on the same variables.

As studies by various consultancies have shown, customers are increasingly looking for experiences, when it comes to automotive retailing (McKinsey & Company, 2014, p. 17; EY, 2015, p. 9; Dinsdale, Willigmann, Corwin, et al., 2016, p. 1). In addition, creating customer loyalty is of crucial importance within the automotive industry, since a central part of the revenues and profits results from activities after the customer purchased the car (e.g. maintenance, financial services) (Diez, 2014, p. 431). Loyal customers yield a customer lifetime value of 220.000 euro, which can even be doubled for car manufacturers from the premium segment (Reindl, 2008, p. 91). Consequently, customer loyalty results in great economic returns within the automotive industry. However, customer loyalty towards brands and dealerships is decreasing (Diez, 2014, p. 448). This is due to reduced switching costs for customers, as the market provides an extensive offer of different brands, car models, dealerships, and repair shops (Diez, 2014, p. 448). Moreover, this development is further enhanced due to long usage cycles of cars, which means that people might lose their attachment to the car brand and dealership as they are not in frequent contact with them (Diez, 2014, p. 441). Furthermore, cars have increased their overall quality, thus the number of visits to a repair shop due to maintenance or other issues has decreased over the last years (Diez, 2014, p. 441). Customer satisfaction plays a crucial role within the automotive industry as well and achieving it is always one of the main goals of every car manufacturer and dealer (Diez, 2014, p. 430). Especially car dealerships are extensively affected by customer satisfaction, as a small change in overall satisfaction, results in the customer switching to another dealership, whereas customers tend to switch car brands not that easily (Diez, 2014, p. 433). In addition, further enhancing customer satisfaction is a challenging task for car manufacturers and dealers. This is due to the high expectations

of consumers, thus the arising costs might not be offset by benefits such as increased retention or loyalty (Diez, 2014, p. 448). However, car manufacturers only have limited influence on activities aimed at increasing customer satisfaction, which is due to the current distribution structure, as direct customer contact is usually established through the dealership (Diez, 2014, p. 434). Consequently, the significant impact of customer satisfaction and loyalty within the automotive industry as well as the importance of brand experience, provide substantial grounds from a managerial perspective for the chosen research variables. In addition, as outlined before, the automotive industry is forced to switch towards the concept of omni-channel retailing, which further justifies the managerial relevance of the chosen research question. Finally, this thesis might be able to incentivize dealers as well as manufacturers to switch towards an omni-channel retailing strategy, given the magnitude of the discussed variables. Alluding to this, interviews with representatives of 17 highly rated American car dealerships have shown, that many dealership managers are reluctant to change and do not recognize or do not know what to do regarding the ongoing challenges (Dinsdale, Willigmann, Corwin, et al., 2016, p. 3). Consequently, providing an incentive for them to change is of great importance and might be achieved through outlining the potential benefits of omni-channel retailing.

1.3   Course of the Investigation

The first part of this master thesis will describe and establish the academic background of omni-channel retailing in form of a literature review. In order to do so, the development as well as the preceding concepts to omni-channel retailing are going to be outlined. Hence, this thesis will also establish the concepts of mono-channel and multi-channel retailing. The latter concept is of special importance, as the potential effects of omni-channel retailing on the chosen variables are going to be measured against the effects of multi-channel retailing. While establishing the different concepts as well as the developments that lead to them, the opportunities and challenges of multi-channel and omni-channel retailing are going to examined. After that, the current state and future trends of automotive retailing are analyzed through reviewing industry studies. This is then followed by establishing the concepts of brand experience, customer satisfaction, and loyalty. Again, possible opportunities are enumerated for each variable as well as the relationship between customer satisfaction and loyalty is going to be examined. The second part of this master thesis will start with building hypotheses,

based on the previously outlined literature. This subsequently results in the execution of a study, which generated relevant data through an online questionnaire. The obtained data is then statically analyzed, in order to support the main hypotheses derived from literature and to point out the most significant findings of this thesis. These findings will be used to answer the proposed research question. Finally, the results as well as limitations of the study will be discussed, which leads to providing a direction for future research.

2   Theory on Retail Formats

Before outlining the theoretical definitions and the development that lead to the emergence of the different retailing concepts, a definition of the term "channel" is provided. This is necessary, in order to fully understand the ensuing concepts. Also this thesis will define each retailing concept in detail, in order distinguish it from the other concepts used in this thesis. The provision of clear definitions of each concept is necessary, as many research papers do not clearly distinguish between different terms and the various concepts are used interchangeably

2.1   Definition of Channel

The most widely used definition in academic literature refers to channels as "(…) a customer contact point, or a medium through which the firm and the customer interact." (Neslin et al., 2006, p. 96). As an example, a channel could be the online shop of a company or the actual store, where the customer can buy products. However, as this definition emphasizes on the interaction aspect, it limits itself to only channels that provide two-way communication and excludes one-way communication such as TV advertising for instance (Neslin et al., 2006, p. 96; Verhoef et al., 2015, p. 175). This definition is therefore problematic, when describing concepts such as omni-channel retailing (refer to section 2.5), as this concept also uses one-way communication channels. Since this definition does not hold true for all concepts outlined in the following paragraphs, this thesis wants to develop a broader definition.

When defining a channel in regards to retailing it is important to consider the different dimensions of channels first. Dholakia et al. (2010) defined nine different channel dimensions, in order to capture the different characteristics of each channel (Dholakia et al., 2010, pp. 89–90). The first dimension distinguishes between the channel usage for

purchase or for information. Here it is important to mention that purchase channels are usually used for buying products, whereas information channels are able to serve product related information prior and after purchase (c.f. Dholakia, Blazevic, Wiertz, & Algesheimer, 2009). For instance, TV advertising or social media could be regarded as pure information channels. In addition, each channel is able to serve both functions or just one (Dholakia et al., 2010, p. 89). The second dimension relates to the channels being physical or virtual, which is followed by the third dimension separating channels by their degree of accessibility (online channels can be accessed by anyone whereas physical stores provide geographically limited access) (Dholakia et al., 2010, p. 89). Another critical dimension distinguishes Channels by the type of communication they allow (asynchronous vs. synchronous communication). The fifth dimension relates to the nature of the interface of the channel, separating between fixed and customizable interfaces (Dholakia et al., 2010, p. 89). Furthermore, channels can be characterized according to the level of convenience they provide to customers and as a seventh dimension, channels vary in how easy they allow customers to switch to other channels (own and competitor's channels) (c.f. Verhoef, Neslin, & Vroomen, 2007). The eighth dimension refers to a "(…) channel's degree of flexibility in the organization and portrayal of their assortment." (Dholakia et al., 2010, p. 89), which relates to whether the customer can self-organize a product category or if the arrangement of product categories is static. Finally, channels can be distinguished by the extent they store behavioral history of customers, which relates to having a record of the customer's transactions available (Dholakia et al., 2010, p. 89).

Taking the different dimensions of channels into consideration, it becomes obvious that channels nowadays can also entail other functions and characteristics than mentioned in the definition by Neslin et al. (2006). Consequently, a definition is needed, which also entitles other channel types, such as one-way communication advertising channels for example. Therefore, this thesis wants to broaden the scope of the channel definition proposed by Neslin et al. (2006) towards including customer touchpoints as defined by Esch, Stenger, Krieger, & Knörle (2013). According to the authors, customer touchpoints are generated whenever a customer gets into contact with the company, its products, services, or brands, independently of the contact being direct or indirect (c.f. Esch, Stenger, Krieger, & Knörle, 2013, p. 199), which also includes one-way communication channels. This definition also corresponds with other authors (c.f.

Baxendale, Macdonald, & Wilson, 2015; Verhoef et al., 2015). In addition, it is important to include customer to customer interactions as for example through social media (Verhoef et al., 2015, p. 176), since this can have an effect on brand consideration (c.f. Hennig-Thurau et al., 2010).

Ultimately, one arrives at the following channel definition: "A channel is customer contact point, or a medium through which the customer gets into contact with the company, its products, services, or brands and as a consequence might be able to interact, obtain information, or purchase goods.". This definition also corresponds with the channel scope defined by Verhoef, Kannan, & Inman (2015) regarding omni-channel retailing (Verhoef et al., 2015, p. 176), which also includes various touchpoints, and is able to embrace all different retail concepts outlined below. When defining the following retail concepts, this thesis will gradually increase the scope of the channel definition employed within each concept.

2.2   Definition Mono-Channel Retailing

Mono-channel retailing can be defined as "(…) customer interactions through one main channel."(Payne & Frow, 2004, p. 531). Therefore, mono-channel retailing can be viewed as selling products or services through one channel, solely limiting interaction to retailing aspects. For instance, mono-channel retailing would apply, if a company only sells its goods through a physical store. In addition, "communication would typically take place through mass media such as television advertising and newspaper ads." (Bruggen, Antia, Jap, Reinartz, & Pallas, 2010, p. 333), thus using offline media (Kumar, 2010, p. 74). This is generally true for mono-channel retailing. However, within the scope of mono-channel retailing, "(…) traditional one-way mass-communication channels, such as TV (advertising)." (Verhoef et al., 2015, p. 175), are separated from the main retailing channel and advertising could be regarded as a separate activity, thus not belonging to the classical definition of mono-channel retailing. Therefore, traditional one-way communication channels are regarded as pure information channels, as they do not enable any interaction (products cannot not be directly sold through one-way mass-communication channels).

2.2.1   Development From Mono- to Multi-Channel Retailing

Over the past decade, using multiple channels for retailing became standard. (Frazier, 1999, p. 232). Following this, many retailers switched from following a mono-channel

retail strategy to a multi-channel retail strategy (Lewis, Whysall, & Foster, 2014, p. 43), often adding channels like the internet to better serve customers (Geyskens, Gielens, & Dekimpe, 2002, p. 102). Consequently, "(…) many consumers have become multichannel users" (Verhoef et al., 2007, p. 129) and "the number of retailers that adopt a multi-channel strategy to service customers appears to be growing." (van Birgelen, de Jong, & de Ruyter, 2006, p. 367). It is worth noticing that this development does not only apply to B2C retailers, but also to B2B companies (Rosenbloom, 2007, p. 8). Contrary to popular beliefs, multi-channel retailing is not a recent phenomenon or strategy (Zhang et al., 2010, p. 168; Lewis et al., 2014, p. 43), as for example, the US based company "(…) Sears became a multichannel retailer in 1925 when it opened its first store to complement its catalog channel which was launched in 1886." (Zhang et al., 2010, p. 169). However, only a small number of retailers have historically employed multi-channel retailing, which started to increase from the late 1990s onwards (c.f. Schneider & Klabjan, 2013). This increase can be attributed to two key drivers: the emergence of the internet and changed customer behavior (Lewis et al., 2014, p. 43; Verhoef et al., 2015, p. 174). Consequently, channel expansions did not result out of careful planning, but can be rather attributed to market developments and emerging customer demands (c.f. Bruggen et al., 2010).

When the internet emerged in the mid-1990s, it was regarded as substantially disruptive transformational technology (c.f. Christensen, Anthony, & Roth, 2004) and scholars predicted online retailing would replace traditional store retailing (c.f. Zwass, 1996). Indeed, in certain retail markets, the internet has evolved into the predominant retail channel and can be regarded as disruptive (c.f. Christensen & Raynor, 2003), thus many company's business models (e.g. travel industry) have been affected by the emergence of the online channel (c.f. Sorescu, Frambach, Singh, Rangaswamy, & Bridges, 2011). However, nowadays the internet can be regarded as a facilitating technology, which has enabled retailers to use the internet as a part of their retailing strategy, adding it as a complementary channel to their other means of distribution e.g. brick-and-mortar stores (c.f. King, Sen, & Xia, 2004; Müller-Lankenau, Wehmeyer, & Klein, 2005; Zhang et al., 2010, p. 169; Sorescu et al., 2011). On the other hand, pure e-commerce retailers are now presented with the decision of extending their retail strategy towards including offline channels (c.f. Avery, Steenburgh, Deighton, & Caravella, 2012). Consequently,

it can be inferred that the internet has been one of the main drivers for multi-channel retailing (Rosenbloom, 2007, p. 5; Lewis et al., 2014, p. 45).

A change in customer behavior as well as expectations can be attributed to the benefits of using different channels, which simultaneously reduced drawbacks (Lewis et al., 2014, p. 45). Generally speaking, customers are able to benefit from an increased number service outputs, convenience, time savings, and reliability, when being exposed to multiple channels (c.f. Coughlan, Anderson, Stern, & El-Ansary, 2001). Through having the internet as one of the various channels, customers are able to "(…) access a wider selection of products." (Lewis et al., 2014, p. 45). In addition, customers have access to more information, which as a consequence enables them to reduce search costs as well as to obtain then product with the best price (c.f. Puccinelli et al., 2009). However, this has lead the customer to expecting offline retailers to offer the same or even better pries than online retailers, even though e.g. store based retailers encounter higher costs than online retailers (Lewis et al., 2014, p. 45). Consequently, store based retailers eventually face the challenge of creating a pricing structure, which corresponds to customer expectations while remaining profitable (c.f. Yan & Pei, 2011). Furthermore, multi-channel shoppers still value the advantages of in-store buying, which are immediate receiving of products (Lewis et al., 2014, p. 45), being able to experience products with all senses (c.f. Avery et al., 2012), and social interaction with other people (c.f. Pookulangara & Koesler, 2011).

To conclude, "driven by the confluence of technology, competition, and customer expectations, retailers now find it imperative to sell their products through multiple channels." (Bilgicer, Jedidi, Lehmann, & Neslin, 2015, p. 254).

2.3   Definition Multi-Channel Retailing

Multi-channel retailing can be defined as "(…) the set of activities involved in selling merchandise or services to consumers through more than one channel" (c.f. Levy & Weitz, 2008; Zhang et al., 2010, p. 168). As an example, a company could sell its products through an online shop and a physical store. However, both channels are not connected with each other and could even display different prices. Channels utilized within this concept "(…) typically include the store, the Web, catalog, sales force, third party agency, call center and the like." (Neslin & Shankar, 2009, p. 70). Here it is important to mention that "(…) the interaction must entail a sales transaction, rather

than just communication across different channels." (Kumar, 2010, p. 74), thus communication as well as advertising are again separated activities, which are carried out through information channels, not being entitled in the multi-channel retailing definition. In addition, it is important to distinguish multi-channel retailing from multimedia marketing, which "(…) typically involves the use of multiple channels to simply communicate with customers." (Zhang et al., 2010, p. 168). Due to the increasing the number of channels used to sell products and services, retailing becomes more complex and requires careful management, as multi-channel "(..) retailers simultaneously employ an array of channels consisting of retail stores, mail order catalogs, and web sites often targeting the same customer." (Wallace, Giese, & Johnson, 2004, p. 249). Therefore, multi-channel customer management can be defined in this context as "(…) the design, deployment, coordination, and evaluation of channels to enhance customer value through effective customer acquisition, retention, and development." (Neslin et al., 2006, p. 96) and can be regarded as a customer-centric marketing function (Neslin et al., 2006, p. 96). It is important to mention that channels are not integrated. However, firms can offer some degree of synchronization, which can enable and "(…) help customers to browse for product information at a Web site, then purchase at a store, and later obtain technical support over the telephone." (Rangaswamy & Van Bruggen, 2005, p. 6).

2.3.1   Opportunities and Effects of Multi-Channel Retailing

Another reason for implementing a multi-channel retailing strategy, were the potential opportunities and benefits for companies that could stem from such a strategy. These opportunities and benefits will be outlined in the following section.

Multi-channel customers offer a greater value to retailers, as they buy more goods, purchase more often, and spend more on average than single-channel customers (c.f. Kumar & Venkatesan, 2005; Thomas & Sullivan, 2005; Neslin et al., 2006; Venkatesan, Kumar, & Ravishanker, 2007; Ansari, Mela, & Neslin, 2008). Given the vast empirical evidence of this effect, it "(…) is reaching the point of an empirical generalization." (Neslin & Shankar, 2009, p. 72). Consequently, multi-channel retailing increases sales (c.f. Cheng, Tsao, Tsai, & Tu, 2007). This is due to using different channels, which provide the customer greater access and exposure to the retailer's offerings (c.f. Montoya-Weiss, Voss, & Grewal, 2003; Rangaswamy & Van Bruggen, 2005). Moreover, multi-channel retailing (e.g. store-based retailers add an internet channel)

enables companies to access and enter new markets (Zhang et al., 2010, p. 169). In addition, multi-channel customers have a higher lifetime value than single-channel customers (c.f. Neslin & Shankar, 2009). Zhang et al. (2010) found out that multi-channel retailing can enable companies to benefit from synergies and identified five categories of potential synergies: cross-channel customer communication and promotions, leveraging cross-channel information and marketing research from one channel to improve decisions in other channels, cross-channel price comparisons, digitization, and shared common physical assets and operations (Zhang et al., 2010, p. 173). Furthermore, retailers use their customer's channel for segmentation (c.f. Keen, Wetzels, de Ruyter, & Feinberg, 2004; Thomas & Sullivan, 2005; Konuş, Verhoef, & Neslin, 2008; Dholakia et al., 2010), which in turn enables them to utilize resources more efficiently.

Multi-channel retailing is especially interesting in the context of retailers having the goal of increasing customer satisfaction and customer loyalty. Through employing multi-channel retailing strategies, retailers are able to better match the needs of their customers (Sharma & Mehrotra, 2007, p. 22), as these consumers are making use of different channels, due to the channels being diversely effective in matching their shopping needs (c.f. Konuş et al., 2008). "By using a combination of channels, retailers can better satisfy their customers' needs by exploiting the benefits and overcoming the deficiencies of each channel." (Zhang et al., 2010, p. 169). Offering multiple channels consequently leads to increased customer satisfaction and hence customer loyalty (c.f. Neslin & Shankar, 2009), as customers are provided with "(…) a greater array of benefits (…)" (Zhang et al., 2010, p. 170). In addition, using multiple channels is associated with higher perceptions of each channel offering, which are linked to increased customer satisfaction (c.f. Wallace et al., 2004). Moreover, firms using the internet are rewarded with greater customer loyalty (c.f. Shankar, Smith, & Rangaswamy, 2003), which is especially true for high-share brands offered by the retailer in his online channel (c.f. Danaher, Wilson, & Davis, 2003). "However, a multichannel environment might erode loyalty, whether to firms or to the brands offered by these firms, because it encourages extensive search, which may lead to purchases from different firms." (Neslin et al., 2006, p. 100). Therefore, careful implementation and management of multiple channels has to be executed by the retailer. Overall, multi-

channel customers are expected to be more satisfied and to share greater loyalty with the retailer (c.f. Shankar & Winer, 2005; Wolk & Skiera, 2009).

To conclude, employing a multi-channel retailing strategy can reward a company with an increased financial performance (c.f. Geyskens et al., 2002), customer satisfaction, and customer loyalty.

2.3.2   Challenges of Multi-Channel Retailing

Apart from the potential benefits and opportunities that multi-channel retailing offers, retailers are also faced with several challenges, which will be outlined in the following section.

Chou et al. (2016) identified channel switching behavior, which relates to "(…) when customers gather information from the online channel of Company A but they switch to another online channel of Company B to purchase." (Chou, Shen, Chiu, & Chou, 2016, p. 2227), and cross-channel free riding, which relates to "(…) when customers gather information from an online channel of Company A but they purchase from the offline channel of Company B." (Chou et al., 2016, p. 2227), as potential challenges. Alluding to the challenges outlined above, Verhoef et al. (2007) described the "Research Shopper" phenomenon, which relates to cross-channel free riding in more general terms (not relating to the online channel explicitly), as it is defined as "(…) the propensity of consumers to research the product in one channel (…), and then purchase it through another channel (…)." (Verhoef et al., 2007, p. 129). This phenomenon is driven by three factors: "(1) attribute-based decision-making, (2) lack of channel lock-in and (3) cross-channel synergy" (Verhoef et al., 2007, p. 132). In addition, there are two different types of research shoppers: "(…) the competitive research shopper who searches at one firm, but purchases from another (…) and the loyal research shopper who searches and purchases from the same firm, albeit from different channels (…)." (Neslin & Shankar, 2009, p. 74). Consequently, a retailer's challenge is to "(…) design its channels so as to grow or at least maintain its loyal research shopper base and ensure that it gets its share of the competitive research shoppers." (Neslin & Shankar, 2009, p. 74).

Neslin et al. (2006) identified five key challenges, which are especially crucial for managers, in regards to implementing a multi-channel strategy: data integration across channels, understanding customer behavior in a multichannel environment, channel

evaluation, allocating resources across channels, coordinating channel strategies (Neslin et al., 2006, p. 98). These challenges are partially confirmed by Lewis et al. (2014) as they identify building an IT infrastructure, which can support a multichannel strategy, enables data integration and analysis, as a major challenge (Lewis et al., 2014, p. 47). In addition, the company has to redesign its logistics infrastructure and to switch resources, in order to implement multi-channel retailing (Lewis et al., 2014, p. 47). Likewise, companies struggle to ensure necessary capital for allocating resources to IT and logistics, in order to enable a multi-channel strategy (c.f. Agatz, Fleischmann, & van Nunen, 2008). Moreover, another challenge is presented when achieving channel integration and synergies, as this again forces to company to redistribute resources (Lewis et al., 2014, p. 48). Finally, measuring sales performance of each channel and provide an exact evaluation (Lewis et al., 2014, p. 48), yields another issue, which confirms again the findings from Neslin et al. (2006). Zhang et al. (2010) identified three major constraints for expanding to multi-channel retailing: "(1) consumer access to broadband Internet service, (2) operational difficulties of integration, and (3) costs of multichannel offering" (Zhang et al., 2010, p. 170), where operational difficulties refer to the achievement of synergies, due to the necessity of unique skills and resources needed to manage each channel. In addition, they identified four challenges in regards to crafting multi-channel strategies: "1) organizational structure; 2) data integration; 3) consumer analytics; and 4) evaluation and performance metrics" (Zhang et al., 2010, p. 171), which again partially confirms the issues mentioned before. In regards to organizational structure, issues refer to most companies having a decentralized and separate management structure for each channel, which can result in various disadvantages (Zhang et al., 2010, p. 171). In addition, the company might be faced with "(…) decreasing returns as more channels are utilized." (Sharma & Mehrotra, 2007, p. 21). This is due to the sales of the new channel might not cover the acquisition as well as retention costs (Sharma & Mehrotra, 2007, p. 22). Moreover, channel conflicts might arise, as multiple channels might reach for the same customer (c.f. Wiertz, de Ruyter, Keen, & Streukens, 2004), which can ultimately lead to sales cannibalization.

It conclusion, existing research identifies challenges resulting from changed customer behavior, development and implementation of multi-channel strategies (especially in regards to organizational issues), and finally additional costs and channel conflicts.

2.4   Definition Cross-Channel Retailing

Cross-channel retailing can be regarded as a further enhancement and development of multi-channel retailing, which focusses on the integration of the various channels utilized by a company as well as on creating synergies. However, there are many overlaps existing in academic literature, which leads to the two concepts being used interchangeably, resulting in a lack of clear differentiation. Cross-channel retailing can therefore be defined as "(…) is the set of activities involved in selling merchandise or services through more than one channel or all widespread channels, whereby the customer can trigger partial channel interaction and/or the retailer controls partial channel integration."(Beck & Rygl, 2015, p. 175). Here it is important to mention that integration and interaction is only partial, thus cross-channel retailing can be regarded as an intermediate step between multi- and omni-channel retailing. Consequently, cross-channel integration can be defined as "(…) the degree to which a firm coordinates the objectives, design, and deployment of its channels to create synergies for the firm and offer particular benefits to its consumers."(Cao & Li, 2015, p. 200). An example for a cross-channel retailing approach would be a company selling its goods through an online shop and a physical store, where the customer could order the product online, but will pick it up in the physical retail store.

2.4.1   Development From Multi- to Cross- to Omni-Channel Retailing

Due to the various challenges and disadvantages associated with operating different, non-interconnected channels, fostering multi-channel integration as a potential solution has been examined in academic literature (c.f. Montoya-Weiss et al., 2003; Kumar & Venkatesan, 2005). This in turn has led to the development of retailers shifting towards a cross-channel retailing strategy (Cao, 2014, p. 70). However, due to only allowing partial integration, cross-channel retailing does not fulfill the requirements of customers, thus omni-channel retailing started to emerge, which resulted in "(…) a growing number of omni-channel consumers (…)." (Yurova, Rippé, Weisfeld-Spolter, Sussan, & Arndt, 2016, p. 1). The switch towards omni-channel retailing strategies can be attributed to two major developments: new technological advancements and changed customer behavior as well as needs resulting from the new technological possibilities.

In the past, "Retailers used to rely on barriers such as geography and customer ignorance to advance their positions in traditional markets. However, technology removes those barriers." (Brynjolfsson, Hu, & Rahman, 2013). Today, "As the retailing

industry evolves toward a seamless "omnichannel retailing" experience, the distinctions between physical and online will vanish, turning the world into a showroom without walls." (Brynjolfsson et al., 2013). This can be attributed to the emergence of mobile devices and the additional services, such as location-based applications, these devices enable customers to use (c.f. Rigby, 2011; Brynjolfsson et al., 2013; Piotrowicz & Cuthbertson, 2014; Hansen & Siew Kien Sia, 2015; Verhoef et al., 2015; Wang, Malthouse, & Krishnamurthi, 2015). Nowadays, "A customer can use their own device to perform searches, compare products, ask for advice, look for cheaper alternatives; the growing popularity of QR codes and bar code scanning, together with mobile online access, has given customers the ability to look for cheaper alternatives while shopping in-store." (Piotrowicz & Cuthbertson, 2014, p. 9). New in-store technologies such as tablets for the staff, magic mirrors, and interactive screens (Piotrowicz & Cuthbertson, 2014, p. 10), which are also connected with other channels such as the internet, changed the role of the store. In the future, "The traditional store could change its role to a "hub," the focal point which would integrate all sales channels." (Piotrowicz & Cuthbertson, 2014, p. 10). In combination with new in-store technologies and mobile devices, augmented reality technologies that "(…) are merging touch-and-feel information in the physical world with online content in the digital world." (Brynjolfsson et al., 2013), will further drive a shift towards omni-channel retailing. Moreover, "Social media, online communities, social networks – digital communication platforms have continued to proliferate since 2004 (…)." (Linda Gonzalez-Lafaysse & Catherine Lapassouse-Madrid, 2016, p. 560), attracting many users and providing them various functions. Customers are now able to "(…) check a product rating, promote a product or service, or contact someone (or a group) to ask a question, but also share in real time thoughts, opinions, and videos and pictures, as well their satisfaction or dissatisfaction with the store offering of both products or services."(Piotrowicz & Cuthbertson, 2014, p. 9). Consequently, word of mouth and customer-to-customer communication in social media can have an effect on brand consideration (c.f. Baxendale et al., 2015).

The aforementioned technological development enabled customers to switch "(…) across channels and devices (…)" (Verhoef et al., 2015, p. 176), thus customers expect brands to provide a seamless, consistent, interconnected and personalized experience (c.f. Rigby, 2011; Brynjolfsson et al., 2013; Karine Picot-Coupey et al., 2016). Customers nowadays simultaneously use various different channels, prior purchasing a

product or service. The constant availability of information through the usage of mobile devices has led the customer to engage in showrooming, which can be defined as "(…) a practice whereby consumers visit a brick-and-mortar retail store to (1) evaluate products/services firsthand and (2) use mobile technology while in-store to compare products for potential purchase via any number of channels." (Rapp, Baker, Bachrach, Ogilvie, & Beitelspacher, 2015, p. 360).

To summarize, due to changed customer behavior and major technological developments, such as mobile shopping and social media, a rising number of customers expect retailers to implement an omni-channel strategy, which provides them the best brand experience according to their needs.

2.5   Definition Omni-Channel Retailing

"Compared to the multi-channel phase, omni-channel thus involves more channels. An important additional change is that the different channels become blurred as the natural borders between channels begin to disappear." (Verhoef et al., 2015, p. 175). Through the channels being interchangeably and seamlessly connected, users can easily switch between channels and companies lose control over usage (c.f. Verhoef et al., 2015, p. 175). In addition, the "(…) the traditional division between two-way communication (interactive) channels and one-way communication channels becomes less obvious." (Verhoef et al., 2015, p. 176), thus customer touchpoints have to be included. Therefore, omni-channel retailing also includes, apart from a selling function, customer communication, advertising, and the provision of information across various channels. Omni-channel management can be defined as "(…) as the synergetic management of the numerous available channels and customer touchpoints, in such a way that the customer experience across channels and the performance over channels is optimized." (Verhoef et al., 2015, p. 176). Consequently, the overall goal of omni-channel retailing is to provide the customer a perfect brand experience across all channels, since customers do not interact with the channel, but with the brand (Piotrowicz & Cuthbertson, 2014, p. 6). A concrete real-life example of omni-channel retailing would the fashion company Burberry (c.f. Anita Elberse, 2015). The company operates a big flagship store in London, in which it uses various digitalized storefronts. For example, the company implemented "magic mirrors", which display media content such as details about the craftsmanship, when the customer holds an item in front of it. In addition, the company's web shop is closely connected with the physical store. Consequently,

customers have a profile, which tracts every activity of them which concerns Burberry, regardless of being it online or offline. For example, a customer looks for a specific trench coat online and further modifies it and then decides to visit the physical store. Inside the store, a sales assistant has a tablet computer, from which she can see in which trench coat the customer was interested in and therefore can show it to the customer in real life. Consequently, all customer data is available online and offline, which the sales assistant for instance can use to make a personalized offer to the customer, based on the customer's history. In addition, the customer can obtain the same information as well as order products online and offline. As a consequence, this shows the tight integration of various channels, as online and offline channels are seamlessly connected with each other. For an even more elaborated example, please refer to appendix 1 and read the omni-channel retailing scenario (scenario 1) in the questionnaire developed for the later conducted study of this thesis. This scenario entitles all aspects of omni-channel retailing, applied to an automotive context.

2.5.1   Opportunities and Effects of Omni-Channel Retailing

The above mentioned development towards omni-channel retailing yields potential opportunities for companies, as long as they manage to create a retail environment based on many different connected offline and online channels (c.f. Brynjolfsson et al., 2013; Hansen & Siew Kien Sia, 2015; Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015). In general, omni-channel retailing is expected to result in superior brand experiences for the customer (Piotrowicz & Cuthbertson, 2014, p. 6; Verhoef et al., 2015, p. 176). However, empirical literature currently lacks insight into opportunities and effects of omni-channel retailing and has to execute further research.

Piotrowicz and Cuthbertson (2014), who utilized a focus group research approach (qualitative research) during an academic conference and a practitioner's workshop, outlined several opportunities regarding implementing and maintaining an omni-channel strategy. Due to the rise of social media, retailers are able to make use of opportunities "(…) such as employing customers as brand advocates, involving them at various stages of product design (co-creation), and utilizing their ability to access focus groups to test new products and services; or even use social media as an additional sales channel (social commerce)." (Piotrowicz & Cuthbertson, 2014, pp. 9–10). Furthermore, retailers can utilize and establish the traditional store as a place that provides a personal experience to customers and hence attract them (Piotrowicz & Cuthbertson, 2014, p.

10). In addition, Rigby (2011) suggest that the due to replacing traditional storefront windows with interactive screen technology, capable of creating customized recommendations, it is possible to attract more customers and also engage them in co-creation activities (c.f. Rigby, 2011). Moreover, omni-channel retailing activities create big data from various channels, which "(…) provides an unprecedented opportunity to understand not just customer transactions but also customer interactions such as visits to the store, likes on Facebook, searches on websites, and check-ins at nearby establishments." (Brynjolfsson et al., 2013). In addition, big data can enable sales personnel to provide personalized service and real time price as well as promotion adaptations, resulting in a superior brand experience for the customer (c.f. Rigby, 2011), which could translate into increased loyalty (Brakus, Schmitt, & Zarantonello, 2009, p. 65) and thereby higher sales as well as profit (Reichheld & Sasser Jr., 1990, p. 106).

