Voice of
Academia
e-ISSN: 2682-7840

Ahmad et al. /Voice of Academia 15 Special Issue August (1) 2019, 24-44

Voice of Academia
Academic Series of Universiti Teknologi MARA Kedah
Available online at http://voa.uitm.edu.my

# Multichannel Retail Environment: Opportunities And Challenges

*Norzieiriani Ahmad*[1], *Muhammad Rizwan*[1]

[1]*School of Business Management, University Utara Malaysia, Malaysia*

ARTICLE INFO

*Article history:*
Received June 2019
Received in revised form
Accepted June 2019
Published August 2019

***Keywords:***
Multichannel, Channel integration, Offline and Online Channel and Online Shopping

Corresponding Author:
*norzie@uum.edu.my*

ABSTRACT

*A seamless customer shopping experience has been provided in a multichannel environment. Currently, firms are using various shopping channels to enhance the customer satisfaction. Customers can use various channels like traditional physical stores, internet-based stores and social media as well to complete their shopping tasks. A large number of people embracing the innovative multichannel environment for information sharing in different online and offline channels. Now a days, these customers require a tailored experience and major portion of these customers demand from the firms to provide a customized solution for their purchasing needs. Consequently, the firms acknowledged the current demands of the customers and opening multiple channels to cater these customers preferences, recording their purchasing history and customer data from multiple channels to provide them an innovative shopping experience. The instant success of these multichannel firms forced the other firms to open multiple channels to boost their image and enjoy higher customer satisfaction and loyalty. However, increasing the number of channels in a firm require a close coordination strategy and synergy among these channels. Channel integration is a possible solution for managing these multiple channels to create a complementary effect.*



## 1. Introduction

The explosive growth in internet users enhance the customers' usage of online channel as a shopping medium over the last few years (Nilashi, Ibrahim, Reza Mirabi, Ebrahimi, & Zare, 2015; Towers & Xu, 2016). The number of internet users has been increased from 631 million in 2000 to 4.16 billion at the end of 2017, additionally, 54.4 per cent of the population is online in the world and the percentage growth in internet users all over the world is 1052% during the last 10 years (Internet World Stats, 2018). This significant increase in internet users motivate them to shift their shopping habits towards using the new online channel. The new innovative online channel contains a lot of opportunities for the firms and customers as well. Due to its commercial benefits for both customers and firms, it is becoming more and more popular. From the customer perspective, this new online channel is an easy and quick source of searching and obtaining information of firm's product and services, comfortable and time saving source of purchasing them. Since its evolution into a worldwide network for sharing information, this online channel has become a valuable marketing platform for local and international transactions (Lim, Osman, Salahuddin, Romle, & Abdullah, 2016).

Beside the growth of internet users over the past few years, many other benefits attached with the online channel is another major factor for the success of online channel (Santouridis, Trivellas, & Tsimonis, 2012). According to eMarketer (2016), global retail e-commerce sale is expected to grow nearly US$ 2352 billions in 2017 surpassing the sales of US$ 1915 billions in year 2016 and it is estimated to increase US$ 2860 billions in 2018. The 145 firms form the top 250 firms having online presence worldwide experienced 21% increase in their online sales and American retail online sales are expected to grow from $263 billion in 2013 to $414 billion in 2018(8.9% in 2014) (Carlson, O'Cass, & Ahrholdt, 2015). In USA, seven firms for the top 10 internet firms (like Sony, Hewlett-Packard, Sears, Staples, Sears, Dell and Office Depot) were previously doing business in only offline channel but now they are actively participating in both offline channel and online channel (Brashear, Kashyap, Musante, & Donthu, 2009). Currently, many firms are using multiple marketing channels (multichannel) to capture the customer repurchase intention and increase their sales. Therefore, the growth in online e-commerce sale is not only due to the performance of the pure internet firms but the significant contribution also made by the multichannel (MC) firms. These MC firms are getting their share from both offline channel and online channel (Hahn and Kim, 2009). Brick-and-mortar business model used by the firms to serve their customers through physical stores while brick-and-click business model provide the opportunity to their customers to use both offline and online channel facility.

McGoldrick and Collins (2007) define multichannel customers are those customers who tend to use multiple channel during their purchasing process. Single channel customers are those customers that use a specific channel for their all shopping needs, however, multichannel customers tend to use various channel depends upon their needs and buying stages (Chiou et al., 2017). For instance, the multichannel customers may acquire the product information or try a product at offline channel and subsequently buy that specific product form an online channel. Multichannel customers tend to employ different channels at different stages of buying a product because each channel has distinct advantages during the buying process (Konuş, Verhoef, & Neslin, 2008). Different customers prefer a particular channel due to their beliefs and goals and they organize the information to use the firms' previous performance as a guess for deciding the new channel usage. Therefore, the multichannel firms' previous performance in the offline channel influence the perception of the customer towards firms' new online channel. However, the poor performance of multichannel firms in one channel can spoil the perception of other channel in case the firm fail to perform in all channels (W. S. Kwon & Lennon, 2009a).

Multichannel customers are continuously transacting with business firms through various channels (physical stores, online stores, mobile phones, and social media), this emergence of multichannel customers and proliferation of channels has call for new theoretical developments and empirical studies to understand these channel attributes and their influence on customer buying decisions (Cervellon, Sylvie, & Ngobo, 2015). Hence, it would be worthwhile to study the customer's buying process from the perspective of multichannel customer behaviour.

## 2. Literature Review On Multichannel Shopping

In the previous multichannel literature, the study by Neslin et al. (2006) has been considered very influential in the area of multichannel research. The definition provided by the study describes multichannel customer management as the activities involving designing, organizing, coordinating and appraisal of different channels to improve the customer value through acquiring, retaining and developing the customer base (Neslin et al., 2006). Therefore, the current study describes channel as any medium or contact point by which the customer and the firm can interact with each other (Verhoef et al., 2015). By highlighting the word "interaction" the study bound the area to those channels that are offering two-way communication, hence, eliminating the conventional one-way communication channels like TV. The current study also use the term of channel for those medium or contact points that can provide an opportunity of two-way communication and act as a mean through which the firm and customer can interact (Beck & Rygl, 2015). In order to increase the firm-customer interaction and enhance the firm performance, many companies start adding online channel to their conventional offline channel. Applying the above concepts and definition, the multichannel firms are those firms which are offering their product and services for customers through multiple channels providing an opportunity for the customers to interact with the firms through these channels.

Similarly, various customers are also start utilizing multiple channel to make their purchasing process more efficient. These multichannel customers tend to employ different channels at different stages of buying a product because each channel has distinct advantages during the buying process (Konuş, Verhoef, & Neslin, 2008). The previous multichannel literature has two different point of view regarding the definition of multichannel customers. Some studies define them in the way that these customers use many channels form different retailers to complete their shopping activities (Lee & Kim, 2009; Skallerud, Korneliussen, & Olsen, 2009). While, other studies considered multichannel customers as those customers who use two or more channel of the same company based on their stages of shopping and decision making (Jin, Park, & Kim, 2010). Hence, in this study multichannel shopping is defined as a process in which customers interact with multiple channels of a firm (offline and online) to perform the essential activities linked with buying a product. The process includes a broad range of activities like searching, information collection, evaluating different alternatives, inspecting the product physically or virtually, consulting the reviews of other customers (online reviews or word-of-mouth), purchasing, payment, delivery and return policies. The majority of the firms today operating different online channel and offline channel as well. This practice is considered as multichannel retailing that offer customers different alternatives and options for selection of various channels during their purchase related decision making. Hence, the customers can go for different channel regarding information search and purchase decision.

