

# The analysis of consumer value on Omni-channel : Based on integrative methods

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## **The analysis of consumer value on Omni-channel**

**: Based on integrative methods**

### **Abstract**

Are you aware of the expression Omni-channel? This is a concept which the National Retail Federation declared in 2011. The meaning is to integrate all channel companies. This movement to introduce Omni-channel is well-known in the United States, but it is also appearing in Japanese retail trade in recent years. Previous research showed that Omni-channel provides a good purchase experience for consumers by integrating all of the channels. However, the current situation has not been studied sufficiently due to this new concept.

What kind of value can Omni-channel provide to consumers? Our objective is to examine the consumer value of Omni-channel utilizing a conceptual framework.

We follow three steps: (1) a group interview with consumers; (2) an interview with companies; (3) a consumer survey. We hope to discover a form of Omni-channel that consumers seek. The results provide helpful suggestions to companies which have already introduced Omni-channel, and of companies which are going to introduce it.

This research is the frontier of Omni-channel studies.

**Keywords:** Omni-channel, consumer, consumer value, salesclerk, retail, actual store

**7,590 words**

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## 1. Background

Recently, “Omni-channel” is the prevalence in retail. The word was advocated by NRF in 2011. Right after this word was advocated, American department store “Macy’s” proclaimed to carry out Omni-channel strategy. It has also been used gradually by spreading smartphones in Japan, therefore it is closely concerned the presence of smartphones (Kamiya, 2015). Kobayashi (2014) and Ota (2014) mention that Omni-channel changed consumer behavior. The reasons are: popularization of smartphones; consumers’ shopping regardless of online and offline by explosive increase of smartphones. Consumers can connect online by smartphones anytime, anywhere. That changed the era of Japanese typical Galapagos cellphones.

Omni-channel is to integrate all channels companies have. Although many Japanese companies have carried out Omni-channel, they have not made obvious successes yet. The important thing is that they should own actual stores when they do Omni-channel. Omni-channel would make companies to give a lot of new services to their consumers such as collecting and using points regardless of online or offline, and checking stocks of the actual stores by smartphones. However, what kind of value does Omni-channel bring to consumers? That has not proved scientifically yet. In brief, Omni-channel is current at present, although the interests of Omni-channel has been increasing, no one understands about its value.

We searched the real value of Omni-channel by using the National Diet Library in

Japan and Google with keywords: “Omni-channel”; “retail”; “consumer value”; “corporation value”; “deliver”; “consulting”; “show rooming”. In Japanese and foreign literatures, so in research field no academic paper presently exists. In practical field moreover although many research Omni-channel it lacks some perspective for consumers. That is a serious problem to retail.

### **1-1. Outlook of Omni-channel**

Omni-channel was advocated by the NRF in 2011, and was immediately adopted by Macy’s. From the moment they carried Omni-channel, it spread instantly in the United States. For example, Wal-Mart, Nordstrom, Home depot, and Walgreens all adopted Omni-channel business model. The trend also spread to Japan.

In recent years, smartphones have hugely popular in Japan. According to the Ministry of Economy, Trade and Industry (2014), the prevalence of smartphones stood at 53.5 percent in 2014. The spread of smartphones and the availability of high-speed data changed consumer behavior. At present consumers can connect to the Internet anytime, anywhere. Japanese BtoC EC rate rises every year, and was 4.37 percent in 2014.

Therefore, one reason Omni-channel is being adopted is that retailers are threatened by increased threats in EC market.

Omni-channel’s definition is abstract and it is necessary to define it. According to previous research Omni-channel can be defined as: (1) to give consumers things they

seek by connecting online and offline seamlessly (Oshima, 2014); (2) to offer each consumer the proper experience with optimum timing (Kobayashi, 2014) and; (3) all online and offline marketing channels which contact with consumers integrating and cooperating with each other (Kurose et al, 2015). We adopted Kurose's definition which Omni-channel as a purely academic definition in this study. It becomes obvious when using this definition that Single-channel, Multiple-channel, and Cross-channel are different from Omni-channel.

However, Kurose's definition is inadequate in a practical sight. It is also necessary in this study. From the case studies we studied, three strategies were found. These are: (1) the "unification of customer information"; (2) the "unification of inventory information"; and (3) the "increase in locations receiving goods". We used these strategies as the practical definition of Omni-channel in this study.

## **1-2. Objectives**

*To reveal what kind of value Omni-channel can provide for consumers.*

The notion of Omni-channel started from a practical viewpoint. Because of this there are a number of reports in the media, but no academic studies. Furthermore, there are no studies which demonstrate what value Omni-channel practices can deliver to consumers. We determined this by reviewing literature on Omni-channel practices and

case articles comprehensively. In current Omni-channel studies consumers are not taken into account. Given this, we hope to discover a form of Omni-channel practices that consumers can benefit from.

## **2. Literature review**

In this section, first, we reviewed a variety of literature to understand Omni-channel studies at present. Second, we identified a problem from these materials. Third, we started to understand the consumer decision-making process.

### **2-1. Categorizing previous studies: Omni-channel**

We reviewed existing studies in an effort to understand what Omni-channel is. We used the following keywords to search the National Diet Library in Japan and Google: Omni-channel, retail, consumer value, corporate value, deliver, consulting and show rooming. However, there are only 191 studies that matched this terms in Japanese (accessed November 18, 2015). The majority of existing studies were from magazines, with a few also appearing in reference journals. Through our comprehensive review we separated these studies in three groups.

Figure 1. Categorizing previous studies



<b>Group 1</b>	<b>System emphasis</b>
	<p>By Nakamura (2014), Akiba et al (2014), Ichikawa (2015), Yano (2015)</p> <ul style="list-style-type: none"> <li>•for example, the system is logistics, DMP and CRM</li> <li>•a lot of studies by Japanese consultants (Fijitsu, Nomura Research Institute and so on)</li> <li>•strong in the practical veiwpoints, because they relate their information technology systems to Omni-channel</li> </ul>
<b>Group 2</b>	<b>Case study or review emphasis</b>
	<p>By David R. Bell et al (2014), Hirayama (2014), Oshima (2014), Ota (2014)</p> <ul style="list-style-type: none"> <li>•for example, Wal-Mart, Nordstrom, 7&amp;I holdings, MUJI and so on</li> <li>•a lot of studies of magazines in Japan and the foreign countries</li> <li>•strong in the practical veiwpoints, because it is explained about each company's service</li> </ul>
<b>Group 3</b>	<b>Decision-making process and Omni-channel</b>
	<p>By Kumakura (2015), Ito et al (2015)</p> <ul style="list-style-type: none"> <li>•Omni-channel changes consumer decision-making process.</li> <li>•the academic viewpoint is the strongest in these groups, because this group cross the angles of Omni-channel and decision-making process</li> </ul>

Omni-channel utilizes a number of different technologies. Due to this group 1 constitutes a large portion of present studies. For example, the importance of the analysis of big data and tools (Nakamura, 2013). Kobayashi (2014:60) mentions that the flow achieved by digital technology is not stopped. There are many studies by consulting companies in this group.

Services that companies introducing Omni-channel offer are reviewed in group 2.