As the adoption of omni-retailing strategies was greatly driven by the emergence of the mobile channel, retailers want to capture the potential benefits that M-shopping can offer. "Interacting with customers via their mobile devices is a desirable marketing approach because providing a mobile app or website does not require buying media, unlike traditional advertising or retailing. A firm, especially one that already sells through the Internet, can utilize its existing infrastructure to support its mobile storefront." (Wang et al., 2015, p. 218). Consequently, retailers are able to benefit from cost savings and synergies when adding a mobile channel to their strategy. Furthermore, mobile devices can be an attractive marketing instrument for retailers due to being portable, enabling personal relationships with customers, providing networked, direct information, sharing textual as well as visual content, and ultimately due to linking functions to services (c.f. Shankar & Balasubramanian, 2009; Larivière et al., 2013). Moreover, mobile channel customers "(…) purchase more frequently, and the percentage increase in order rate is even greater for low-spenders." (Wang et al., 2015, p. 229), who also increase their order sizes. Since mobile devices can be regarded as cultural objects (c.f. Shankar, Venkatesh, Hofacker, & Naik, 2010), they provide further options for companies to foster personal relationship building and interaction with their customers. Ultimately, providing mobile storefronts to customers could potentially result in increased customer loyalty, according to industry reports (c.f. Wang et al., 2015, p. 218).

Finally, one can conclude that retailers can potentially benefit by implementing an omni-channel strategy through the benefits offered by mobile shopping, are able to reinvent the traditional store concept, and can use big data to better serve their customers. However, the lack of research offers the opportunity to outline further insights and revise or confirm previously mentioned benefits through additional studies. Consequently, this thesis wants to further examine possible benefits of omni-channel retailing, by looking at the impact of the retailing concept on brand experience, customer satisfaction, and customer loyalty

2.5.2   Challenges of Omni-Channel Retailing

Despite the opportunities of omni-channel retailing and the customer's need for such a strategy, there are challenges regarding the implementation challenges of such a strategy that retailers have to consider. "However, in the emerging omni-channel literature, this issue has been left largely unexplored as of yet." (Karine Picot-Coupey et al., 2016, p. 341). Thus further research needs to be executed. Nevertheless, this thesis wants to enumerate the already outlined challenges, in order to provide a complete picture on the omni-channel research domain. However, potential challenges of the retailing concept are not the scope of this thesis and are therefore not examined in the later conducted study.

According to the research done by Piotrowicz and Cuthbertson (2014), one potential challenge relates to store employees being "(…) perceived as a potential barrier to technology implementation; thus, training and technology promotion among staff are required." (Piotrowicz & Cuthbertson, 2014, p. 8). In addition, channel integration on a general level might be complicated, as current channels might be disintegrated to the extent that they are competing with one another (Piotrowicz & Cuthbertson, 2014, p. 9). Furthermore, customer empowerment through social media and potential store redesign due to new in-store technology are additional issues to be considered (Piotrowicz & Cuthbertson, 2014, pp. 9–10). Further challenges relate to increasing privacy issues as well as knowledge ownership concerning customer data and to supply chain redesign (Piotrowicz & Cuthbertson, 2014, pp. 11–12).

Karine Picot-Coupey et al. (2016) investigated this topic further through conducting a longitudinal case study within a French online eyewear retail company, which was transforming their retail strategy towards towards omni-channel retailing, using primary

and secondary data (Karine Picot-Coupey et al., 2016, p. 336). Their findings provide a good insight into possible challenges of implementing regarding omni-channel retailing and pave the way for further empirical research. During the transformation, the company temporarily became a cross-channel retailer, as the challenges faced of becoming an omni-channel retailer were numerous, suggesting that it is not possible to implement an "(…) omni-channel strategy without any transition." (Karine Picot-Coupey et al., 2016, p. 347). Over the course of the research, "(…) challenges faced by the company evolved gradually in terms of scope and priority, and can be categorized into two main categories: strategy-related challenges (organizational, cultural, managerial, marketing and resources), which were the highest priority in the first stage and development-related challenges (retailing mix, IS and CRM), which became the highest priority during the second stage." (Karine Picot-Coupey et al., 2016, pp. 347–349). The stages in this context refer to cross-channel retailing as the first and to omni-channel retailing as the second stage. In regards to organizational aspects, the company experienced challenges related to "Implementing cross-functional and transversal management" and "Blurring channels into a unique one with various touch points" (Karine Picot-Coupey et al., 2016, p. 353). Furthermore, in the light of the cultural dimension, it was challenging to move towards a web/physical culture, fostering flexibility and cooperation, removing barriers between touchpoints, and keeping the focus on the success of the brand (Karine Picot-Coupey et al., 2016, p. 353). Further issues arose concerning managerial aspects, as the company had problems with "Holistic management; Decision-making style; Convincing the staff; Mutualizing operational modes; Favoring mutual understanding; Developing new methods of evaluation; Finding sales person support" (Karine Picot-Coupey et al., 2016, p. 353). Marketing challenges appeared in regards to the flexibility of the retailing mix across channels and financial issues related to the leveraging of resources to overcome the challenges (Karine Picot-Coupey et al., 2016, p. 353). Moving on to the second stage and thereby to development-related challenges, the researchers discovered homogenizing brand and prices, implementing a flexible replication of assortment, the different stores (physical, electronic), as well as services, and finding complementary promotions (Karine Picot-Coupey et al., 2016, p. 354) as retailing mix issues. In regards to the IS dimension, the company struggled with challenges concerning "Developing bridges; Merging IS in order to achieve synchronization across channels; Allowing the persistent customer basket" (Karine Picot-Coupey et al., 2016, p. 354). Finally,

concerning CRM issues, the researches outlined that the company had trouble in "Multiplying touch points; Understanding consumer journeys; Allowing flowing consumer journeys; Developing a holistic CRM" (Karine Picot-Coupey et al., 2016, p. 354).

To summarize, one can state that challenges in regards to omni-channel retailing mostly refer to organizational issues, such as changing an organizations culture as well as distributing resources efficiently. In addition, research outlined challenges in regards to implementing the actual strategy and transforming existing systems, which highlights issues in regards to technology

2.6   Current Status of Automotive Retailing

Automotive retailing has not been subject to big changes over the last decades. "Vehicles are wholesaled by OEMs to dealers. The transaction from OEM to dealer is financed by captive finance organizations aligned to the OEM before the vehicle is delivered via third party logistics companies to the dealer. The dealer then sells the vehicle to the customer that similarly finances through the captive finance organization or through their bank." (Dinsdale, Willigmann, & Glueck, 2016, p. 4). This model was even able to survive the emergence of e-commerce, as retailers just added the online channel as a source of information for the customer, not enabling any sales transaction (Dinsdale, Willigmann, & Glueck, 2016, p. 4). Therefore, "Car manufacturers have long been product-oriented companies, with large volumes of vehicles built to be stockpiled at dealer lots and commission-incentivized salespeople responsible for maximizing the bottom line." (Dinsdale, Willigmann, Corwin, et al., 2016, p. 2). However, the automotive industry is currently experiencing disruptive shifts in regards to technology, business models, and retailing. Retailing used to be product-driven, but experiences now a movement towards a customer-centric approach (EY, 2015, p. 3)." Currently, automakers and dealers interact with customers using a multi-channel approach, which allows for different sources and ways to collect information." (EY, 2015, p. 9). However, the different channels are not well integrated and enable no interaction among each other, as dealer and OEM websites are separated for example, thus only an incoherent customer experience is provided (EY, 2015, p. 9).

2.6.1   Trends Reshaping Automotive Retailing Towards Omni-Channel Retailing

Due to the rise of mobile technology and digitalization, customers are starting to change their behavior expecting a "(…) seamless experience across all touch points, both on- and offline." (McKinsey & Company, 2014, p. 17). According to McKinsey & Company (2014), "(…) over 80 percent of new-car and almost 100 percent of used-car customers now begin their journey online, meaning that dealers have lost their role as the primary source of information as well as their power over the information shared and their ability to influence the customer." (McKinsey & Company, 2014, p. 8). In addition, especially younger customers aged between 18 and 34 are using many different online sources such as social media, OEM and dealer websites, forums, and personal blogs, in order gather information, which moves the purchasing process to an great extent towards the online world (McKinsey & Company, 2014, p. 8). Likewise, the consultancy Deloitte (2015) reported that "in the past 12 to 18 months alone, the percentage of customers influenced by digital and mobile when making automotive purchases increased from 40 percent to 55 percent." (Dinsdale, Willigmann, & Glueck, 2016, p. 5). This further underlines the shift towards the online and digital world. As a consequence, today's customers expect a brand experience, which is consistent across all channel and touchpoints (EY, 2015, p. 5). Moreover, other retail industries have already started to implement omni-channel strategies as well as transformed their in-store experience, which increases the pressure on the automotive industry, questioning the classical dealership's existence. Naturally, customers are used to an omni-channel retailing experience in other industries and expect the same when looking to purchase a new car (Dinsdale, Willigmann, & Glueck, 2016, p. 5). Likewise, products have become more complex and demand deep technical understanding, while customers are constantly getting better informed. Consequently, "(…) the know-how expected of sales and service staff is reaching ever higher levels of sophistication." (McKinsey & Company, 2014, p. 7), which poses great challenges for existing sales personnel. However, "(…) bricks-and-mortar car dealerships will remain a crucial customer touch point (…)." (McKinsey & Company, 2014, p. 12), as customers still want to physically experience the car prior purchase, need expert advice, and value a personal relationship. As a result of these trends, OEMs are starting to upgrade existing dealerships, implement new channels as well as interconnect them, and experiment with new retail formats. One of the new formats consists of "(…) boutique-style stores in prime city center locations – Tesla Stores, Audi City Cyberstores, BMW i Stores, Mercedes-Benz

Visionary Stores (…)." (McKinsey & Company, 2014, p. 9). Alluding to this, the Audi City stores can be considered as a best practice example. The store does not yield any inventory and displays only a few exemplary show models (Dinsdale, Willigmann, & Glueck, 2016, p. 6). However, it can be classified as "(…) a cyber-store that uses multitouch tables for model configuration, Powerwall screens to present specific models, and lounges for consultations in a private setting." (McKinsey & Company, 2014, p. 9). Therefore, it enables seamless interaction with various and can be regarded as a first move towards omni-channel retailing. Furthermore, Mercedes-Benz has recently started to sell preconfigured cars through their own web-shop (c.f. Daimler AG, 2016), thus upgrading their existing online channel. Due to the emerging trends and customer expectations, retailers are forced to move towards an omni-channel strategy, which is able "(…) to deliver a seamless customer experience at every level of the customer life cycle." (EY, 2015, p. 9). This also includes aftersales services (EY, 2015, p. 10), highlighting that "(…) sales are not one-time transactions (…)." (Dinsdale, Willigmann, & Glueck, 2016, p. 4). Consequently, successful retailers came to the realization, that creating omni-channel strategies, which combine the best of the online and offline world, will yield substantial value (Dinsdale, Willigmann, & Glueck, 2016, p. 4). Despite implementing and experimenting with new channel formats, no OEM has yet rolled out a complete transformation towards omni-channel retailing.

To conclude, the trends and new developments fostering a move towards omni-channel retailing in the automotive industry, confirm the outlined theory in empirical literature before.

3   Theory on Customer Brand Experience

As outlined before, within omni-channel retailing brand experience is of great importance, due to providing customers a perfect brand experience across all touchpoints being the ultimate goal of this retailing strategy (Piotrowicz & Cuthbertson, 2014, p. 6; Verhoef et al., 2015, p. 176). Therefore, a brief recap on the history and development of the experience concept as well as a definition of brand experience will be provided in the next two paragraphs.

3.1   The Development Leading to Brand Experience

"Traditionally, marketing research has focused on functional product attributes that engage consumers in a deliberate reasoning process. (…) However, at comparable price points, products in many categories are functionally highly similar. Therefore, consumers may have difficulties differentiating products based on evaluations of functional attributes alone." (Joško Brakus, Schmitt, & Zhang, 2014, p. 2291). This development was further enhanced through the fact that many products reached maturity leading to no functional differentiation and saturated markets (Whelan & Wohlfeil, 2006, p. 313). In addition, Schmitt (1999) identified three simultaneous developments that facilitated the shift away from traditional marketing: "the omnipresence of information technology, the supremacy of the brand; and the ubiquity of communications and entertainment" (Schmitt, 1999, pp. 53–54). Likewise, "(…) consumption has begun to be seen as involving a steady flow of fantasies, feelings, and fun (…)" (Holbrook & Hirschman, 1982, p. 132). Therefore, "(…) customers take functional features and benefits, product quality and a positive brand image as a given. What they want is products, communications, and marketing campaigns that dazzle their senses, touch their hearts, and stimulate their minds. They want products, communications, and campaigns that they can relate to and that they can incorporate into their lifestyles. They want products, communications, and marketing campaigns to deliver an experience." (Schmitt, 1999, p. 57). Consequently, marketers need to create and provide superior experiences associated with their brands, products, and services, as "experiences provide sensory, emotional, cognitive, behavioral, and relational values that replace functional values." (Schmitt, 1999, p. 57). Pine and Gilmore (1998) looked at the long-term progression of economic value, using four stages (commodities, goods, services, and experiences) and concluded "as services, like goods before them, increasingly become commoditized (…), experiences have emerged as the next step in what we call the progression of economic value." (Pine & Gilmore, 1998, p. 97). Consequently, if companies want to sustain in this business environment, which can be referred to as the "experience economy" (Pine & Gilmore, 1998, p. 97), they need to stage unique experiences. In the light of this development, consumer and marketing research has examined when specific experiences occur. On a general level, the experiences investigated by previous research can be divided into three categories: product experience, shopping and service experience, and consumption experience (Brakus et al., 2009, pp. 52–53). Product experience refers to when interaction between

the consumers and products occur, for instance through searching, examining, and evaluating of products (c.f. Hoch, 2002). Shopping and service experience occur when customers gets into contact with store personnel, the store itself, and the store's policies as well as practices (c.f. Hui & Bateson, 1991; Kerin, Jain, & Howard, 1992). Finally, consumption experience relates to the experience consumers get from using and consuming the product (Brakus et al., 2009, p. 53).

3.2   Definition of Brand Experience

Despite the emergence of researchers acknowledging and realizing the importance of experience in developing marketing strategies, most academic literature has only focused on when and how experiences occur as outlined above. In addition, academic research just focused on "(…) utilitarian product attributes and category experiences, not on experiences provided by brands." (Brakus et al., 2009, p. 53), which does not take brand related stimuli into consideration. Consequently, "(…) research has largely ignored the exact nature and dimensional structure of brand experiences." (Brakus et al., 2009, p. 52).

The first conceptualization of brand experience was provided by Brakus et al. (2009) and refers to "(…) brand experience as subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments." (Brakus et al., 2009, p. 53). Furthermore, Brakus et al. (2009) have conceptualized five brand experience dimensions, based on "(…) pertinent work in philosophy, cognitive science, and applied writings on experiential marketing and management." (Brakus et al., 2009, p. 54). Following this, the researchers tried to verify their previous dimensions and to develop a scale for measuring brand experience. This was done through executing different studies, which lead to the reduction from five brand dimensions to four dimensions and the development of a twelve item measuring scale. Therefore, Brakus et al. (2009), were able to verify the following four brand experience dimensions: sensory, affective, behavioral, intellectual (Brakus et al., 2009, p. 63). The sensory dimension in this context relates to the degree of how the brand appears to their senses, whereas the affective dimension refers to the feelings and emotions evoked by the brand (Brakus et al., 2009, p. 55). Likewise, the behavioral dimension is concerned with how strongly the brand engages customers to take action, whereas the intellectual dimension relates to degree the brand encourages curiosity,

issue-solving, and thinking (Brakus et al., 2009, p. 55). Ultimately, this thesis will use the definition and dimensions of brand experience provided by Brakus et al. (2009) when developing hypotheses and executing own research.

Looking at the concept of brand experience, the close connection to omni-channel retailing becomes even more apparent. As already mentioned, omni-channel retailing aims at providing excellent brand experiences, which are the same across every channel. Furthermore, through the implementation of various channels, the retailing concept tries to appeal to various senses of the customer as well as tries to interact with them frequently (Verhoef et al., 2015, p. 176). Consequently, this thesis dedicates a substantial part of the conducted study towards examining the relationship between omni-channel retailing and brand experience.

3.3   Opportunities and Effects Resulting From Customer Brand Experience

Zarantonello and Schmitt (2013) conducted a study regarding the impact of event marketing on brand equity and tested for the mediating role of brand experience. This research yielded the interesting result for the purpose of this thesis that brand experience has a positive impact on brand attitude within the event marketing setting (c.f. Zarantonello & Schmitt, 2013). Brand attitude in this context relates to the customer having a favorable or unfavorable view of the brand as well as the degree of likeability or unlikeability (c.f. Pelsmacker, Geuens, & Bergh, 2007). Another interesting result was found by Klein et al. (2016), who researched the linkage between pop-up brand stores to brand experience and word of mouth in luxury retailing (c.f. Klein, Falk, Esch, & Gloukhovtsev, 2016). Within their study, the researchers revealed a positive impact of brand experience on word of mouth in the luxury retail setting (c.f. Klein et al., 2016). However, it is important to mention that they only tested for the affective dimension of brand experience (Klein et al., 2016, p. 4).

Brakus et all. (2009) researched the effect of brand experience according to their twelve item measurement scale on satisfaction, loyalty and brand personality. In addition, they looked at the indirect impact of brand experience on loyalty and satisfaction through brand personality. In this context, brand personality can be defined as "(…) the set of human characteristics associated with the brand (…)." (Aaker, 1997, p. 347). As a result, the researchers found out that brand "(…) experience affects satisfaction and loyalty both directly and indirectly through brand personality. " (Brakus et al., 2009, p.

65). Iglesias et al. (2011) proposed "(…) that the relationship between brand experience and brand loyalty is mediated by affective commitment." (Iglesias, Singh, & Batista-Foguet, 2011, p. 573). In this context the researchers define customer commitment as a term that relates to the economic and psychological attachments, which a consumer could have towards a brand, product, or a store (Thomson, MacInnis, & Park, 2005, pp. 77–79). Academic research has outlined two types of customer commitment: affective and continuance commitment (c.f. Allen & Meyer, 1990; Fullerton, 2003, 2005; Evanschitzky & Wunderlich, 2006). Continuance commitment refers to a customer being forced stay with a store due to switching costs or missing alternatives (c.f. Evanschitzky & Wunderlich, 2006), whereas affective commitment is defined as a customer being emotional attached to an organization due to strong identification with it (Allen & Meyer, 1990, p. 2). As a result, Iglesias et al. (2011) found out that "(…) affective commitment completely mediates the suggested relationship between brand experience and brand loyalty." (Iglesias et al., 2011, p. 579). Therefore, the results of their study suggest that brand experience can only lead to loyalty if affective commitment between the customers and the brand also has been created, which negates the finding of Brakus et al. (2009) that there is a direct effect of brand experience on loyalty. Lin (2015) researched the effect of innovative brand experience in the airline industry on brand equity and satisfaction (Lin, 2015, p. 2255). In this context, brand equity refers to the customer evaluating a brand subjectively, beyond its objectively perceived value (c.f. Zeithaml, Lemon, & Rust, 2001). Basically, brand equity is equal to the market value of the brand (c.f. Randall, 2000). The results of Li's research indicate that sensory, affective, and behavioral brand experiences have a direct impact on brand equity and satisfaction (Lin, 2015, p. 2258). However, the researcher found out that there is no direct impact of intellectual brand experiences on brand equity and satisfaction (Lin, 2015, p. 2258), by which the latter disagrees with the findings provided by Brakus et al. (2009). This might be explained by the different characteristics of the services industry and the customer products industry, as "(…) the flight service does not consist of daily products and it is a necessary service." (Lin, 2015, p. 2258).

In conclusion, brand experience can provide advantages to companies. However, its effects on satisfaction and loyalty vary according to the research outlined before as well as there has not been much research executed in general, which can be explained due to

the fairly recent emergence of the concept. Consequently, further research on the impacts of brand experience, especially regarding the impacts on loyalty and satisfaction, are necessary. This will be one of the areas of interest in the study later conducted in this thesis.

4   Theory on Customer Satisfaction

"Customer satisfaction has had an intuitive appeal to management since it first surfaced as a topic in the academic literature." (Bernhardt et al., 2000, p. 167). Consequently, there is growing interest in customer satisfaction by both researchers and practitioners alike (Szymanski & Henard, 2001, p. 16). However, since empirical research has been carried out for many years, an extensive body of literature has emerged, including various concepts and definitions. Therefore, this paper will provide a short review on the existing academic literature, prior to providing a final definition of customer satisfaction to be used in the rest of this thesis.

4.1   Definition

Generally, customer satisfaction can be defined as "(…) a judgement that a product/service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or overfulfillment." (Oliver, 2010, p. 8). Following this, satisfaction is seen as "(…) the consumer's fulfillment response." (Oliver, 2010, p. 8). However, this definition is not specific enough, thus a deeper review of existing literature will be executed.

According to Szymanski and Henrad (2001), research mostly focused on expectations as anticipation, performance, affect, equity, and disconfirmation of expectations (Szymanski & Henard, 2001, p. 17) as theoretical concepts describing customer satisfaction. When looking a satisfaction as an outcome of expectations as anticipation, "(…) consumers' expectations have a direct influence on satisfaction levels." (Szymanski & Henard, 2001, p. 17). This direct influence is executed without having any comparison or actual outcome of performance regarding the stimulus (c.f. LaTour & Peat, 1980; Oliver & DeSarbo, 1988). Consumers are rather thought to expect a certain performance level, to which they have adapted before, and use this as a basis for evaluating satisfaction (c.f. Oliver, 1981, 1993). In addition, customers are thought to adapt their satisfaction to prior expectation levels, thus satisfaction might be high or low

depending on the prior expectations being high or low (c.f. Oliver, 1997). In regards to satisfaction resulting from performance (c.f. Churchill Jr. & Surprenant, 1982; Oliver & DeSarbo, 1988; Tse & Wilton, 1988; Haistead, Hartman, & Schmidt, 1994), customers follow a value for money concept. Here consumers tend to yield higher satisfaction levels if the offering is able to provide them what they want, need, or desire while keeping the costs low (c.f. Michael David Johnson, 1998). Concerning the affect factor, research suggests that satisfaction does not only entitle a cognitive component, but also an affective one (c.f. Westbrook, 1987; Westbrook & Oliver, 1991; Mano & Oliver, 1993). Affect in this context is composed of two dimensions: affective-processing mechanism (c.f. Westbrook & Oliver, 1991) and attribution dependent affect (c.f. Oliver & DeSarbo, 1988; Oliver, 1993). Concerning the first dimension, emotions that are released during consumption, leave affective traces in a person's memory, which are in turn accessible for consumers and integrated into their evaluation of satisfaction (c.f. Westbrook & Oliver, 1991). In regards to the attribution dependent dimension of an affect, customers attributions can result in a specific affect, depending on the outcome of the consumptions experience being a success or failure. Consequently, an "(…) affect is presented as another component of postpurchase expression that feeds positively into satisfaction assessments." (Szymanski & Henard, 2001, p. 17). Moreover, customer satisfaction can also be the direct outcome of equity. Equity in this context refers to a reference judgement, made by customers to what other people receive, concerning rightfulness, fairness, or deservingness (Szymanski & Henard, 2001, p. 18). Finally, the most frequently used theory model to explain satisfaction relates it to the disconfirmation of expectations (Finn, Wang, & Frank, 2009, p. 210). The expectancy disconfirmation model was developed by Oliver (1980) and states that "(…) consumers are posited to form preconsumption expectancies, observe product (attribute) performance, compare performance with expectations, form disconfirmation perceptions, combine these perceptions with expectation levels, and form satisfaction judgments. (Oliver, 1993, pp. 418–419). Consequently "here consumers are said to be satisfied when actual outcomes exceed expectations (positive disconfirmation), dissatisfied when expectations exceed outcomes (negative disconfirmation), and just satisfied (zero or simple disconfirmation) when outcomes match expectations (Oliver, 1981; Oliver and DeSarbo, 1988)." (Szymanski & Henard, 2001, p. 17). However, these models of customer satisfaction are only transaction specific and not cumulative (c.f. Boulding, Kalra, Staelin, & Zeithaml, 1993). "From a transaction-specific perspective,

customer satisfaction is viewed as a post-choice evaluative judgment of a specific purchase occasion" (Anderson, Fornell, & Lehmann, 1994, p. 54). In comparison, cumulative satisfaction takes a broader view (Garbarino & Johnson, 1999, p. 71). According to the cumulative model, customer satisfaction is evaluated based on the overall purchase and consumption experience of the customer with a product or service over time after purchasing (c.f. Michael D. Johnson & Fornell, 1991; Fornell, 1992). Basically, it measures "(…) customer satisfaction as the consumer's general level of satisfaction based on all experiences with the firm." (Garbarino & Johnson, 1999, p. 71).

Ultimately, this thesis also wants to take a broader view on customer satisfaction, as in the view of authoring researcher, customer satisfaction has to take the whole experience of omni-channel retailing across the customer life-cycle in the automotive industry into consideration. As outlined before, omni-channel retailing refers to the brand experience as a whole, which also includes the pre-purchase stages as well as the aftersales experience of the customer. Consequently, customer experience in this context does not only refer to a single transaction-specific perspective as well as evaluation. Therefore, this thesis merges the general definition of Oliver (2010) and the perspective of cumulative satisfaction (c.f. Michael D. Johnson & Fornell, 1991; Fornell, 1992), ultimately defining customer satisfaction as "an overall judgement that a product or service provides a pleasurable level of consumption-related fulfillment, based on the entire purchase and consumption experience".

Looking at this definition, one can see that the brand experience and customer satisfaction might be correlated with each other. Consequently, this thesis will later examine this relationship through conducting a study. Furthermore, it was outlined that omni-channel retailing has the potential to better fulfill customer's expectation and therefore might in result in increased customer satisfaction. Therefore, this relationship will examined as well.

4.2   Opportunities and Effects Resulting From Customer Satisfaction

There is growing empirical research in academic literature, which "(…) substantiates the positive effect of customer satisfaction on desirable outcomes." (Finn et al., 2009, p. 209). In the following this thesis will outline the positive effects of companies excelling in obtaining customer satisfaction.

A small amount of research has examined the effect of customer satisfaction on profitability, which has initially found conflicting results regarding its linkage (Bernhardt et al., 2000, p. 161). However, most of the previous studies, except for Anderson et al. (1994), did only a short-term analysis, neglecting long-term effects of customer satisfaction. Hence, the results might have been swayed due to high initial investments of companies into customer satisfaction strategies, which could have resulted initially "(…) in high customer satisfaction, but lower profit." (Bernhardt et al., 2000, p. 162). Therefore, Bernhardt et al. (2000) executed a longitudinal study of the impact of customer satisfaction profitability in fast-food restaurants. The researchers came to the conclusion that customer satisfaction does not yield a positive impact on short-term profitability, but leads to increased profits in the long-run (Bernhardt et al., 2000, p. 168). These results confirm previous findings from Anderson et al. (1994), which underline that "(…) resources allocated to improving quality and customer satisfaction should be treated as investments rather than expense." (Anderson et al., 1994, p. 63). Mittal et al. (2005) researched the link between long-term financial performance and customer satisfaction (Mittal, Anderson, Sayrak, & Tadikamalla, 2005, p. 544). They especially propose that this relationship might hold true for firms, which achieve a dual emphasis (Mittal et al., 2005, p. 547). A dual emphasis in this context relates to companies that focus on both – reducing costs through increasing efficiency and emphasizing on revenues through investments in customer satisfaction (Rust, Moorman, & Dickson, 2002, p. 10). As result, the researchers came to the conclusion that there is positive evidence for the link between long-term financial performance and customer satisfaction, which holds especially true for companies executing a dual emphasis strategy (Mittal et al., 2005, p. 533). Anderson et al. (2004) conducted research on how customer satisfaction affects future shareholder value (Anderson et al., 2004, p. 172). In addition, they also proposed that the "(…) association between customer satisfaction and shareholder value across industries." (Anderson et al., 2004, p. 173) and is dependent on the degree of concentration within the industry (Anderson et al., 2004, p. 174). Finally, they were able to proof "(…) a positive association between customer satisfaction and shareholder value." (Anderson et al., 2004, p. 181). In addition, their results indicate that the link between customer satisfaction and shareholder value various across different industries, as it is "(…) considerably stronger in some industries than in others (…)." (Anderson et al., 2004, p. 181). The connection between increased shareholder value and customer satisfaction is

further confirmed by Gruca and Rego (2005), who found evidence that this is due to increased future cash flow and reduced variability of cash flow (Gruca & Rego, 2005, p. 127). In addition, increased customer satisfaction leads to lower costs for attracting new customers (c.f. Fornell, 1992) and lower transaction costs such as sales, service, and communication costs (c.f. Reichheld & Teal, 1996; Srivastava, Shervani, & Fahey, 1998). Furthermore, satisfaction can lead to customers purchasing more goods from a company (c.f. Bolton, 1998; Bolton, Kannan, & Bramlett, 2000; Verhoef, Franses, & Hoekstra, 2001) and results in more cross-buying (c.f. Reichheld & Teal, 1996).

To conclude, customer satisfaction is able to positively impact a company's financial performance through reducing costs, increasing profits, and ultimately having a positive impact on shareholder's value. Apart from advantages related to a firm's financial performance, satisfaction also results in beneficial behavioral effects of customers such as cross-buying. Consequently, excelling at customer satisfaction should be one of the main goals of every organization.

5   Theory on Customer Loyalty

Customer loyalty is widely regarded as an important and valuable asset for companies in competitive markets (c.f. Srivastava et al., 1998). Investing into creating customer loyalty is of special importance in the context of low switching costs, since a company is not able to lock in consumers by the means of a contract (c.f. Shapiro & Varian, 1998). Despite being of great importance and widely present in many industries (Kumar & Shah, 2004, p. 318), there are extensive misunderstandings and many different concepts as well as definitions of customer loyalty within practice and empirical research. Therefore, this thesis will review existing literature und ultimately provide a definition for customer loyalty.

5.1   Definition

On a general level, customer loyalty can be defined as the consumer's "(...) intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm (...)." (Sirdeshmukh, Singh, & Sabol, 2002, p. 20). However, this definition is not specific enough, thus further refinement is necessary.

Taking empirical literature into consideration, customer loyalty is mostly divided into behavioral and attitudinal loyalty (Dick & Basu, 1994, pp. 99–100; Kumar & Shah,

2004, pp. 318–319). Behavioral loyalty in this context relates to behavioral measures (Kumar & Shah, 2004, p. 318) and is connected with purchase behavior as well as with the immediate actions of customers. Traditional definitions were composed of behavioral measures such as purchase probability (c.f. Farley, 1964; Massy, Montgomery, & Morrison, 1970), purchase proportion (c.f. Cunningham, 1966), shopping sequence (c.f. Kahn, Kalwani, & Morrison, 1986), probability of repurchasing the product (c.f. Lipstein, 1959), frequency of purchasing the product (c.f. Brody & Cunningham, 1968), and various other aspects related to shopping behavior (c.f. Ehrenberg, 1988; DuWors Jr. & Haines Jr., 1990). Other behavioral measures employed by practitioners include share of purchase (SOP), share of visits (SOV), share of wallet (SOW), past customer value (PCV), and recency, frequency and monetary value (RFM) (c.f. Hughes, 1995; Berger & Nasr, 1998; Mägi, 2003; Kumar & Shah, 2004). However, the relationship between behavioral loyalty and actual profitability is weak (c.f. W. Reinartz & Kumar, 2002). In addition, a behaviorally loyal customers will only stay with a company until he can find a better offer, thus this leads only to spurious loyalty (c.f. Dick & Basu, 1994). Consequently, "(…) 'true' customer loyalty is difficult to build and sustain without including the underlying attitudinal aspects of the customer that drive customer behavior." (Kumar & Shah, 2004, p. 319). Therefore, a company also needs to take attitudinal aspects into consideration. Attitude in this context can be defined as "(...) a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor" (Eagly & Chaiken, 1993). "An attitudinally loyal customer (…) has some attachment or commitment to the organization and is not easily swayed by a slightly more attractive alternative." (Shankar et al., 2003, p. 155). Furthermore, it relates to the cognitive and affective aspects of brand loyalty, which are composed of (long-term) commitment and brand preference (Kumar & Shah, 2004, p. 319). Therefore, "attitudinal loyalty not only indicates higher repurchase intent, but also resistance to counter-persuasion, resistance to adverse expert opinion, willingness to pay a price premium, and willingness to recommend the service provider to others." (Shankar et al., 2003, p. 155).