The multichannel literature regarding the interaction between adding an extra channel and firms' performance considered two types of situation. A traditional offline firm that incorporate an online channel or a recent trend opposite to previous offline to online transformation where an online firm extend an offline channel (Pauwels & Neslin, 2015). Irrespective the order of addition, the previous studies suggests that adding new channel to existing channel have both advantages and disadvantages. The prime benefit of adding channel is to increase the overall revenues of the firm because by introducing a new channel magnify the number of touchpoints of the firm. That can create two effects acquisition and retention. Acquisition in the sense that the firm can broaden their customer base by adding new customers. Additionally, the multichannel firm strengthen the relationship with the existing customers by providing more opportunities of interaction (retention). Moreover, addition of a new channel enhances and boost the customer experiences with the firm and increase customer trust and familiarity towards the firm. Collectively, the above benefits generate a complementary shopping behavior; multiple channel are combined to fulfill customer needs and customers start using offline channel and online channel of the same firm for their purchases (Avery, Steenburgh, Deighton, & Caravella, 2012; Kim & Park, 2005; W. S. Kwon & Lennon, 2009b; Wallace et al., 2004).

Many studies have been documented that the firms which are complementing their current offline channel with a web-based online channel, especially the great opportunities that the internet provides, going to become more successful and efficient compared with the firms that are still operating in single channel (Sousa & Voss, 2012). Additionally, due to the phenomenal growth of internet, several traditional service providers and retailers are now incorporating online business activities to their traditional offline activities that result in introducing multichannel strategies (Chu, Wu, & Chen, 2016; Kollmann, Kuckertz, & Kayser, 2012). In a multichannel environment, business firms can reach their customers by using a mixture of different channel formats, including online channel, offline channel, mobile and kiosks. Hence, the role of a multichannel firm is to distribute the available resources among the channel mix to obtain favorable results. These results comprise the satisfaction of the customers and maximizing profit for the firm. Therefore, to understand what drives the relative evaluation of customers and their use of different channel is a fundamental step for creating synergies among the growing range of channels and making these channels complementary to each other (Chen & Hu, 2016). Multichannel firms dominates the current retail landscape because a great part of firms in UK and US are selling their product and services through multiple channels (Blázquez, 2014). Additionally, a large proportion of customers from these countries are also using multiple channels simultaneously to shop and purchase. These customers utilize a series of channel for their purchase decision, as they search for their desire product on internet or mobile, make comparison of the prices and finally purchase the product from an offline channel (Balasubramanian, Raghunathan, & Mahajan, 2005).

The presence of numerous channels is thus transforming customer behavior throughout the whole purchasing process (Bruggen, Antia, Jap, Reinartz, & Pallas, 2010). Hence, a multichannel strategy provides more opportunities to these firms to contact these customers and expand the total sale compared with a single channel customer. In this way, by adding different channel to the firm, the multichannel firm can expand their sale volume by providing variety and convenience to fulfil customer needs. By offering a wide range of benefits through multichannel, the firm may increase their share of customer wallet (Zhang et al., 2010). While discussing the influence of multichannel on firm's performance, several previous studies discovered that multichannel customers are more profitable and having high expenditure level than the single channel customers (Chu et al., 2016; Kumar & Venkatesan, 2005; Neslin et al., 2006; Wallace, Giese, & Johnson, 2004).

In a multichannel context, these multichannel customers shaped their experience based on their entire moments of contact (Sousa & Voss, 2012). If these multichannel customers are using multiple channels of a firm simultaneously, the perception of their satisfaction and service quality will depends on their interaction with all channels not only based on single channel (Birgelen, De Jong, & De Ruyter, 2006). Hence, these customers used and evaluate these channels in a complementary way and develop a global evaluation of these multichannel firms (Patrício, Fisk, & Falcão e Cunha, 2003; Seck & Philippe, 2011). The multichannel firms can enhance the cumulative experience of the customers by integrating their offline channel and online channel is such a way that these channels create synergy and complementary effect which ultimately boost these multichannel firms' performance.

The importance of dealing with multichannel research has recently addressed by Journal of Retailing (2015) by issuing a special issue on multichannel research. That special issue incorporates multiple studies from various scholars to address three different avenues of multichannel research. The first section deals with the research covering the articles discussing the influence of multiple channels on firm performance (Baxendale, Macdonald, & Wilson, 2015; Cao & Li, 2015; Pauwels & Neslin, 2015; Wang, Malthouse, & Krishnamurthi, 2015). The second section discuss various types of purchase behavior among various channels (Bilgicer, Jedidi, Lehmann, & Neslin, 2015; J. Li, Konuş, Pauwels, & Langerak, 2015; Melis, Campo, Lamey, & Breugelmans, 2016). The third section deals with the research covering the issues related to channel integration (Emrich, Paul, & Rudolph, 2015; Gong, Smith, & Telang, 2015; Herhausen, Binder, Schoegel, & Herrmann, 2015; Rapp, Baker, Bachrach, Ogilvie, & Beitelspacher, 2015).

## 3. Synergy Or Cannibalization Effect In Multiple Channels

The prime benefit of adding channel is to increase the overall revenues of the firm because by introducing a new channel magnify the number of touchpoints of the firm. That can create two effects acquisition and retention. Acquisition in the sense that the firm can broaden their customer base by adding new customers. Additionally, the multichannel firm strengthen the relationship with the existing customers by providing more opportunities of interaction (retention). Moreover, addition of a new channel enhances and boost the customer experiences with the firm and increase customer trust and familiarity towards the firm. Collectively, the above benefits generate a complementary shopping behavior; multiple channel are combined to fulfil customer needs and customers start using offline channel and online channel of the same firm for their purchases (Avery, Steenburgh, Deighton, & Caravella, 2012; Kim & Park, 2005a; W. S. Kwon & Lennon, 2009b; Wallace et al., 2004). Hence, the synergy between multiple channels can be created.

Besides these advantages, some studies also discuss disadvantages of adding channel and they called it migration effect. Customers priorities and liking influence their perceptions to switch different channel instead of using different channel simultaneously for their purchase (Ansari, Mela, & Neslin, 2008; Falk, Schepers, Hammerschmidt, & Bauer, 2007). The customers start using a channel for their buying needs and if they are satisfied with the performance of the channel, they keep continue with the channel instead of using new channel offered by the multichannel firm. This phenomenon is migration effect and some people called it cannibalization. In this situation, multichannel retailers start facing profitability problems because adding a new channel incur additional cost for the firm. While, this additional cost is not sufficiently compensated by the increase in the multichannel firm revenues (Pauwels & Neslin, 2015). However, some current researches have noticed the probable co-existence of benefits (complementary or synergy effect) and drawbacks (migration effect) for multichannel firms but these phenomena occur based on different time periods. Particularly, there is a significant appearance of migration effect at the initial phase when the multichannel firm add a new channel. As the addition of new channel of the multichannel firm attracts and capture the customers who were not satisfied with the performance of the previous channel of the firm (Ofek, Katona, & Sarvary, 2011).