However, these do not capture the nature of Omni-channel. Hirayama (2014:60) mentions that Omni-channel is most prevalent in the United States and David R. Bell et al (2014) made points about information and fulfillment. They also mentioned how

the services bring advantages and convenience to consumers. However, we determined that these studies are invalid because they did not examine the effects of Omni-channel on consumers directly.

The most academic group is group 3. Kumakura (2015) and Ito et al (2015) related the decision-making process and Omni-channel. Ito et al (2015) draw a parallel Omni-channel between cities and countryside. However, they did not demonstrate what kind of value is given to consumers. The group's study was not also accomplished sufficiently.

When we divided the literature, we found there were many practical studies of the company angles in Omni-channel studies. However, the study which demonstrated what kind of value could be given to consumers does not exist academically. The group 1, 2 are makes up most of companies' angle to the end. There are few preceding studies which has the point of view of consumers.

## **2-2. Case articles on Omni-channel: secondary data**

In this section, we review case articles, because a close study of consumer values is necessary for our purpose and Omni-channel started from a sight of business.

The searched keywords by using the National Diet Library in Japan and Google from March to August are “Omni-channel”, “retail”, “consumer value”, “corporation value”, “deliver”, “consulting”, and “show rooming” so we found out 105 cases. However, it did

not been shown cases which had stated in details about Omni-channel from research results. It was only stated that to do Omni-channel. We collected the cases stated Omni-channel concretely from the 105 cases. Finally, we were able to find three common codes that are “Why do Omni-channel”, “Purpose”, and “Benefit for companies”. The following 20 companies were chosen from those codes.

Figure 2. Case articles on Omni-channel

No.	Companies's name	Why Omni-channel	Purpose	Benefit for company
1	<b>Macy's</b>	Departure from poor performance	Sales improvement	Making efficient from unifying information manage
2	<b>NORDSTROM</b>	Adapted smartphone	Consumer satisfaction improvement	Consumer satisfaction improvement
3	<b>Home Depot</b>	Departure from poor performance	Customer experience improvement	Making efficient from unifying information manage
4	<b>Wal-Mart</b>	Countervail rival companies	Sales improvement	Making efficient from unifying information manage
5	<b>Wal-Green</b>	Improve a unit price	Sales improvement	Making efficient from unifying information manage
6	<b>Costco</b>	Embark new buisness	Differentiation to rival companies	Consumer satisfaction improvement
7	<b>7&amp;I holdings</b>	Maintain long term relationship with consumers	Sales improvement	Making efficient from unifying information manage
8	<b>LAWSON</b>	Countervail rival companies	Share rate improvement	Maintain long term relationship with consumers
9	<b>Ryohin Keikaku Co.</b>	Adapted smartphone	Consumer enclosure	Sales improvement from online
10	<b>Camera no Kitamura</b>	Make good use of offline channel	Sales improvement	Consumer satisfaction improvement
11	<b>MARUI</b>	Adapted smartphone	Triune strategy of offline, online, and credit cards	Maintain long term relationship with consumers
12	<b>PARCO</b>	Adapted smartphone	Consumer satisfaction improvement	Making efficient from unifying information manage
13	<b>AEON</b>	Adapted smartphone	Multiplier effect online and offline	Maintain long term relationship with consumers
14	<b>Matsuya Ginza</b>	Departure from poor performance	Multiplier effect online and offline	Multiplier effect online and offline
15	<b>Takashimaya</b>	Departure from poor performance	Maintain long term relationship with consumers	Multiplier effect online and offline
16	<b>Megane super</b>	Purchasing expediter on online	Reduce sale opportunity	Sales improvement from online
17	<b>United Arrows</b>	Adapted smartphone	Multiplier effect online and offline	Making efficient from unifying information manage
18	<b>AOYAMA</b>	Adapted smartphone	Maintain long term relationship with consumers	Multiplier effect online and offline
19	<b>AOKI</b>	Adapted smartphone	Maintain long term relationship with consumers	Making efficient from unifying information manage
20	<b>Yodobashi Camera</b>	Adapted smartphone	Differentiation to rival companies	Multiplier effect online and offline

We found benefits of companies, but the benefits of consumers based on consumers' voice are not referred in the cases. For example, Ryouhin Keikaku Co. said, "Omni-channel can maintain long-term relationship with consumers". Of course, there are benefits of the consumers companies mentioned. That is "convenience". However, those are guesses of companies to the end. Hence, they do not know that "convenience" give what kind of value consumers and whether that is really important or not. The reason is they do not hear consumers' voice.

In 2-1, we found that preceding studies referred to the consumer values were few. In this section, we found it again that companies do not know what kind of value is given to consumers by introducing Omni-channel.

### **2-3. Research question: consumer decision-making process on Omni-channel**

In the last section, we reviewed previous research and case articles. With the consumer value of Omni-channel demonstrated there, our research question is what kind of value Omni-channel gives to consumers. We focused on the decision-making process to reveal the consumer values, because the relationship between the decision-making process and Omni-channel was demonstrated in the preceding study.

Consumers make decisions in various situations. Decision-making is to pick something from many choices (Aoki et al, 2014; Moriguchi, 2012). The decision-making process is to grasp all aspects which influence products category, stores, brand, and payment

(Aoki et al, 2014). The process has five stages which are: (1) problem recognition; (2) information gathering; (3) choosing from alternatives; (4) selecting or purchasing from alternatives; (5) revaluation after purchasing (Aoki et al, 2014; Moriguchi et al, 2012; Takashima et al, 2008), and these circulate through the flow. Consumers' buying behavior starts with problem recognition. People recognize a problem where this a gap between reality and their ideal.

When a problem is recognized, consumers seek solutions to it. It is gathering information. When several alternatives are found as a countermeasure to the problem, these are estimated and the most hopeful alternative is picked out. It is to choose from alternatives. When they pass through this stage, they actually buy products and services. However, there is a possibility that an unexpected situation happens that they cannot purchase goods they wanted. Hence the process always does not advance in order. However, we think that following three theories may support the decision-making process positively.

First, consummatory was advocated by Talcott Parsons. The meaning is a situation that people enjoy freedom or prompt aggressively without making an effort steadily. The spread of smartphones gave a peculiarity to consumers' buying behavior and process (Inoue, 2012). People enjoy researching merchandise information and bush telegraph as accessing the Internet.

Second, information is overloaded. People have information processing capacity limitations. The amount to process a person is  $7 \pm 2$ . When that is exceeded, a load becomes heavy (Aoki et al, 2014). Moreover, when people fall in the state of the information overload, they tend to avoid a decision-making (Moriguchi et al, 2012). In recent years, information overload is a problem by the spread of Internet (Togawa, 2015). In such situation, the easiness of selection is important for consumers (Togawa, 2015).

Third, prospect theory was advocated by Kahneman et al (1979). The meaning is that people evaluate a loss than a profit. After 1980's, the prospect theory studied by behavioral economics also had an influence on marketing and consumer behavior (Nagashima et al, 2013). Then, in retail, shortages give dissatisfied to consumers (Tanaka, 2008).

For these theories, the service of analyzed information multilaterally based on unification of customer information may be possible to have a positive influence on the gather information stage. And the service of stock indication and expansion in the pick up counters based on unification of inventory information and increase of location receiving goods may be possible to have a positive influence on the revaluation after purchasing. In brief, it is probable of Omni-channel to support decision-making process positively in theory.