As a consequence, this thesis merges the two different perspectives, following Wallace et all (2004), thus customer loyalty can ultimately be defined as a combination of attitudinal and behavioral preference for a retailer/product/brand when compared with available competitive alternatives (c.f. Wallace et al., 2004, p. 251). This also

corresponds with Kumar & Shah (2004), who proposed also to include both aspects, in order to achieve "true" loyalty (Kumar & Shah, 2004, p. 319).

Looking at the provided definition, one can infer that omni-channel retailing might facilitate achieving customer loyalty. This could be especially true in regards to attitudinal aspects, as through the high degree of technology and interconnection of various channels, customer could be more inclined to provide recommendations. This might be especially true, given the easiness share an experience about a company through the integration of social media in omni-channel retailing. In addition, customers might be willing to pay a price premium, as an omni-channel strategy fulfills their needs and expectations better than a multi-channel approach for instance. Consequently, the linkage between omni-channel retailing and customer loyalty will examined later on.

5.2   Opportunities and Effects Resulting From Customer Loyalty

In today's business world, "successful firms have realized the importance of customer loyalty (…)." (Russo, Confente, Gligor, & Autry, 2016, p. 888) and try to benefit from the positive effects resulting from loyal customers. "Many academics and practitioners consider customer loyalty to have a powerful impact on company performance" (Rauyruen & Miller, 2007, p. 22). Therefore, this thesis will outline possible advantages of having loyal customers in the following.

Every company formulates reaching profitability as its ultimate goal. Having loyal customers can lead to the fulfillment of this objective, as customer loyalty can be regarded as a mean to achieve this goal (c.f. W. J. Reinartz & Kumar, 2003). Similar findings were also proposed by Reichheld and Sasser Jr. (1990), as a loyal customer tends to spend more money over time, leading to an increase in sales every year (Reichheld & Sasser Jr., 1990, p. 106). This is particularly interesting in a B2B setting, as transactions and purchases are usually considerably larger than in B2C settings (Rauyruen & Miller, 2007, p. 22). The link to increased profitability is especially true for the behavioral loyalty component. Alluding to this, behavioral loyalty can also lead to cross-buying, which refers to purchasing goods from various categories (W. Reinartz, Thomas, & Bascoul, 2008, p. 16). However, attitudinal loyalty "(…) helps companies to build an invisible exit barrier for their customers, especially in non-contractual situations where switching costs are low (…)." (Kumar & Shah, 2004, p. 322). Here it is of great importance, that a company knows its customers well, not only taking their

purchase history into consideration (Kumar & Shah, 2004, p. 322). In addition, "as purchases rise, operating costs decline." (Reichheld & Sasser Jr., 1990, p. 106), as the initial acquisition costs only occur once and the company is able to serve its customers better due to experience with them. Alluding to this, costs for retaining existing customers are considerably lower than the costs of new customer acquisition and maintaining existing customers results in lower costs than maintaining freshly acquired customers (c.f. Reichheld & Teal, 1996). Likewise, companies can charge a price premium for their products or services, as loyal customers are willing to pay more for something they know and can trust in (Reichheld & Sasser Jr., 1990, p. 107). Moreover, customer loyalty leads to a higher market share and overall improved competitive position (Reichheld, 1993, pp. 64, 73). Another benefit of having a loyal customer base is free advertising through word of mouth, as loyal consumers tend to refer the company they trust in to other people (Reichheld & Sasser Jr., 1990, p. 107). Consequently, building up customer loyalty has to be seen as a long-term investment rather than costs (Reichheld & Sasser Jr., 1990, p. 107; Rauyruen & Miller, 2007, p. 21), as this type of consumer will generate more profit over time as a one-time sale, thereby leading to a competitive advantage (c.f. Sasser, Schlesinger, & Heskett, 1997; Woodruff, 1997; Zeithaml et al., 2001).

To finish, one can conclude that obtaining loyal customers results in favorable customer behavior, cost savings, and ultimately in an increased bottom line performance. Consequently, achieving customer loyalty should be one of the focal goals of every organization.

5.3   Link Between Customer Satisfaction and Customer Loyalty

Examining academic literature on customer satisfaction and customer loyalty, one finds that both concepts result in similar benefits for companies. This suggests that here might be an interlinkage between the two concepts. Hence, in the following, this thesis will outline this possible connection further and under which constraints it applies.

In academic literature, there are conflicting findings regarding the conceptualized relationship of satisfaction and loyalty. Some researchers do confirm a linkage between the two concepts (c.f. Anderson & Sullivan, 1993; Szymanski & Henard, 2001; Fassnacht & Köse, 2007), relating satisfaction to both dimensions of loyalty: attitudinal and behavioral loyalty. Regarding the behavioral dimension, there is proof that

satisfaction can lead (under certain circumstances) to repurchase behavior (c.f. Szymanski & Henard, 2001) and increased share of wallet (c.f. Cooil, Keiningham, Aksoy, & Hsu, 2007). In addition, satisfaction is positively linked to customer retention (c.f. Bearden & Teel, 1983; Bolton & Drew, 1991; Anderson & Sullivan, 1993; Bolton, 1998; Jamal & Bucklin, 2006) and affects behavioral intentions (c.f. Mittal, Kumar, & Tsiros, 1999; Mittal & Kamakura, 2001). Likewise, customer satisfaction is also linked to the attitudinal dimension of loyalty, as it enables companies to charge higher prices and to better deal with competitors pressuring on prices (c.f. Fornell, 1992; Anderson, 1998). Consequently, consumers are willing to pay a price premium, despite having similar or cheaper options. Moreover, positive word of mouth and higher levels of recommendation can also be linked to increased customer satisfaction (c.f. Swan & Oliver, 1989; Zeithaml, Berry, & Parasuraman, 1996; de Matos & Rossi, 2008), which are also connected with attitudinal loyalty.

On the other hand, there is also conflicting evidence, questioning the satisfaction loyalty link. Reichheld and Teal (1996) outlined that most of the customers, who defected, were actually satisfied or very satisfied with the company prior defection (c.f. Reichheld & Teal, 1996). Similarily, Szymanski and Henard (2001) conducted a meta-analysis of academic customer satisfaction literature and stated that the variance in repeat purchase is merely explained by less than 25 percent accountable to satisfaction (c.f. Szymanski & Henard, 2001), stating that satisfaction leads only under certain circumstances and in connection with other variables to loyalty. Likewise, Chandrashekaran et al. (2007) found out in their study that "(…) though satisfaction indeed translates into loyalty when the satisfaction judgment is strongly held, on average, the translation is significantly lowered by almost 60% when the same satisfaction is more weakly held." (Chandrashekaran, Rotte, Tax, & Grewal, 2007, p. 161). Moreover, researchers indicated that the presence of moderators might alter the relationship between satisfaction and loyalty (Kumar, Pozza, & Ganesh, 2013, p. 247). Alluding to this, customer characteristics such as age or income seem to affect the relationship (c.f. Homburg & Giering, 2001) and also gender differences have a significant impact (c.f. Mittal & Kamakura, 2001). In addition, other researchers have argued that satisfaction might not be the main reason for customer loyalty and that other drivers such as relational trust or value (c.f. Agustin & Singh, 2005). Likewise, research from other

authors indicates that there is significant variability across industries regarding the satisfaction-loyalty relationship (c.f. Anderson & Mittal, 2000).

In order to develop a clearer picture on the customer satisfaction-loyalty link, Kumar et al. (2013) conducted an extensive literature review and meta-analysis on the topic. The researchers developed the following eight empirical generalizations: "1. Overall, there is a positive relationship between customer satisfaction and loyalty; 2. However, the variance explained by just satisfaction is rather small – around 8 percent; 3. Holistic models that encompass other relevant variables as moderators, mediators, antecedent variables, or all three are better predictors of loyalty than models with just customer satisfaction; 4. Inclusion of these variables increases the variance explained, on an average, to 34 percent (54 percent for attitudinal loyalty and 15 percent for behavioral loyalty, respectively); 5. The satisfaction–loyalty relationship has the potential to change over the customer lifecycle; 6. While customer satisfaction has a positive relationship with WOM, other related variables such as commitment, trust, and product involvement serve as better predictors of WOM; 7. Customer satisfaction, by itself, does not always result in retention, lifetime duration and usage. Customer, relational and marketplace variables often play a significant moderating role; 8. The relationship between customer satisfaction and cross buying is characterized by contrasting findings. The level of aggregation used to analyze the data may impact the strength of the relationship." (Kumar et al., 2013, p. 258).

Ultimately, concerning the relationship between customer satisfaction and customer loyalty one can conclude that "(…) satisfaction does not transform into loyalty as much as it is a seed that requires the nurturance of sun, moisture, and soil nutrients." (Oliver, 1999, p. 42). In addition, one should regard both concepts as two distinct states, of which satisfaction might lead to loyalty (c.f. Oliver, 1999). Likewise, the relationship might vary from industry to industry. Hence, other factors might be needed in order to transform a satisfied customer into a loyal customer and these factors also moderate the relationship between both states.

6 Hypotheses Development

Omni-channel retailing is about creating excellent brand experiences across various, interconnected channels (Piotrowicz & Cuthbertson, 2014, p. 6; Verhoef et al., 2015, p.

176) and has the potential to do so (c.f. Rigby, 2011). This is necessary in today's business world, in order to match new customer expectations, which are currently under fulfilled in the automotive industry (c.f. McKinsey & Company, 2014; EY, 2015; Dinsdale, Willigmann, Corwin, et al., 2016; Dinsdale, Willigmann, & Glueck, 2016). Therefore, it is important to measure to which extent omni-channel retailing can improve the current brand experience within automotive retailing. Consequently, the first four hypotheses of this thesis are devoted to measuring the effect of omni-channel retailing on brand experience when compared to the current state of multi-channel retailing in the automotive industry.

Since omni-channel retailing appeals through various channels (Verhoef et al., 2015, p. 176) to the customer's senses and creating sensual experiences is highly important within automotive retailing (Esch et al., 2013, p. 203), this thesis wants to measure the strength of sensory brand experiences in an omni-channel retailing context. Hence the following hypothesis has been developed:

H_1: Omni-channel retailing as a higher impact on the strength of sensory brand experiences compared to multi-channel retailing.

As many automotive producers are able to provide similar offerings in regards to technological and quality aspects of their products (Esch, 2013, p. 27), emotional values and feelings associated with a car brand play an important role in the purchasing process (Esch, 2013, pp. 25–27). Consequently, this thesis wants to measure whether omni-channel retailing can evoke positive affectual brand experiences. Therefore, the following hypothesis has been developed:

H_2: Omni-channel retailing has a higher impact on the strength of affective brand experiences compared to multi-channel retailing.

Through the implementation and interconnection of various channels and touchpoints, brands using omni-channel retailing try to interact as often as possible with consumers (c.f. Verhoef et al., 2015), resulting in various consumer actions. As already outlined before, customers in the automotive industry infrequently interact with manufacturers and dealers, due to the long usage cycles of cars and the improved quality of cars, resulting in less visits to the dealer for maintenance (Diez, 2014, p. 441). Consequently, it is of interest whether omni-channel strategies are able to encourage customers in the

automotive industry to take action. Hence, the following hypothesis has been developed:

H3: Omni-channel retailing has a higher impact on the strength of behavioral experiences compared to multi-channel retailing.

Today's cars are becoming increasingly technological and therefore more complex (McKinsey & Company, 2014, p. 7), which results in the customer having difficulties to fully understand the product. However, omni-channel retailing might be able to encourage intellectual brand experiences, which can result in an improved product understanding and curiosity (Brakus et al., 2009, p. 55), through an enhanced provision of information. Therefore, this thesis wants to explore the following hypothesis:

H4: Omni-channel retailing has a higher impact on the strength of intellectual brand experiences compared to multi-channel retailing.

As already outlined before, customer satisfaction is one of the main goals of every car manufacturer (Diez, 2014, p. 430) and especially important for dealerships, as they are greatly affected by changes in customer satisfaction (Diez, 2014, p. 433). Omni-channel retailing is said to fulfill changed customer expectations, thus excelling at it can lead to improved customer satisfaction. Hence, the following hypothesis has been developed:

H5: Omni-channel retailing has a higher impact on customer satisfaction compared to multi-channel retailing.

As already mentioned before, customer loyalty is of great importance in the automotive industry, but also hard to achieve (Diez, 2014, p. 448). Consequently, car manufacturers and dealers are constantly looking for ways to improve customer loyalty, whereas omni-channel retailing might have the potential to do so. Since "true" customer loyalty can only be achieved when both dimensions – behavioral loyalty and attitudinal loyalty- are fulfilled (Kumar & Shah, 2004, p. 319), this thesis formulated the following hypotheses:

H6: Omni-channel retailing has a higher impact on behavioral loyalty compared to multi-channel retailing.

H7: Omni-channel retailing has a higher impact on attitudinal loyalty compared to multi-channel retailing.

Brand experience is an under-researched topic within academic literature and lacks research regarding its effect especially, due to its recent emergence (Iglesias et al., 2011, p. 573). As already mentioned before, research yields conflicting results regarding the impact of brand experience on customer satisfaction and customer loyalty (c.f. Brakus et al., 2009; Iglesias et al., 2011; Lin, 2015). Furthermore, brand experience is thought to be an outcome of omni-channel retailing, thus its effects are of high interest. Consequently, this thesis wants to contribute to existing research by exploring the following hypotheses:

H_8: Brand experience has a positive impact on customer satisfaction.

H_9: Brand experience has a positive impact on customer loyalty.

One of the main propositions of this thesis is that omni-channel retailing will lead to an increase of positive brand experiences. In addition, it is proposed that omni-channel retailing and brand experience will both have a direct impact on customer satisfaction and loyalty. Consequently, omni-channel retailing might have an indirect impact on customer satisfaction and loyalty through brand experience. Following this logic, the last two hypotheses were formulated:

H_{10}: The effects of omni-channel retailing on customer satisfaction are fully mediated by brand experience.

H_{11}: The effects of omni-channel retailing on customer loyalty are fully mediated by brand experience.

7   Methodology

In the next paragraphs the research methodology of this paper will be outlined and based on existing literature. Consequently, this thesis will use an empirically validated approach and empirically verified methods.

7.1   Research Approach

When executing research, there are two different approaches to describe the relationship between theory and research. The first approach relates to theory being deductive and the second relates to theory as being inductive. Implementing a deductive approach, "The researcher, on the basis of what is known about a particular domain and of

theoretical considerations in relation to that domain, deduces a hypothesis (or hypotheses) that must then be subjected to empirical scrutiny." (Bryman & Bell, 2011, p. 11). Consequently, the process of deduction (Bryman & Bell, 2011, p. 11) starts with outlining the theoretical background, which then leads to the development of hypotheses, based on the outlined theory. After this, relevant data is collected as well as analyzed and the findings are used to either confirm or reject the aforementioned hypotheses. Thereby, existing theory is confirmed or disconfirmed (Creswell, 2009, p. 90). Ultimately, this process can lead to a revision of theory. The last step, refers to the second approach, which is inductive theory. This approach is the exact opposite of the deductive methodology. In the inductive approach, theory is generated through research and can be viewed as the ultimate outcome of research (Bryman & Bell, 2011, p. 13). Consequently, "(…) the process of induction involves drawing generalizable inferences out of observations." Bryman & Bell, 2011, p. 13), which is basically the process of deduction just reversed.

Concerning the research approach of this thesis, an deductive approach is used. This thesis follows the process of deduction, as the relevant theoretical background on omni-channel retailing, brand experience, customer satisfaction, and loyalty has been outlined, out of which the hypothesis to be tested have been developed. Following the hypothesis development, this thesis will collect relevant data, analyze the data, and will reject or confirm the hypotheses based on the derived findings.

7.2   Research Design

Research design can be defined as follows: "A framework or blueprint for conducting the (…) research project. It specifies the details of the procedures necessary for obtaining the information needed to structure and/or solve (…) research problems." (Malhotra, 2010, p. 70). In general, there are two basic classifications of research design: exploratory and conclusive research design.

Exploratory research design can be defined as "One type of research design, which has as its primary objective the provision of insights into and comprehension of the problem situation confronting the researcher." (Malhotra, 2010, p. 70). It is used when the problem is not precisely defined or one has to get additional insights before developing an approach (Malhotra, 2010, p. 71). In addition, the necessary information is usually loosely defined and the research process itself is flexible as well as unstructured

(Malhotra, 2010, p. 71). Likewise, such a research design uses small, non-representative samples, thus the findings "(…) should be regarded as tentative or as input to further research." (Malhotra, 2010, p. 71). Insights from exploratory research might be subject to verification through conclusive research.

Conclusive research designs can be defined as "Research designed to assist the decision maker in determining, evaluating, and selecting the best course of action to take in a given situation." (Malhotra, 2010, p. 72). Consequently, the research process is more formal and structured compared to exploratory research (Malhotra, 2010, p. 72). Moreover, conclusive research uses large and representative samples, thus the findings can be used as input for managerial decision making (Malhotra, 2010, p. 72) or to draw scientific generalizations. A conclusive research design can either be causal or descriptive (Malhotra, 2010, p. 72). Causal research design can be defined as "A type of conclusive research where the major objective is to obtain evidence regarding cause-and-effect (causal) relationships." (Malhotra, 2010, p. 81). Descriptive research on the other hand can be defined as "A type of conclusive research that has as its major objective the description of something - usually market characteristics or functions." (Malhotra, 2010, p. 74).

This thesis implements a conclusive research design, as it wants to test the specific hypotheses outlined before. Most of the previous executed research regarding omni-channel retailing was of qualitative nature e.g. focus group interviews or is based on industry observations, expert opinions as well as predictions. In addition, there is a wide body of industry studies regarding omni-channel development in the automotive industry from consultancies. However, further quantification of the general topic and of the effects of omni-channel retailing is lacking. A similar situation comes also apparent in regards to brand experience, where only a few conclusive/quantitative studies have been executed with conflicting results. Hence, both topics need further quantification, thus this thesis aims at implementing a conclusive research design. Therefore, this thesis wants to outline the impact of omni-channel retailing on brand experience, customer satisfaction, and loyalty as well as to examine the specific relationships among the different variables. Likewise, through quantifying omni-channel retailing and brand experience, this thesis aims at finding out conclusive results, which can be used for managerial decision making in the automotive industry and provide new insights for academic research on these under-researched topics. Regarding the type of conclusive

research, this thesis will use causal research, as it aims at describing the effects of omni-channel retailing and brand experience.

7.3   Research Method

There are two different methods in conducting research, which are tightly connected with the previously outlined types of research design. The first one is qualitative research, which can be defined as "An unstructured, exploratory research methodology based on small samples that provides insights and understanding of the problem setting." (Malhotra, 2010, p. 139). Consequently, qualitative research methods are related to an exploratory research design. The second research method is called quantitative research and can be defined as "A research methodology that seeks to quantify the data and, typically, applies some form of statistical analysis." (Malhotra, 2010, p. 139). Quantitative research methods are used within conclusive research designs. Consequently, this thesis will employ a quantitative research method, applying statistical analysis methods on the generated data in order to provide quantified, empirical outcomes.

7.4   Data Collection Method

In order to collect relevant data to test the proposed hypotheses, the survey method was used. The survey method refers to "A structured questionnaire given to a sample of a population and designed to elicit specific information from respondents." (Malhotra, 2010, p. 179). Consequently, a structured and formal questionnaire was prepared online through using an online survey software provider. Here, an indirect approach (Malhotra, 2010, p. 140) was applied, as the true purpose and background of thesis has been disguised. Merely a one-sentence note was provided, stating that the survey is about new ways of car purchasing. All questions within the survey were fixed-alternative questions (Malhotra, 2010, p. 179), which required the participants to select from a predetermined set of possible answer choices. Initially the survey has been conceptualized in English. After finishing the survey conception, the questionnaire has also been translated into German and Portuguese, in order to obtain more possible answers from a greater sample and to facilitate the process of participating. All translations have been executed by native speakers through implementing a parallel translation process (Malhotra, 2010, p. 765), in order to avoid any translation mistakes. A full copy of the questionnaire in English can be found in appendix 1.

Since it can be regarded as a general rule, that a questionnaire should not be used without appropriate pretesting (Malhotra, 2010, p. 322), this survey has been shown to a small sample of five respondents prior sending it out. After collecting feedback, small changes regarding the wording of the introductory sections and the instructions have been implemented. Finally, a web link providing access to the online survey has been distributed via social media (Facebook), messaging apps for smartphones, and email.

7.5   Measurement

As already mentioned above, this thesis follows a conclusive research design overall. To be more precise, this thesis uses a repeated measures research design to obtain relevant data on the effect of the independent variable omni-channel retailing on the dependent variables brand experience, customer satisfaction, and customer loyalty. In a repeated measures research design, subjects are measured at least two times on the dependent variables (LaTour & Miniard, 1983, p. 45; c.f. Vogt, 1993). This can occur for instance when participants are exposed to a number of stimuli and have to evaluate them using the same scale (LaTour & Miniard, 1983, p. 45), which is the case of this thesis. Repeated measures are implemented to test for differences in means over a predefined time period and occur in two different formats – within-groups and between-groups designs (Bergh, 1995, p. 1692). "Within-groups designs test whether means change for a group of subjects." (Bergh, 1995, p. 1692), whereas "Between-groups designs examine whether changes in means for two or more independent groups are equal over time." (Bergh, 1995, p. 1693). As this thesis only tests for differences between the same group, it follows a within-groups format.

In the questionnaire, respondents were exposed to two stimuli in form of scenarios, which follows the repeated measures design. After each scenario, participants had to answer an identical set of questions, measuring the dependent variables on the same scales. The two scenarios embodied omni-channel retailing and multi-channel retailing respectively, thus representing the overall independent variables of the research design. The scenarios described each retailing concept separately, while specifically applying the concepts to an automotive retailing context, taking Mercedes-Benz as an example (c.f. appendix 1). However, both concepts were not named specifically within the scenarios, following the previously described approach of indirect data collection. Furthermore, it is important to note that Mercedes-Benz as an example could have been replaced with any other brand. This thesis has chosen a brand, in order to facilitate

filling out the survey for participants by making it less abstract. The omni-channel retailing scenario was created based on the afore-mentioned best practice examples in section 2.4 of this thesis (in particular the Audi City retailing format and the Mercedes-Benz online store). In addition, proposed solutions in various consulting studies (c.f. McKinsey & Company, 2014; EY, 2015; Dinsdale, Willigmann, Corwin, et al., 2016; Dinsdale, Willigmann, & Glueck, 2016) as well as existing practices of other industries e.g. the retailing practices of the brand Burberry within the fashion industry (c.f. McBride, 2014; Anita Elberse, 2015) were adapted. The multi-channel retailing scenario on the other hand was created also based on the existing status quo of the automotive industry described in section 2.4 of this thesis and the results of various consultancy studies (c.f. McKinsey & Company, 2014; EY, 2015; Dinsdale, Willigmann, Corwin, et al., 2016; Dinsdale, Willigmann, & Glueck, 2016). In addition, the customer journey described in the multi-channel retailing scenario is based on a real-life experience of the author, who tested the retailing process with his local Mercedes-Benz dealership in Germany prior to creating the scenario. Consequently, both scenarios reflect the current and future state of art in the automotive industry regarding both retailing concepts.

Overall, this thesis uses a non-comparative scaling approach, which means that each stimulus object in the stimulus set is measured independently of the other object (Malhotra, 2010, p. 257). Following this, itemized rating scales, which are scales that have a number or a short description associated with each rating category (Malhotra, 2010, p. 276), were implemented. To be more precise, seven-point Likert scales have been implemented throughout the survey sections relating to the dependent variables. This has been done, as multi-item Likert scales commonly used as well as recommended means for collecting data on variables concerning customer behavior and experience (c.f. Peterson, 1994).

In order to measure the dependent variable brand experience, twelve questions corresponding with the "Brand Experience Scale" (c.f. Brakus et al., 2009) were put into the first section of the questionnaire However, the wording of each question was slightly adapted, in order to match the context of the survey. Consequently, respondents were asked about their sensory brand experiences ("Mercedes Benz makes a strong impression on my visual sense or other senses.", "I find Mercedes Benz interesting in a sensory way.", "Mercedes Benz does not appeal to my senses."), their affective brand

experiences ("Mercedes Benz induces feelings and sentiments.", "I do not have strong emotions for Mercedes Benz.", "Mercedes Benz is an emotional brand."), their behavioral brand experiences ("I engage in physical actions and behaviors when I use Mercedes Benz.", "Mercedes Benz results in bodily experiences.", "Mercedes Benz is not action oriented."), and their intellectual brand experiences ("I engage in a lot of thinking when I encounter Mercedes Benz.", "Mercedes Benz does not make me think.", "Mercedes Benz stimulates my curiosity and problem solving."). All questions were measured with seven-point Likert scales (1 strongly disagree - 7 strongly agree) as also done in the original research paper by Brakus et. Al (2009). Out of the three questions for each dimension, one question was always reverse coded, following the original conceptualization provided by Brakus et al. (2009). Researchers use reverse coded questions, following recommendations by psychometricians in academic literature (c.f. Couch & Keniston, 1960; Churchill Jr., 1979; Baumgartner & Steenkamp, 2001), as means to avoid response bias such as straight-line responding, which are associated with single-direction worded multi-item scales (Wong, Rindfleisch, & Burroughs, 2003, p. 73). Consequently, this view proposes to have a balance of reverse-coded and single direction items in multi-item Likert scales (Wong et al., 2003, p. 73). However, there are also certain disadvantages associated with using reverse-coded items such as reducing the scale's internal reliability or disguise its dimensionality (c.f. Schriesheim & Hill, 1981; Benson & Hocevar, 1985; Goldsmith & Desborde, 1991). In addition, reverse-coded items can lead to miscomprehension by the respondent (c.f. Swain, Weathers, & Niedrich, 2008). These issues are further enhanced when using reverse-coded items in cross-cultural research settings (Wong et al., 2003, p. 74). Consequently, this thesis will examine the reliability of the brand experience scale carefully.

The measurement of dependent variable customer satisfaction was based on the scale proposed by Fornell (1992), who possesses a cumulative view on satisfaction as also adapted in the definition used by this thesis. Consequently, the thesis implements the following questions/statements (c.f. Fornell, 1992) in order measure the different aspects of satisfaction: "Overall, how satisfied with Mercedes Benz would you be?", "Would Mercedes Benz match your expectations regarding car purchasing?", "Mercedes Benz would be the ideal service provider regarding car purchasing.". Again the wording was adapted, in order to match the setting of the survey adequately. All

items were measured using a seven-point Likert scale (1 extremely dissatisfied – 7 extremely satisfied; 1 far short of expectations – 7 far exceeds expectations; 1 strongly disagree – 7 strongly agree).

In order to measure customer loyalty, this thesis has used two variables – behavioral loyalty and attitudinal loyalty. This follows the logic of the definition outlined before, thus in order to reach "true" customer loyalty both dimensions of loyalty, behavioral and attitudinal, have to be fulfilled (Kumar & Shah, 2004, p. 319). Therefore, the following questions for the behavioral loyalty construct have been adapted from academic literature: "I would buy a Mercedes Benz car." (c.f. Palmatier, Scheer, & Steenkamp, 2007; Blut, Beatty, Evanschitzky, & Brock, 2014), "I would not be very likely to switch to another car brand in the near future." (Zeithaml et al., 1996; Hennig-Thurau, Gwinner, & Gremler, 2002; Blut et al., 2014), "I would buy more cars from Mercedes Benz in the future." (c.f. Zeithaml et al., 1996; Palmatier et al., 2007). Moreover, the following established and validated questions for the attitudinal loyalty variable were adapted from academic literature: "I would have a strong relationship with Mercedes Benz." (c.f. Zeithaml et al., 1996; Hennig-Thurau et al., 2002), "I would pay a higher price than competitors charge for the benefits I would receive from Mercedes Benz." (c.f. Zeithaml et al., 1996), "I would recommend Mercedes Benz to someone who seeks my advice." (c.f. Zeithaml et al., 1996; Palmatier et al., 2007).

Again all items were measured using a seven-point Likert scale (1 strongly disagree – 7 strongly and wording was changed, in order to match the survey context. Especially the second question of the behavioral loyalty construct ("I would not be very likely to switch to another car brand in the near future") was changed, as the original item was reverse-coded in some academic journals (c.f. Hennig-Thurau et al., 2002; Blut et al., 2014). This was done due to the above outlined disadvantages of reverse coding. In comparison to the "brand experience scale", the constructs of behavioral and attitudinal loyalty used in this thesis were developed by the researcher himself, composed of various items taken from other established and validated scales. Consequently, it would be of higher risk to include reverse-coded items in comparison to the "brand experience scale", as this scale has been validated and tested in several academic studies before as outlined above.

8   Data Analysis and Results

All data has been obtained through the online survey software "Qualtrics" and has been analyzed through the statistics software "IBM SPSS Statistics Version 21".

8.1   Data and Sample

This thesis utilized a convenience sampling approach and obtained 236 answers to the questionnaire in total. However, most of the questionnaires were not or just partially completed and therefore excluded. In the end a sample consisting of 122 completed answers was collected, resulting in a response rate of 51.7 percent. Consequently, the survey was subject to unwillingness to answer of some participants. Out of the 122 respondents, 71 were male and 51 were female, resulting in having 58.1 percent men and 41.8 percent women in the sample. In addition, most respondents were younger, as 68 respondents were between 18-24 years old (55.7 percent), 50 respondents between 25-34 years old (41 percent), and only 3 respondents were between 35-44 years old (2.5 percent) as well as one participant was between 45-54 years old (0.8 percent). Moreover, 14 participants had a high school degree (11.5 percent), 49 participants had a bachelor degree (40.2 percent), 50 participants had a master degree (41 percent), three participants had a diploma (2.5 percent), and ultimately six respondents had a professional degree (4.9 percent). The young age and the high education level of the majority of participants can be explained due to the convenience sampling approach, as most people that were approached by the researcher were current students or recent graduates. Consequently, this fact has to be accounted for in the limitations of this thesis and in the directions for further research. It is also important to mention that the familiarity with Mercedes-Benz of the sample was balanced. Thus eight people were not familiar at all (6.6 percent), 31 people were slightly familiar (25.4 percent), 41 people were moderately familiar (33.6 percent), 26 were very familiar (21.3 percent), and finally 16 respondents stated that they were extremely familiar with Mercedes-Benz (13.1percent). A complete overview of the frequencies of the sample can be found in appendix 2.

8.2   Reliability and Validity Analysis

This thesis aims at providing verifiable results since "Valid measurement is the *sine qua non* of science." (Peter, 1979, p. 6). Therefore, reliability and validity analysis of the constructs used in this thesis will be provided in the following. Reliability in this

context refers to "(…) the degree to which measures are free from error and therefore yield consistent results." (Peter, 1979, p. 6), whereas validity refers to "(…) the degree to which instruments truly measure the constructs which they are intended to measure." (Peter, 1979, p. 6). Reliability can be regarded as necessary condition for validity, but it is not sufficient, as a scale can be reliable but not valid (Peter, 1979, p. 6; Malhotra, 2010, p. 289). Before being able to analyze the reliability and validity of the constructs, all data from reverse-coded items had to be transformed. Consequently, the scales were reversed, in order to be the same as the one-direction coded items, thus all data analyzed was measured using the same scales.