A study by Avery et al. (2012) has shown the impact of a new offline channel by a firm that were doing business online previously. The new offline channel provides a touch and feel experience to the customers that lower the risk perception link with the online channel. The addition of offline channel with online channel reduce the customer trust required and as well the expense associated with transport and home delivery. On the other side, the synergy effect come in to place in the next phase due to dual presence of offline channel and online channel and due to the opportunity of presenting a number of experience type elements that need sufficient type to be appreciated and verified by the customers (Avery et al., 2012; Kwon & Lennon, 2009a).

Collectively, the multichannel literature have sufficient number of studies that suggest that offline channel and online channel mostly complement each other rather than cannibalize (Avery et al., 2012; Beritelli & Schegg, 2016; Herhausen et al., 2015; Neslin & Shankar, 2009; Pauwels & Neslin, 2015). According to many studies, these synergy and complementary effects depend or can be increased by the multichannel firms' integration activities across the multiple channels (Bell, Gallino, & Moreno, 2014; Cao & Li, 2015; Du, 2018; Luo, Fang, & Zhang, 2016; Oh, Teo, & Sambamurthy, 2012). Integrating these multiple channels in a firm to improve the customer base however increase the complexity level for the multichannel firm. On the contrary, these integrating activities and multiple channels compensate the multichannel firm by the increasing number of customers willing to purchase more from the firm and restricting the customer switching behaviour (Pantano & Viassone, 2015). Therefore, these multichannel firms are confident that their online marketing activities will create offline revenues and customers offline experience will create online sales (Chu et al., 2016). In the coming multichannel studies, the researchers need to focus on the particular elements of the offline channel and online channel, the possible integration between these elements and finally the influence of these elements on final customer buying behaviour (Verhoef et al., 2015).

## 4. Challenges Of Integrating Multiple Channels

Beside the advancement of the current technology and the future trend of digitalization, several channels have been open for the customers like physical stores, cell phones and internet, to interact with the commercial organizations. However, these channels are very likely to poorly interact with each other and creates information mismatch and data inconsistency when these channels are designed and controlled independently (Saghiri, Wilding, Mena, & Bourlakis, 2017). This phenomenon can easily recognize and clear from a current study that through channel integration the customers movement from different channels can be integrated and seamless when these multiple channels are controlled and managed in a synergetic manner (Shen, Li, Sun, & Wang, 2018). The level of interaction between multiple channels can be defined as channel integration (Bendoly, Blocher, Bretthauer, Krishnan, & Venkataramanan, 2005). Hence, channel integration is the degree by which the multiple channels of a firm are integrated and managed collectively. Basically, there are two concepts regarding the channel integration: when the customers are provided access and knowledge regarding the online channel of the firm during their visit to firm's physical store and it is called offline to online channel integration and on the other side when the customers are provided knowledge and access to firm's offline channel during their visit to firm's online channel and it is called online to offline channel integration (Herhausen et al., 2015).

Several attempts have been made to refine the concept of channel integration as the interests of researchers grown in this topic (Avery et al., 2012; Verhoef, 2012; Zhang et al., 2010) and multiple efforts have been made by various researchers to clarify the concept of channel integration. Although the previous literature is unable to provide a standard definition of channel integration however, the literature recognizes various basic elements of channel integration (Marianne, 2012). The previous literature suggests that the channel integration represents the extent of interaction and cooperation between the traditional offline and innovative online channel for promotion and advertising (Yan, Wang, & Zhou, 2010) or the extent to which the retailers sell its products and services to its customers while using multiple channels and these different channels are complement each other and highly synchronized (Berger et al., 2002).

According to some other researchers, the notion of channel integration is considered to be highly consumer oriented. This concept highlights the shifting of customers from one channel to another channel (Montoya-Weiss, Voss, & Grewal, 2003), while offering multiple customers benefits (Gulati & Garino, 2000). These customer related benefits include improved customer satisfaction that can be gained through highly integrated buying experiences. While the firms centric approach highlights the benefits for the firm that include cross channel synergy (Neslin et al., 2006), improved profits and achievement of economies of scale (Chaffey, 2010; Neslin et al., 2006). The previous literature also highlights various other benefits for the firms like customer loyalty and trust (Neslin & Shankar, 2009; Zhang et al., 2010) improved customer conversion rate and firm possibility for cross sell (Berry et al., 2010; Neslin & Shankar, 2009).

Another study highlights the various important activities that are essential for an effective channel integration (Oh, Teo, and Sambamurthy, 2012). These activities are important for a firm to manage channel integration in a way that can be helpful for the firms to enhance their profits as well as for the customers to create a synchronized and seamless transition between multiple channels. These activities include integrated information access that enables the customers to obtain any kind of information from multiple channels, integrated information management that enables the firms to collect and synchronized the customer interacting history from all channels. Other activities include the firm pricing and product management that ensure the standardization of price and product information in different channels. Integrated information access (allowing the customers to access any information form one channel to another channel), Integrated order fulfilment (allowing the customers to purchase and collect their orders from different channels), Integrated customer services (providing different services that can be accessible from different channels) and Integrated promotions (using one channel to promote the channel activities of another channel). According to Berman and Thelen (2004), the common features of an effective channel integrating strategy must incorporate well integrated sales promotions, integrated and consistent product availability across different channels, consistent provision of information that provides data regarding the customer buying history, purchased items and other history, inventory information and a system that provide the facility to the customers to pick up their purchases from one channel that are purchased from any other channel (Beck & Rygl, 2015).

From a different perspective, four fundamental dimensions were acknowledged by Lee and Kim (2010) for multichannel integration. These dimensions or characteristics includes synergy, complementarity, reinforcement and reciprocity. The synergy can be occurred when the firm design these multiple channels such that customers can obtain their desired level of services from these channels in a way where these multiple channels help each other to serve the customers. When all these channels are providing the consistent information regarding the multiple product features, pricing, promotion and advertising and these channels reinforce the working of other channel, this is called reinforcement. The third dimension of multichannel integration is reciprocity and it highlights the fact that no channel dominates the other channel rather each channel support other, hence they provide the customers a superior service when these customers use multiple channel for their shopping needs. The last dimension is complementarity, which represents the concept that the firm should apply different strategies for different channel based on their in build strengths and weaknesses (Lee & Kim, 2010, p. 285).

According to the study of another researcher, the ultimate goal of these kind of multichannel integration is to offer the customers a higher level of shopping experience during their buying process that should be seamless and coherent across multiple channels (Goersch 2002). This philosophy is verified and stressed by Venkatesh Shankar, Inman, Mantrala, Kelley, and Rizley (2011) and they further added that, this kind of seamless and coherent buying experience across multiple channels lead towards customer satisfaction and enhance the possibility of customer repurchases. These customer related benefits can be realized when the firm is able to provide similar information regarding the product and other features across their multiple channels. Additionally, Nash, Armstrong, and Robertson (2013) suggested that the firms should focus on providing the latest technologies to the customers and these technologies are related to advance level of analytics and data enables customer interactions that are used to improve the customer buying experience that leads towards enhanced customer satisfaction, customer life time value and customer loyalty.