### **3. Conceptual framework**

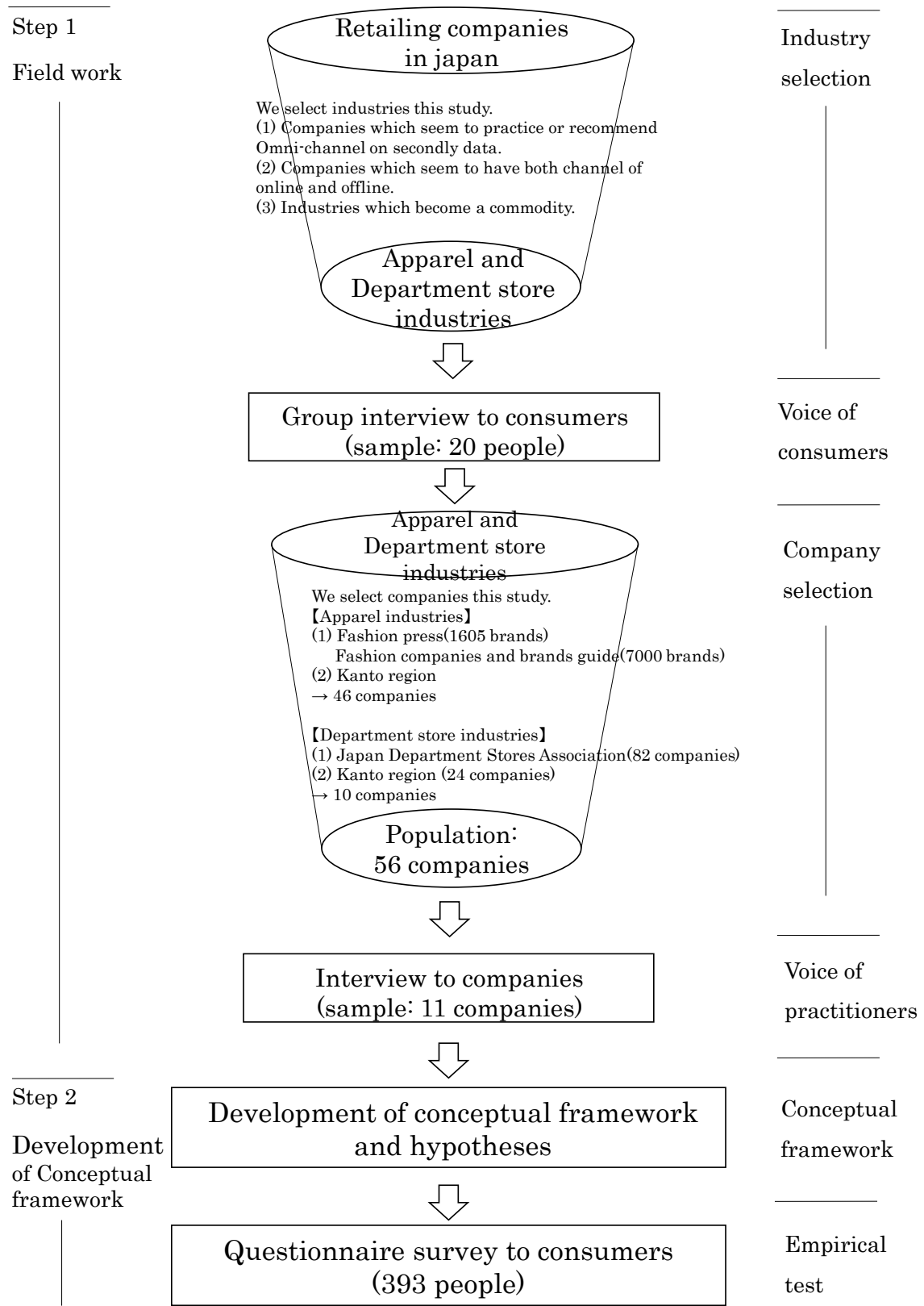
In this section, we carry out fieldwork to analyze the present condition at first.

Previous research of Omni-channel did not occur multiplied both consumers' angle and practitioners' angle. Therefore, it is necessary to add both viewpoints in this research.

Second, we make a conceptual framework and five hypotheses which added the view of consumers and practitioners. Finally, we carry out a consumer questionnaire to demonstrate the hypotheses. We prove the value of Omni-channel by this survey. The figure 3 is our research flow.



Figure 3. Our research flow



### **3-1. Fieldwork**

In this section, we carry out the fieldwork to know the reality of consumers and practitioners. There are two methods. The first is the group interview which asks consumers' opinions about their purchase experiences. The second is the company interview which asks practitioners' opinions about Omni-channel. When the fieldwork was carried out, we selected industries in Japanese retail. Figure 3 is sampling. The criteria for selecting are: (1) Companies which seem to carry out or recommend Omni-channel on secondary data; (2) Companies which seem to have both channels of online and offline; (3) Industries which become a commodity. Therefore, we set apparel and department store industries as target industries.

#### **3-1-1. Voice of consumers: Group interview with consumers**

In this section, we carry out the group interview to listen to consumers' opinions. Group interviews are different from quantitative questionnaires and include an element of debate. The advantages of the group interview are: (1) to gather comprehensive datum through the group interactions; (2) to cause a chain reaction by discussing with other people; (3) to gather frank opinions by a comfortable atmosphere of the group. From these factors, we can know the idea that people have potential. Therefore, the group interview is appropriate for exploring investigations and the early stage of a study (Sharon Vaughn et al, 1999).

We set the subjects as female college students and workers in their twenties, because their eagerness to buy is the highest among age group and sex (Japan Marketing Research Institute, 2012). The number of samples is 20. We divided into 4 people and carried out five times. The main question contents are: (1) How to take information; (2) Your shopping experience is satisfactory or unsatisfactory; (3) What services do you want in the future. Details of the group interview are shown in figure 4.

Figure 4. Voice of consumers

	<b>Group Interview1</b>	<b>Group Interview2</b>	<b>Group Interview3</b>	<b>Group interview4</b>	<b>Group interview5</b>
<b>Date</b>	Jun. 22nd , 2015	Jun. 27th , 2015	Jul. 8th , 2015	Nov. 12th , 2015	Nov. 17th , 2015
<b>Time</b>	4:00 pm ~ 5:00 pm	4:30 pm ~ 5:30 pm	6:00 pm ~ 7:00 pm	12:20 pm ~ 12:50 pm	2:20 pm ~ 2:50 pm
<b>Occupation</b>	4 students	2 office administrators 2 office workers	4 college administrator	4 students	4 students
<b>Offline Benefit</b>	Can know size Can try on There are salesclerks	There are salesclerks Can see myself fun	There are sales clerks Can know size Can try on	Can see myself There are salesclerks Can know the feel	Can know the feel Can know size
<b>Offline disadvantage</b>	Limited things you can see Take much time Out of sales	Out of sales Fun but tiring Have little time	Bad salesclerks Have little time Place restriction	Limited things you can see Fun but tiring	Out of sales Bad salesclerk Limited things you can see
<b>Online Benefit</b>	Can see many things No matter where or when	Easy to compare Can buy in our home fun to search	No matter where or when Can see many things	No matter where or when Can purchase comparative	No matter where or when Don't have to worry a public Easy to compare
<b>Online disadvantage</b>	Can't see real things Can't return things	Can't touch Reality differs from imagination Can't return things	Reality differs from imagination Can't see real things	Can't return things Can't see real things	Can't see real things Can't return things
<b>Good Salesclerk</b>	Gives us advice a good sense A push when I waver	Has a good sense A push when I waver	Give us advice Has a good sense	Has a good sense A push when I waver	A push when I waver Gives us advice Has a good sense
<b>Bad Salesclerk</b>	Insistent Just wants to sell	Insistent Has little knowledge	Just wants to sell Insistent	Insistent	Insistent Just wants to sell Has little knowledge
<b>Present situation</b>	There are disadvantages but it is a permissible range	There are disadvantages but it is a permissible range	There are disadvantages but it is a permissible range	There are disadvantages but it is a permissible range	There are disadvantages but it is a permissible range

In the relaxing atmosphere, subjects were able to discuss a topic deeply, so we got the qualitative data.