In order to test for the reliability of the scales and constructs implemented in this thesis, Cronbach alpha (c.f. Cronbach, 1951) was used as a measure of internal consistency, since it is the most commonly used reliability coefficient in academic research (Peterson, 1994, p. 382; Bonett & Wright, 2015, p. 3). Cronbach alpha can be defined as a function of the number of scale items, the variance of each item, and the variance of the scale (Peterson, 1994, p. 382). It basically, describes the reliability of a sum or average of N items (questions) (Bonett & Wright, 2015, p. 3) and the coefficient varies from zero to one. In order to indicate acceptable reliability, the Cronbach alpha coefficient should have a value of at least 0.6 (Murphy & Davidshofer, 1988, p. 89; Malhotra, 2010, p. 287). Detailed tables of the Cronbach's alpha values of the constructs can be found in the appendices 3-16. In order to test for the validity of the scales implemented, this thesis uses content validity and analyzes it in a qualitative way. Content validity can be defined as "(…) a subjective but systematic evaluation of how well the content of a scale represents the measurement task at hand." (Malhotra, 2010, p. 288), which is usually done by the researcher or by experts in the respective field.

At first the reliability and validity of the brand experience scale variables across both scenarios (omni-channel and multi-channel retailing) will be examined. Before doing so, it is important to mention that both reliability (test-retest, internal reliability, consistency across samples) and validity (factorial, discriminant validity) have already been established by Brakus et al. (2009) through multiple studies. However, as this thesis implemented the brand experience scale in a different context and used a different wording, reliability and validity will be again assessed. As already mentioned before, all brand experience constructs are composed of three items each. Consequently, no items have been deleted from the constructs during the course of the reliability analysis. In

addition, it is important to mention that the brand experience construct of Brakus et al. (2009) is a composite latent construct model with formative indicators (c.f. MacKenzie, Podsakoff, & Jarvis, 2005), thus one cannot conduct a Cronbach's alpha test, which asses the model as a whole. One has to examine the reliability of each indicator variable (the brand dimensions) separately.

Starting with the reliability of the different brand experience variables within the omni-channel context, the sensory brand experience variable's Cronbach's alpha score (α = 0.848) indicated good reliability. The affective brand experience variable also showed good reliability with a value of 0.738, which could have been slightly improved by deleting one item of the construct, yielding a possible result of 0.749. In addition, the behavioral experience variable yielded an acceptable score (α = 0.678), which could have been improved to a score of 0.835 by deleting the reverse-coded item. This observation proves the disadvantage of reverse-coded items reducing the reliability of constructs (c.f. Schriesheim & Hill, 1981; Benson & Hocevar, 1985; Goldsmith & Desborde, 1991) as outlined before. Moreover, the intellectual brand experience variable yielded a good Cronbach's alpha (α = 0.807), which could have also been slightly improved through deleting one item of the scale, resulting in a new score of 0.814.

Moving on to the brand experience variables of the multi-channel scenario, the sensory variable yielded a good Cronbach's alpha score of 0.821. However, this score could have been slightly improved as well through deleting the reverse-coded item (potential α = 0.869). Next, the Cronbach's alpha value of the affective brand experience variable was 0.649 and thereby yielded acceptable reliability. Again through the deleting the reverse-coded item, one could have reached a better score of 0.708. The behavioral brand experience variable yielded the lowest score (α = 0.6), almost failing to indicate acceptable reliability. The score could have been improved by deleting the reverse-coded item (potential α = 0.797), However, since a Cronbach's alpha value of 0.6 indicates the lowest level of acceptable reliability and the scale has been used as well as established in this form in academic literature, the authoring researcher decided to keep the item. Finally, the analysis of the intellectual brand experience variable in the multi-channel context resulted in a score of 0.802, indicating good reliability.

Concerning the content validity of the brand experience scale, one can refer back to Brakus et al. (2009). The scholars validated their brand experience construct through conducting several studies. At first, Brakus et al (2009) conducted as already mentioned an extensive literature review across various different research domains, including works from "(…) philosophy, cognitive science, and applied writings on experiential marketing and management." (Brakus et al., 2009, p. 54), in order to develop the different brand dimensions. This was then followed by a qualitative investigation of a sample of 25 business students, in order to assess similarity of consumer's conceptions with their developed conceptualization of brand experience (Brakus et al., 2009, p. 55). Subsequently, Brakus et al. (2009) conducted five studies:

> In Study 1, we conduct an extensive literature review, select initial items along the five proposed dimensions, and ask experts and consumers to screen these items. In Study 2, we ask consumers to rate 21 brands on the remaining items of Study 1, and we conduct an exploratory factor analysis to determine the dimensionality of the scale; moreover, we show that the scale has criterion validity. In Study 3, using a shorter scale and a new sample of consumers and brands, we use exploratory and confirmatory factor analyses to further determine the scale dimensionality. In Study 4, we examine the dimensionality of the scale with a non- student population; in addition, we show that brand experience is distinct from general brand evaluations and that the scale is reliable over time. Finally, in Study 5, we examine the discriminant validity of the scale from motivational and affective brand scales, such as brand involvement, brand attachment, and customer delight. (p. 57)

Consequently, it can be inferred that validity has been greatly established by the original authors. Furthermore, the scale is widely accepted, validated, and established among academic scholars (c.f. Zarantonello & Schmitt, 2010; Iglesias et al., 2011; Zarantonello & Schmitt, 2013; Lin, 2015; Klein et al., 2016), thus proving the exact measurement ability of the scale in regards to brand experience.

Next, the reliability and validity of the customer satisfaction construct in both scenarios will be analyzed. The omni-channel satisfaction variable and the multi-channel variable were both composed of three items and yielded Cronbach's alpha scores of 0.829 and

0.878 respectively. Consequently, the analysis of both variables resulted in good reliability. Moreover, there was no further improvement of scores possible.

In regards to the content validity of the satisfaction construct, one can state that the original developer of the scale based it on the existing research domain. Looking at previous research regarding customer satisfaction, Fornell (1992) identified three different aspects of satisfaction in academic literature. The first facet relates to the degree of general customer satisfaction (c.f. Westbrook, 1980, 1981; Oliver & Bearden, 1983; Moore & Shuptrine, 1984), the second facet analyzes the degree of confirmation of expectations (c.f. Oliver, 1977; Swan, Trawick, & Carroll, 1981), and the third facet is concerned with the distance from the customer's hypothetical ideal product or service provider (c.f. Sirgy, 1984; Tse & Wilton, 1988). In addition, Fornell (1992) validated his scale through testing explicitly for validity in a quantitative way (Fornell, 1992, p. 15). However, Fornell (1992) also accounts for the limitations of the model, by stating that the model should be less general for some industries to properly reflect customer satisfaction. Nevertheless, Fornell (1992) also states that that the restriction can be offset to some extent by allowing customer satisfaction "(…) be reflected by several indicators to different degrees." (Fornell, 1992, p. 15). Moreover, the scale has been adopted and further validated by several other researchers (c.f. Fornell, Johnson, Anderson, Jaesung Cha, & Bryant, 1996; Michael D. Johnson, Gustafsson, Andreassen, Lervik, & Jaesung Cha, 2001; Gustafsson, Johnson, & Roos, 2005). As a consequence, one can conclude that the satisfaction construct measures all relevant facets of customer satisfaction and hence content validity is proven.

Next, the reliability of the behavioral and attitudinal variables in both retailing scenarios will be analyzed. Starting with the omni-channel retailing scenario, the analysis revealed a good Cronbach's alpha score ($\alpha = 0.715$), for the behavioral loyalty variable. However, the score could have been slightly improved through deleting one item, resulting in a potential score of 0.768. The attitudinal loyalty variable showed good reliability ($\alpha = 0.834$), as well with no further improvement possible. Moving on to the multi-channel scenario, the behavioral loyalty variable showed good reliability with a Cronbach's alpha value of 0.708. However, the score could have been improved by deleting one item (potential $\alpha = 0.757$). Through the analysis, it became apparent that both behavioral loyalty constructs in the omni-channel and multi-channel scenarios

could have been improved through reducing the same item ("I would not be very likely to switch to another car brand in the near future"). One possible explanation for the lesser fit of the item in the scale might be miscomprehension by the respondents. Finally, the attitudinal loyalty variable in the multi-channel setting yielded a Cronbach's alpha score of 0.841 and therefore displayed good reliability. Again, no further improvement of the value was possible.

Finishing with the validity analysis of the customer loyalty constructs, one has to firstly regard the theoretical foundation of the constructs. The first construct, behavioral loyalty, was based on the outlined theory before and consequently aims at capturing behavioral measures such as purchase probability, switching behavior (staying with the firm), and probability to purchase more (increase business) in the future (c.f. Kumar & Shah, 2004). Moreover, the second construct, attitudinal loyalty, was also based on the aforementioned theory and therefore aims at capturing attitudinal aspects such as commitment to the company (relationship), willingness to pay a price premium, and willingness to recommend the service provider to others (c.f. Shankar et al., 2003). Consequently, each item within both constructs tries to measure one of the respective behavioral or attitudinal aspects. Therefore, the academic literature on customer loyalty was examined and it became apparent, that many authors (c.f. Hennig-Thurau et al., 2002; Palmatier et al., 2007; Blut et al., 2014) based the items of their constructs on the behavioral-intentions battery construct developed by Zeithaml et el. (1996). Consequently, this thesis followed the common approach in the loyalty literature and also adapted the questions proposed by Zeithaml et al. (1996). Furthermore, the original construct and the subsequent adaptions have been extensively validated throughout academic literature. Alluding to this convergent validity (c.f. Zeithaml et al., 1996; Palmatier et al., 2007) and discriminant validity (c.f. Hennig-Thurau et al., 2002; Palmatier et al., 2007; Blut et al., 2014) have often been proven. However, the constructs implemented in this thesis have not been used in the exact same way before, which could infer a lack of validation. Consequently, this might be one of the limitations of this study.

8.3   Hypothesis Testing

Before being able to execute statistical analysis investigating the hypotheses, all variables needed to be computed. Consequently, each brand dimension of the "brand experience scale" was computed separately based on the three items it was composed

of. The same also applies to the customer satisfaction, behavioral loyalty, and attitudinal constructs. Consequently, each construct can be regarded as a composite variable. The composite variables were computed by adding all items (questions) and taking the average of the result. Likewise, this process was done for the composite variables of both scenarios. Therefore, there were separate composite variables computed for all dependent variables (brand experience, customer satisfaction, customer loyalty) in the omni-channel and multi-channel scenario. The names of the different variables of each scenario were always indicated with a capital "O" for omni-channel and with a capital "M" for multi-channel, in order to avoid confusion when looking at the result tables in the appendix. In addition, brand experience was abbreviated with "BE", thus the variable sensory brand experiences in the omni-channel scenario reads "SENSORY_BE_O" in the following analysis and in the data tables in the appendix. Furthermore, the total brand experience is abbreviated with "BE_TOTAL_O" for the omni-channel scenario and with "BE_TOTAL_M" in the multi-channel scenario. A similar logic in naming was applied to the other dependent variables (e.g. customer satisfaction multi-channel = "SATISFACTION_M"; behavioral loyalty omni-channel = "LOYALTY_B_O"; attitudinal loyalty multi-channel = "LOYALTY_A_M").

At first the hypotheses one to seven are going to be examined. In order to do so, each composite variable relating to the brand dimensions of omni-channel retailing was compared to its counterpart in the multi-channel scenario using descriptive statistical analyses, which are then followed by paired t-tests. The paired t-test was chosen as a statistical analysis tool, because this thesis takes two different measurements on each dependent variable (brand experience, customer satisfaction, customer loyalty), but each variable is analyzed in isolation, thus following a univariate analysis approach. In addition, the samples are paired, as the data of the two samples is taken from the same group of participants (Malhotra, 2010, p. 434). In this analysis both, a two-tailed and one-tailed t-test, was executed. The two-tailed t-test was done, since it measures if there is a difference in the effect of omni-channel retailing on the variables when compared to multi-channel retailing. However, this is not enough to reject each null hypothesis, as this thesis aims to find out if omni-channel retailing has a higher impact on the variables when compared to multi-channel retailing. Therefore, a one-tailed t-test was implemented, which enables one to confirm or reject the null hypothesis. In order to obtain the relevant p-value of the one tailed tests, the p-value of the two-tailed test was

divided by two, as SPSS merely provides the output for a two-tailed t-test. For a full overview on the descriptive statistics and the different t-test results, please refer to appendices 17-30.

H_1: Omni-channel retailing as a higher impact on the strength of sensory brand experiences compared to multi-channel retailing.

H_0: The impact of multi-channel retailing is higher.

The first hypothesis was tested through running a descriptive statistics analysis. The analysis revealed that both sensory brand experience variables were slightly negatively (left) skewed, with SENSORY_BE_O having a skewness of -1.399 (SE = 0.198) and SENSORY_BE_M having a skewness of -0.278 (SE = 0.148). Furthermore, the kurtosis of the variable SENSORY_BE_O was 2.104 (SE = 0.867) and the kurtosis of the variable SENSORY_BE_M was -0.533 (SE = 0.218). In addition, the mean of sensory brand experiences in the omni-channel scenario (M = 5.429, SD = 1.1204, 95% CI [5.22, 5.63]) was higher than in the multi-channel scenario (M = 4.448, SD = 1.213, 95% CI [4.24, 4.66]) which indicates a higher effect of omni-channel retailing compared to multi-channel retailing on sensory brand experience. However, in order to further quantify the hypothesis, two paired t-tests (two-tailed and one-tailed) were executed. The two tailed t-test revealed that there is a significant difference between the effects of omni-channel retailing and multi-channel retailing on sensory brand experience, t (121) = 7.958, p = 1.0618E-12, 95% CI [0.74, 1.22]. However, this does not completely prove H_1, thus a one-tailed t-test was executed by dividing the the p-value of the SPSS output by two. Hence, the results of the one-tailed t-test indicated that one can reject H_0 and thereby confirm H_1, t (121) = 7.958, p = 5.309E-13, 95% CI [0.74, 1.22].

H_2: Omni-channel retailing has a higher impact on the strength of affective brand experiences compared to multi-channel retailing.

H_0: The impact of multi-channel retailing is higher.

The descriptive statistics analysis of the affective brand experience dimension revealed that the variable was slightly negatively (left) skewed in the omni-channel scenario with a value of -0.413 (SE = 0.150) and slightly positively (right) skewed in the multi-channel scenario with a value of 0.069 (SE = 0.182). However, skewness for both

variables was fairly little. Moreover, the kurtosis of the variable AFFECTIVE_BE_O was -0.267 (SE = 0.268) and the kurtosis of the variable AFFECTIVE_BE_M was -0.146 (SE = 0.301). In addition, the mean of affective brand experiences in the omni-channel scenario (M = 4.721, SD = 1.191, 95% CI [4.49, 4.93]) was higher than in the multi-channel scenario (M = 4.087, SD = 1.116, 95% CI [3.91, 4.28]), which indicates a higher effect of omni-channel retailing on the affective brand experiences variable. Furthermore, the two-tailed t-test revealed that there was a significant difference between the effects of omni-channel retailing and multi-channel retailing on the affective brand experience variables, t (121) = 5.589, p = 1.434E-7, 95% CI [0.41, 0.86]. In order to prove H_2, a one-tailed t-test was also executed, whose results indicated that one can reject H_0 and thereby confirm H_2, t (121) = 5.589, p = 7.17E-8, 95% CI [0.41, 0.86].

H_3: Omni-channel retailing has a higher impact on the strength of behavioral experiences compared to multi-channel retailing.

H_0: The impact of multi-channel retailing is higher.

The descriptive analysis revealed that the behavioral brand experience variable was slightly negatively (left) skewed when exposed to omni-channel retailing, with BEHAVIORAL_BE_O having a skewness of -0.132 (SE = 0.142). In the multi-channel scenario, the variable was slightly positively (right) skewed with BEHAVIORAL_BE_M having a skewness of 0.121 (SE = 0.146). However, skewness for both variables was fairly little. Furthermore, the kurtosis of the variable BEHAVIROAL_BE_O was -0.659 (SE = 0.188) and the kurtosis of the variable BEHAVIROAL_BE_M was -0.543 (SE = 0.221). In addition, the mean of behavioral brand experience variable in the omni-channel scenario (M = 4.426, SD = 1.181, 95% CI [4.21, 4.64]) was higher than in the multi-channel scenario (M = 4.148, SD = 1.071, 95% CI [3.95, 4.34]) which indicates a higher effect of omni-channel retailing on behavioral brand experiences than of multi-channel retailing. Likewise, the two tailed t-test revealed that there is a significant difference between the effects of omni-channel retailing and multi-channel retailing on behavioral brand experience, t (121) = 2.497, p = 0.014, 95% CI [0.0577, 0.4996]. In addition, the results of the one-tailed t-test indicated that one can reject H_0 and thereby confirm H_3, t (121) = 2.497, p = 0.007, 95% CI [0.0577, 0.4996].

H$_4$: Omni-channel retailing has a higher impact on the strength of intellectual brand experiences compared to multi-channel retailing.

H$_0$: The impact of multi-channel retailing is higher.

The descriptive statistics analysis of the intellectual brand experience dimension revealed that the variables were slightly negatively (left) skewed in both scenarios, thus the skewness for the variable INTELLECTUAL_BE_O was -0.254 (*SE* = 0.139) and the skewness for the variable INTELLECTUAL_BE_M was -0.255 (*SE* = 0.166). In addition, the kurtosis for the the intellectual brand experience variable was -0.613 (*SE* = 0.227) in the omni-channel scenario, whereas the kurtosis of the variable had a value of 0.102 (*SE* = 0.346) in the multi-channel scenario. Moreover, the analysis revealed that the mean of the variable in the omni-channel scenario (*M* = 4.186, *SD* = 1.367, 95% CI [3.92, 4.42]) was slightly higher than in the multi-channel scenario (*M* = 3.945, *SD* = 1.237, 95% CI [3.74, 4.15]), thereby indicating a slightly higher effect of omni-channel retailing on intellectual brand experiences compared to multi-channel retailing. However, the difference of the means is little. Further analysis by doing the two-tailed t-test showed that there is no significance, *t* (121) = 1.936, *p* = 0.055, 95% CI [-0.0054, 0.4863], thus it cannot be inferred that there is a difference in the effect on intellectual brand experiences between omni-channel and multi-channel retailing. However, the one-tailed t-test revealed that there is significance, *t* (121) = 1.936, *p* = 0.0275, 95% CI [-0.0054, 0.4863], thus one can reject H$_0$ and confirm H$_4$. However, given the little difference when comparing means and the results of the two-tailed t-tests being insignificant, the actual effect of omni-channel retailing might be very low and therefore negligible.

H$_5$: Omni-channel retailing has a higher impact on customer satisfaction compared to multi-channel retailing.

H$_0$: The impact of multi-channel retailing is higher.

The descriptive analysis of the customer satisfaction variables in both scenarios revealed that both variables were slightly skewed to the left (negatively skewed), as SATISFACTION_O had a skewness value of -1.039 (*SE* = 0.169) and SATSIFACTION_M had a skewness value of -0.295 (*SE* = 0.192). However, skewness for SATSIFACTION_M is fairly little. Furthermore, the kurtosis of the variable

SATISFACTION_O was 0.949 (SE = 0.560) and the kurtosis of the variable SATISFACTION_M was 0.248 (SE = 0.344). In addition, the mean of the customer satisfaction variable in the omni-channel retailing scenario (M = 5.503, SD = 1.066, 95% CI [5.31, 5.69]) was higher than the mean of the customer satisfaction variable in the multi-channel retailing scenario (M = 4.667, SD = 1.107, 95% CI [4.55, 4.95]). Hence, this indicates a higher impact of omni-channel retailing on customer satisfaction. Corresponding with that, the two-tailed t-test revealed that there is a significant difference between the effects of omni-channel retailing and multi-channel retailing on customer satisfaction, t (121) = 6.272, p = 5.722E-9, 95% CI [0.51, 0.98]. Moreover, the results of the one-tailed t-test indicated that one can reject H_0 and thereby confirm H_5, t (121) = 6.272, p = 2.861E-9, 95% CI [0.51, 0.98].

H_6: Omni-channel retailing has a higher impact on behavioral loyalty compared to multi-channel retailing.

H$_0$: The impact of multi-channel retailing is higher.

Concerning the behavioral loyalty variables for both scenarios, the descriptive statistical analysis showed that both variables were slightly negatively (left) skewed, thus LOYALTLY_B_O had a skewness value of -0236 (SE = 0.181) and LOYALTY_B_M had a skewness value of -0.144 (SE = 0.217). However, both values were small, thus skewness is immensely little. Moreover, the kurtosis value for the behavioral loyalty variable in the omni-channel retailing scenario resulted in 0.218 (SE = 0.353), whereas the kurtosis value measured 0.603 (SE = 0.419) in the multi-channel retailing scenario. Furthermore, the descriptive analysis showed that the mean of LOYALTY_B_O (M = 4.650, SD = 1.262, 95% CI [4.42, 4.86]) was higher than the mean of LOYALTY_B_M (M = 4.238, SD = 1.162, 95% CI [4.03, 4.46]), thus indicating that omni-channel retailing has a stronger impact on behavioral loyalty. Likewise, the two-tailed t-test revealed that there is a significant difference between the effects of omni-channel retailing and multi-channel retailing on the behavioral loyalty variables, t (121) = 4.139, p = 0.0000648, 95% CI [0.22, 0.61]. In order to prove H_6, a one-tailed t-test was also executed, whose results indicated that one can reject H_0 and thereby confirm H_6, t (121) = 4.139, p = 0.0000324, 95% CI [0.22, 0.61].

H$_7$: Omni-channel retailing has a higher impact on attitudinal loyalty compared to multi-channel retailing.

H$_0$: The impact of multi-channel retailing is higher.

According to the results of the descriptive analysis, the attitudinal loyalty variable of the omni-channel scenario was slightly negatively (left) skewed with a value of -0.461 (*SE* = 0.167), whereas the attitudinal loyalty variable of the multi-channel scenario was slightly positively skewed with a value of 0.059 (*SE* = 0.178). Again, both values were low, thus skewness is very little. In addition, the kurtosis of LOYALTY_A_O was 0.105 (*SE* = 0.335), whereas the kurtosis of LOYALTY_A_M was -0.89 (*SE* = 0.270). Moreover, comparing both means indicated that the impact of omni-channel retailing was higher on attitudinal loyalty than the impact of multi-channel retailing, as the mean for LOYALTY_A_O (*M* = 4.719, *SD* = 1.317, 95% CI [4.49, 4.93]) was higher than the mean for LOYALTY_A_M (*M* = 4.128, *SD* = 1.244, 95% CI [3.92, 4.33]). The two-tailed paired t-test revealed that there is a significant difference between the effects of omni-channel retailing and multi-channel retailing on attitudinal loyalty, *t* (121) = 4.889, *p* = 3.14E-6, 95% CI [0.35, 0.83]. Likewise, the results of the one-tailed paired t-test gave grounds to reject H$_0$ and thereby to confirm H$_7$, *t* (121) = 4.889, *p* = 1.57E-6, 95% CI [0.35, 0.83].

In order to test hypotheses eight and nine a Pearson correlation test and a simple linear regression analysis was executed. A simple regression analysis enables the researcher to examine the relationship between one independent variable (the predictor) and one dependent variable (the outcome) (Zarantonello & Schmitt, 2010, p. 535). For doing the simple linear regression analysis the ordinary least squares (OLS) method was chosen. This method aims to adjust the regression line in a way that the vertical distances between each data point in the set and the corresponding point on the regression line (the sum of the residuals) is minimized. In order for the OLS method to display promising results, which are consistent and unbiased, a few assumptions regarding the statistical properties of the residuals have to be met. These assumptions are that the residuals have a mean of zero, follow a normal distribution, show a constant variance (homoscedasticity), and are not correlated (Malhotra, 2010, p. 545). Consequently, this thesis will test for the assumptions during the analysis through computing the mean of the residuals, examining relevant scatter plots (normality, non-correlation of residuals,

homoscedasticity), executing the Shapiro-Wilk test for normality, and executing a Koenker test for homoscedasticity. The Koenker test will be done through a macro (implemented through the "Custom Dialog" function in SPSS) developed by Ahmad Daryanto. This macro also executes the Breusch-Pagan test. However, since this test always assumes a normal distribution of the residuals and is only appropriate for large samples, a Koenker test was chosen for testing homoscedasticity. For each hypothesis, the different variables of the omni-channel and multi-channel scenarios are examined separately. For a detailed overview of the assumption-tests and the regression analysis results, please refer to appendices 31-42.

H_8: Brand experience has a positive impact on customer satisfaction.

H_0: Brand experience does not have a positive impact.

Looking at the the variables of the omni-channel scenario, the Pearson correlation coefficient reveals that the variables were significantly correlated, $r = 0.655$, $p > 0.05$, thus indicating a relationship between brand experience and customer satisfaction. In order to further quantify this, a regression analysis, including its assumptions, was executed. At first, the mean of the residuals was taken ($M = 0.0$, $SD = 0.805$) which confirmed the first assumption that the residuals have a mean of zero. Then the assumption of normality was tested. Looking at the "Normal P-P" plot (c.f. appendix 31) it becomes obvious that the residuals do not follow a normal distribution, which was also confirmed by the Shapiro-Wilk test, as the p-value of was below the significance level ($p < 0.05$), which implies to accept the null hypothesis of a non-normal distribution. Furthermore, the scatterplot indicates that the residuals are correlated and do not show a constant variance (heteroscedasticity). The further test for the homoscedasticity assumption, a Koenker test was executed, resulting in $p = 0.013$ ($p < 0.05$ reject null hypothesis of homoscedasticity), which also confirmed heteroscedasticity. Finally, the results of regression analysis implied that brand experience explains 42.9 percent of the variance in customer satisfaction ($R^2 = 0.429$, $F(1, 120) = 90.122$, $p < 0.000$). In addition, it can be inferred that brand experience significantly predicts the customer satisfaction score ($b = 0.655$, $p < 0.000$).

Regarding the variables in the multi-channel scenario, the Pearson correlation test indicated that brand experience and customer satisfaction were significantly correlated, $r = 0.706$, $p > 0.05$. Computing the mean of the residuals ($M = 0.0$, $SD = 0.784$),

confirmed the first assumption of the OLS regression method. The test for the normality assumptions of the regression analysis revealed that the residuals follow a normal distribution, as indicated by the "Normal P-P" plot (c.f. appendix 33) and the Shapiro-Wilk test ($p = 0.359$). Furthermore, the scatterplot indicated the fulfillment of the non-correlation as well as the homoscedasticity assumption. Furthermore, the presence of homoscedasticity was fulfilled by the Koenker test result ($p = 0.191$). After this, a simple linear regression analysis was executed, which indicated that brand experience explains 49.9 percent of the variance in customer satisfaction in multi-channel scenario ($R^2 = 0.499$, $F(1, 120) = 119.295$, $p < 0.000$). Furthermore, the results suggest that brand experience significantly predicts the customer satisfaction score in the multi-channel scenario ($b = 0.706$, $p < 0.000$).

To summarize, the results of the regression analyses suggest to reject H_0, which implies that H_8 holds true and can be accepted. In addition, the b (beta) coefficient values suggest a positive effect of brand experience. However, one has to mention that the regression assumptions of normality, no correlation, and constant variance were violated in the omni-channel retailing scenario.

H_9: Brand experience has a positive impact on customer loyalty.

H_0: Brand experience does not have a positive impact.

In order to fully test for H9, one has to examine the relationship of brand experience on both loyalty variables (behavioral and attitudinal loyalty) in the omni-channel and multi-channel scenarios. This is due to the definition that "true" loyalty can only be achieved through having both loyalty dimensions present. Therefore, the analysis will begin with looking at the impact of brand experience on behavioral and attitudinal loyalty in the omni-channel scenario.

As a start regarding the omni-channel scenario, a Pearson correlation test was executed, which showed that there is a relationship between brand experience and behavioral loyalty, $r = 0.684$, $p > 0.05$. Next, the data was tested for the regression analysis assumptions. At first the mean of the residual was computed ($M = 0.0$, $SD = 0.920$), confirming the first assumption of the regression. Likewise, the "Normal P-P" plot (c.f. appendix 35) and the result of the Shapiro-Wilk test ($p = 0.944$) showed that the residuals follow a normal distribution. Furthermore, the scatterplot proved that the

residuals are not correlated and that the assumption of homoscedasticity is fulfilled. Likewise, the result of the Koenker test ($p = 0.163$) indicated homoscedasticity. Subsequently, a regression analysis was conducted and the results showed that brand experience explains 46.8 percent of the variance in behavioral loyalty within the omni-channel context ($R^2 = 0.468$, F(1, 120) = 105.648, $p < 0.000$). Moreover, the regression analysis revealed that brand experience significantly predicts the behavioral loyalty score in the omni-channel scenario ($b = 0.684$, $p < 0.000$).

Concerning the relationship between brand experience and attitudinal loyalty, the Pearson correlation test resulted in a positive correlation of the two variables, $r = 0.761$, $p > 0.05$. Subsequently, the assumptions for the OLS regression analysis were tested, with the first assumption of the residuals having a mean of zero being confirmed by the analysis ($M = 0.0$, $SD = 0.854$). Moreover, the analysis showed through the "Normal P-P" plot (c.f. appendix 37) and a Shapiro-Wilk test ($p = 0.02$) that the residuals do not follow a normal distribution, thereby violating the normality assumption. Furthermore, the scatterplot indicated that the residuals are not correlated and show a constant variance. In addition, the assumption of homoscedasticity was further confirmed to the Koenker test resulting in a p value of 0.3. Following this, a regression analysis was conducted, which resulted in brand experience explaining 58 percent of the variance in attitudinal loyalty in the omni-channel scenario ($R^2 = 0.580$, F(1, 120) = 165.444, $p < 0.000$). In addition, the results of the regression analysis showed that brand experience significantly predicts the attitudinal loyalty score in the omni-channel scenario ($b = 0.761$, $p < 0.000$).

Moving on to the multi-channel scenario, a Person correlation test indicated that there is a relationship between brand experience and behavioral loyalty, $r = 0.688$, $p > 0.05$. Next, the mean of the residuals was computed ($M = 0.0$, $SD = 0.843$), which resulted in proving the first regression analysis assumption. This was then followed by testing for the normality assumption. By looking at the "Normal P-P" plot (c.f. appendix 39) and obtaining the result of the Shapiro-Wilk test ($p = 0.965$), it could be inferred that the residuals follow a normal distribution. Moreover, the scatter plot showed that the residuals were not correlated and met the homoscedasticity assumption. Further analysis through a Koenker test (result: $p = 0.289$) also verified the homoscedasticity assumption. Consequently, after testing the assumption, a regression analysis was then executed. The results showed that brand experience explains 47,3 percent of the

variance in behavioral customer loyalty within the multi-channel context ($R^2 = 0.473$, $F(1, 120) = 107.877$, $p < 0.000$). Furthermore, the results suggest that brand experience significantly predicts the behavioral loyalty score in the multi-channel scenario ($b = 0.688$, $p < 0.000$).

Finally, the impact of brand experience on attitudinal loyalty within the multi-channel context was analyzed. A Pearson correlation test resulted in a positive correlation of the two variables, $r = 0.748$, $p > 0.05$, thus indicating that there is a relationship between brand experience and attitudinal loyalty. The subsequent examination of the regression assumptions revealed that the mean of the residuals is zero ($M = 0.0$, $SD = 0.825$), thus confirming the first assumption. Furthermore, the "Normal P-P" plot (c.f. appendix 41) and the result of the Shapiro-Wilk test ($p = 0.761$) indicated that the residuals follow a normal distribution. In addition, the scatterplot showed that there is no correlation of the residuals and that they exhibit a constant variance. The homoscedasticity assumption was further confirmed by the result of the Koenker test ($p = 0.703$). Hence, a regression analysis was conducted, resulting in brand experience explaining 56 percent of the variance in attitudinal loyalty within the multi-channel retailing scenario ($R^2 = 0.560$, $F(1, 120) = 152.642$, $p < 0.000$). In addition, the results of the regression analysis showed that brand experience significantly predicts the attitudinal loyalty score in the multi-channel scenario ($b = 0.748$, $p < 0.000$).