The past literature regarding the channel integration stressed the importance of channel synergies and channel coordination and these building blocks are very important to achieve the superior level of channel integration. Steinfield et al. (2002) mentioned that the most important link between the integrated channels are their uniformity and this can be achieved through seamless integration among multiple channels, however, this seamless integration is a challenging task. Another study by Schoenbachler and Gordon (2002), stressed the stability and consistency of brand image among the various channels and the firm advertising efforts are made to sustain the brand image consistency in multiple channels and the all these efforts should focus on the customer rather than channels. Additionally, Bendoly et al. (2005) highlighted the fact through a quantitative research that the firms which are concurrently handling multiple channels like online and instore channels need to embrace transparent and seamless channel integration that will results in higher level of customer loyalty. Chatterjee (2007) suggested that among the firms which are using multiple channel strategy, the firms which are providing the facility to the customers to order in online store and pick up from a traditional physical store are showing more profits in their financial statements compared with the firms who are using the multiple channels independently. Additionally, Kwon and Lennon (2009a) carried a quantitative study and stressed the importance of uniform integration and efforts of coherent image management by the firms in a multichannel settings. Furthermore, Cassab (2009) anticipated the influential effect of the mobile channel in multiple channel environment and customization of marketing and retail mix offering. Suggested that the customer trust can be maintained and enhanced through offline to online environment and that can be achieved by seamless movement of customers from one channel to another channel providing the minimum quantity of hassles. Another study by Pookulangara, Hawley, and Xiao (2011) conducted an empirical research and noticed the significance of firms to develop a marketing strategy that smoothen the flow of information in different channel with their customers. This marketing strategy use the help of blogs, online word of mouth and user generated reviews regarding the product and services offered by the firm.

Another study by Yang, Lu, Zhao, and Gupta (2011) highlighted the conception of perceived entitativity which represent the level to which the group of various entities are perceived as part of similar one. This concept of entitativity was used to estimate the importance of multichannel integration. Similarly, Schramm-Klein, Wagner, Steinmann, and Morschett (2011) discovered that the customer perception of channel integration significantly influence the customer trust and firm image and these perceptions foster the customer loyalty. Wu and Wu (2015) noticed that offline and online channel strategies shapes different impact on coordination of multiple channels in different buying stages, and finally provide different influence on channel synergy benefits. A comprehensive qualitative study has been conducted by Cao and Li (2015) to develop a measurement tool for examining the impact of channel integration at different levels and evaluate the longitudinal data taken from various 71 publicly traded US firms from the 2008 to 2011, the information regarding these firms were taken from various secondary sources. The results of the study show that firm's channel integration strategy increase the sales revenues.

**5. Channel Integration As A Moderator**

In the previous multichannel literature, several studies try to explore the relationship between different offline attributes and online attributes like satisfaction, service quality, trust and image. These studies try to confirm the significant relationship between the offline and online attributes to confirm that the positive beliefs of one environment (offline channel) can be transferred to another environment (online channel). However, the results of these studies are contradictory and difficult to generalize. Some previous studies confirm the significant relationship between these two channel attributes and argue that positive evaluation of one channel significantly influence the positive evaluation of second channel (Forgas, Palau, Sánchez, & Huertas-García, 2012; Kang, Lee, Kim, & Lee, 2011; W. S. Kwon & Lennon, 2009a, 2009b; Nel & Boshoff, 2017; J. K. Weindel, 2016). Contrary to these results, some studies unable to find any relationship between these two channels (Badrinarayanan, Becerra, Kim, & Madhavaram, 2012; Chen & Cheng, 2013; Verhagen & van Dolen, 2009; Yang, Chau, & Gupta, 2017). Additionally, another study by Jin, Park, and Kim (2010) found insignificant relationship between offline loyalty and online loyalty. The author attributes this insignificant result to lack of channel integration. The study argued that if the both offline channel and online channel are perceived as one firm, the offline channel loyalty can be transferred to online channel. The inconsistency can be due to different marketing strategies at offline channel and online channel.

In this situation, it is difficult to generalize that whether these attributes are related to each other or not. The carryover effect of offline attributes to online attributes can be influenced by many other variables such as congruence and thinking style (Badrinarayanan et al., 2012). Based on Brand extension theory, the current study suggests that channel integration would be an important factor for customer to transfer their beliefs from one channel to another (offline to online). According to the suggestion of Herhausen, Binder, Schoegel, and Herrmann (2015) and Jin, Park, and Kim (2010), that channel integration can be a moderating factor beside customer internet shopping experience and product attributes that can influence the initial perception of customers of one channel towards new extended channel.

As per the conceptualization of Brand extension theory, the capability of a conventional brand to decrease the risk linked with a specific extension category depends predominantly in the level of fit among the both extension and established category (Smith & Andrews, 1995). The concept of fit represents the level of similarity between the current product category and the extended product category associated with the brand (DelVecchio & Smith, 2005). Irrespective of the way the fit is conceptualized, the presence of fit enhances the customers confidence and the customer can easily shift their favourable perceptions of an established brand towards the new brand extension. These transfer of perceptions from existing brand to newly offered brand contributes towards the establishment of favourable and positive assessment of extension category (Aaker & Keller, 1990; Grønhaug, Hem, & Lines, 2002) and decrease the possibility of negative or unfavorable outcomes (DelVecchio, 2000). A significant level of empirical studies confirms that the level of fit between the existing brand and newly extension category is the main reason for the customers positive evaluations and their acceptance of new brand extension. The degree of fit between these two categories enhance the probability of smooth shifting of customer positive and favourable evaluations of existing product towards new extension. Hence, the level of fit between these two categories are the primary reason for the transfer of customer evaluations (Evangeline & Ragel, 2016; Goedertier, Dawar, Geuens, & Weijters, 2015; Huang, Jia, & Wyer, 2017).

In their famous study, Aaker and Keller (1990) offered various hypothetical situations of brand extension to the participants of the study and these participants evaluated the complementarity and substitutability of these brand extensions. The results of their study confirmed the influence of complementarity and substitutability on transfer of participants evaluation from parent brand category to the brand extension. Another study by Shine et al. (2007) studied the influence of complementarity effect on the assessment of users in the situation where different extension are presented simultaneously. The results of their study confirmed that the target brand extension was perceived more favourably when these extensions are presented with complementarity extension from the same product category. Compared with the study of Aaker and Keller (1990), the complementarity effect was found to be more significant compared with the effect of substitutability that appeared less significant. Another meta-analysis was done by Bottomley and Holden (2001) and the their study also confirmed the same pattern of the above study that the complementarity effects are more stronger in the case of brand extension and then the substitutability effect is important (Van Riel and Lemmink, 2001). Hence, concluding from the above studies and arguments. It is clear that the presence of complementarity is highly significant in shifting the user evaluations form existing brand (offline channel) to extension brand (online channel) (Van Riel & Ouwersloot, 2005).