The opinions were those about stock, goods itself, time salesclerk, and money on online and offline. There were disadvantages about online and offline, but it was said that they were in a permissible range. Therefore, they did not say that they caused dissatisfaction. Furthermore it was not intended from questions that opinions of salesclerks are more important than systems. And it was a strong points that improvement of salesclerks. 18 out of 20 people said this. The reason why salesclerk was picked up is Omni-channel cannot solve the problem about salesclerk at states. Through the group interview, we found that desired consumers are an element of a salesclerk more than systems. We interview to ask what the companies think about this result.

### **3-1-2. Voice of practitioners: Interview with companies**

The consumer values of Omni-channel are revealed from 2-3-1 in theory. Hence, we found that consumers do not feel dissatisfaction in the current state and salesclerks are important in shopping from the group interview. How do companies think that Omni-channel provides consumers values besides convenience? It lacks the reliability by secondary datum, so the interview with companies is carried out next. We selected all

of retail companies in Japan. Figure 3 is sampling. We narrowed the industries to apparel and department store. The criteria for selecting are: (1) Companies seem to do Omni-channel or recommended that on secondary data; (2) Companies which seem to have both channels of online and offline; (3) Kanto region. Apparel is narrowed down 46 companies from Fashion press (1605 brands) and Fashion companies and brands guide (7000 brands). Department store is also narrowed down 10 companies from Japan Department Store Association (82 companies). We telephoned them, then we were able to interview 11 companies (Apparel 9, Department store 2).

Figure 5. Voice of practitioners

No.	company's name/variable	Industry	Time and Date	Interviewee	Employees (people)	Capital (yen)	Definition of Omni-channel	Why do Omni-channel	Benefit for company	Benefit for consumer
1	Company G		Jul 17, 2015 3:00 pm ~ 4:00 pm	EC dept.	120 people	About 1 hundred million	access consumer with valuable device	Have not done Omni-channel	Reducing sales opportunities loss	Reducing purchasing opportunities loss
2	TAKAQ Co., Ltd		Jul 27, 2015 mail	EC dept.	650 people	About 2 billion	All policy aimed at improving convenience for consumer	For adapting consumer behavior changed by smartphone	Increase contact points with consumer	Variable purchasing experience
3	AOKI Inc.		Jul 28, 2015 4:00 pm ~ 5:00 pm	Sales promotion dept.	2,228 people	About 1 hundred million	Provide same service anytime anywhere as much as possible	For adapting consumer behavior changed by smartphone	Reducing sales opportunities loss Enclosure strategy	Reducing purchasing opportunities loss
4	AOYAMA TRADING Co., Ltd	Apparel	Aug 7, 2015 1:30 pm ~ 2:30 pm	EC dept.	9,379 people	About 60 billion	All policy aimed at improving service to consumer	For adapting consumer behavior changed by smartphone	Enclosure strategy	Be convenient
5	JAVA CORPORATIO N Co., Ltd		Jul 31, 2105 Tel	EC dept.	2,377 people	About 50 million	Be seamlessly	make consumer know more and more about brand	Reducing sales opportunities loss	Reducing purchasing opportunities loss
6	SANTYO SYOKAI LTD.		Aug 6, 2015 10:00 am ~ 11:00 am	EC dept.	1,352 people	About 15 billion	Arrange choices consumer want	For adapting consumer behavior changed by smartphone	Reducing sales opportunities loss	Streamline shopping
7	Adastria Co., Ltd		Aug 12, 2015 11:00 am ~ 12:00 am	Communication design dept.	4,852 people	About 26 ten million	Increase contact points with consumer	To adapt properly each consumer	Improve customer satisfaction	Be convenient
8	Company A	Apparel	Aug 28, 2015 5:00 pm ~ 6:00	Omni-channel dept.	2,017 people	About 20 billion	Make environment that customer can purchase anywhere	For adapting consumer behavior changed by smartphone	Reducing sales opportunities loss	Reducing purchasing opportunities loss
9	Company B		Aug 12, 2015 11:00 am ~ 12:00 am	EC dept.	551 people	About 1 hundred million	Be seamless between online and offline	Have n't perfect Omni-channel yet	Sales increasing Enclosure strategy	Reducing stress when consumer purchases something
10	Isetan Mistukoshi Holdings Ltd.		Sep. 14, 2015 4:00 pm ~ 5:00 pm	EC dept.	521 people	About 50 billion	Connect valuable factor	For adapting consumer behavior changed by smartphone	Can get consumer information particularly Enclosure strategy	Be convenient and reach appropriate information timely
11	Takashimaya Co., Ltd	Department store	Aug 7, 2015 5:00 pm ~ 6:00 pm	Omni-channel dept.	9,729 people	About 60 billion	Make environment that customer can purchase anywhere	For adapting consumer behavior changed by smartphone	Efficiency of business Enclosure strategy	There is something for consumer but don't know it specifically

Findings are: (1) the reason for doing Omni-channel is to adapt to the changes in consumer behavior by the spreads of smartphones; (2) they think Omni-channel gives convenience consumers and diminishes the opportunity losses for consumers. For those, they said “we were able to enclose our customers by carrying out Omni-channel”.

Finding is: (3) that companies recognize Omni-channel is useful, but that does not involve theory. For example, Takashimaya said, “We introduce Omni-channel to survive”. Aoyama said, “We want customers to use only Aoyama and Suit Company in any case”. Company A said, “Smartphones are becoming a strong force so consumers’ purchase process by smartphones is different from that by Galapagos cellphones. We must adapt to that”. And Company B said, “By all means, we want to know consumers’ real opinions”. It is clear that companies have to adapt to consumer because of changing environment around their by smartphone.

Through the company interviews, we found that they do not know consumers’ voices clearly. This is a very serious thing for retail. So it is obviously worthwhile for the group interviews in this paper to reveal Omni-channel from an academic point of view.

### **3-1-3. Gap between consumers voice and practitioners voice**

Through the group interview and the company interview, there is a gap between



consumers and companies. Mostly, all the people said, “Salesclerks are important.” on group interview.