To conclude, the results of the regression analysis overall suggest to reject H_0, thereby supporting H_9. It can be observed that in both scenarios, both loyalty variables are influenced by brand experience, thus brand experience has an impact on "true" loyalty. In addition, the b (beta) coefficient values suggest a positive effect of brand experience. However, it is important to notice that the normality assumption was violated when examining the relationship of brand experience and attitudinal loyalty in the omni-channel scenario.

In order to test for hypotheses ten and eleven, this thesis used a two-condition within-participant statistical mediation analysis, based on a procedure proposed by Montoya and Hayes (2016). Statistical mediation analysis aims at outlining the indirect effect of a causal variable X on an outcome variable Y through a mediator variable M. The effect of X on why is indirect, as it is "(…) the conjunction of the effect of X on M and the effect of M on Y (…)." (c.f. Montoya & Hayes, 2016), which quantifies the extent to

which the mediator variable acts a "tool" through which the causal variable X affects the outcome variable Y. Hence, one can assume that mediation occurred, if the indirect effect is different than zero by an inferential test (c.f. Montoya & Hayes, 2016). In the case of this thesis, respondents were measured on an outcome variable Y and a mediator M in two different scenarios, omni-channel and multi-channel retailing. Consequently, standard mediation analysis was not possible, thus the newly developed approach by Montoya and Hayes (2016) was followed. In addition, the two scholars also developed a macro (implemented through the "Custom Dialog" function in SPSS), called "MEMORE", for conducting their mediation analysis method in SPSS. Hence this macro was used to obtain the results in the following analysis. The macro uses a percentile bootstrap confidence interval method and all confidence intervals in the output have a confidence level of 95 percent. In order to to verify that mediation has occurred, the authoring researcher will provide the indirect effect of X through M, indicated by the confidence interval "BootLLCI", "BootULCI" in the output. The confidence interval shows that mediation has occurred, if zero can be excluded as a possible value from the interval. For a full report of the SPSS output, please refer to appendices 43-45.

H_{10}: The effects of omni-channel retailing on customer satisfaction are fully mediated by brand experience.

H_0: The effects of omni-channel retailing are not mediated by brand experience.

After running the mediation analysis method proposed by Montoya and Haynes (2016), the following confidence interval was obtained: 95% CI [0.2926, 0.7071]. Since this interval does exclude zero as a possible value, one can infer that there is an indirect effect of omni-channel retailing through brand experience, thus mediation has occurred. Consequently, one can reject H_0 and accept H_{10}.

H_{11}: The effects of omni-channel retailing on customer loyalty are fully mediated by brand experience.

H_0: The effects of omni-channel retailing are not mediated by brand experience.

In order to sufficiently test for hypothesis eleven, one has again to separately analyze the effects of omni-channel retailing through brand experience on behavioral and attitudinal loyalty respectively. Starting with the effects on behavioral loyalty, the

mediation analysis obtained the following confidence interval: 95% CI [0.2276, 0.6452]. Consequently, zero is excluded from the interval, thus showing that mediation has occurred. Following this, the second mediation analysis also excluded zero from the obtained confidence interval, 95% CI [0.2926, 0.7071]. Hence, it can be inferred that mediation has occurred again. As a consequence, one can reject H_0 and accept H_{11}.

8.4   Discussion of Results, Limitations, and Future Outlook

Within the following section, the results as well as limitations of the research conducted in this thesis will be elaborated. Based on this, the contributions to the research domain of omni-channel retailing and brand experience are discussed, including the implications of the study results for practitioners in the automotive industry. In addition, future directions and implications for academic research based on the results of this thesis will be provided.

Overall, one can state that this thesis contributed to the existing omni-channel retailing research domain by providing one of the first quantifications of possible effects resulting from the retailing strategy. Previous research (c.f. Brynjolfsson et al., 2013; Piotrowicz & Cuthbertson, 2014; Hansen & Siew Kien Sia, 2015; Karine Picot-Coupey et al., 2016) was mostly based on qualitative studies (focus groups interviews/discussions, case studies, expert opinions), thus only providing explorative insights. Alluding to this, research regarding omni-channel retailing and its effects is generally scarce, due to the recent emergence of the concept (c.f. Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015; Karine Picot-Coupey et al., 2016). Furthermore, the literature research of this thesis has shown that brand experience is a relatively under-researched topic, especially regarding its potential consequences (Iglesias et al., 2011, p. 573). Therefore, this thesis generally contributes to the existing research domain by providing further insight into the effects of brand experience as well as its connection to omni-channel retailing. Consequently, this thesis could help to set a direction for future research in the respective fields.

The first hypotheses of this thesis were related to the effect of omni-channel compared with multi-channel retailing in regards to the different dimensions of brand experience. In regards to the sensory brand experience dimension, it became apparent that omni-channel retailing has got a higher positive impact than multi-channel retailing. This result is especially interesting, as an omni-channel retailing strategy aims at appearing

through various channels (Verhoef et al., 2015, p. 176) to the customer's senses, thus the result indicates that this goal fulfilled. Furthermore, the outcome of this analysis implies that the automotive decision makers should follow an omni-channel strategy as creating sensory experiences is of substantial importance to the industry (Esch et al., 2013, p. 203) and this strategy is able to create superior sensory brand experiences than a multi-channel strategy. The confirmation of the affective brand experience hypothesis further yields the advice for automotive decision makers to implement an omni-channel retailing strategy, as the results have shown that this strategy is more able to induce emotions or feelings, which plays a substantial role in the car purchasing process (Esch, 2013, pp. 25–27). Furthermore, brands try through implementing an omni-channel retailing approach to interact as often as possible with customers (c.f. Verhoef et al., 2015), which is of great importance in the automotive industry, as customer actions and dealership visits are declining. Consequently, the stronger impact of omni-channel retailing on the behavioral brand experience dimension provides further justification for automotive companies to abandon the multi-channel approach. Only in regards to the intellectual brand experience dimension, there seems to be a small difference between the two retailing concepts. This is due to the two-tailed t-test's result being insignificant. As the two-tailed t-test provides a more accurate as well as reliable result than the one-tailed t-test, it might even be that the difference between the two retailing concepts is negligible. This can also be inferred by looking at the small difference between the two means of intellectual experience variables in the two scenarios. Consequently, there might be a tie between the two retailing concepts in regards to intellectual brand experiences. However, the results also suggest that there is no negative effect of omni-channel retailing on the intellectual variable.

Overall, when taking the "big" picture into consideration, it can be inferred that omni-channel retailing does have a stronger effect on brand experience than multi-channel retailing. This result underlines the claims made by academic literature that creating positive brand experiences is one the main goals of omni-channel retailing (Piotrowicz & Cuthbertson, 2014, p. 6; Verhoef et al., 2015, p. 176). Hence this thesis contributes to academic literature through showing that this goal is actually fulfilled and could translate into potential competitive advantages for companies. Furthermore, the differences between multi-channel and omni-channel retailing, when compared alongside the different brand experience dimensions, have been outlined, thus a

contribution to academic literature is made by presenting potential advantages of the omni-channel over the multi-channel approach in regards to brand experience. Likewise, the results in regards to brand experience could be of great interest for managerial decision makers in the automotive industry. As this thesis has outlined in the literature review, the automotive industry is currently and will be in the future not able to fulfill its customer's expectations (Dinsdale, Willigmann, Corwin, et al., 2016, p. 1). Alluding to this, studies by various consultancies have shown that customers demand a shift towards a retailing model, which focuses on enabling them to obtain personal brand experiences across various channels (McKinsey & Company, 2014, p. 17; EY, 2015, p. 9; Dinsdale, Willigmann, Corwin, et al., 2016, p. 1). Therefore, implementing an omni-channel retailing strategy might constitute a solution. This can be inferred, as the results of the survey data analysis suggest that omni-channel retailing has the potential to substantially improve brand experience, compared to the current multi-channel strategy. Consequently, the automotive industry could regard omni-channel retailing as a tool to provide superior brand experiences and thereby benefitting from subsequent effects.

Looking at the different effects on customer satisfaction of omni-channel retailing and multi-channel retailing, the results of the study revealed that an omni-channel strategy impacts satisfaction substantially higher. Here the main contribution to academic research is that first of all the positive impact of omni-channel retailing on satisfaction has been proven and secondly that this impact is potentially higher than in a multi-channel retailing scenario. This is interesting in particular, since the effects of multi-channel retailing are relatively well documented amid the research domain (c.f. Neslin & Shankar, 2009). Furthermore, this result is of substantial importance for the automotive industry, as practitioners can utilize omni-channel retailing as means to increase customer satisfaction. As outlined before, achieving customer satisfaction and maintaining it is a challenging task within the automotive industry (Diez, 2014, pp. 433, 448), thus omni-channel retailing could constitute a potential solution. Furthermore, automotive firms might be able to benefit from the subsequent effects of increased customer satisfaction through omni-channel retailing, such as increased shareholder value and increased financial performance (Bernhardt et al., 2000, p. 168; Anderson et al., 2004, p. 181).

When comparing the effect of omni-channel and multi-channel retailing on customer loyalty, the analysis revealed that for both loyalty dimensions (behavioral and attitudinal) the impact of omni-channel retailing is more substantial. Consequently, the contribution to academic research consists of reporting that there is a positive effect on customer loyalty, which is able to appeal to both loyalty dimensions, and that omni-channel retailing has a higher impact on loyalty than multi-channel retailing. Again it might be of interest to compare this result with existing literature in the multi-channel research domain, as there has been plenty of research already conducted. In addition, this thesis contributes to academic research by laying out the foundation for further research on the impact of omni-channel retailing on customer loyalty. Moreover, the positive results could be of interest for decision makers in the automotive industry, since improving and achieving customer loyalty is of crucial importance in the automotive industry (Diez, 2014, p. 431). As a consequence, the results might give grounds to the assumption that omni-channel retailing can be used as means to reverse decreasing loyalty (Diez, 2014, p. 448) in the automotive industry.

After stating the result from testing hypotheses one to seven, it can be generally concluded that omni-channel retailing yields the potential to provide several benefits related to increased brand experience, customer satisfaction, and customer loyalty. Consequently, the results could incentivize decision makers in the automotive industry to opt for an omni-channel retailing strategy. As previously outlined, especially managers in car dealerships are reluctant to change and do not recognize the potential advantages. Through providing quantifiable results on potential benefits associated with omni-channel retailing, this thesis contributes to aiding decision makers in regards to the implementation of new retailing concepts.

Another area of interest for this thesis was the relationship between brand experience and customer satisfaction. In order to test this, a regression analysis was executed, which resulted in confirming that brand experience has a strong positive effect on customer satisfaction. However, it is important to mention that several regression assumptions were violated in the case of the omni-channel scenario. This might limit the explanatory power of the regression analysis results in this particular scenario. The results of this analysis contribute to academic research through outlining the connection between brand experience and customer satisfaction, which is already indicated by the satisfaction definition employed by this thesis (c.f. Michael D. Johnson & Fornell,

1991; Fornell, 1992; Oliver, 2010). In addition, it further confirms the findings of Brakus et al. (2009), who proposed that brand experience positively affects satisfaction, as well as partially confirms the results of Lin (2015), who agrees with the positive of all brand dimensions, except for the intellectual one.

Furthermore, this thesis examined the relationship between brand experience and customer loyalty. Consequently, four regression analyses, examining each loyalty dimension in each scenario, were conducted. The obtained results confirm the proposed hypothesis, thus brand experience has a significant positive impact on behavioral and attitudinal loyalty. However, it is important to mention that the normality regression assumption was violated, when testing for the impact on attitudinal loyalty in the omni-channel scenario. As a consequence, this particular result might possess less explanatory power. Through conducting this analysis, this thesis contributes to recently emerged brand experience research domain through outlining the effects of brand experience of customer loyalty. Alluding to this, the findings confirm view proposed by Brakus et al. (2009) and negate the findings by Inglesias et al. (2011), who proposed that brand experience only leads to customer loyalty when affective commitment has been established before.

Finally, this thesis examined whether brand experience mediates the impact of omni-channel retailing on customer satisfaction and customer loyalty. After conducting a statistical mediation analysis, the thesis was able to confirm hypothesis ten and eleven, thereby stating that the effect of omni-channel retailing on customer satisfaction and loyalty are fully mediated by brand experience. Again, the analysis was conducted on both dimensions of loyalty, thus confirming that the proposed mediation hypothesis applies for "true" loyalty. The thesis contributes thereby to academic research by further outlining the assumption that brand experience is a central pillar of omni-channel retailing. Likewise, the strong relationship and dependence of the two concepts has been proven.

After outlining and describing the findings of this thesis, it is important to enumerate further limitations than already mentioned. Due to the convenience sampling approach of this thesis, the findings might have been distorted, as the sample was mostly composed of young participants (56.7 percent) with a high education level (81.2 percent), most of them being students. As a consequence, one can assume that this

sample might have been particularly inclined to omni-channel retailing, compared to a more representative sample. However, one can also assume that omni-channel retailing might be more interesting for the car buyers of tomorrow, thus the age group still provides interesting insights. Nevertheless, the author proposes to redo the analysis with a more representative sample, in order validate the findings. Furthermore, the sample was relatively small, thus empirical generalizations are not fully possible. In addition, the Cronbach's alpha values were mostly reduced through the reverse-coded items, thereby compromising the reliability of the scales. Consequently, future research could re-develop the measuring scales, not implementing reverse-coded items. Furthermore, many of the Cronbach's alpha scores merely indicated acceptable reliability. This might have been due to wording issues of the questions or inappropriateness of the measuring scales in regards to the automotive industry. Consequently, future researches might adapt the scales or extend them, to better fit the automotive context. Furthermore, this thesis only established content validity of its scales, which alone is usually not regarded as a sufficient measure to completely infer validity (Malhotra, 2010, p. 288). Alluding to this, the items of the loyalty constructs implemented in this thesis have not been used in this composition before, which could infer a lack of validity. In addition, this construct would require further validation, which has been done by researchers for the other constructs. Finally, the thesis only examined the automotive industry. Therefore, in order to be able to arrive at empirical generalizations, further research needs to be conducted in different industries, under different circumstances.

According to the literature review of this thesis, multi-channel retailing yields several benefits for companies. Consequently, it would be of interest to identify further benefits of omni-channel retailing and examine them carefully. In addition, it might be of interest to test whether omni-channel retailing has a stronger impact on certain positive outcomes when compared to multi-channel retailing. Furthermore, the results of the literature review obtained by this thesis only display potential challenges or drawbacks of omni-channel retailing, which are based on a few qualitative studies. Consequently, further research is needed to fully understand and prove potential disadvantages as well as adverse effects of the retailing concept. Again, multi-channel retailing literature already conducted a substantial amount of research, which could provide a starting point for further omni-channel retailing research. For example, literature indicated that multi-channel retailing might lead to loyalty erosion (Neslin et al., 2006, p. 100) and the

research shopper phenomenon (Verhoef et al., 2007, p. 129). Consequently, future research could test whether similar disadvantages as well as adverse effects are present in omni-channel retailing, could then compare the magnitude of the effects with a multi-channel setting, and could try to find other challenges, exclusive to omni-channel retailing.

As several regression assumptions were violated in the case of the analysis of the relationship between brand experience and customer satisfaction, future research should reexamine this relationship. In addition, one could potentially transform the data set (e.g. logarithmic transformation), in order to fulfill the regression assumptions, or one could use a different method of regression analysis. Alluding to this, it might be possible to use a regression analysis method, which is statistically more robust to the effects of non-perfect data. The same also applies for the analysis of the relationship between brand experience and attitudinal loyalty in the omni-channel scenario, as here the normality assumption was violated as well.

9   Concluding Remarks

Initially, this thesis had chosen to conduct its research within the automotive industry, as in this industry, according to many studies done by practitioners such as consultancies, a severe mismatch between customer expectations and reality regarding the retailing experience is present. In addition, disruptive changes within the automotive retailing approach are expected to occur, which will further enhance the already existing mismatch of customer expectations and retailing reality. In order to take action against this negative development, it was widely suggested by practitioners that omni-channel retailing could be a potential solution for this dilemma, which has already proven its potential in other industries, such as the fashion industry. In order to investigate this assumption, the potential effects of omni-channel retailing on brand experience, customer satisfaction, and customer loyalty were analyzed and compared to the effects of multi-channel retailing on the same variables. In order to do so, an extensive literature review has been conducted, which revealed that academic research in regards to omni-channel retailing is scarce, due to the recent emergence of the topic. Moreover, academic literature on the effects of the retailing concept were only of explorative and therefore qualitative nature. This consequently, motivated to conduct a quantitative research approach towards the topic at hand, in order to provide quantifiable results.

After analyzing the obtained data and testing the proposed hypotheses, this thesis has shown that omni-channel retailing has indeed the potential to solve the dilemma of under-fulfilled customer expectations in the automotive industry and could potentially provide significant advantages to automotive companies. It became evident, that the newly developed retail concept has substantial positive impacts on brand experience, customer satisfaction, and customer loyalty. Especially, when being compared with the current state of multi-channel retailing in the automotive industry, omni-channel retailing revealed to have stronger impact on the analyzed variables. In addition, this thesis was able to further examine and prove the close relationship of omni-channel retailing and brand experience, thus showing that the creation of brand experience is one of the main pillars in the omni-channel concept.

However, due to the recent emergence of the retailing concept and the limitations of this study, further research is needed, in order to explore the omni-channel approach further and to arrive at empirical generalizations. Based on this research, it can be inferred that omni-channel retailing yields promising results, which holds especially true for the automotive industry, paving the way for future research. Consequently, the author proposes to take this thesis a starting point for further research and encourages other researchers to verify as well as extend the findings presented in this study.

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Appendix

Appendix 1: Questionnaire

Master Thesis - 1

Intro:
Thank you very much for participating in this survey for my Master's thesis. This survey is about new ways of car purchasing. On the right side above, you can choose the language of this survey. After you have chosen the right language, please continue with the button below. The survey will take you 7-10 minutes to complete. You will be shown two different scenarios, followed by questions for each of it.

Vielen Dank, dass Sie mich bei meiner Master These durch diese Umfrage unterstützen. Die Umfrage dreht sich um neue Formen des Autokaufs. Oben rechts können Sie die Sprache der Umfrage auswählen. Nachdem Sie eine Sprache ausgewählt haben, klicken Sie bitte unten auf den Button um mit der Umfrage zu beginnen. Die Umfrage dauert 7-10 Minuten. Die Umfrage besteht aus 2 verschiedenen Szenarien mit damit verbundenen Fragen.

Muito obrigada pela sua participação neste inquérito para minha tese de Mestrado. O inquérito é sobre novas formas de comprar carros. No canto superior direito, pode seleccionar o idioma deste inquérito. Após ter escolhido o idioma, por favor continue clicando no botão abaixo. Este inquérito demorará cerca de 7-10 minutos a completar. Ser-lhe-ão apresentados dois diferentes cenários, seguidos de questões para cada um deles.

Scenario 1:

Imagine the following scenario: You are looking to buy a new car and you are interested in Mercedes Benz. You start your journey on the Mercedes webpage. On the website, there is an assist program that helps you to find the right car for your needs, through showing you interactive 360° videos on different cars and their features. Finally, you decide that you want to have a further look at the new A-class. Therefore, you indicate your interest online and the webpage shows you the closest Mercedes Benz Experience shop.   The next day, you visit the store, which is conveniently located in the city center, during your lunch break. However, the store is not a typical car dealership as we know it. It is a beautiful looking store with almost no cars inside. Instead of cars, this store has various power walls, which are huge displays, capable of showing the car in its real size. You are greeted by a friendly store assistant, who knows that you are looking for a new A-class. You proceed to one of the power walls and start configuring your own personal car, while having a coffee. During the process, the sales assistant explains you everything about the car and answers all your questions. In addition, the power wall is able to display every single option you choose and the sales assistant shows you different interior materials to look at and touch. Finally, you are finished and the store employee books an appointment for a test-drive the next day. Before you leave the store, you load your personal car configuration onto an app in your smartphone and share it with your friends on Facebook. After twenty minutes, you get a message on Facebook of your best friend, who suggests you to change the engine, as the one you have chosen is too slow. Also he compliments you on your great color choice and asks to join for the test-drive. You quickly launch your configuration on the smartphone app, change the engine, and send out an invite to your friend for the test-drive. Ten minutes later, you receive a message on your phone from the sales assistant confirming your changes and telling you that they matched your test-drive car for tomorrow accordingly. After the test-drive the next day, you are amazed by the car and want to buy it. But before you do so, you want some time to rethink everything. Finally, you decide to change the rims, update your configuration, and order your car online. A few minutes later, you get a confirmation of your purchase via email and the approximate delivery date of your car. Happy with your choice, you lay back and start to watch your favorite show on Netflix.

Please answer the following questions based on this scenario.

BE_O Please indicate your agreement or disagreement with the following statements on Mercedes Benz.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
Mercedes Benz makes a strong impression on my visual sense or other senses. (1)	❍	❍	❍	❍	❍	❍	❍
I find Mercedes Benz interesting in a sensory way. (2)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz does not appeal to my senses. (3)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz induces feelings and sentiments. (4)	❍	❍	❍	❍	❍	❍	❍
I do not have strong emotions for Mercedes Benz. (5)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz is an emotional brand. (6)	❍	❍	❍	❍	❍	❍	❍
I engage in physical actions and behaviors when I use Mercedes Benz. (7)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz results in bodily experiences. (8)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz is not action oriented. (9)	❍	❍	❍	❍	❍	❍	❍
I engage in a lot of thinking when I encounter Mercedes Benz. (10)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz does not make me think. (11)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz stimulates my curiosity and problem solving. (12)	❍	❍	❍	❍	❍	❍	❍

CS1_O Overall, how satisfied with Mercedes Benz would you be?
- ○ Extremely dissatisfied (1)
- ○ Moderately dissatisfied (2)
- ○ Slightly dissatisfied (3)
- ○ Neither satisfied nor dissatisfied (4)
- ○ Slightly satisfied (5)
- ○ Moderately satisfied (6)
- ○ Extremely satisfied (7)

CS2_O Would Mercedes Benz match your expectations regarding car purchasing?
- ○ Far short of expectations (1)
- ○ Moderately short of expectations (2)
- ○ Slightly short of expectations (3)
- ○ Equals expectations (4)
- ○ Slightly exceeds expectations (5)
- ○ Moderately exceeds expectations (6)
- ○ Far exceeds expectations (7)

CS3_O Mercedes Benz would be the ideal service provider regarding car purchasing.
- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Somewhat disagree (3)
- ○ Neither agree nor disagree (4)
- ○ Somewhat agree (5)
- ○ Agree (6)
- ○ Strongly agree (7)

CLB_O Please indicate your agreement or disagreement with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would buy a Mercedes Benz car. (1)	○	○	○	○	○	○	○
I would not be very likely to switch to another car brand in the near future. (2)	○	○	○	○	○	○	○
I would buy more cars from Mercedes Benz in the future. (3)	○	○	○	○	○	○	○

CLA_O Please indicate your agreement or disagreement with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would have a strong relationship with Mercedes Benz. (1)	❍	❍	❍	❍	❍	❍	❍
I would pay a higher price than competitors charge for the benefits I would receive from Mercedes Benz. (2)	❍	❍	❍	❍	❍	❍	❍
I would recommend Mercedes Benz to someone who seeks my advice. (4)	❍	❍	❍	❍	❍	❍	❍

Scenario 2:

Imagine the following scenario: You are looking to buy a new car and you are interested in Mercedes Benz. You start your journey on the Mercedes webpage. There you are presented with the latest models, some pictures, and general information about the cars. After going through the different models and comparing them to your budget, you are interested in the new A-class and want to have a further look at it. You look at the webpage for the nearest dealership and decide to go there the next day. The dealership is located in an industrial area outside the city. Therefore, you decide to go there after finishing your work. However, you just have one hour until the dealership closes, as it is already 6pm. In the dealership you are greeted by a friendly sales assistant and you tell him that you are interested in the new A-class. The sales assistant shows you a test car and tells you about the main features. Liking the car, you want to make an appointment for a test drive. The sales assistant proposes to have the test drive in two days, as the dealership does not have an A-class with your preferred engine available and has to get it from another dealership in the region. Two days later, you are able to do a test drive and decide you want to buy the car. You meet up with the sales assistant in his office and go with him together through the list of options and extras. After 30 minutes, you have finally chosen your dream A-class. However, you still want to think about it. The sales assistant provides you with an online code of your car, so you can look up your configuration from home. At home, you launch your configuration online on your computer and change the colour of your car. After that, you send the newest code to your dealership. The next day you go to the dealership, launch your newest configuration on the sales assistant's computer, confirm it, and finally sign your purchase contract. The sales assistant tells you when your car will arrive. Happy with your purchase, you head home.

Please answer the following questions based on this scenario.

BE_M Please indicate your agreement or disagreement with the following statements on Mercedes Benz.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
Mercedes Benz makes a strong impression on my visual sense or other senses. (1)	❍	❍	❍	❍	❍	❍	❍
I find Mercedes Benz interesting in a sensory way. (2)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz does not appeal to my senses. (3)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz induces feelings and sentiments. (4)	❍	❍	❍	❍	❍	❍	❍
I do not have strong emotions for Mercedes Benz. (5)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz is an emotional brand. (6)	❍	❍	❍	❍	❍	❍	❍
I engage in physical actions and behaviors when I use Mercedes Benz. (7)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz results in bodily experiences. (8)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz is not action oriented. (9)	❍	❍	❍	❍	❍	❍	❍
I engage in a lot of thinking when I encounter Mercedes Benz. (10)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz does not make me think. (11)	❍	❍	❍	❍	❍	❍	❍
Mercedes Benz stimulates my curiosity and problem solving. (12)	❍	❍	❍	❍	❍	❍	❍

CS1_M Overall, how satisfied with Mercedes Benz would you be?
- ○ Extremely dissatisfied (1)
- ○ Moderately dissatisfied (2)
- ○ Slightly dissatisfied (3)
- ○ Neither satisfied nor dissatisfied (4)
- ○ Slightly satisfied (5)
- ○ Moderately satisfied (6)
- ○ Extremely satisfied (7)

CS2_M Would Mercedes Benz match your expectations regarding car purchasing?
- ○ Far short of expectations (1)
- ○ Moderately short of expectations (2)
- ○ Slightly short of expectations (3)
- ○ Equals expectations (4)
- ○ Slightly exceeds expectations (5)
- ○ Moderately exceeds expectations (6)
- ○ Far exceeds expectations (7)

CS3_M Mercedes Benz would be the ideal service provider regarding car purchasing.
- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Somewhat disagree (3)
- ○ Neither agree nor disagree (4)
- ○ Somewhat agree (5)
- ○ Agree (6)
- ○ Strongly agree (7)

CLB_M Please indicate your agreement or disagreement with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would buy a Mercedes Benz car. (1)	○	○	○	○	○	○	○
I would not be very likely to switch to another car brand in the near future. (2)	○	○	○	○	○	○	○
I would buy more cars from Mercedes Benz in the future. (3)	○	○	○	○	○	○	○

CLA_M Please indicate your agreement or disagreement with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somew hat agree (5)	Agree (6)	Strongly agree (7)
I would have a strong relationship with Mercedes Benz. (1)	❍	❍	❍	❍	❍	❍	❍
I would pay a higher price than competitors charge for the benefits I would receive from Mercedes Benz. (2)	❍	❍	❍	❍	❍	❍	❍
I would recommend Mercedes Benz to someone who seeks my advice. (4)	❍	❍	❍	❍	❍	❍	❍

FAM How familiar are you with Mercedes Benz?
- ❍ Not familiar at all (1)
- ❍ Slightly familiar (2)
- ❍ Moderately familiar (3)
- ❍ Very familiar (4)
- ❍ Extremely familiar (5)

GE Please indicate your gender.
- ❍ Male (1)
- ❍ Female (2)

AGE Please indicate your age.
- ❍ Under 18 (1)
- ❍ 18 - 24 (2)
- ❍ 25 - 34 (3)
- ❍ 35 - 44 (4)
- ❍ 45 - 54 (5)
- ❍ 55 - 64 (6)
- ❍ 65 - 74 (7)
- ❍ 75 - 84 (8)
- ❍ 85 or older (9)

EDU Please state your highest education level.
- ❍ Less than high school (1)
- ❍ High school graduate (2)
- ❍ Bachelor (3)
- ❍ Master (4)
- ❍ Diploma (5)
- ❍ Professional degree (6)
- ❍ Doctorate (7)

Appendix 2: Frequencies and Pie Charts Data Sample

Please indicate your gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	58.2	58.2	58.2
	Female	51	41.8	41.8	100.0
	Total	122	100.0	100.0	

Please indicate your gender.
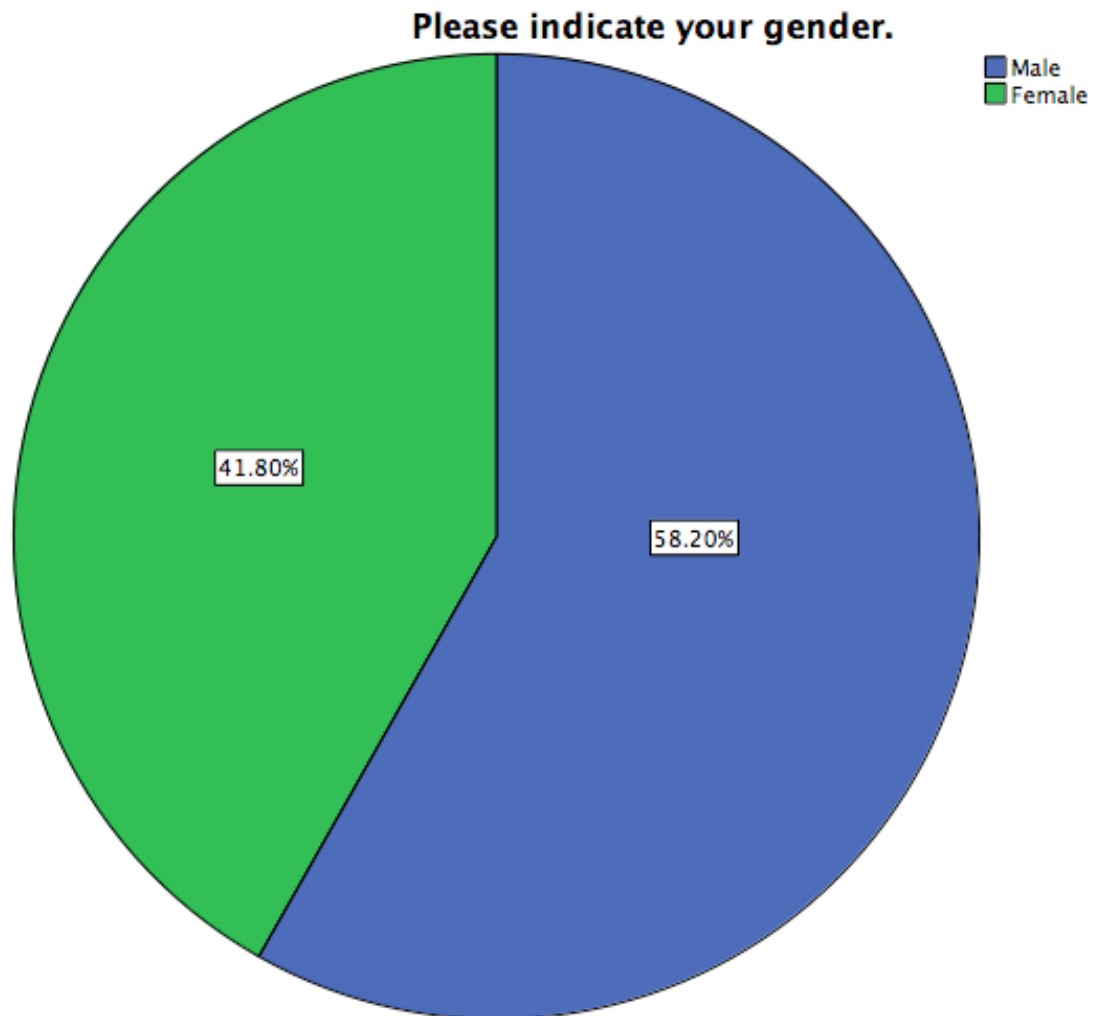
Please indicate your age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 24	68	55.7	55.7	55.7
	25 – 34	50	41.0	41.0	96.7
	35 – 44	3	2.5	2.5	99.2
	45 – 54	1	.8	.8	100.0
	Total	122	100.0	100.0	
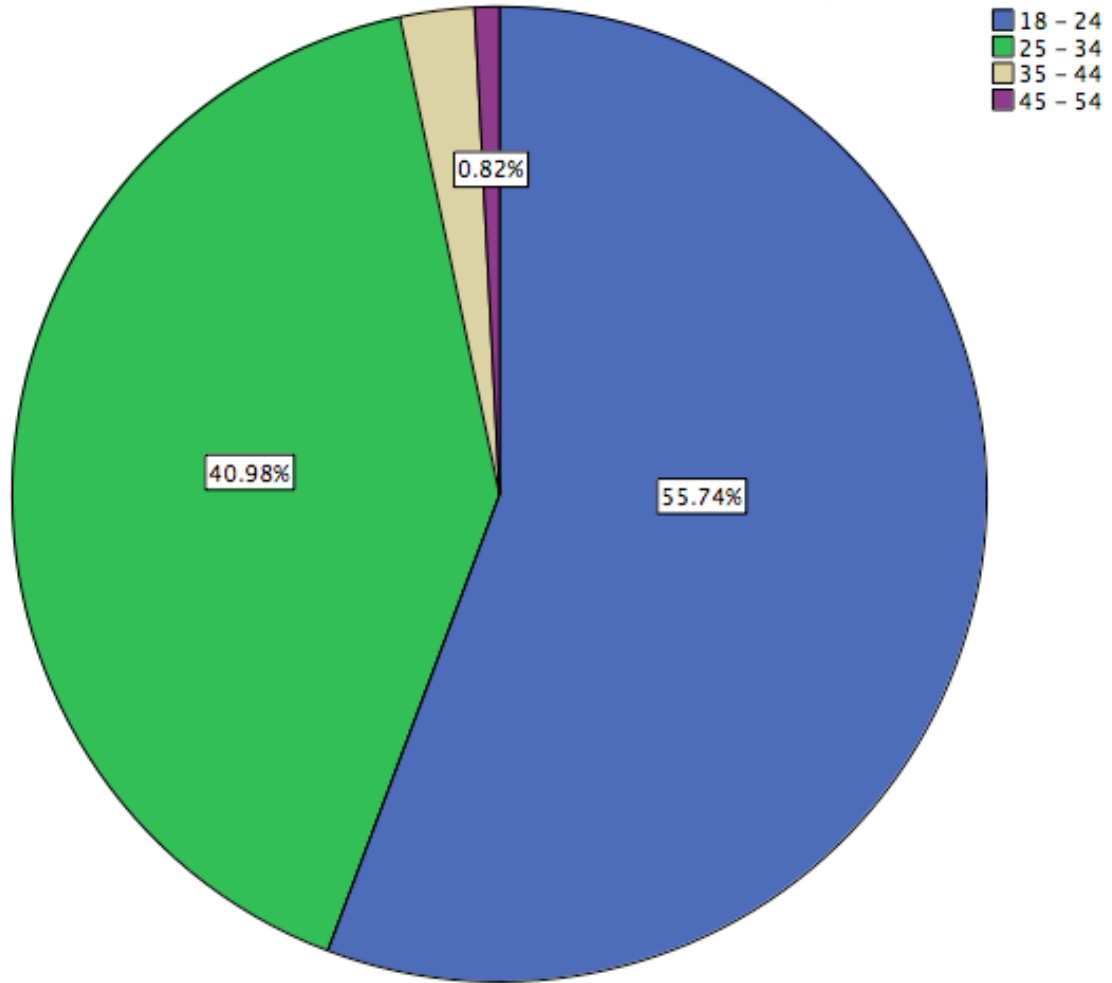
Please indicate your age.