For multichannel firms, the concept of fit can be achieved by influencing the perceptions of the customers regarding the similarity between the firm's channel and these kind of perceptions can be developed when these firms builds multiple kind of synergies among multiple channels and these synergies expedite the complementary use of these channels (Wagner, Schramm-Klein, & Steinmann, 2013). Another study by Birgelen, Jong, and Ruyter (2006) conceptualized the cross channel synergy as the degree of goodness of fit or complementary features of these channels to use alternatively and this goodness of fit represents the customer perception that the functioning or performance of one channel is consistent with the performance of other channel. The integration of multiple channels can be obtained by integrating multiple features of these channels like integrating the payment options or information seeking and enabling the customer to switch between these channels during the purchasing process like purchasing and delivery in different channels. These features of the channels can develop the perception of synergies in multichannel context (Wagner et al., 2013). In the presence of these synergies, the additional value of the online channel surpasses the value of online channel in another multichannel environment (Naik & Raman, 2003. In retail industry, the customer overall satisfaction is normally a reflection of firm's performance in different channels and it depends upon the customer interaction with firms' multiple channels (Berry et al. 2010).

As the firm increases the number of operating channels for the customers, the problem of coordination and synergy among these channel become problematic (Tate, Hope, & Coker, 2005), however, many past studies recommend channel integration as a possible solution for dealing the problem of channel integration (Picot-Coupey, Huré, & Piveteau, 2016). Collectively, a large number of evidences are available in the previous literature, that ensure the complementary effect between online and offline channel and these evidences reject the conception that thee multiple channels ' cannibalize other available channel (Avery et al., 2012; Herhausen et al., 2015; Neslin & Shankar, 2009; Pauwels & Neslin, 2015). However, the complementarity effect is highly dependent and boost by developing strategies for cross channel integration (Bell et al., 2014; Cao & Li, 2015; Du, 2018; Luo et al., 2016; Oh et al., 2012). Based on above literature support and Brand extension theory, the current study suggests channel integration moderate the relationship of different offline and online channels attributes.

## 6. Conclusion And Future Research

Currently, many firms are utilizing multiple channels in order to enhance their customer base and revenues. The instant growth of internet and customers growing interest in internet-based channels motivate the firms to include online channel beside their traditional offline channel. As these firms are adding multiple channel to their channel portfolio, the customers are also becoming multiple channel customers and these customers are using different channels during their buying process from these firms. These multichannel customers used multiple channels based on unique benefits attached with these channels during their buying process. Several studies confirmed that the firms utilizing multiple channels are more efficient and successful compared with single channel firm and multichannel customers are more profitable and attractive compared with single channel customers (Chu et al., 2016; Sousa & Voss, 2012). These benefits motivate different firms to start multiple marketing channels to enrich the customers' overall shopping experience and their loyalty towards the firm. However, creating synergy between the multiple channels of the firms becomes important and complex as well. Failure to create these synergies and complementary use of multiple channels of a firm leads towards channel cannibalization.

In this situation, multichannel retailers start facing profitability problems because adding a new channel incur additional cost for the firm. While, this additional cost is not sufficiently compensated by the increase in the multichannel firm revenues. Hence, these synergy and complementary effects depend or can be increased by the multichannel firms' integration activities across the multiple channels (Du, 2018; Luo et al., 2016). Integrating these multiple channels in a firm to improve the customer base however increase the complexity level for the multichannel firm. On the contrary, these integrating activities and multiple channels compensate the multichannel firm by the increasing number of customers willing to purchase more from the firm and restricting the customer switching behavior (Pantano & Viassone, 2015). Several studies confirmed the significant influence of offline attributes on online attributes like customer offline satisfaction influence the perception of online satisfaction. However, many previous studies provided contradictory results regarding the cross-over effect of these perceptions from one channel to another channel. Therefore, the current study propose that the channel integration moderate the relationship between offline and online attributes. According to brand extension theory, the quality of parent brand and perceived fit between the parent brand and extended product facilitate the adoption of new product category. Similarly, the perceived fit or integrated channels ease the transfer of customer's beliefs from one channel to another. Future studies need to focus on channel integration and empirically check the possible moderation of channel integration between the transfer of beliefs from offline channel to online channel.

## References

Aaker, D. A., & Keller, K. L. (1990). Consumer evaluations of brand extensions. The Journal of Marketing, 27–41.

Ansari, A., Mela, C. F., & Neslin, S. A. (2008). Customer channel migration. Journal of Marketing Research, 45(1), 60–76.

Avery, J., Steenburgh, T. J., Deighton, J., & Caravella, M. (2012). Adding bricks to clicks: Predicting the patterns of cross-channel elasticities over time. Journal of Marketing, 76(3), 96–111.

Badrinarayanan, V., Becerra, E. P., Kim, C. H., & Madhavaram, S. (2012). Transference and congruence effects on purchase intentions in online stores of multi-channel retailers: Initial evidence from the U.S. and South Korea. Journal of the Academy of Marketing Science, 40(4), 539–557. https://doi.org/10.1007/s11747-010-0239-9

Balasubramanian, S., Raghunathan, R., & Mahajan, V. (2005). Consumers in a multichannel environment: Product utility, process utility, and channel choice. Journal of Interactive Marketing, 19(2), 12–30.

Baxendale, S., Macdonald, E. K., & Wilson, H. N. (2015). The impact of different touchpoints on brand consideration. Journal of Retailing, 91(2), 235–253.

Beck, N., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-,and Omni-Channel Retailing for retailers and retailing. Journal of Retailing and Consumer Services, 27, 170–178.

Bell, D. R., Gallino, S., & Moreno, A. (2014). How to win in an omnichannel world. MIT Sloan Management Review, 56(1), 45.

Bendoly, E., Blocher, J. D., Bretthauer, K. M., Krishnan, S., & Venkataramanan, M. A. (2005). Online/in-store integration and customer retention. Journal of Service Research, 7(4), 313–327.

Berger, P. D., Bolton, R. N., Bowman, D., Briggs, E., Kumar, V., Parasuraman, A., & Terry, C. (2002). Marketing actions and the value of customer assets: A framework for customer asset management. Journal of Service Research, 5(1), 39–54.

Beritelli, P., & Schegg, R. (2016). Maximizing online bookings through a multi-channel-strategy: Effects of interdependencies and networks. International Journal of Contemporary Hospitality Management, 28(1), 68–88.

Berman, B., & Thelen, S. (2004). A guide to developing and managing a well-integrated multi-channel retail strategy. International Journal of Retail & Distribution Management, 32(3), 147–156.

Berry, L. L., Bolton, R. N., Bridges, C. H., Meyer, J., Parasuraman, A., & Seiders, K. (2010). Opportunities for innovation in the delivery of interactive retail services. Journal of Interactive Marketing, 24(2), 155–167.

Bilgicer, T., Jedidi, K., Lehmann, D. R., & Neslin, S. A. (2015). Social contagion and customer adoption of new sales channels. Journal of Retailing, 91(2), 254–271.