While consumers hope to improve the quality of salesclerks, companies concentrate its energy by introducing of the system on Omni-channel. Indeed, companies are not using Omni-channel taking consumers’ voices into account. Of course, they have to adapt to consumer behavior changed by smartphones and Omni-channel can solve consumers’ disadvantages which system side: such out of stock or unification of information.

However, it is a problem to lose the consumer viewpoints. The gap between consumers and companies is enormous.

#### **3-1-4. Store loyalty as Omni-channel performance index**

In the last section, we confirmed practitioners’ opinions that they introduced Omni-channel to maintain long-term relationship with consumers based on 11 companies.

For example, enclosure strategy and increase contacts points with consumers.

However, it is no evidence that Omni-channel has such effects, because they did not carry out a consumer survey. Therefore, we reconfirmed the necessity of a consumer survey to prove the value of Omni-channel. This study uses “store loyalty” as an index to measure the practitioners’ opinions, because store loyalty is defined as loyal sentiment toward a store (Shimizu, 2004). The definition is overlapped the companies’

purpose. It is “maintain”. Therefore, we set the store loyalty as Omni-channel performance index.

We review prospective utilizing intention (Iwasaki, 2003) as the store loyalty. He defined store loyalty as prospective utilizing intention based on “intention to continue to use a particular store” (Reynolds and Arnold, 2000). Measuring a perspective of the action does not tell us if the consumer is utilizing a store positively through having no choice (Shimizu, 2004). And Omni-channel is in the early stages of introduction. Therefore, consumers may not understand Omni-channel. Hence, it is difficult to measure what has already occurred. We set prospective utilizing intention on the basis of these limits. Specifically, we adopted three theories: “prospective utilizing intention” (Iwasaki, 2003); “intention to continue to use a particular store” (Reynolds and Arnold, 2000); “initially afloat coming thing in the mind of the consumer” (Bellenger, Danny N., Earle Steinberg, and Wilbur Stanton, 1976).

### **3-2. Conceptual framework and Hypotheses**

In this section, we construct a framework and hypotheses from assembled data which are literatures, voice of consumers and practitioners. Our framework is the new one taken consumers’ voice in.

### **3-2-1. Conceptual framework**

We confirmed companies' opinions that they introduced Omni-channel to maintain long-term relationship with consumers. However, they did not carry it out based on consumers' voices. Therefore, there is no evidence that Omni-channel has such an effect. The thing is extremely significant for retailers. When Omni-channel has no effects, it has no value. Therefore, we reconfirmed a necessity to analyze the value of Omni-channel.

In this study, we divided Omni-channel in three strategies from 105 case studies. These were searched by using The National Diet Library in Japan and Google with the keywords which “Omni-channel”, “Omni-channel case study” and “Omni-channel company's name”. Three strategies we found from 105 case studies are “unification of customer information”, “unification of inventory information”, and “increase in locations receiving goods”.

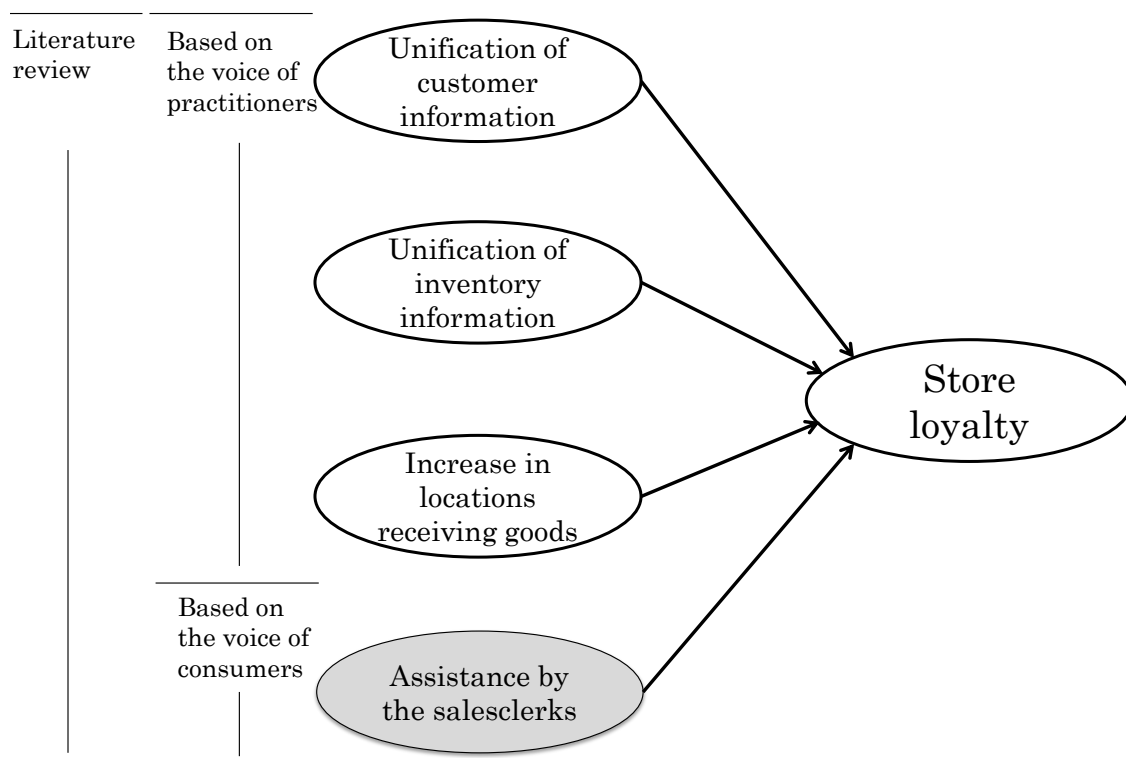
In addition, in the group interview, we made clear the importance of salesclerks. The largest factor was “salesclerk” when consumers reuse. This is a fact very much worth considering. In view of the needs of consumers, the combination of Omni-channel and salesclerks is considered effective. We measure consumers' evaluations of the assistance of Omni-channel services by salesclerks. This is defined as “assistance by the salesclerks”

As mentioned above, in order to measure the effect of the Omni-channel that store

loyalty was adopted as a proxy indicator. Store loyalty was treated as a construct in helping to analyze.

In brief, our framework has five constructs: (1) unification of customer information; (2) unification of inventory information; (3) increase in locations receiving goods; (4) assistance by the salesclerks; (5) store loyalty. Our framework is shown in figure 6.

Figure 6. Conceptual framework



### 3-2-2. Hypotheses

In this section, we construct five hypotheses based on the findings from our data. As

described in the framework, in this study, we capture Omni-channel as three strategies, and use the store loyalty as a proxy variable measuring “maintain long-term relationship”.

In the literature review, it was theoretically probable that Omni-channel supports consumers’ decision-making process. Furthermore, in the interviews with companies, many companies have recognized that they can enclose consumers through the convenience of Omni-channel. In this way, companies are trying to maintain long-term relationships with customers by Omni-channel.

Omni-channel in the practical field also includes three factors we have defined. For example, the companies have mentioned that combining points of the actual store and the web store could enclose consumers. This can be realized by “unification of customer information”. Hypothesis 1 was constructed based on these considerations.

H1: “Unification of customer information” has a positive impact on the store loyalty of consumers.