Legend:
- 18 – 24
- 25 – 34
- 35 – 44
- 45 – 54

0.82%

40.98%

55.74%

Please state your highest education level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate	14	11.5	11.5	11.5
	Bachelor	49	40.2	40.2	51.6
	Master	50	41.0	41.0	92.6
	Diploma	3	2.5	2.5	95.1
	Professional degree	6	4.9	4.9	100.0
	Total	122	100.0	100.0	

Please state your highest education level.
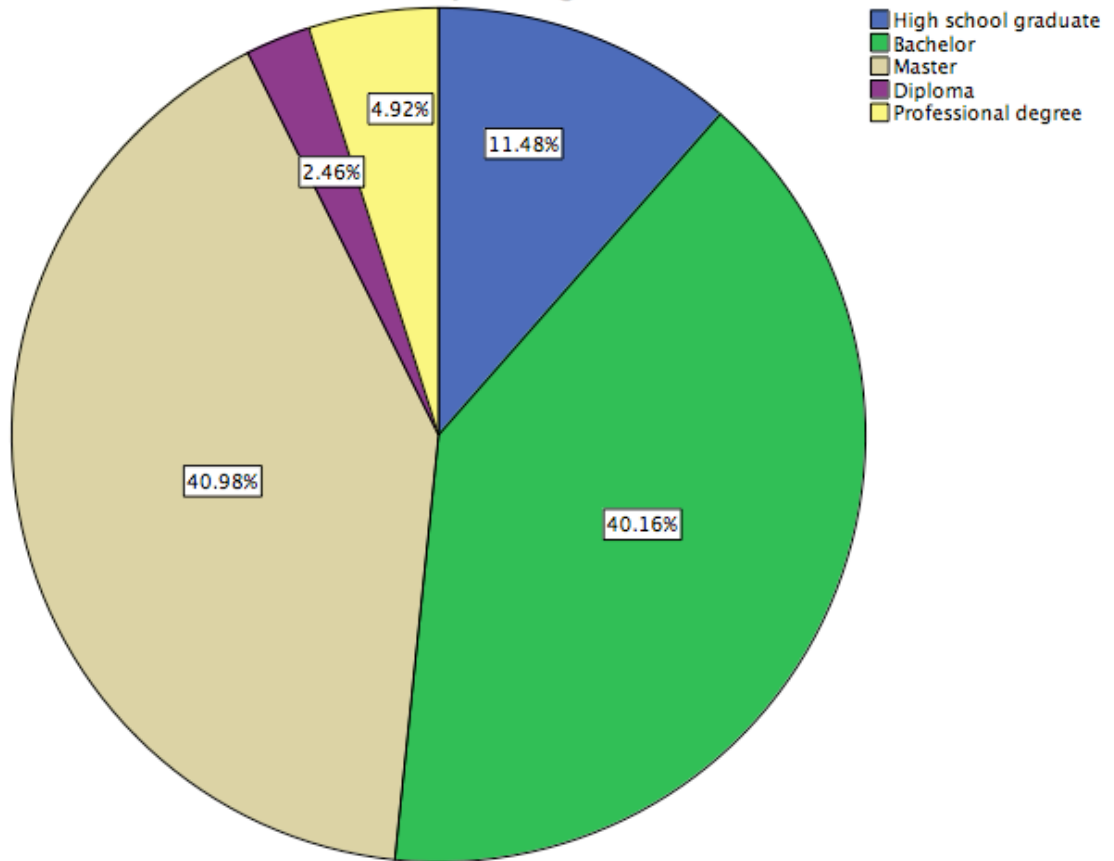
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not familiar at all	8	6.6	6.6	6.6
Slightly familiar	31	25.4	25.4	32.0
Moderately familiar	41	33.6	33.6	65.6
Very familiar	26	21.3	21.3	86.9
Extremely familiar	16	13.1	13.1	100.0
Total	122	100.0	100.0	

How familiar are you with Mercedes Benz?

How familiar are you with Mercedes Benz?
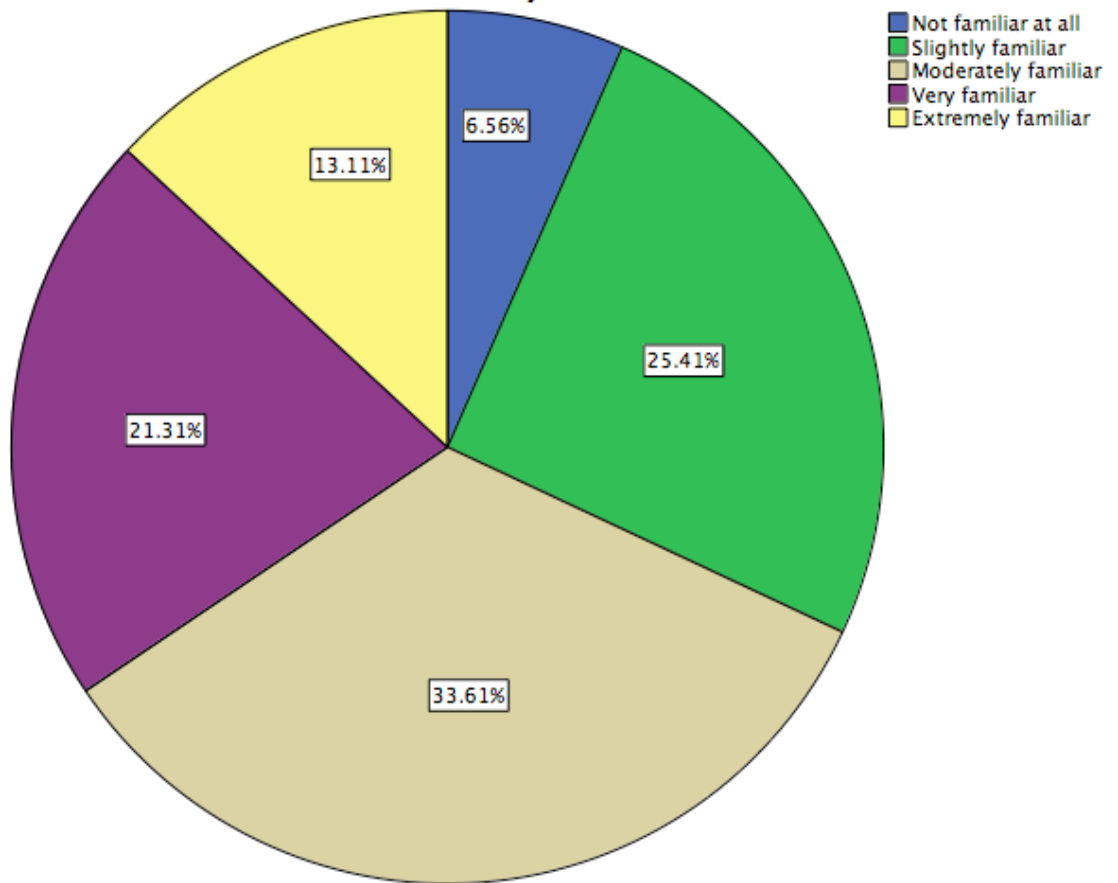
Appendix 3: Reliability Analysis Sensory Brand Experience Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.850	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I engage in physical actions and behaviors when I use Mercedes Benz.	9.46	4.829	.646	.524	.351
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz results in bodily experiences.	8.85	5.433	.641	.519	.369
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz is not action oriented.	8.25	9.162	.247	.061	.835

Appendix 4: Reliability Analysis Affective Brand Experience Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.739	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-Mercedes Benz induces feelings and sentiments.	9.20	7.718	.473	.232	.749
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-Mercedes Benz is an emotional brand.	9.43	6.065	.646	.423	.552
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-I do not have strong emotions for Mercedes Benz.	9.70	5.469	.591	.382	.627

Appendix 5: Reliability Analysis Behavioral Brand Experience Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.678	.659	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I engage in physical actions and behaviors when I use Mercedes Benz.	9.46	4.829	.646	.524	.351
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz results in bodily experiences.	8.85	5.433	.641	.519	.369
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz is not action oriented.	8.25	9.162	.247	.061	.835

Appendix 6: Reliability Analysis Intellectual Brand Experience Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.807	.806	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I engage in a lot of thinking when I encounter Mercedes Benz.	8.52	7.822	.698	.510	.689
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.– Mercedes Benz stimulates my curiosity and problem solving.	8.43	8.975	.575	.330	.814
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.– Mercedes Benz does not make me think.	8.16	7.808	.695	.508	.692

Appendix 7: Reliability Analysis Customer Satisfaction Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.829	.829	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Overall, how satisfied with Mercedes Benz would you be?	10.59	5.550	.621	.386	.827
Would Mercedes Benz match your expectations regarding car purchasing?	11.16	4.827	.715	.530	.735
Mercedes Benz would be the ideal service provider regarding car purchasing.	11.27	4.414	.735	.553	.715

Appendix 8: Reliability Analysis Behavioral Loyalty Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.715	.722	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements.-I would buy a Mercedes Benz car.	8.67	7.346	.561	.396	.595
Please indicate your agreement or disagreement with the following statements.-I would not be very likely to switch to another car brand in the near future.	9.90	7.478	.426	.191	.768
Please indicate your agreement or disagreement with the following statements.-I would buy more cars from Mercedes Benz in the future.	9.33	6.999	.635	.441	.507

Appendix 9: Reliability Analysis Attitudinal Loyalty Omni-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.835	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements.-I would have a strong relationship with Mercedes Benz.	9.48	7.425	.717	.516	.747
Please indicate your agreement or disagreement with the following statements.-I would pay a higher price than competitors charge for the benefits I would receive from Mercedes Benz.	9.80	6.854	.711	.510	.756
Please indicate your agreement or disagreement with the following statements.-I would recommend Mercedes Benz to someone who seeks my advice.	9.03	8.280	.663	.440	.801

Appendix 10: Reliability Analysis Sensory Brand Experience Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.822	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz makes a strong impression on my visual sense or other senses.	8.80	5.619	.781	.653	.640
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I find Mercedes Benz interesting in a sensory way.	8.96	6.635	.703	.597	.730
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz does not appeal to my senses.	8.93	6.971	.559	.333	.869

Appendix 11: Reliability Analysis Affective Brand Experience Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.649	.653	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.– Mercedes Benz induces feelings and sentiments.	8.00	6.248	.495	.312	.514
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.– Mercedes Benz is an emotional brand.	8.16	5.064	.557	.352	.406
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I do not have strong emotions for Mercedes Benz.	8.36	6.249	.346	.126	.708

Appendix 12: Reliability Analysis Behavioral Brand Experience Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.600	.579	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–I engage in physical actions and behaviors when I use Mercedes Benz.	8.46	4.250	.577	.446	.210
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz results in bodily experiences.	8.32	4.599	.548	.440	.271
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.–Mercedes Benz is not action oriented.	8.11	7.683	.153	.026	.797

Appendix 13: Reliability Analysis Intellectual Brand Experience Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.802	.802	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-Mercedes Benz does not make me think.	7.82	6.546	.636	.435	.742
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-I engage in a lot of thinking when I encounter Mercedes Benz.	7.84	6.320	.720	.520	.650
Please indicate your agreement or disagreement with the following statements on Mercedes Benz.-Mercedes Benz stimulates my curiosity and problem solving.	8.02	7.322	.591	.367	.786

Appendix 14: Reliability Analysis Customer Satisfaction Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.879	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Overall, how satisfied with Mercedes Benz would you be?	9.03	5.156	.756	.572	.836
Would Mercedes Benz match your expectations regarding car purchasing?	9.90	5.313	.765	.586	.829
Mercedes Benz would be the ideal service provider regarding car purchasing.	9.59	5.120	.775	.601	.819

Appendix 15: Reliability Analysis Behavioral Loyalty Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.708	.713	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements.–I would buy a Mercedes Benz car.	8.02	5.942	.538	.377	.603
Please indicate your agreement or disagreement with the following statements.–I would not be very likely to switch to another car brand in the near future.	8.87	6.677	.413	.192	.757
Please indicate your agreement or disagreement with the following statements.–I would buy more cars from Mercedes Benz in the future.	8.53	5.953	.645	.439	.478

Appendix 16: Reliability Analysis Attitudinal Loyalty Multi-Channel Retailing

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.842	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Please indicate your agreement or disagreement with the following statements.-I would have a strong relationship with Mercedes Benz.	8.20	6.181	.773	.599	.710
Please indicate your agreement or disagreement with the following statements.-I would pay a higher price than competitors charge for the benefits I would receive from Mercedes Benz.	8.80	6.209	.709	.530	.779
Please indicate your agreement or disagreement with the following statements.-I would recommend Mercedes Benz to someone who seeks my advice.	7.76	7.654	.647	.433	.834

Appendix 17: Descriptive Statistics Sensory Brand Experiences

				Bootstrap[b]			
						95% Confidence Interval	
			Statistic	Bias	Std. Error	Lower	Upper
N	Valid	SENSORY_BE_O	122	0	0	122	122
		SENSORY_BE_M	122	0	0	122	122
	Missing	SENSORY_BE_O	0	0	0	0	0
		SENSORY_BE_M	0	0	0	0	0
Mean		SENSORY_BE_O	5.4290	.0000	.1054	5.2240	5.6283
		SENSORY_BE_M	4.4481	.0012	.1064	4.2377	4.6557
Median		SENSORY_BE_O	5.6667	.0253	.0877	5.6667	6.0000
		SENSORY_BE_M	4.6667	-.0315	.1729	4.3333	5.0000
Mode		SENSORY_BE_O	6.00				
		SENSORY_BE_M	5.00				
Std. Deviation		SENSORY_BE_O	1.12038	-.00948	.10755	.90164	1.31727
		SENSORY_BE_M	1.21270	-.00917	.06724	1.07250	1.33228
Variance		SENSORY_BE_O	1.255	-.010	.238	.813	1.735
		SENSORY_BE_M	1.471	-.018	.162	1.150	1.775
Skewness		SENSORY_BE_O	-1.399	.029	.198	-1.757	-.987
		SENSORY_BE_M	-.278	.000	.148	-.584	.014
Std. Error of Skewness		SENSORY_BE_O	.219				
		SENSORY_BE_M	.219				
Kurtosis		SENSORY_BE_O	2.104	-.022	.867	.723	4.059
		SENSORY_BE_M	-.533	-.003	.218	-.907	-.072
Std. Error of Kurtosis		SENSORY_BE_O	.435				
		SENSORY_BE_M	.435				
Range		SENSORY_BE_O	5.33				
		SENSORY_BE_M	5.33				
Percentiles	25	SENSORY_BE_O	5.0000	-.0485	.1848	4.6667	5.3333
		SENSORY_BE_M	3.5833	-.0505	.2004	3.3333	4.0000
	50	SENSORY_BE_O	5.6667	.0253	.0877	5.6667	6.0000
		SENSORY_BE_M	4.6667	-.0315	.1729	4.3333	5.0000
	75	SENSORY_BE_O	6.0000	.0433	.1076	6.0000	6.3333
		SENSORY_BE_M	5.3333	.0143	.1468	5.0000	5.6667

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 18: T-Test of Sensory Brand Experiences

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

				Bootstrap[a]			
						95% Confidence Interval	
			Statistic	Bias	Std. Error	Lower	Upper
Pair 1	SENSORY_BE_O	Mean	5.4290	.0015	.1023	5.2296	5.6202
		N	122				
		Std. Deviation	1.12038	-.01003	.10262	.90340	1.30685
		Std. Error Mean	.10143				
	SENSORY_BE_M	Mean	4.4481	-.0018	.1044	4.2322	4.6502
		N	122				
		Std. Deviation	1.21270	-.00691	.06482	1.08102	1.34139
		Std. Error Mean	.10979				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

					Bootstrap for Correlation[a]			
							95% Confidence Interval	
		N	Correlation	Sig.	Bias	Std. Error	Lower	Upper
Pair 1	SENSORY_BE_O & SENSORY_BE_M	122	.321	.000	-.001	.100	.119	.510

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	SENSORY_BE_O – SENSORY_BE_M	.98087	1.36148	.12326	.73684	1.22491	7.958	121	1.0618E-12

Bootstrap for Paired Samples Test

			Bootstrap[a]				
					Sig. (2-tailed)	95% Confidence Interval	
		Mean	Bias	Std. Error		Lower	Upper
Pair 1	SENSORY_BE_O – SENSORY_BE_M	.98087	.00324	.12037	.001	.74863	1.22664

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 19: Descriptive Statistics Affective Brand Experiences

Statistics

| | | | | Bootstrap[b] | | | |
| | | | | | | 95% Confidence Interval | |
			Statistic	Bias	Std. Error	Lower	Upper
N	Valid	AFFECTIVE_BE_O	122	0	0	122	122
		AFFECTIVE_BE_M	122	0	0	122	122
	Missing	AFFECTIVE_BE_O	0	0	0	0	0
		AFFECTIVE_BE_M	0	0	0	0	0
Mean		AFFECTIVE_BE_O	4.7213	-.0020	.1086	4.4918	4.9260
		AFFECTIVE_BE_M	4.0874	-.0002	.0973	3.9126	4.2841
Median		AFFECTIVE_BE_O	5.0000	-.1347	.1800	4.5000	5.0000
		AFFECTIVE_BE_M	4.0000	.1328	.1613	4.0000	4.3333
Mode		AFFECTIVE_BE_O	5.00				
		AFFECTIVE_BE_M	4.33				
Std. Deviation		AFFECTIVE_BE_O	1.19100	-.00759	.06911	1.04606	1.32157
		AFFECTIVE_BE_M	1.11571	-.00335	.06885	.97216	1.23857
Variance		AFFECTIVE_BE_O	1.418	-.013	.163	1.094	1.747
		AFFECTIVE_BE_M	1.245	-.003	.153	.945	1.534
Skewness		AFFECTIVE_BE_O	-.413	.015	.150	-.696	-.113
		AFFECTIVE_BE_M	.069	.003	.182	-.286	.445
Std. Error of Skewness		AFFECTIVE_BE_O	.219				
		AFFECTIVE_BE_M	.219				
Kurtosis		AFFECTIVE_BE_O	-.267	-.007	.268	-.732	.316
		AFFECTIVE_BE_M	-.146	-.015	.301	-.691	.458
Std. Error of Kurtosis		AFFECTIVE_BE_O	.435				
		AFFECTIVE_BE_M	.435				
Range		AFFECTIVE_BE_O	5.33				
		AFFECTIVE_BE_M	5.67				
Percentiles	25	AFFECTIVE_BE_O	4.0000	-.0753	.1929	3.6667	4.3333
		AFFECTIVE_BE_M	3.3333	-.0298	.1359	3.0000	3.6667
	50	AFFECTIVE_BE_O	5.0000	-.1347	.1800	4.5000	5.0000
		AFFECTIVE_BE_M	4.0000	.1328	.1613	4.0000	4.3333
	75	AFFECTIVE_BE_O	5.6667	-.0503	.1738	5.3333	6.0000
		AFFECTIVE_BE_M	4.7500	.0716	.1625	4.6667	5.0000

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 20: T-Test of Affective Brand Experiences

T–Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

				Bootstrap[a]			
						95% Confidence Interval	
			Statistic	Bias	Std. Error	Lower	Upper
Pair 1	AFFECTIVE_BE_O	Mean	4.7213	–.0026	.1069	4.5137	4.9261
		N	122				
		Std. Deviation	1.19100	–.00111	.06778	1.06193	1.33194
		Std. Error Mean	.10783				
	AFFECTIVE_BE_M	Mean	4.0874	–.0037	.0990	3.8881	4.2759
		N	122				
		Std. Deviation	1.11571	–.00539	.06707	.97242	1.24334
		Std. Error Mean	.10101				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

					Bootstrap for Correlation[a]			
							95% Confidence Interval	
		N	Correlation	Sig.	Bias	Std. Error	Lower	Upper
Pair 1	AFFECTIVE_BE_O & AFFECTIVE_BE_M	122	.412	.000	–.002	.091	.213	.577

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2–tailed)
Pair 1	AFFECTIVE_BE_O – AFFECTIVE_BE_M	.63388	1.25266	.11341	.40935	.85841	5.589	121	1.434E-007

Bootstrap for Paired Samples Test

			Bootstrap[a]				
					Sig. (2–tailed)	95% Confidence Interval	
		Mean	Bias	Std. Error		Lower	Upper
Pair 1	AFFECTIVE_BE_O – AFFECTIVE_BE_M	.63388	.00110	.11120	.001	.41530	.85792

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 21: Descriptive Statistics Behavioral Brand Experiences

Statistics

			Statistic	Bootstrap[b] Bias	Std. Error	95% Confidence Interval Lower	Upper
N	Valid	BEHAVIORAL_BE_O	122	0	0	122	122
		BEHAVIORAL_BE_M	122	0	0	122	122
	Missing	BEHAVIORAL_BE_O	0	0	0	0	0
		BEHAVIORAL_BE_M	0	0	0	0	0
Mean		BEHAVIORAL_BE_O	4.4262	-.0038	.1092	4.2104	4.6421
		BEHAVIORAL_BE_M	4.1475	.0006	.0993	3.9454	4.3388
Median		BEHAVIORAL_BE_O	4.3333	.0700	.1532	4.1667	4.6667
		BEHAVIORAL_BE_M	4.0000	.1245	.1583	4.0000	4.3333
Mode		BEHAVIORAL_BE_O	4.33				
		BEHAVIORAL_BE_M	4.00				
Std. Deviation		BEHAVIORAL_BE_O	1.18086	-.00510	.06037	1.04918	1.29072
		BEHAVIORAL_BE_M	1.07142	-.00704	.05770	.94872	1.17833
Variance		BEHAVIORAL_BE_O	1.394	-.008	.142	1.101	1.666
		BEHAVIORAL_BE_M	1.148	-.012	.123	.900	1.388
Skewness		BEHAVIORAL_BE_O	-.132	.002	.142	-.413	.161
		BEHAVIORAL_BE_M	.121	-.012	.146	-.164	.391
Std. Error of Skewness		BEHAVIORAL_BE_O	.219				
		BEHAVIORAL_BE_M	.219				
Kurtosis		BEHAVIORAL_BE_O	-.659	.002	.188	-.997	-.254
		BEHAVIORAL_BE_M	-.543	-.006	.221	-.916	-.088
Std. Error of Kurtosis		BEHAVIORAL_BE_O	.435				
		BEHAVIORAL_BE_M	.435				
Range		BEHAVIORAL_BE_O	5.00				
		BEHAVIORAL_BE_M	5.00				
Percentiles	25	BEHAVIORAL_BE_O	3.6667	-.0762	.2096	3.3333	4.0000
		BEHAVIORAL_BE_M	3.3333	.0056	.1335	3.0000	3.6667
	50	BEHAVIORAL_BE_O	4.3333	.0700	.1532	4.1667	4.6667
		BEHAVIORAL_BE_M	4.0000	.1245	.1583	4.0000	4.3333
	75	BEHAVIORAL_BE_O	5.3333	.0737	.2393	5.0000	5.6667
		BEHAVIORAL_BE_M	5.0000	-.0873	.1761	4.6667	5.3333

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 22: T-Test of Behavioral Brand Experiences

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

| | | | | Bootstrap[a] | | | |
| | | | | | | 95% Confidence Interval | |
			Statistic	Bias	Std. Error	Lower	Upper
Pair 1	BEHAVIORAL_BE_O	Mean	4.4262	.0023	.1066	4.2159	4.6419
		N	122				
		Std. Deviation	1.18086	-.00521	.06339	1.05757	1.30531
		Std. Error Mean	.10691				
	BEHAVIORAL_BE_M	Mean	4.1475	-.0003	.0972	3.9563	4.3387
		N	122				
		Std. Deviation	1.07142	-.00597	.05888	.95379	1.18355
		Std. Error Mean	.09700				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

| | | | | | Bootstrap for Correlation[a] | | | |
| | | | | | | | 95% Confidence Interval | |
		N	Correlation	Sig.	Bias	Std. Error	Lower	Upper
Pair 1	BEHAVIORAL_BE_O & BEHAVIORAL_BE_M	122	.404	.000	-.004	.087	.216	.569

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

| | | Paired Differences | | | | | | | |
| | | | | | 95% Confidence Interval of the Difference | | | | |
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	BEHAVIORAL_BE_O – BEHAVIORAL_BE_M	.27869	1.23267	.11160	.05774	.49963	2.497	121	.014

Bootstrap for Paired Samples Test

| | | | Bootstrap[a] | | | | |
| | | | | | | 95% Confidence Interval | |
		Mean	Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
Pair 1	BEHAVIORAL_BE_O – BEHAVIORAL_BE_M	.27869	.00264	.11514	.018	.05471	.49454

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 23: Descriptive Statistics Intellectual Brand Experiences

Statistics

			Statistic	Bootstrap[b] Bias	Std. Error	95% Confidence Interval Lower	Upper
N	Valid	INTELLECTUAL_BE_O	122	0	0	122	122
		INTELLECTUAL_BE_M	122	0	0	122	122
	Missing	INTELLECTUAL_BE_O	0	0	0	0	0
		INTELLECTUAL_BE_M	0	0	0	0	0
Mean		INTELLECTUAL_BE_O	4.1858	-.0055	.1281	3.9180	4.4153
		INTELLECTUAL_BE_M	3.9454	-.0050	.1081	3.7350	4.1530
Median		INTELLECTUAL_BE_O	4.3333	.0162	.2129	4.0000	4.6667
		INTELLECTUAL_BE_M	4.0000	.0188	.0880	4.0000	4.3333
Mode		INTELLECTUAL_BE_O	4.67[a]				
		INTELLECTUAL_BE_M	4.00				
Std. Deviation		INTELLECTUAL_BE_O	1.36737	-.00885	.07454	1.21059	1.49859
		INTELLECTUAL_BE_M	1.23714	-.00894	.08170	1.05642	1.38851
Variance		INTELLECTUAL_BE_O	1.870	-.019	.203	1.466	2.246
		INTELLECTUAL_BE_M	1.531	-.015	.201	1.116	1.928
Skewness		INTELLECTUAL_BE_O	-.254	.001	.139	-.518	.038
		INTELLECTUAL_BE_M	-.255	-.012	.166	-.604	.062
Std. Error of Skewness		INTELLECTUAL_BE_O	.219				
		INTELLECTUAL_BE_M	.219				
Kurtosis		INTELLECTUAL_BE_O	-.613	.018	.227	-.972	-.100
		INTELLECTUAL_BE_M	.102	.007	.346	-.465	.902
Std. Error of Kurtosis		INTELLECTUAL_BE_O	.435				
		INTELLECTUAL_BE_M	.435				
Range		INTELLECTUAL_BE_O	6.00				
		INTELLECTUAL_BE_M	6.00				
Percentiles	25	INTELLECTUAL_BE_O	3.3333	-.1203	.2785	2.6667	3.6667
		INTELLECTUAL_BE_M	3.3333	.0531	.1851	3.0000	3.6667
	50	INTELLECTUAL_BE_O	4.3333	.0162	.2129	4.0000	4.6667
		INTELLECTUAL_BE_M	4.0000	.0188	.0880	4.0000	4.3333
	75	INTELLECTUAL_BE_O	5.0000	.0791	.1607	5.0000	5.3333
		INTELLECTUAL_BE_M	4.6667	-.0274	.2050	4.3333	5.0000

a. Multiple modes exist. The smallest value is shown

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 24: T-Test of Intellectual Brand Experiences