Blázquez, M. (2014). Fashion Shopping in Multichannel Retail : The Role of Technology in Enhancing the Customer Experience, 18(4), 97–116. https://doi.org/10.2753/JEC1086-4415180404

Bottomley, P. A., & Holden, S. J. S. (2001). Do we really know how consumers evaluate brand extensions? Empirical generalizations based on secondary analysis of eight studies. Journal of Marketing Research, 38(4), 494–500.

Brashear, T. G., Kashyap, V., Musante, M. D., & Donthu, N. (2009). A profile of the Internet shopper: Evidence from six countries. Journal of Marketing Theory and Practice, 17(3), 267–282.

Cao, L., & Li, L. (2015). The impact of cross-channel integration on retailers' sales growth. Journal of Retailing, 91(2), 198–216.

Carlson, J., O'Cass, A., & Ahrholdt, D. (2015). Assessing customers' perceived value of the online channel of multichannel retailers: A two country examination. Journal of Retailing and Consumer Services, 27, 90–102. https://doi.org/10.1016/j.jretconser.2015.07.008

Cassab, H. (2009). Investigating the dynamics of service attributes in multi-channel environments. Journal of Retailing and Consumer Services, 16(1), 25–30.

Cervellon, M., Sylvie, J., & Ngobo, P. (2015). Journal of Retailing and Consumer Services Shopping orientations as antecedents to channel choice in the French grocery multichannel landscape. Journal of Retailing and Consumer Services, 27, 31–51. https://doi.org/10.1016/j.jretconser.2015.06.008

Chaffey, D. (2010). Applying organisational capability models to assess the maturity of digital-marketing governance. Journal of Marketing Management, 26(3–4), 187–196.

Chatterjee, P. (2007). Cross-channel product ordering and payment policies in multichannel retailing: implications for shopping behavior and retailer profitability. Journal of Shopping Center Research, 13(2), 31–56.

Chen, C. W., & Cheng, C. Y. (2013). How online and offline behavior processes affect each other: Customer behavior in a cyber-enhanced bookstore. Quality and Quantity, 47(5), 2539–2555. https://doi.org/10.1007/s11135-012-9670-y

Chen, I.-C., & Hu, S.-C. (2016). Whether Aspects in Virtual Storefronts Influence Customers' Patronage and Purchase Intention in Physical Counterparts? An Empirical Study. 2016

3rd International Conference on Information Science and Control Engineering (ICISCE), 1188–1192. https://doi.org/10.1109/ICISCE.2016.255

Chiu, H.-C., Hsieh, Y.-C., Roan, J., Tseng, K.-J., & Hsieh, J.-K. (2011). The challenge for multichannel services: Cross-channel free-riding behavior. Electronic Commerce Research and Applications, 10(2), 268–277.

Chu, S., Wu, K. I., & Chen, Y. (2016). Does an Established Offline Store Drive Online Purchase Intention ?, 432–465.

DelVecchio, D. (2000). Moving beyond fit: the role of brand portfolio characteristics in consumer evaluations of brand reliability. Journal of Product & Brand Management, 9(7), 457–471.

DelVecchio, D., & Smith, D. C. (2005). Brand-extension price premiums: the effects of perceived fit and extension product category risk. Journal of the Academy of Marketing Science, 33(2), 184–196.

Du, K. (2018). The impact of multi-channel and multi-product strategies on firms' risk-return performance. Decision Support Systems. https://doi.org/10.1016/j.dss.2018.01.009

eMarketer. (2016). No Title. Retrieved March 10, 2018, from https://www.emarketer.com/Article/Worldwide-Retail-Ecommerce-Sales-Will-Reach-1915-Trillion-This-Year/1014369

Emrich, O., Paul, M., & Rudolph, T. (2015). Shopping benefits of multichannel assortment integration and the moderating role of retailer type. Journal of Retailing, 91(2), 326–342.

Estes, Z., Gibbert, M., Guest, D., & Mazursky, D. (2012). A dual-process model of brand extension: Taxonomic feature-based and thematic relation-based similarity independently drive brand extension evaluation. Journal of Consumer Psychology, 22(1), 86–101.

Evangeline, S. J., & Ragel, V. R. (2016). The role of consumer perceived fit in brand extension acceptability. IUP Journal of Brand Management, 13(1), 57.

Falk, T., Schepers, J., Hammerschmidt, M., & Bauer, H. H. (2007). Identifying cross-channel dissynergies for multichannel service providers. Journal of Service Research, 10(2), 143–160.

Forgas, S., Palau, R., Sánchez, J., & Huertas-García, R. (2012). Online drivers and offline influences related to loyalty to airline websites. Journal of Air Transport Management, 18(1), 43–46. https://doi.org/10.1016/j.jairtraman.2011.08.003

Fornari, E., Fornari, D., Grandi, S., Menegatti, M., & Hofacker, C. F. (2016). Adding store to web: migration and synergy effects in multi-channel retailing. International Journal of Retail & Distribution Management, 44(6), 658–674. https://doi.org/10.1108/IJRDM-07-2015-0103

Goedertier, F., Dawar, N., Geuens, M., & Weijters, B. (2015). Brand typicality and distant novel extension acceptance: How risk-reduction counters low category fit. Journal of

Business Research, 68(1), 157–165.

Goersch, D. (2002). Multi-channel integration and its implications for retail web sites. ECIS 2002 Proceedings, 11.

Gong, J., Smith, M. D., & Telang, R. (2015). Substitution or promotion? the impact of price discounts on cross-channel sales of digital movies. Journal of Retailing, 91(2), 343–357.

Grønhaug, K., Hem, L., & Lines, R. (2002). Exploring the impact of product category risk and consumer knowledge in brand extensions. Journal of Brand Management, 9(6), 463–476.

Gulati, R., & Garino, J. (2000). Get the right mix of bricks & clicks. Harvard Business Review, 78(3), 107–114.

Hahn, K. H., & Kim, J. (2009). The effect of offline brand trust and perceived internet confidence on online shopping intention in the integrated multi-channel context. International Journal of Retail & Distribution Management,37(2),126–141. https://doi.org/10.1108/09590550910934272

Herhausen, D., Binder, J., Schoegel, M., & Herrmann, A. (2015). Integrating Bricks with Clicks: Retailer-Level and Channel-Level Outcomes of Online-Offline Channel Integration. Journal of Retailing, 91(2), 309–325. https://doi.org/10.1016/j.jretai.2014.12.009

Huang, Y., Jia, Y., & Wyer, R. S. (2017). The effects of physical distance from a brand extension on the impact of brand-extension fit. Psychology & Marketing, 34(1), 59–69.