The companies have mentioned that disclosing the inventory of the actual store on the web store could enclose consumers as well. This can be realized by “unification of inventory information”. Hypothesis 2 was constructed based on this consideration.

H2: “Unification of inventory information” has a positive impact on store loyalty of consumers.

Furthermore, the companies have mentioned that giving the way to receive goods that consumers get on the web store at the actual store could entice consumers. This can be realized by “increase in locations receiving goods”. Hypothesis 3 was constructed based on this consideration.

H3: “Increase in locations receiving goods” has a positive impact on store loyalty of consumers.

From these both theoretical and practical points of view, it is considered that Omni-channel would give a positive impact to consumers. Three hypotheses were constructed based on this consideration.

From the literature review and interview with companies, it is considered that the service of Omni-channel has a positive impact on store loyalty of consumers. In addition, from the group interview we found that the largest factor when consumers reused the actual store is “salesclerk”. In other words, the improvement of assistance of the salesclerks would satisfy consumers. From these consumers’ needs, we think that a combination of Omni-channel and salesclerks would be effective. Hypothesis 4 was constructed based on these considerations.

H4: “Assistance by the salesclerks” has a positive impact on store loyalty of consumers.

Furthermore, this combination would improve the quality of the assistance of the salesclerks. In brief, store loyalty of consumers would improve if the salesclerks make use of a service of Omni-channel. Hypothesis 5 was constructed based on this consideration.

H5: The addition of “assistance of the salesclerks” to Omni-channel improves store loyalty of consumers.

#### **4. Methodology and Results**

In this section, we carry out consumer questionnaire. This survey is carried out extensively, because we need a quantified datum for verifying the hypotheses.

##### **4-1. Sampling**

Our five hypotheses were tested using data collected from a survey about services of Omni-channel in apparel shops and department stores. The method is that we used online survey web site (Survey Monkey <https://jp.surveymonkey.com/>).

We chose Japanese customers who passed three criterions as samples. The three criterions are: (1) the subject has a smartphone or tablet; (2) the subject has searched the Internet for merchandise information or has used online shops; (3) the subject has gone shopping in apparel shops and department stores, and also online stores are

included. The reason is that Ito et al (2015) mentions Omni-channel is its strategy to keep up with consumers who use online and offline by smartphones.

adjusted to consumers who use online and offline by spreading smartphones.

Our questionnaire was spread among our acquaintances, and we requested them to distribute its URL to their acquaintances by SNS from October 7, 2015 to October 17, 2015. As a result, we collected a total of 529 answers. The sample size was total of 393 respondents (74% response rate). Among them, 149 (38%) were male and 244 (62%) were female. In terms of age, 42 (11%) respondents were 19 years old or younger, 320 (81%) respondents were in the 20-29 age group, and 31 (8%) respondents were 30 years old or older. However, we have some concerns about our samples: 81 percent of the respondents were twenties. There is a gender gap, and it is not clear about whether they are students or workers.

#### **4-2. Questionnaire**

We got respondents to imagine virtual apparel shop A and department store B. These shops have 8 services of Omni-channel. A list is shown in figure 7.

Figure 7. The contents of 8 services and 3 services



<b>The contents of 8 services of Omni-channel</b>		
Unification of customer information	Service1	Points that accumulated in the shopping of actual stores and a web store are standardized. That can be used by both of them.
	Service2	A smartphone application has the member's card function. It can be used as a member's card by showing a screen.
	Service3	Information created from such as purchase history and usage reaches a smartphone.
Unification of inventory information	Service4	On the web store, it is possible to view stocks of actual stores on time.
	Service5	Be either to no inventory of actual stores and the web store, you can purchase goods from those that have stocks.
	Service6	If consumers apply to trial services on the web store, they can try in the actual store.
Increase in locations receiving goods	Service7	The goods purchased on the web store can be received in nearby convenience stores.
	Service8	The goods purchased on the web store can be received in the selected stores.
<b>The contents of 3 services mixed Omni-channel and salesclerks.</b>		
Assistance by the salesclerks	Service9	If there is no stock of goods in an actual store, salesclerks check the stock of another actual stores.
	Service10	Salesclerks are willing to appropriate advice on the basis of the data of your purchase history and usage in both actual stores and the web store.
	Service11	Although there is no stock in an actual store, if there is stock in other stores, deliver to a home.

8 services were extracted from 105 companies' cases and 11 practitioners' interview.

First, we ask, "Do you think 8 services are convenient?" This question is based on many companies opinion in our interview. They mentioned: "We can offer the convenience to our customers by introducing Omni-channel." We questioned to confirm the truth or falsity.

Second, to test hypothesis 1, 2, 3, we support three theories about store loyalty. These are: "prospective utilizing intention" (Iwasaki, 2003); "intention to continue to use a particular store" (Reynolds and Arnold, 2000); initially afloat coming thing in the mind of the consumer" (Bellenger, Danny N., Earle Steinberg, and Wilbur Stanton, 1976).

Then, we make three questions with these theories: "Do you want to continue to use A or B (reuse)?" "Do you choose A or B among all apparel shop or department store (reselection)?" "Do you visualize A or B, when you want to go shopping in apparel shops or department stores (remember)?"

Third, to test hypotheses 4 to 5, we ask respondents about 3 services mixed Omni-channel and salesclerks. The services 9-11 are shown in figure 7. We ask how consumers estimate about 3 services. There are two reasons: these are new services; there are few companies doing them. Therefore, we gauge influence to store loyalty with the question: "Do you appreciate these services?"

Responses to 14 items were captured on 5-point Likert-type scales (strong

disagreement=1; strong agreement=5). Moreover, some responses were eliminated because of incomplete questionnaires.