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

			Statistic	Bootstrap[a]			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
Pair 1	INTELLECTUAL_BE_O	Mean	4.1858	-.0032	.1246	3.9509	4.4290
		N	122				
		Std. Deviation	1.36737	-.01027	.07135	1.21908	1.49958
		Std. Error Mean	.12380				
	INTELLECTUAL_BE_M	Mean	3.9454	.0021	.1085	3.7186	4.1776
		N	122				
		Std. Deviation	1.23714	-.01466	.07826	1.06930	1.37753
		Std. Error Mean	.11201				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

		N	Correlation	Sig.	Bootstrap for Correlation[a]			
					Bias	Std. Error	95% Confidence Interval	
							Lower	Upper
Pair 1	INTELLECTUAL_BE_O & INTELLECTUAL_BE_M	122	.449	.000	-.003	.104	.228	.638

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	INTELLECTUAL_BE_O – INTELLECTUAL_BE_M	.24044	1.37153	.12417	-.00540	.48627	1.936	121	.055

Bootstrap for Paired Samples Test

		Mean	Bootstrap[a]				
			Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval	
						Lower	Upper
Pair 1	INTELLECTUAL_BE_O – INTELLECTUAL_BE_M	.24044	-.00535	.12370	.059	-.00540	.49173

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 25: Descriptive Statistics Customer Satisfaction

Statistics

			Statistic	Bootstrap[b]			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
N	Valid	SATISFACTION_O	122	0	0	122	122
		SATISFACTION_M	122	0	0	122	122
	Missing	SATISFACTION_O	0	0	0	0	0
		SATISFACTION_M	0	0	0	0	0
Mean		SATISFACTION_O	5.5027	-.0020	.0953	5.3115	5.6885
		SATISFACTION_M	4.7541	.0030	.0996	4.5523	4.9480
Median		SATISFACTION_O	5.6667	.0380	.1541	5.3333	6.0000
		SATISFACTION_M	4.6667	.1447	.1607	4.6667	5.0000
Mode		SATISFACTION_O	6.00				
		SATISFACTION_M	5.00				
Std. Deviation		SATISFACTION_O	1.06557	-.00818	.08331	.88620	1.21734
		SATISFACTION_M	1.10662	-.01138	.07636	.95060	1.25075
Variance		SATISFACTION_O	1.135	-.010	.176	.785	1.482
		SATISFACTION_M	1.225	-.019	.168	.904	1.564
Skewness		SATISFACTION_O	-1.039	.034	.169	-1.361	-.682
		SATISFACTION_M	-.295	.016	.192	-.639	.114
Std. Error of Skewness		SATISFACTION_O	.219				
		SATISFACTION_M	.219				
Kurtosis		SATISFACTION_O	.949	-.061	.560	-.022	2.200
		SATISFACTION_M	.248	-.004	.344	-.343	.975
Std. Error of Kurtosis		SATISFACTION_O	.435				
		SATISFACTION_M	.435				
Range		SATISFACTION_O	4.67				
		SATISFACTION_M	5.33				
Percentiles	25	SATISFACTION_O	5.0000	.0194	.1278	4.6667	5.3333
		SATISFACTION_M	4.0000	.0761	.1444	4.0000	4.3333
	50	SATISFACTION_O	5.6667	.0380	.1541	5.3333	6.0000
		SATISFACTION_M	4.6667	.1447	.1607	4.6667	5.0000
	75	SATISFACTION_O	6.3333	-.0960	.1528	6.0000	6.3333
		SATISFACTION_M	5.3333	.1163	.1658	5.3333	5.6667

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 26: T-Test of Customer Satisfaction

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

			Statistic	Bootstrap[a]			
						95% Confidence Interval	
			Statistic	Bias	Std. Error	Lower	Upper
Pair 1	SATISFACTION_O	Mean	5.5027	-.0024	.0982	5.3005	5.6913
		N	122				
		Std. Deviation	1.06557	-.00793	.08206	.89723	1.21505
		Std. Error Mean	.09647				
	SATISFACTION_M	Mean	4.7541	.0008	.0969	4.5602	4.9536
		N	122				
		Std. Deviation	1.10662	-.00659	.07310	.94799	1.23782
		Std. Error Mean	.10019				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

		N	Correlation	Sig.	Bootstrap for Correlation[a]			
							95% Confidence Interval	
		N	Correlation	Sig.	Bias	Std. Error	Lower	Upper
Pair 1	SATISFACTION_O & SATISFACTION_M	122	.264	.003	-.004	.105	.040	.454

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	SATISFACTION_O – SATISFACTION_M	.74863	1.31831	.11935	.51234	.98493	6.272	121	5.722E-009

Bootstrap for Paired Samples Test

		Mean	Bootstrap[a]				
			Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval	
						Lower	Upper
Pair 1	SATISFACTION_O – SATISFACTION_M	.74863	-.00324	.11705	.001	.52466	.96441

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 27: Descriptive Statistics Behavioral Loyalty

Statistics

			Statistic	Bias	Std. Error	Lower	Upper
				Bootstrap[b]		95% Confidence Interval	
N	Valid	LOYALTY_B_O	122	0	0	122	122
		LOYALTY_B_M	122	0	0	122	122
	Missing	LOYALTY_B_O	0	0	0	0	0
		LOYALTY_B_M	0	0	0	0	0
Mean		LOYALTY_B_O	4.6503	-.0029	.1103	4.4236	4.8579
		LOYALTY_B_M	4.2377	-.0016	.1067	4.0329	4.4615
Median		LOYALTY_B_O	4.6667	-.0508	.1342	4.3333	4.8333
		LOYALTY_B_M	4.3333	-.0980	.1486	4.0000	4.3333
Mode		LOYALTY_B_O	4.00				
		LOYALTY_B_M	4.00				
Std. Deviation		LOYALTY_B_O	1.26175	-.00834	.08346	1.09252	1.42572
		LOYALTY_B_M	1.16221	-.00881	.08170	.99985	1.32414
Variance		LOYALTY_B_O	1.592	-.014	.210	1.194	2.033
		LOYALTY_B_M	1.351	-.014	.190	1.000	1.753
Skewness		LOYALTY_B_O	-.236	.009	.181	-.572	.144
		LOYALTY_B_M	-.144	.011	.217	-.552	.298
Std. Error of Skewness		LOYALTY_B_O	.219				
		LOYALTY_B_M	.219				
Kurtosis		LOYALTY_B_O	.218	-.009	.353	-.387	.984
		LOYALTY_B_M	.603	-.020	.419	-.147	1.499
Std. Error of Kurtosis		LOYALTY_B_O	.435				
		LOYALTY_B_M	.435				
Range		LOYALTY_B_O	6.00				
		LOYALTY_B_M	6.00				
Percentiles	25	LOYALTY_B_O	4.0000	-.0073	.0964	3.6667	4.2500
		LOYALTY_B_M	3.6667	.0003	.1143	3.3333	4.0000
	50	LOYALTY_B_O	4.6667	-.0508	.1342	4.3333	4.8333
		LOYALTY_B_M	4.3333	-.0980	.1486	4.0000	4.3333
	75	LOYALTY_B_O	5.3333	.0837	.2163	5.0000	6.0000
		LOYALTY_B_M	4.7500	.0868	.1942	4.6667	5.3333

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 28: T-Test of Behavioral Loyalty

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

			Statistic	Bootstrap[a]			
						95% Confidence Interval	
				Bias	Std. Error	Lower	Upper
Pair 1	LOYALTY_B_O	Mean	4.6503	-.0004	.1141	4.4126	4.8688
		N	122				
		Std. Deviation	1.26175	-.01083	.08540	1.08266	1.41109
		Std. Error Mean	.11423				
	LOYALTY_B_M	Mean	4.2377	.0019	.1079	4.0275	4.4481
		N	122				
		Std. Deviation	1.16221	-.00831	.08388	.98753	1.32205
		Std. Error Mean	.10522				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

		N	Correlation	Sig.	Bootstrap for Correlation[a]			
							95% Confidence Interval	
					Bias	Std. Error	Lower	Upper
Pair 1	LOYALTY_B_O & LOYALTY_B_M	122	.590	.000	-.003	.092	.394	.749

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	LOYALTY_B_O – LOYALTY_B_M	.41257	1.10101	.09968	.21522	.60991	4.139	121	.0000648

Bootstrap for Paired Samples Test

		Mean	Bootstrap[a]				
			Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval	
						Lower	Upper
Pair 1	LOYALTY_B_O – LOYALTY_B_M	.41257	-.00221	.10019	.001	.23231	.61749

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 29: Descriptive Statistics Attitudinal Loyalty

Statistics

			Statistic	Bootstrap[b] Bias	Std. Error	95% Confidence Interval Lower	Upper
N	Valid	LOYALTY_A_O	122	0	0	122	122
		LOYALTY_A_M	122	0	0	122	122
	Missing	LOYALTY_A_O	0	0	0	0	0
		LOYALTY_A_M	0	0	0	0	0
Mean		LOYALTY_A_O	4.7186	.0010	.1144	4.4891	4.9344
		LOYALTY_A_M	4.1284	-.0007	.1042	3.9235	4.3251
Median		LOYALTY_A_O	5.0000	-.1207	.1694	4.6667	5.0000
		LOYALTY_A_M	4.0000	.0275	.0943	4.0000	4.3333
Mode		LOYALTY_A_O	5.00				
		LOYALTY_A_M	4.00				
Std. Deviation		LOYALTY_A_O	1.31741	-.01078	.08126	1.14866	1.45745
		LOYALTY_A_M	1.24386	-.00910	.07671	1.08940	1.38333
Variance		LOYALTY_A_O	1.736	-.022	.212	1.319	2.124
		LOYALTY_A_M	1.547	-.017	.189	1.187	1.914
Skewness		LOYALTY_A_O	-.461	.015	.167	-.789	-.094
		LOYALTY_A_M	.059	.005	.178	-.272	.404
Std. Error of Skewness		LOYALTY_A_O	.219				
		LOYALTY_A_M	.219				
Kurtosis		LOYALTY_A_O	.105	-.022	.335	-.496	.813
		LOYALTY_A_M	-.089	-.021	.270	-.577	.465
Std. Error of Kurtosis		LOYALTY_A_O	.435				
		LOYALTY_A_M	.435				
Range		LOYALTY_A_O	6.00				
		LOYALTY_A_M	6.00				
Percentiles	25	LOYALTY_A_O	4.0000	-.0808	.1828	3.6667	4.3333
		LOYALTY_A_M	3.3333	-.0122	.1396	3.0000	3.6667
	50	LOYALTY_A_O	5.0000	-.1207	.1694	4.6667	5.0000
		LOYALTY_A_M	4.0000	.0275	.0943	4.0000	4.3333
	75	LOYALTY_A_O	5.6667	-.0209	.0944	5.3333	5.6667
		LOYALTY_A_M	5.0000	-.0276	.1298	4.6667	5.3333

b. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 30: T-Test of Attitudinal Loyalty

T-Test

[DataSet1] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet.sav

Paired Samples Statistics

			Statistic	Bootstrap[a]			
				Bias	Std. Error	95% Confidence Interval	
						Lower	Upper
Pair 1	LOYALTY_A_O	Mean	4.7186	-.0051	.1171	4.4809	4.9343
		N	122				
		Std. Deviation	1.31741	-.00621	.08329	1.14625	1.47657
		Std. Error Mean	.11927				
	LOYALTY_A_M	Mean	4.1284	-.0035	.1144	3.8936	4.3525
		N	122				
		Std. Deviation	1.24386	-.01057	.07630	1.07312	1.37117
		Std. Error Mean	.11261				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Correlations

		N	Correlation	Sig.	Bootstrap for Correlation[a]			
					Bias	Std. Error	95% Confidence Interval	
							Lower	Upper
Pair 1	LOYALTY_A_O & LOYALTY_A_M	122	.459	.000	-.001	.100	.261	.641

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Paired Samples Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	LOYALTY_A_O – LOYALTY_A_M	.59016	1.33319	.12070	.35120	.82912	4.889	121	.00000314

Bootstrap for Paired Samples Test

		Mean	Bootstrap[a]				
			Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval	
						Lower	Upper
Pair 1	LOYALTY_A_O – LOYALTY_A_M	.59016	-.00163	.12384	.001	.35792	.82507

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Appendix 31:   Regression Assumptions Customer Satisfaction Omni-Channel Scenario

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5895	6.9079	5.5027	.69785	122
Residual	-2.38943	1.67721	.00000	.80526	122
Std. Predicted Value	-2.742	2.014	.000	1.000	122
Std. Residual	-2.955	2.074	.000	.996	122

a. Dependent Variable: SATISFACTION_O

Normal P–P Plot of Regression Standardized Residual
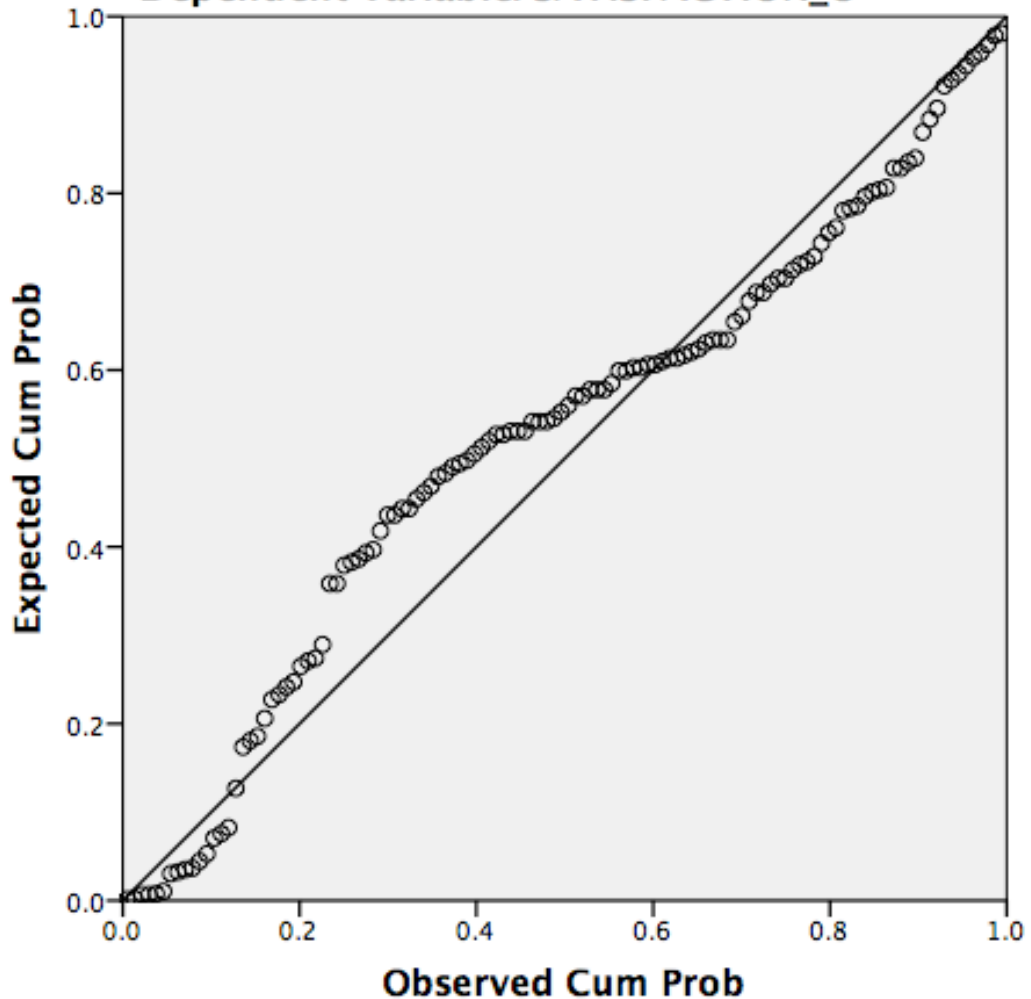
Dependent Variable: SATISFACTION_O

Tests of Normality

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_SAT_O_BEO	.141	122	.000	.940	122	.000

a. Lilliefors Significance Correction
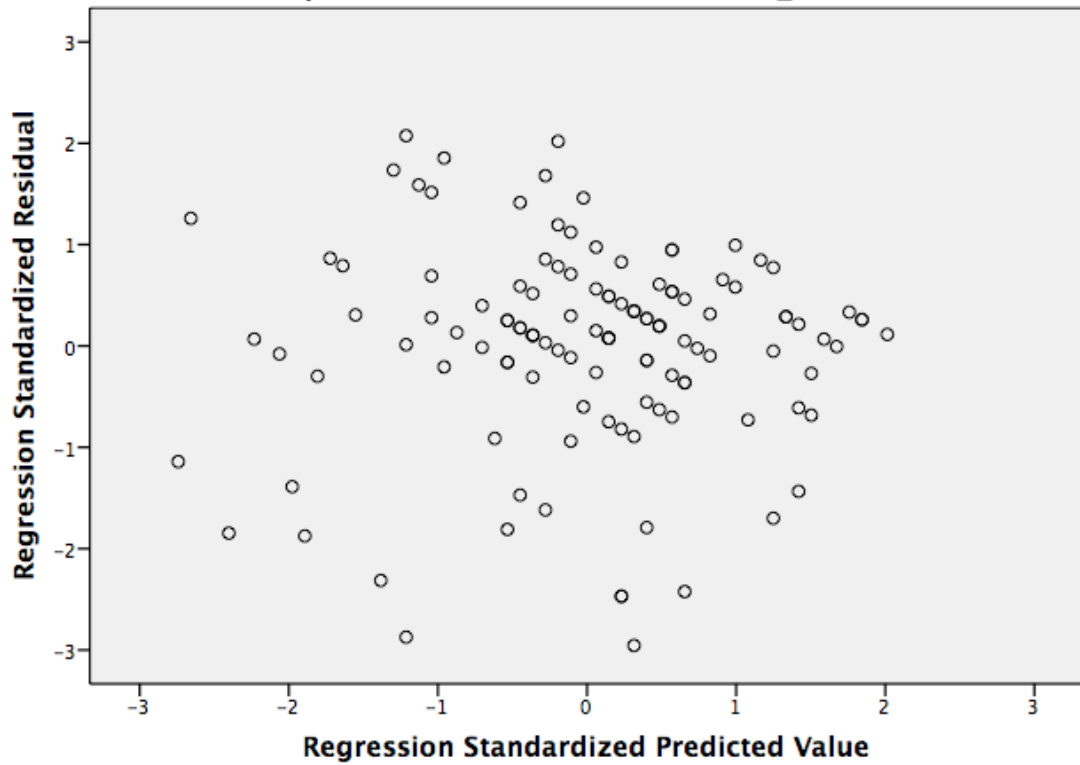
Scatterplot
Dependent Variable: SATISFACTION_O

```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 SATISFAC

R-square
      .429

OLS Output
              b         se         t        sig
constant    2.167      .359      6.039      .000
BE_TOTAL     .711      .075      9.493      .000



------- ANOVA TABLE  --------
              SS         df        MS          F        Sig
Model       58.926     1.000     58.926     90.122      .000
Residual    78.462   120.000       .654   -999.000   -999.000

=========================================

Breusch-Pagan and Koenker test

=========================================

The tests use the residuals from the above OLS

OLS output
              b         se         t        sig
constant    2.842      .741      3.834      .000
BE_TOTAL    -.393      .155     -2.539      .012

R-square
      .051



------- ANOVA TABLE  --------
              SS         df        MS          F        Sig
Model       17.980     1.000     17.980      6.444      .000
Residual   334.821   120.000      2.790   -999.000   -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
              LM        Sig
BP          8.990      .003
Koenker     6.218      .013

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 32: Pearson Correlation and Regression Analysis Customer Satisfaction Omni-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
SATISFACTION_O	5.5027	1.06557	122
BE_TOTAL_O	4.6906	.98137	122

Correlations

		SATISFACTION_O	BE_TOTAL_O
Pearson Correlation	SATISFACTION_O	1.000	.655
	BE_TOTAL_O	.655	1.000
Sig. (1-tailed)	SATISFACTION_O	.	.000
	BE_TOTAL_O	.000	.
N	SATISFACTION_O	122	122
	BE_TOTAL_O	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_O[b]	.	Enter

a. Dependent Variable: SATISFACTION_O

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655[a]	.429	.424	.80861

a. Predictors: (Constant), BE_TOTAL_O

b. Dependent Variable: SATISFACTION_O

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.926	1	58.926	90.122	.000[b]
	Residual	78.462	120	.654		
	Total	137.388	121			

a. Dependent Variable: SATISFACTION_O

b. Predictors: (Constant), BE_TOTAL_O

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.167	.359		6.039	.000
	BE_TOTAL_O	.711	.075	.655	9.493	.000

a. Dependent Variable: SATISFACTION_O

Coefficient Correlations[a]

Model			BE_TOTAL_O
1	Correlations	BE_TOTAL_O	1.000
	Covariances	BE_TOTAL_O	.006

a. Dependent Variable: SATISFACTION_O

Appendix 33:   Regression Assumptions Customer Satisfaction Multi-Channel Scenario

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9932	6.8027	4.7541	.78135	122
Residual	-2.13608	1.62584	.00000	.78365	122
Std. Predicted Value	-2.254	2.622	.000	1.000	122
Std. Residual	-2.715	2.066	.000	.996	122

a. Dependent Variable: SATISFACTION_M

Normal P–P Plot of Regression Standardized Residual
Dependent Variable: SATISFACTION_M
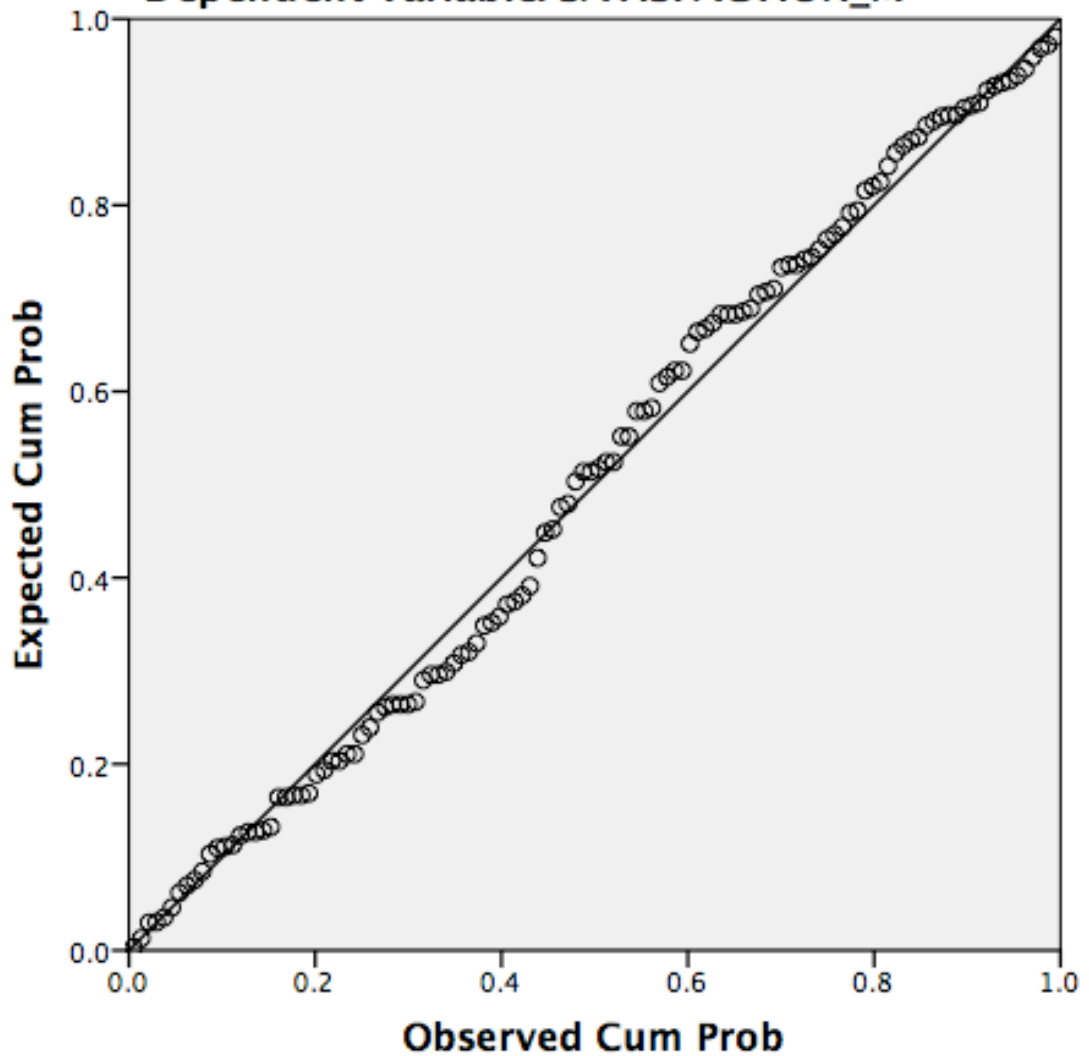
Tests of Normality

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_SAT_M_BEM	.058	122	.200[*]	.988	122	.359

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Scatterplot

Dependent Variable: SATISFACTION_M
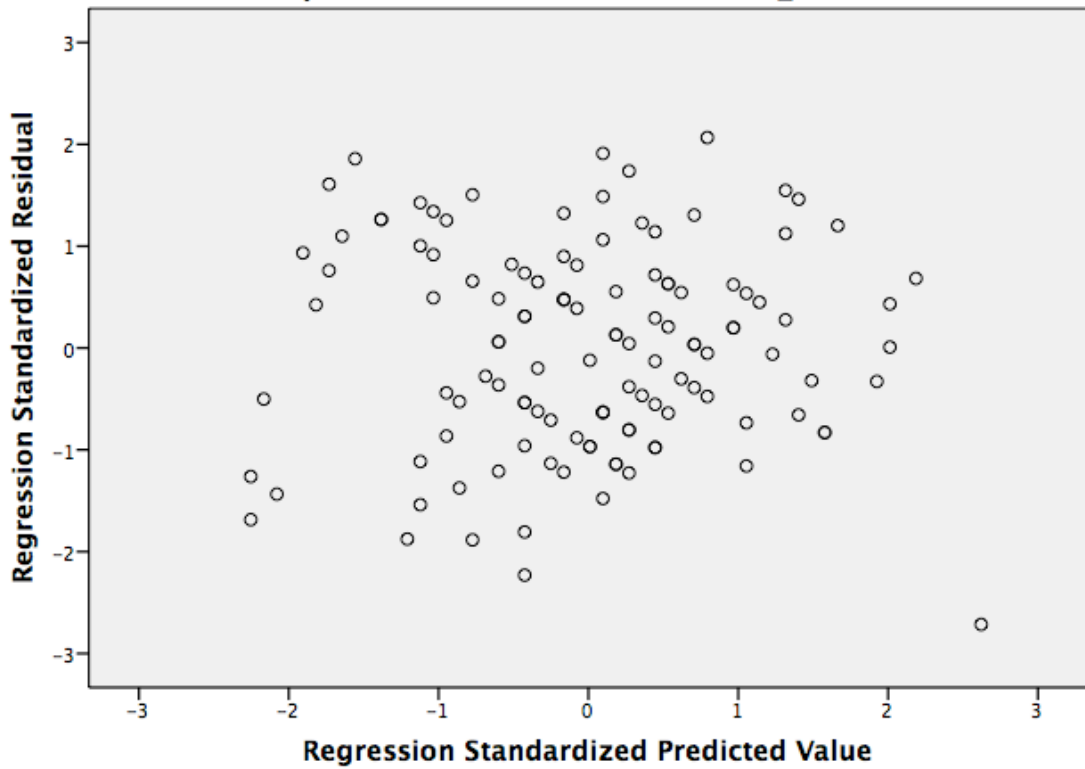
```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 SATISFAC

R-square
      .499

OLS Output
                b          se         t         sig
constant      1.361      .319      4.268      .000
BE_TOTAL       .816      .075     10.922      .000



------- ANOVA TABLE  --------
                SS         df        MS         F         Sig
Model        73.871     1.000     73.871   119.295       .000
Residual     74.307   120.000       .619  -999.000   -999.000

==========================================

Breusch-Pagan and Koenker test

==========================================

The tests use the residuals from the above OLS

OLS output
                b          se         t         sig
constant      1.615      .483      3.342      .001
BE_TOTAL      -.148      .113     -1.305      .194

R-square
      .014



------- ANOVA TABLE  --------
                SS         df        MS         F         Sig
Model         2.423     1.000      2.423     1.703       .000
Residual    170.703   120.000      1.423  -999.000   -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
                LM        Sig
BP            1.211      .271
Koenker       1.707      .191

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 34: Pearson Correlation and Regression Analysis Customer Satisfaction Multi-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
SATISFACTION_M	4.7541	1.10662	122
BE_TOTAL_M	4.1571	.95714	122

Correlations

		SATISFACTION_M	BE_TOTAL_M
Pearson Correlation	SATISFACTION_M	1.000	.706
	BE_TOTAL_M	.706	1.000
Sig. (1-tailed)	SATISFACTION_M	.	.000
	BE_TOTAL_M	.000	.
N	SATISFACTION_M	122	122
	BE_TOTAL_M	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_M[b]	.	Enter

a. Dependent Variable: SATISFACTION_M
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706[a]	.499	.494	.78691

a. Predictors: (Constant), BE_TOTAL_M

b. Dependent Variable: SATISFACTION_M

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.871	1	73.871	119.295	.000[b]
	Residual	74.307	120	.619		
	Total	148.179	121			

a. Dependent Variable: SATISFACTION_M

b. Predictors: (Constant), BE_TOTAL_M

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.361	.319		4.268	.000
	BE_TOTAL_M	.816	.075	.706	10.922	.000

a. Dependent Variable: SATISFACTION_M

Coefficient Correlations[a]

Model			BE_TOTAL_M
1	Correlations	BE_TOTAL_M	1.000
	Covariances	BE_TOTAL_M	.006

a. Dependent Variable: SATISFACTION_M

Appendix 35:   Regression Assumptions Behavioral Loyalty Omni-Channel Scenario

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2833	6.3887	4.6503	.86335	122
Residual	-2.22260	2.51738	.00000	.92013	122
Std. Predicted Value	-2.742	2.014	.000	1.000	122
Std. Residual	-2.406	2.725	.000	.996	122

a. Dependent Variable: LOYALTY_B_O

Normal P-P Plot of Regression Standardized Residual
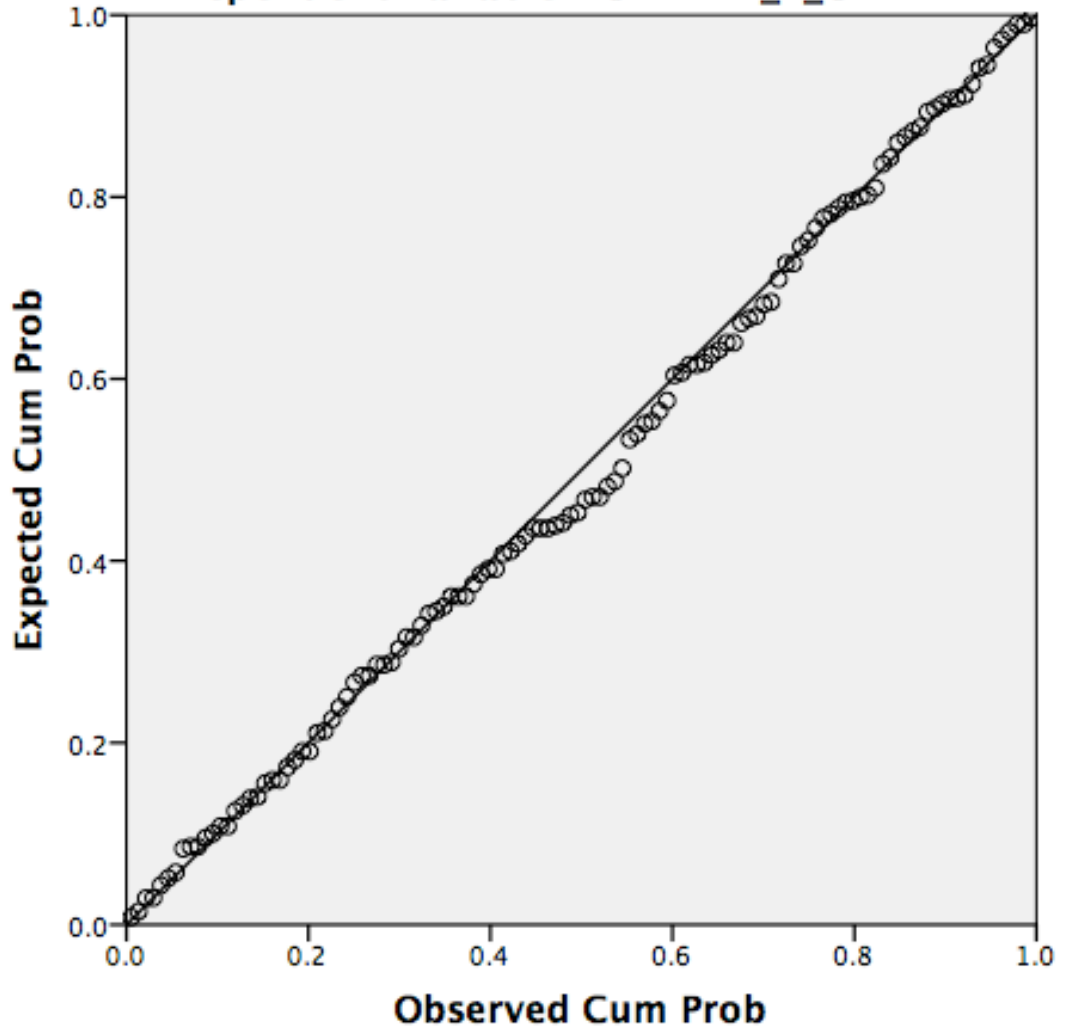
Dependent Variable: LOYALTY_B_O