Internet World Stats. (2018). Internet World Stats. https://doi.org/. World internet users statistics usage and world population stats. http://www.internetworldstats.com/stats.htm, 2012

Jin, B., Park, J. Y., & Kim, J. (2010). Joint influence of online store attributes and offline operations on performance of multichannel retailers. Behaviour & Information Technology, 29(1), 85–96. https://doi.org/10.1080/01449290701497202

Kang, I., Lee, K. C., Kim, S.-M., & Lee, J. (2011). The effect of trust transference in multi-banking channels; offline, online and mobile. International Journal of Mobile Communications, 9(2), 103–123. https://doi.org/10.1504/IJMC.2011.040141

Kim, J., & Park, J. (2005a). A consumer shopping channel extension model: attitude shift toward the online store. Journal of Fashion Marketing and Management: An International Journal, 9(1), 106–121. https://doi.org/10.1108/13612020510586433

Kim, J., & Park, J. (2005b). A consumer shopping channel extension model: attitude shift toward the online store. Journal of Fashion Marketing and Management: An International Journal, 9(1), 106–121.

Kollmann, T., Kuckertz, A., & Kayser, I. (2012). Journal of Retailing and Consumer Services Cannibalization or synergy ? Consumers ' channel selection in online – offline multichannel systems. Journal of Retailing and Consumer Services, 19(2), 186–194. https://doi.org/10.1016/j.jretconser.2011.11.008

Kumar, V., & Venkatesan, R. (2005). Who are the multichannel shoppers and how do they perform?: Correlates of multichannel shopping behavior. Journal of Interactive Marketing, 19(2), 44–62.

Kwon, W.-S., & Lennon, S. J. (2009). What induces online loyalty? Online versus offline brand images. Journal of Business Research, 62(5), 557–564.

Kwon, W. S., & Lennon, S. J. (2009a). Reciprocal Effects Between Multichannel Retailers' Offline and Online Brand Images. Journal of Retailing, 85(3), 376–390. https://doi.org/10.1016/j.jretai.2009.05.011

Kwon, W. S., & Lennon, S. J. (2009b). What induces online loyalty? Online versus offline brand images. Journal of Business Research, 62(5), 557–564. https://doi.org/10.1016/j.jbusres.2008.06.015

Lee, H.-H., & Kim, J. (2009). Gift shopping behavior in a multichannel retail environment: The role of personal purchase experiences. International Journal of Retail & Distribution Management, 37(5), 420–439.

Lee, H.-H., & Kim, J. (2010). Investigating dimensionality of multichannel retailer's cross-channel integration practices and effectiveness: shopping orientation and loyalty intention. Journal of Marketing Channels, 17(4), 281–312.

Li, J., Konuş, U., Pauwels, K., & Langerak, F. (2015). The hare and the tortoise: do earlier adopters of online channels purchase more? Journal of Retailing, 91(2), 289–308.

Li, Y., Liu, H., Yang, F., Lim, E. T. K., Goh, J. M., & Lee, M. K. O. (2017). Customer's reaction to cross-channel integration in omnichannel retailing: The mediating roles of retailer uncertainty, identity attractiveness, and switching costs. Decision Support Systems.

Lim, Y. J., Osman, A., Salahuddin, S. N., Romle, A. R., & Abdullah, S. (2016). Factors Influencing Online Shopping Behavior: The Mediating Role of Purchase Intention. Procedia Economics and Finance, 35(October 2015), 401–410. https://doi.org/10.1016/S2212-5671(16)00050-2

Luo, J., Fang, M., & Zhang, H. (2016). Information technology, cross-channel capabilities, and managerial actions: evidence from the apparel industry. Journal of the Association for Information Systems, 17(5), 308–327.

Marianne, S. A. (2012). The issue of multichannel integration, a key challenge for service firms in a context of multichannel services distribution. International Business Research, 6(2), 160.

McGoldrick, P. J., & Collins, N. (2007). Multichannel retailing: profiling the multichannel shopper. International Review of Retail, Distribution and Consumer Research, 17(2), 139–158.

Melis, K., Campo, K., Lamey, L., & Breugelmans, E. (2016). A Bigger Slice of the Multichannel Grocery Pie : When Does Consumers ' Online Channel Use Expand Retailers ' Share of Wallet ? Journal of Retailing, 1–19. https://doi.org/10.1016/j.jretai.2016.05.001

Montoya-Weiss, M. M., Voss, G. B., & Grewal, D. (2003). Determinants of online channel use and overall satisfaction with a relational, multichannel service provider. Journal of the Academy of Marketing Science, 31(4), 448–458.

Naik, P. A., & Raman, K. (2003). Understanding the impact of synergy in multimedia communications. Journal of Marketing Research, 40(4), 375–388.

Nash, D., Armstrong, D., & Robertson, M. (2013). Customer Experience 2.0: How Data, Technology, and Advanced Analytics are Taking an Integrated, Seamless Customer Experience to the Next Frontier. Medill Department of Integrated Marketing Communications, 32.

Nel, J., & Boshoff, C. (2017). Development of application-based mobile-service trust and online trust transfer: an elaboration likelihood model perspective. Behaviour & Information Technology, 0(0), 1–18. https://doi.org/10.1080/0144929X.2017.1296493

Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and opportunities in multichannel customer management. Journal of Service Research, 9(2), 95–112.

Neslin, S. A., & Shankar, V. (2009). Key issues in multichannel customer management: current knowledge and future directions. Journal of Interactive Marketing, 23(1), 70–81.

Nilashi, M., Ibrahim, O., Reza Mirabi, V., Ebrahimi, L., & Zare, M. (2015). The role of Security, Design and Content factors on customer trust in mobile commerce. Journal of Retailing and Consumer Services, 26, 57–69. https://doi.org/10.1016/j.jretconser.2015.05.002

Ofek, E., Katona, Z., & Sarvary, M. (2011). "Bricks and clicks": The impact of product returns on the strategies of multichannel retailers. Marketing Science, 30(1), 42–60.

Oh, L.-B., Teo, H.-H., & Sambamurthy, V. (2012). The effects of retail channel integration through the use of information technologies on firm performance. Journal of Operations Management, 30(5), 368–381.

Pantano, E., & Viassone, M. (2015). Journal of Retailing and Consumer Services Engaging consumers on new integrated multichannel retail settings : Challenges for retailers. Journal of Retailing and Consumer Services, 25, 106–114. https://doi.org/10.1016/j.jretconser.2015.04.003

Patrício, L., Fisk, R. P., & Falcão e Cunha, J. (2003). Improving satisfaction with bank service offerings: measuring the contribution of each delivery channel. Managing Service Quality: An International Journal, 13(6), 471–482.

Pauwels, K., & Neslin, S. A. (2015). Building with bricks and mortar: The revenue impact of opening physical stores in a multichannel environment. Journal of Retailing, 91(2), 182–197.

Picot-Coupey, K., Huré, E., & Piveteau, L. (2016). Channel design to enrich customers' shopping experiences: Synchronizing clicks with bricks in an omni-channel perspective–the Direct Optic case. International Journal of Retail & Distribution Management, 44(3), 336–368.

Pookulangara, S., Hawley, J., & Xiao, G. (2011). Explaining consumers' channel-switching behavior using the theory of planned behavior. Journal of Retailing and Consumer Services, 18(4), 311–321.

Rapp, A., Baker, T. L., Bachrach, D. G., Ogilvie, J., & Beitelspacher, L. S. (2015). Perceived customer showrooming behavior and the effect on retail salesperson self-efficacy and performance. Journal of Retailing, 91(2), 358–369.