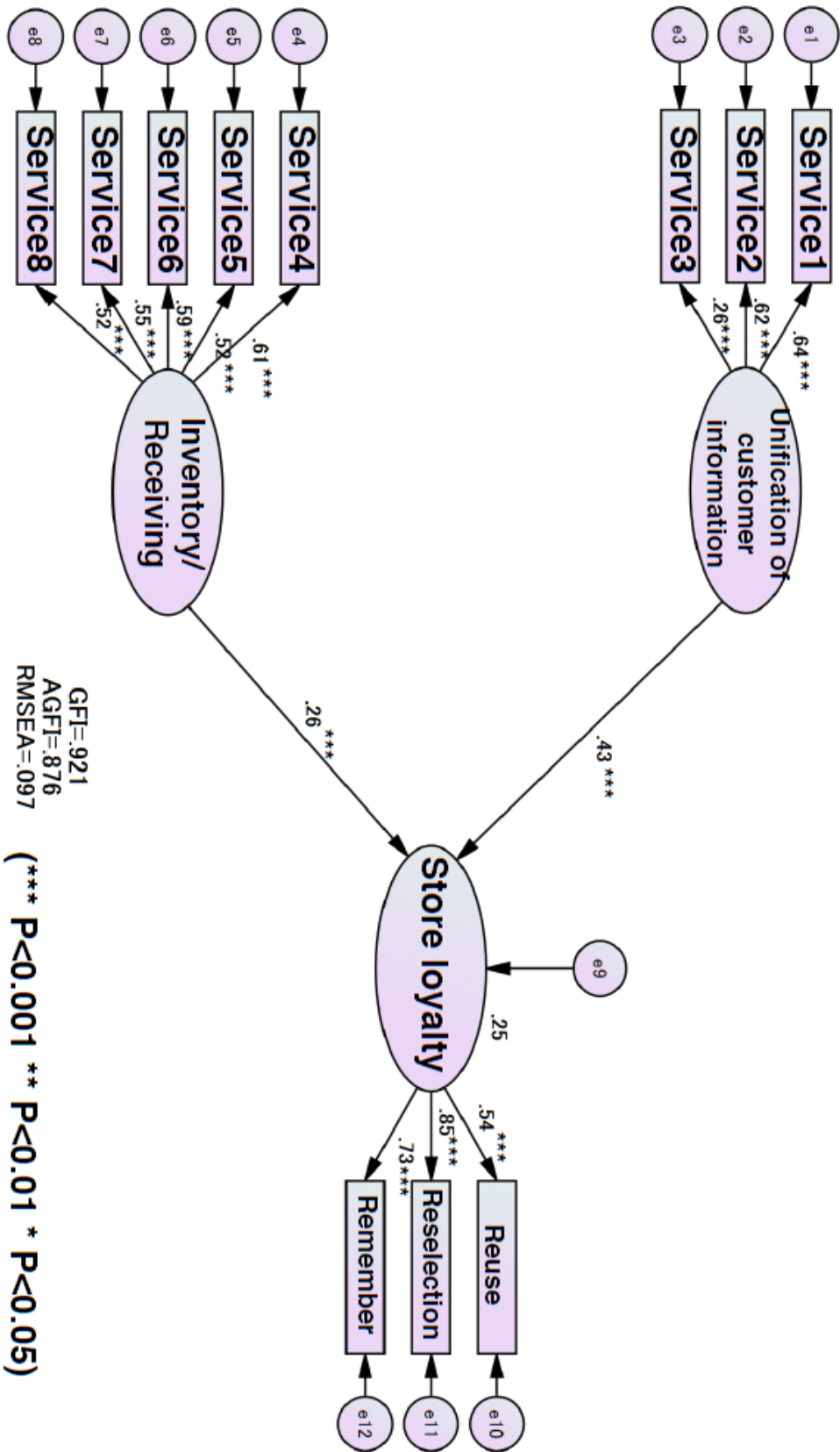
### **4-3. Results**

In this section, we analyzed the questionnaire with using a covariance structure analysis of Amos. Detail of the results are shown in attachments.

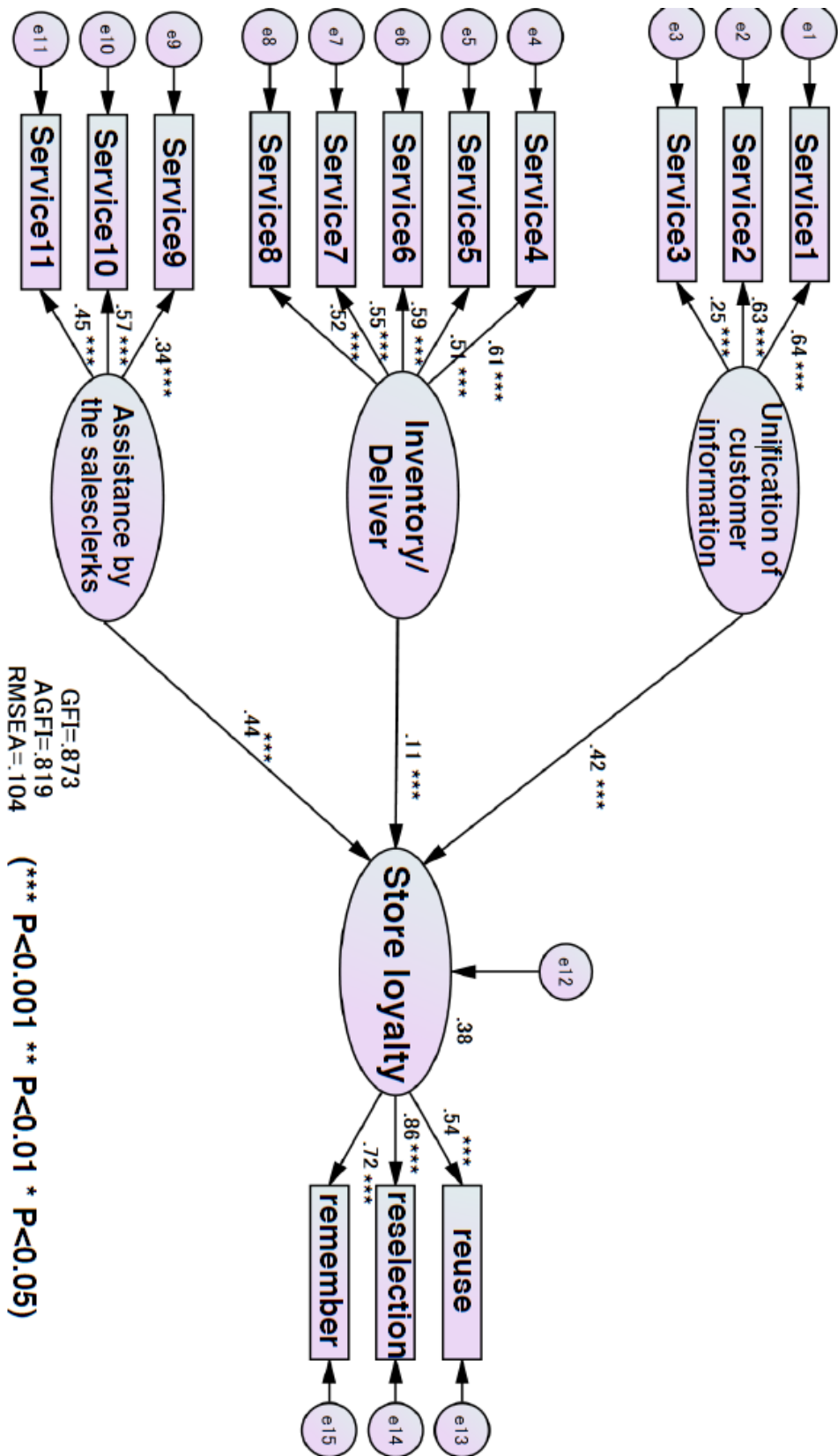
Firstly, we made framework A to test the hypothesis 1, 2 and 3. We carried out a factor analysis and a multiple regression analysis. The following framework of figure 8 is an analyzed result.

Figure 8. Frameworks

Framework A



Framework B



“Inventory” indicates the unification of inventory information, and “receiving” indicates the increase in locations receiving goods. The combination of inventory and receiving was appropriate as a model, so it was analyzed like the figure 8.

R-Squares which two explanatory variables give to a dependent variable was 0.25.

When standardization estimates was seen, the factor of “unification of customer information” gave 0.43 influences on store loyalty. The factor of “inventory and receiving” gave 0.26 influences on store loyalty. About the P-Value, all variables were \*\*\*. (\*\*\*)  $P < 0.001$  \*\*  $P < 0.01$  \*  $P < 0.05$ ) There were no problems wholly. Next, a goodness of fitting of the framework A was seen. GFI was 0.921, AGFI was 0.876, RMSEA was 0.97. There were no problems with the goodness of fit. For these results, the hypothesis 1, 2 and 3 were supported.