Tests of Normality

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_LBO_BEO	.055	122	.200[*]	.995	122	.944

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Scatterplot

Dependent Variable: LOYALTY_B_O

```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 LOYALTY_

R-square
      .468

OLS Output
                b          se          t          sig
constant      .524        .410       1.277       .204
BE_TOTAL      .880        .086      10.279       .000



------- ANOVA TABLE  --------
                 SS         df         MS          F          Sig
Model        90.191      1.000     90.191     105.648       .000
Residual    102.443    120.000       .854    -999.000    -999.000

==========================================

Breusch-Pagan and Koenker test

==========================================

The tests use the residuals from the above OLS

OLS output
                b          se          t          sig
constant     1.836        .613       2.996       .003
BE_TOTAL     -.178        .128      -1.393       .166

R-square
      .016



------- ANOVA TABLE  --------
                 SS         df         MS          F          Sig
Model         3.702      1.000      3.702      1.941       .000
Residual    228.826    120.000      1.907    -999.000    -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
               LM         Sig
BP          1.851        .174
Koenker     1.942        .163

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 36:   Pearson Correlation and Regression Analysis Behavioral Loyalty Omni-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
LOYALTY_B_O	4.6503	1.26175	122
BE_TOTAL_O	4.6906	.98137	122

Correlations

		LOYALTY_B_O	BE_TOTAL_O
Pearson Correlation	LOYALTY_B_O	1.000	.684
	BE_TOTAL_O	.684	1.000
Sig. (1-tailed)	LOYALTY_B_O	.	.000
	BE_TOTAL_O	.000	.
N	LOYALTY_B_O	122	122
	BE_TOTAL_O	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_O[b]	.	Enter

a. Dependent Variable: LOYALTY_B_O

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684[a]	.468	.464	.92395

a. Predictors: (Constant), BE_TOTAL_O

b. Dependent Variable: LOYALTY_B_O

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.191	1	90.191	105.648	.000[b]
	Residual	102.443	120	.854		
	Total	192.634	121			

a. Dependent Variable: LOYALTY_B_O

b. Predictors: (Constant), BE_TOTAL_O

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.524	.410		1.277	.204
	BE_TOTAL_O	.880	.086	.684	10.279	.000

a. Dependent Variable: LOYALTY_B_O

Coefficient Correlations[a]

Model			BE_TOTAL_O
1	Correlations	BE_TOTAL_O	1.000
	Covariances	BE_TOTAL_O	.007

a. Dependent Variable: LOYALTY_B_O

Appendix 37:   Regression Assumptions Attitudinal Loyalty Omni-Channel Scenario

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9688	6.7382	4.7186	1.00297	122
Residual	-2.46798	2.47619	.00000	.85418	122
Std. Predicted Value	-2.742	2.014	.000	1.000	122
Std. Residual	-2.877	2.887	.000	.996	122

a. Dependent Variable: LOYALTY_A_O

Normal P–P Plot of Regression Standardized Residual
Dependent Variable: LOYALTY_A_O
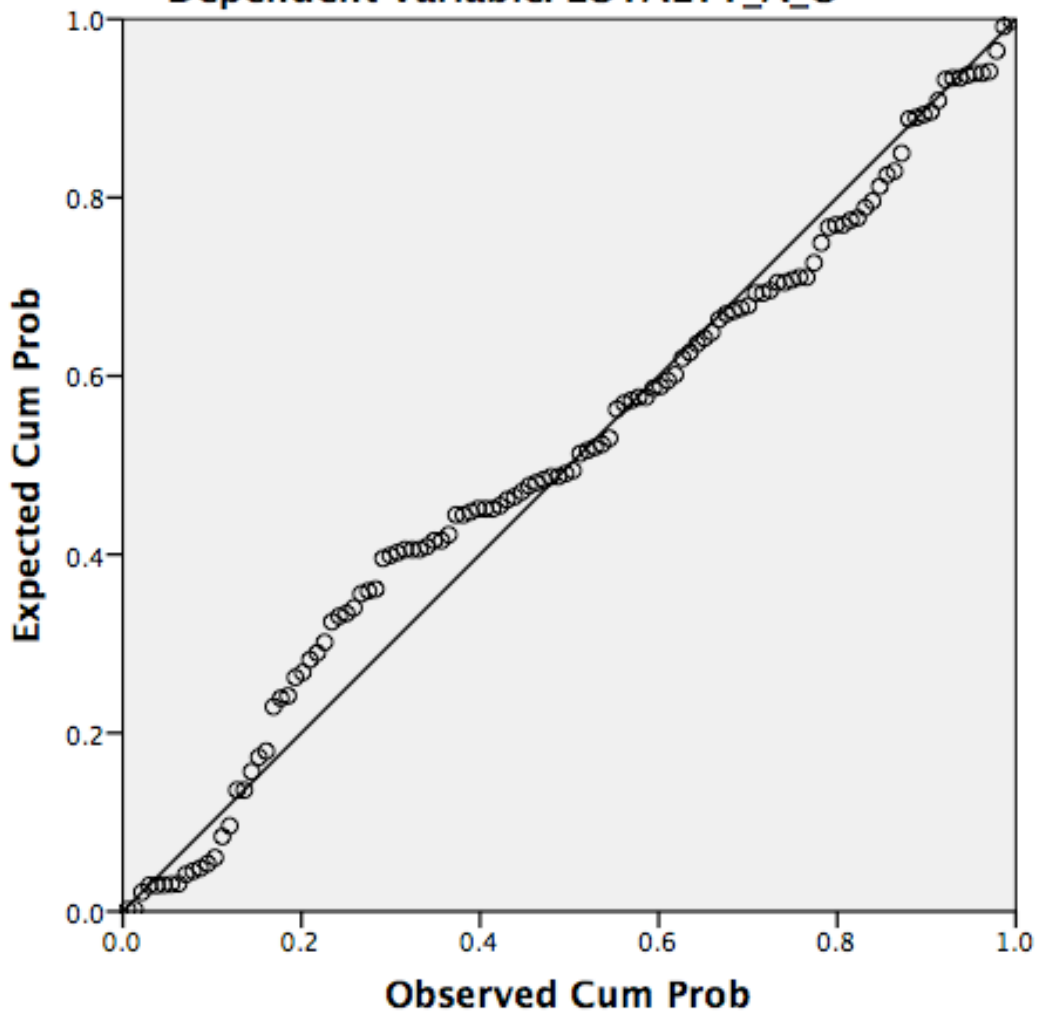
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_LAO_BEO	.108	122	.001	.974	122	.020

a. Lilliefors Significance Correction

Scatterplot
Dependent Variable: LOYALTY_A_O

```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 LOYALTY_

R-square
      .580

OLS Output
                b         se         t        sig
constant     -.075       .381     -.198      .844
BE_TOTAL     1.022       .079    12.863      .000



------- ANOVA TABLE  --------
               SS         df        MS         F        Sig
Model      121.719     1.000    121.719   165.444      .000
Residual    88.285   120.000       .736  -999.000  -999.000

=========================================

Breusch-Pagan and Koenker test

=========================================

The tests use the residuals from the above OLS

OLS output
                b         se         t        sig
constant     1.737      .730      2.380      .019
BE_TOTAL     -.157      .152     -1.031      .304

R-square
      .009



------- ANOVA TABLE  --------
               SS         df        MS         F        Sig
Model        2.878     1.000      2.878     1.064      .000
Residual   324.614   120.000      2.705  -999.000  -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
              LM        Sig
BP          1.439      .230
Koenker     1.072      .300

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 38: Pearson Correlation and Regression Analysis Attitudinal Loyalty Omni-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
LOYALTY_A_O	4.7186	1.31741	122
BE_TOTAL_O	4.6906	.98137	122

Correlations

		LOYALTY_A_O	BE_TOTAL_O
Pearson Correlation	LOYALTY_A_O	1.000	.761
	BE_TOTAL_O	.761	1.000
Sig. (1-tailed)	LOYALTY_A_O	.	.000
	BE_TOTAL_O	.000	.
N	LOYALTY_A_O	122	122
	BE_TOTAL_O	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_O[b]	.	Enter

a. Dependent Variable: LOYALTY_A_O

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761[a]	.580	.576	.85774

a. Predictors: (Constant), BE_TOTAL_O

b. Dependent Variable: LOYALTY_A_O

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.719	1	121.719	165.444	.000[b]
	Residual	88.285	120	.736		
	Total	210.005	121			

a. Dependent Variable: LOYALTY_A_O

b. Predictors: (Constant), BE_TOTAL_O

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	−.075	.381		−.198	.844
	BE_TOTAL_O	1.022	.079	.761	12.863	.000

a. Dependent Variable: LOYALTY_A_O

Coefficient Correlations[a]

Model			BE_TOTAL_O
1	Correlations	BE_TOTAL_O	1.000
	Covariances	BE_TOTAL_O	.006

a. Dependent Variable: LOYALTY_A_O

Appendix 39: **Regression Assumptions Behavioral Loyalty Multi-Channel Scenario**

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4355	6.3343	4.2377	.79965	122
Residual	-2.12123	2.34083	.00000	.84339	122
Std. Predicted Value	-2.254	2.622	.000	1.000	122
Std. Residual	-2.505	2.764	.000	.996	122

a. Dependent Variable: LOYALTY_B_M

Normal P–P Plot of Regression Standardized Residual
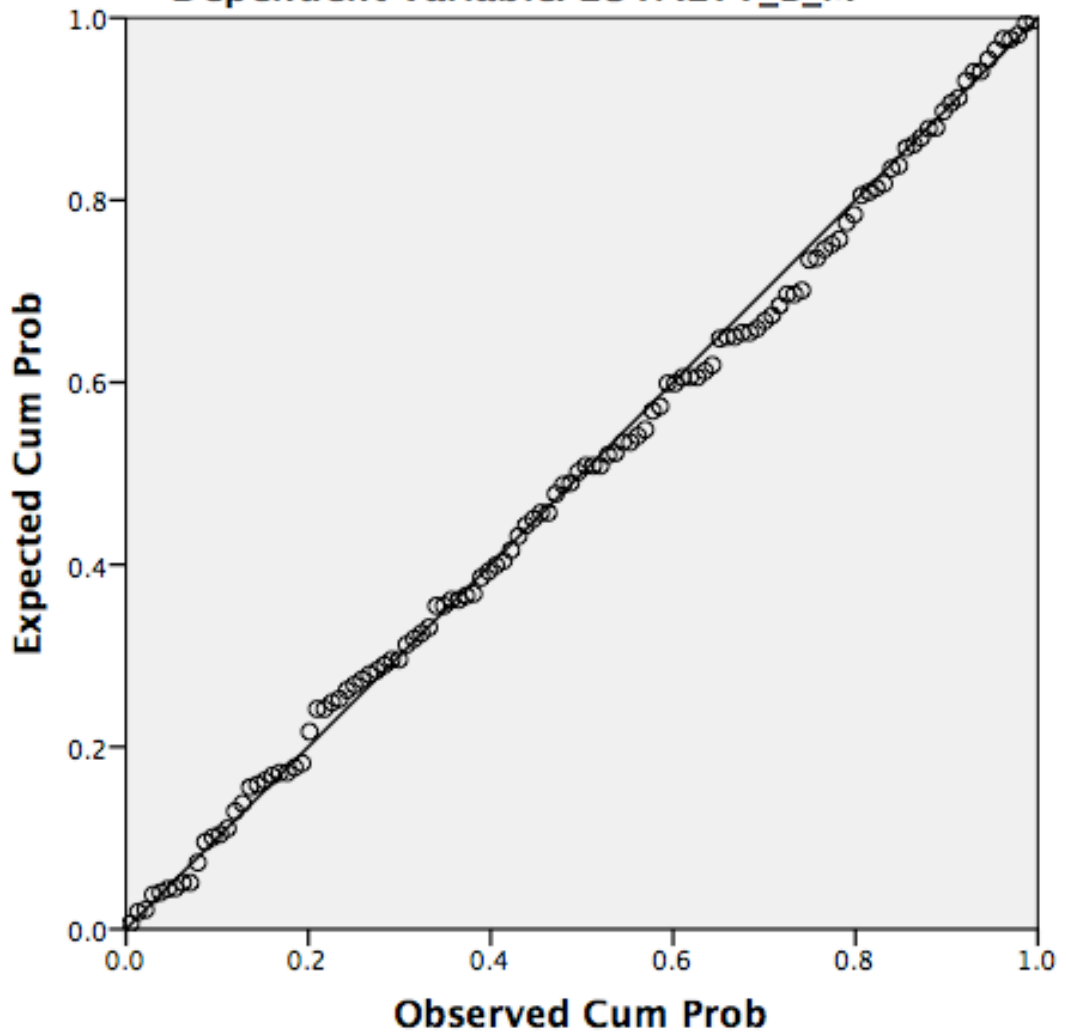
Dependent Variable: LOYALTY_B_M

Tests of Normality

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_LBM_BEM	.044	122	.200*	.995	122	.965

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Scatterplot

Dependent Variable: LOYALTY_B_M

```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 LOYALTY_

R-square
      .473

OLS Output
               b         se         t        sig
constant     .765      .343     2.229      .028
BE_TOTAL     .835      .080    10.386      .000



------- ANOVA TABLE  --------
               SS        df        MS         F        Sig
Model      77.372     1.000    77.372   107.877      .000
Residual   86.067   120.000      .717  -999.000  -999.000

=========================================

Breusch-Pagan and Koenker test

=========================================

The tests use the residuals from the above OLS

OLS output
               b         se         t        sig
constant    1.599      .582     2.747      .007
BE_TOTAL    -.144      .137    -1.056      .293

R-square
      .009



------- ANOVA TABLE  --------
               SS        df        MS         F        Sig
Model       2.305     1.000     2.305     1.116      .000
Residual  247.933   120.000     2.066  -999.000  -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
               LM        Sig
BP          1.152      .283
Koenker     1.124      .289

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 40:   Pearson Correlation and Regression Analysis Behavioral Loyalty Multi-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
LOYALTY_B_M	4.2377	1.16221	122
BE_TOTAL_M	4.1571	.95714	122

Correlations

		LOYALTY_B_M	BE_TOTAL_M
Pearson Correlation	LOYALTY_B_M	1.000	.688
	BE_TOTAL_M	.688	1.000
Sig. (1–tailed)	LOYALTY_B_M	.	.000
	BE_TOTAL_M	.000	.
N	LOYALTY_B_M	122	122
	BE_TOTAL_M	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_M[b]	.	Enter

a. Dependent Variable: LOYALTY_B_M

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688[a]	.473	.469	.84689

a. Predictors: (Constant), BE_TOTAL_M

b. Dependent Variable: LOYALTY_B_M

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.372	1	77.372	107.877	.000[b]
	Residual	86.067	120	.717		
	Total	163.440	121			

a. Dependent Variable: LOYALTY_B_M

b. Predictors: (Constant), BE_TOTAL_M

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.765	.343		2.229	.028
	BE_TOTAL_M	.835	.080	.688	10.386	.000

a. Dependent Variable: LOYALTY_B_M

Coefficient Correlations[a]

Model			BE_TOTAL_M
1	Correlations	BE_TOTAL_M	1.000
	Covariances	BE_TOTAL_M	.006

a. Dependent Variable: LOYALTY_B_M

Appendix 41:   Regression Assumptions Attitudinal Loyalty Multi-Channel Scenario

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0309	6.5687	4.1284	.93071	122
Residual	-2.24636	1.83467	.00000	.82521	122
Std. Predicted Value	-2.254	2.622	.000	1.000	122
Std. Residual	-2.711	2.214	.000	.996	122

a. Dependent Variable: LOYALTY_A_M

Normal P–P Plot of Regression Standardized Residual
Dependent Variable: LOYALTY_A_M
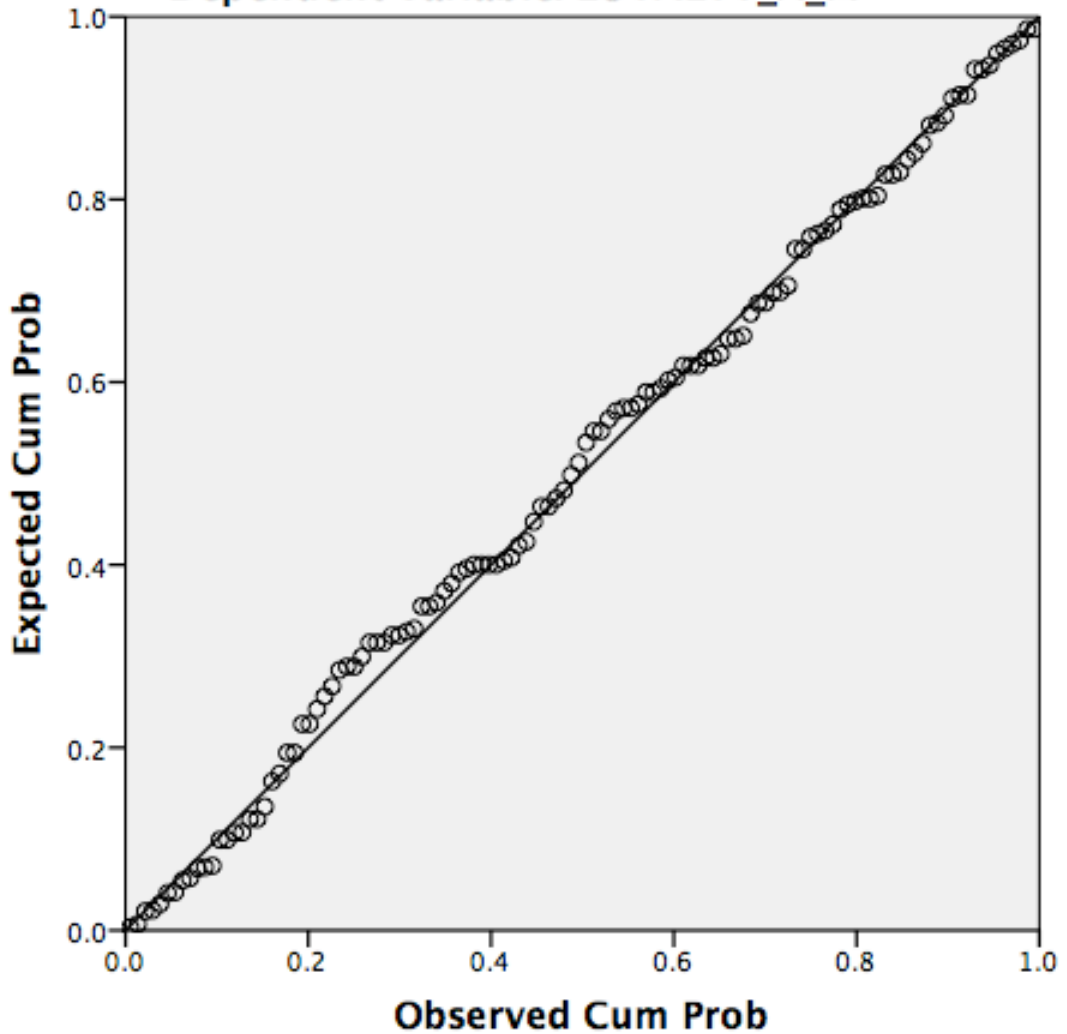
Tests of Normality

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RESI_LAM_BEM	.055	122	.200[*]	.993	122	.761

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Scatterplot

Dependent Variable: LOYALTY_A_M

```
Run MATRIX procedure:

 written by Ahmad Daryanto

Original Regression model:

Dependent variable
 LOYALTY_

R-square
     .560

OLS Output
               b        se        t        sig
constant     .086      .336      .257      .798
BE_TOTAL     .972      .079    12.355      .000



------- ANOVA TABLE  --------
               SS        df        MS         F         Sig
Model      104.812     1.000   104.812   152.642      .000
Residual    82.398   120.000      .687  -999.000  -999.000

==========================================

Breusch-Pagan and Koenker test

==========================================

The tests use the residuals from the above OLS

OLS output
               b        se        t        sig
constant     .791      .565     1.399      .164
BE_TOTAL     .050      .133      .379      .705

R-square
     .001



------- ANOVA TABLE  --------
               SS        df        MS         F         Sig
Model         .280     1.000      .280      .144      .000
Residual   233.795   120.000     1.948  -999.000  -999.000

------- Breusch-Pagan and Koenker test statistics and sig-values --------
               LM        Sig
BP            .140      .708
Koenker       .146      .703

Null hypothesis: heteroskedasticity not present (homoskedasticity)

if sig-value less than 0.05, reject the null hypothesis

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

------ END MATRIX -----
```

Appendix 42:   Pearson Correlation and Regression Analysis Attitudinal Loyalty Multi-Channel Scenario

Regression

[DataSet3] /Users/pascalschwick/Dropbox/Master Thesis/spss/data bearbeitet copy.sav

Descriptive Statistics

	Mean	Std. Deviation	N
LOYALTY_A_M	4.1284	1.24386	122
BE_TOTAL_M	4.1571	.95714	122

Correlations

		LOYALTY_A_M	BE_TOTAL_M
Pearson Correlation	LOYALTY_A_M	1.000	.748
	BE_TOTAL_M	.748	1.000
Sig. (1-tailed)	LOYALTY_A_M	.	.000
	BE_TOTAL_M	.000	.
N	LOYALTY_A_M	122	122
	BE_TOTAL_M	122	122

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	BE_TOTAL_M[b]	.	Enter

a. Dependent Variable: LOYALTY_A_M

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748[a]	.560	.556	.82865

a. Predictors: (Constant), BE_TOTAL_M

b. Dependent Variable: LOYALTY_A_M

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.812	1	104.812	152.642	.000[b]
	Residual	82.398	120	.687		
	Total	187.210	121			

a. Dependent Variable: LOYALTY_A_M

b. Predictors: (Constant), BE_TOTAL_M

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.086	.336		.257	.798
	BE_TOTAL_M	.972	.079	.748	12.355	.000

a. Dependent Variable: LOYALTY_A_M

Coefficient Correlations[a]

Model			BE_TOTAL_M
1	Correlations	BE_TOTAL_M	1.000
	Covariances	BE_TOTAL_M	.006

a. Dependent Variable: LOYALTY_A_M

Appendix 43: Mediation Analysis Customer Satisfaction

```
Run MATRIX procedure:

******************** MEMORE Procedure for SPSS Version 1.1 *********************

                          Written by Amanda Montoya

                       Documentation available at afhayes.com

*******************************************************************************

Variables:
Y = S_O_T    S_M_T
M = BE_O_T   BE_M_T

Computed Variables:
Ydiff =         S_O_T    -       S_M_T
Mdiff =         BE_O_T   -       BE_M_T
Mavg = (        BE_O_T   +       BE_M_T   )        /2        Centered

Sample Size:
  122

*******************************************************************************
Outcome: Ydiff = S_O_T    -      S_M_T

Model
        Effect       SE         t        df         p        LLCI       ULCI
'X'     .7486      .1194     6.2724   121.0000    .0000      .5123      .9849

*******************************************************************************
Outcome: Mdiff = BE_O_T   -      BE_M_T

Model
        Effect       SE         t        df         p        LLCI       ULCI
'X'     .5335      .0964     5.5329   121.0000    .0000      .3426      .7244

*******************************************************************************
Outcome: Ydiff = S_O_T    -      S_M_T

Model Summary
        R         R-sq        MSE        F        df1        df2         p
      .7461      .5566      .7836    74.6889    2.0000   119.0000      .0000

Model
        coeff        SE         t        df         p        LLCI       ULCI
'X'     .2593      .0897     2.8897   119.0000    .0046      .0816      .4369
Mdiff   .9174      .0756    12.1358   119.0000    .0000      .7677     1.0670
Mavg   -.1769      .0994    -1.7795   119.0000    .0777     -.3737      .0199
```

```
********************** TOTAL, DIRECT, AND INDIRECT EFFECTS **********************

Total effect of X on Y
     Effect         SE          t          df           p         LLCI        ULCI
     .7486       .1194      6.2724   121.0000      .0000       .5123       .9849

Direct effect of X on Y
     Effect         SE          t          df           p         LLCI        ULCI
     .2593       .0897      2.8897   119.0000      .0046       .0816       .4369

Indirect Effect of X on Y through M
           Effect     BootSE    BootLLCI    BootULCI
Ind1       .4894      .1059       .2926       .7071

Indirect Key
Ind1  X           ->        M1diff    ->        Ydiff

************************* ANALYSIS NOTES AND WARNINGS ***************************

Bootstrap confidence interval method used: Percentile bootstrap.

Number of bootstrap samples for bootstrap confidence intervals:
  5000

Level of confidence for all confidence intervals in output:
     95.00

The following variables were mean centered prior to analysis:
  (        BE_O_T     +        BE_M_T    )         /2

------ END MATRIX -----
```

Appendix 44: Mediation Analysis Behavioral Loyalty

```
Run MATRIX procedure:

******************** MEMORE Procedure for SPSS Version 1.1 ********************

                       Written by Amanda Montoya

                  Documentation available at afhayes.com

******************************************************************************

Variables:
Y = L_B_O     L_B_M
M = BE_O_T    BE_M_T

Computed Variables:
Ydiff =          L_B_O     -       L_B_M
Mdiff =          BE_O_T    -       BE_M_T
Mavg = (         BE_O_T    +       BE_M_T  )         /2         Centered

Sample Size:
  122

******************************************************************************
Outcome: Ydiff =  L_B_O     -       L_B_M

Model
      Effect        SE         t         df          p         LLCI      ULCI
'X'     .4126     .0997    4.1389   121.0000     .0001       .2152     .6099

******************************************************************************
Outcome: Mdiff =  BE_O_T    -       BE_M_T

Model
      Effect        SE         t         df          p         LLCI      ULCI
'X'     .5335     .0964    5.5329   121.0000     .0000       .3426     .7244

******************************************************************************
Outcome: Ydiff =  L_B_O     -       L_B_M

Model Summary
         R        R-sq        MSE         F         df1        df2         p
      .7632     .5825      .5146    83.0254    2.0000   119.0000     .0000

Model
            coeff        SE         t         df          p         LLCI      ULCI
'X'       -.0080     .0727    -.1104   119.0000     .9122      -.1520     .1359
Mdiff      .7884     .0613   12.8707   119.0000     .0000       .6671     .9097
Mavg       .0225     .0805     .2795   119.0000     .7803      -.1370     .1820
```

```
*********************** TOTAL, DIRECT, AND INDIRECT EFFECTS ***********************

Total effect of X on Y
    Effect          SE          t          df          p          LLCI        ULCI
    .4126        .0997      4.1389    121.0000      .0001       .2152       .6099

Direct effect of X on Y
    Effect          SE          t          df          p          LLCI        ULCI
   -.0080        .0727     -.1104    119.0000      .9122      -.1520       .1359

Indirect Effect of X on Y through M
          Effect      BootSE     BootLLCI     BootULCI
Ind1       .4206       .1069       .2276        .6452

Indirect Key
Ind1  X          ->        M1diff    ->       Ydiff

*************************** ANALYSIS NOTES AND WARNINGS ***************************

Bootstrap confidence interval method used: Percentile bootstrap.

Number of bootstrap samples for bootstrap confidence intervals:
  5000

Level of confidence for all confidence intervals in output:
     95.00

The following variables were mean centered prior to analysis:
  (       BE_O_T    +       BE_M_T   )        /2

------ END MATRIX -----
```

Appendix 45: Mediation Analysis Attitudinal Loyalty

```
Run MATRIX procedure:

******************* MEMORE Procedure for SPSS Version 1.1 *********************

                        Written by Amanda Montoya

                   Documentation available at afhayes.com

*****************************************************************************

Variables:
Y = L_A_O     L_A_M
M = BE_O_T    BE_M_T

Computed Variables:
Ydiff =           L_A_O     -        L_A_M
Mdiff =           BE_O_T    -        BE_M_T
Mavg = (          BE_O_T    +        BE_M_T  )        /2        Centered

Sample Size:
  122

*****************************************************************************
Outcome: Ydiff = L_A_O     -        L_A_M

Model
        Effect        SE          t         df          p        LLCI        ULCI
'X'      .5902       .1207     4.8895   121.0000      .0000      .3512       .8291

*****************************************************************************
Outcome: Mdiff = BE_O_T    -        BE_M_T

Model
        Effect        SE          t         df          p        LLCI        ULCI
'X'      .5335       .0964     5.5329   121.0000      .0000      .3426       .7244

*****************************************************************************
Outcome: Ydiff = L_A_O     -        L_A_M

Model Summary
        R          R-sq        MSE         F         df1         df2          p
       .8203       .6729      .5912   122.3791     2.0000   119.0000       .0000

Model
         coeff         SE          t         df          p        LLCI        ULCI
'X'      .0423       .0779      .5424   119.0000      .5885     -.1120       .1966
Mdiff   1.0270       .0657    15.6413   119.0000      .0000      .8970      1.1571
Mavg    -.0650       .0863     -.7526   119.0000      .4532     -.2359       .1060
```

```
*********************** TOTAL, DIRECT, AND INDIRECT EFFECTS **********************

Total effect of X on Y
     Effect        SE         t         df         p        LLCI       ULCI
     .5902       .1207     4.8895   121.0000     .0000      .3512      .8291

Direct effect of X on Y
     Effect        SE         t         df         p        LLCI       ULCI
     .0423       .0779      .5424   119.0000     .5885     -.1120      .1966

Indirect Effect of X on Y through M
          Effect     BootSE    BootLLCI    BootULCI
Ind1      .5479      .1179      .3341       .7956

Indirect Key
Ind1  X          ->        M1diff    ->        Ydiff

************************** ANALYSIS NOTES AND WARNINGS **************************

Bootstrap confidence interval method used: Percentile bootstrap.

Number of bootstrap samples for bootstrap confidence intervals:
  5000

Level of confidence for all confidence intervals in output:
     95.00

The following variables were mean centered prior to analysis:
  (      BE_O_T    +      BE_M_T   )        /2

------ END MATRIX -----
```