Saghiri, S., Wilding, R., Mena, C., & Bourlakis, M. (2017). Toward a three-dimensional framework for omni-channel. Journal of Business Research, 77, 53–67.

Santouridis, I., Trivellas, P., & Tsimonis, G. (2012). Using ES-QUAL to measure internet service quality of e-commerce web sites in Greece. International Journal of Quality and Service Sciences, 4(1), 86–98.

Schoenbachler, D. D., & Gordon, G. L. (2002). Multi-channel shopping: understanding what drives channel choice. Journal of Consumer Marketing, 19(1), 42–53.

Schramm-Klein, H., Wagner, G., Steinmann, S., & Morschett, D. (2011). Cross-channel integration–is it valued by customers? The International Review of Retail, Distribution and Consumer Research, 21(5), 501–511.

Seck, A. M., & Philippe, J. (2011). Service encounter in multi-channel distribution context: virtual and face-to-face interactions and consumer satisfaction. The Service Industries Journal, 33(April 2015), 1–15. https://doi.org/10.1080/02642069.2011.622370

Shankar, V., Inman, J. J., Mantrala, M., Kelley, E., & Rizley, R. (2011). Innovations in shopper marketing: current insights and future research issues. Journal of Retailing, 87, S29–S42.

Shen, X.-L., Li, Y.-J., Sun, Y., & Wang, N. (2018). Channel integration quality, perceived fluency and omnichannel service usage: The moderating roles of internal and external usage experience. Decision Support Systems.

Shine, B. C., Park, J., & Wyer Jr, R. S. (2007). Brand synergy effects in multiple brand extensions. Journal of Marketing Research, 44(4), 663–670.

Skallerud, K., Korneliussen, T., & Olsen, S. O. (2009). An examination of consumers' cross-shopping behaviour. Journal of Retailing and Consumer Services, 16(3), 181–189. https://doi.org/10.1016/j.jretconser.2008.11.012

Smith, D. C., & Andrews, J. (1995). Rethinking the effect of perceived fit on customers' evaluations of new products. Journal of the Academy of Marketing Science, 23(1), 4.

Sousa, R., & Voss, C. (2012). The impacts of e-service quality on customer behaviour in multi-channel e-services. Total Quality Management & Business Excellence, 23(7–8), 789–806. https://doi.org/10.1080/14783363.2012.661139

Steinfield, C., Bouwman, H., & Adelaar, T. (2002). The dynamics of click-and-mortar electronic commerce: Opportunities and management strategies. International Journal of Electronic Commerce, 7(1), 93–119.

Tate, M., Hope, B., & Coker, B. (2005). The Buywell Way: seven essential practices of a highly successful multi-channel e-tailer. Australasian Journal of Information Systems, 12(2).

Towers, N., & Xu, K. (2016). The influence of guanxi on physical distribution service quality availability in e-commerce sourcing fashion garments from China. Journal of Retailing and Consumer Services, 28, 126–136.

Van Birgelen, M., De Jong, A., & De Ruyter, K. (2006). Multi-channel service retailing: The effects of channel performance satisfaction on behavioral intentions. Journal of Retailing, 82(4), 367–377.

Van Bruggen, G. H., Antia, K. D., Jap, S. D., Reinartz, W. J., & Pallas, F. (2010). Managing marketing channel multiplicity. Journal of Service Research, 13(3), 331–340. https://doi.org/10.1177/1094670510375601

Van Riel, A. C. R., Lemmink, J., & Ouwersloot, H. (2001). Consumer evaluations of service brand extensions. Journal of Service Research, 3(3), 220–231.

Van Riel, A. C. R., & Ouwersloot, H. (2005). Extending electronic portals with new services: exploring the usefulness of brand extension models. Journal of Retailing and Consumer Services, 12(4), 245–254.

Verhagen, T., & van Dolen, W. (2009). Online purchase intentions: A multi-channel store image perspective. Information and Management, 46(2), 77–82. https://doi.org/10.1016/j.im.2008.12.001

Verhoef, P. C. (2012). Multichannel customer management strategy. Handbook of Marketing Strategy, 135–150.

Verhoef, P. C., Inman, J. J., & Kannan, P. K. (2015). From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Multi-Channel Retailing. Journal of Retailing, 91(2), 174–181. https://doi.org/10.1016/j.jretai.2015.02.005

Völckner, F., & Sattler, H. (2006). Drivers of Brand Extension Success. Journal of Marketing, 70(2), 18–34. https://doi.org/10.1509/jmkg.70.2.18

Wagner, G., Schramm-Klein, H., & Steinmann, S. (2013). Effects of cross-channel synergies and complementarity in a multichannel e-commerce system – an investigation of the interrelation of e-commerce, m-commerce and IETV-commerce. The International Review of Retail, Distribution and Consumer Research, 23(5), 571–581. https://doi.org/10.1080/09593969.2013.832697

Wallace, D. W., Giese, J. L., & Johnson, J. L. (2004). Customer retailer loyalty in the context of multiple channel strategies. Journal of Retailing, 80(4), 249–263.

Wang, R. J.-H., Malthouse, E. C., & Krishnamurthi, L. (2015). On the go: How mobile shopping affects customer purchase behavior. Journal of Retailing, 91(2), 217–234.

Wang, S., Beatty, S. E., & Mothersbaugh, D. L. (2009). Congruity's role in website attitude formation. Journal of Business Research, 62(6), 609–615. https://doi.org/10.1016/j.jbusres.2008.05.020

Weindel, J. (2016). Retail Brand Equity and Loyalty. Dissertation Weindel.

Weindel, J. K. (2016). Study 1: Sector-specific Antecedents of Retail Brand Equity. In Retail Brand Equity and Loyalty (pp. 31–55). Springer.

Wu, I.-L., & Wu, S.-M. (2015). A strategy-based model for implementing channel integration in e-commerce: An empirical examination. Internet Research, 25(2), 239–261.

Wu, J.-F., & Chang, Y. P. (2016). Multichannel integration quality, online perceived value and online purchase intention: A perspective of land-based retailers. Internet Research, 26(5), 1228–1248.

Yan, R., Wang, J., & Zhou, B. (2010). Channel integration and profit sharing in the dynamics of multi-channel firms. Journal of Retailing and Consumer Services, 17(5), 430–440.

Yang, S., Lu, Y., Zhao, L., & Gupta, S. (2011). Empirical investigation of customers' channel extension behavior: Perceptions shift toward the online channel. Computers in Human Behavior, 27(5), 1688–1696. https://doi.org/10.1016/j.chb.2011.02.007

Yang, S. Q., Liu, Y., & Wei, J. (2016). Social capital on mobile SNS addiction A perspective from online and offline channel integrations. Internet Research, 26(4), 982–1000. https://doi.org/10.1108/IntR-01-2015-0010

Yang, S., Y., L., Chau, P. Y., & Gupta, S. (2017). Role of channel integration on the service quality, satisfaction, and repurchase intention in a multi-channel (online-cum-mobile) retail environment. International Journal of Mobile Communications, 15(1), 1–25. https://doi.org/10.1504/IJMC.2017.080574

Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. Journal of Interactive Marketing, 24(2), 168–180.