Secondly, we made the framework B added a factor of “assistance by the salesclerks” to test the hypothesis 4 and 5. We carried out a hierarchical multiple regression analysis as adding the factor. The following framework B of figure 8 is an analyzed result.

R-Squares that three explanatory variables give to a dependent variable was 0.38. It was higher 13% than the framework A. Also, the factor of “assistance by the salesclerks” gave 0.44 influences on store loyalty. About the P-Value, all variables were \*\*\*. There were no problems wholly. Next, the fitting of the framework B was seen.

GFI was 0.873, AGFI was 0.819 and RMSEA was 0.104. For these results, the

hypothesis 4 and 5 were supported. However, the goodness of fitting declined compared with the framework A.

## **5. Discussion**

In this section, we discuss about our research. It contains the findings of results, the opinions from a practical point of view and the discussion as a whole.

### **5-1. Findings of results**

In the last section, the five hypotheses we constructed were supported. Therefore, we can demonstrate following thing supported hypothesis 1, 2, 3.

(1) Omni-channel has a positive impact on the store loyalty of consumers.

This is the same thing companies said and previous literature review. The factor of “unification of customer information” has stronger impact on the store loyalty of that than another factor. The services from 1 to 3 of unification of customer information were focused on smartphones. The services from 4 to 8 may have stronger impact on that if companies focused on smartphones. In addition, the results demonstrated an effect of Omni-channel were the same tendency as the theory which Omni-channel supported to the decision-making process of the consumers in previous study.

We can also demonstrate a thing by supported hypothesis 4, 5.

(2) Omni-channel added the assistance by the salesclerk improves the store loyalty of consumers.

This has consideration to consumers' needs. We added "assistance by the salesclerks" to framework B, so the store loyalty of consumers was improved materially. "Assistance by the salesclerks" was emphasized, and it was also important in Omni-channel strategy for the group interview. It will be an ideal to close the gap mentioned in 3-1-3 between consumers and practitioners from our results. Given these findings, companies must not introduce only Omni-channel as a system.

Companies can perceive that how influence Omni-channel have toward the store loyalty of consumers by using our framework.

## **5-2. Evaluations from practitioners**

We conducted the second interview with twelve companies to confirm whether our quantitative analysis and two frameworks have practical value or not.

We inquired about the following two items: (1) What do you think about the quantitative analysis and two frameworks? (2) What do you think about the importance of the salesclerks when you carry out Omni-channel strategy?

We interviewed five apparel companies and two department stores, because our quantitative analysis was made with opinions of people shopping at apparel shops and department stores. Then, we also interviewed with another six industries to check our



frameworks not just for apparel and department store industries. We selected five companies from six industries: books, drugstore, camera, retail-chain, GMS and CVS. These industries resemble apparel and department store industries in that their commoditization has proceeded. Therefore, we think our frameworks have practical value. Details of interviews are shown in figure 9

Figure 9. Evaluations from practitioners

No.	Companies' name	Industry	Employees	Capital (yen)	Date and time	Interviewee	About analysis frames	Relations of the salesclerks and Omni-channel
1	Company C	Department store	2,303 people	About 100million	Oct. 27, 2015 1:30PM~2:30PM	Digital media Department	It is better than nothing. We think it is certain but it is unnatural that three variables of a store royalty are in line. I would like to know where is Omni-channel's effect in the consumer purchase decision making process. It is unnatural that three variables of a store royalty are in line.	Very important. We think the salesclerks have a possibility of the break through in Omni-channel.
2	Isetan Misutokoshi Holdings Ltd.		521 people	About 50billion	Oct. 29, 2015 1:30PM~2:30PM	Web Business Division	We do not know whether it is useful, because it is not the result of Misutokoshi's consumers survey.	We think that it is very important. The salesclerks are indispensable in the department stores.
3	URBAN RESEARCH Co., Ltd		1,500 people	About 10million	Oct. 29, 2015 11:00AM~12:00PM	Sales Promotion Department	We think that it is right. The frames are useful. We add "physical distribution" to variables.	We think that it is very important. We cannot exclude factor called the salesclerks in Omni channel. Therefore, we should let you fuse.
4	Company D		9,379 people	About 60billion	Nov. 6, 2015 1:30PM~2:30PM	EC Business Unit	The approach that you are going to do is right. The numerical values are not so useful. It is not important how much consumers feel usefully.	Very important. We do not have a problem even if we make structure mainly on waiting on customers.
5	java corporation CO., Ltd	Apparel	2,377 people	About 50million	Nov. 12, 2015 tel	EC Business Unit	The frames are useful. It is simple but how is influence of 25% applied. We think we have to be applying it to a question how long the sales can be made plus.	We think the most important thing in Omni-channel. It becomes important how long do the salesclerks understand, and whether we can take an action and go. We think it is significant that the salesclerks are able to understand and propose to the customers.
6	Company E						That is right. I entirely agree with you. It is a problem where to use the customer information we gathered.	When measuring differentiation with another companies, there is service as I advantage of the store but we think the salesclerks are not always indispensable.
7	AOKI Inc.		2,228 people	About 100million	Nov. 19, 2015 mail	Sales Promotion Department	It is often expressed that store loyalty improves by Omni channel. Further, when there is mentioning to the contents as securement of the sales and the operating profit amount, we think it will be more valuable material for retail trade such as us.	Correspondence to wide customer needs is possible by the salesclerks at a store. When showing the item for which it is difficult to take a measurement by yourself, in particular, we think the salesclerks can offer service to which they are not attentive by EC service. Therefore we think the salesclerks's existence is important even in addition to developing Omni channel.

8	Company F	Drug store					It is good as the whole direction but there is that it becomes the problem in age and the sex of the target consumers. It is better to measure store loyalty by the coming frequency and the visitor unit price in a practical business affair.	When considering purchase with the Internet, we would like to link it to purchase by remembering service at a actual store.
9	Kitamura Company Co., Ltd	Camera	8,408 people	About 2.8billion	Oct. 30, 2015 10:30AM~11:30AM	EC Business Unit	It is useful sufficiently. Recommendation of another companies and home delivery service add several elements to this frames.	Very important. We aim the manpower EC, IT and the service by the salesclerks, it is important to fuse.
10	Company G	Retail					This frames can cover all the whole conceptually. Very plain. Business partners are important as a company. Thus, there should be the solution about the wall to occur between business partners when we perform Omni channel. In addition, we want to know the had place of the salesclerks.	The Omni channel are tools of the waiting on customers service to the last. Therefore, as well as Omni channel, we should join Omni channel to the salesclerks.
11	Maruzen Junkudo Bookstores Co., Ltd	Book		About 50million	Nov. 6, 2015 5:00PM~6:00PM	Sales Business Division	We think the frame is useful. It serves as a reference to understand influence. Almost customers do not purchase the same book again. It is bought only once, so a customer is difficult to see.	We think it is very important. In the bookstore industry, the recommendation is difficult. However, we think we can show the way appropriately by Omni channel.
12	UNYgroup Holdings Co., Ltd	GMS, CVS		About 22billion	Nov. 12, 2015 1:30PM~2:30PM	Omni-channel Strategy Department	We think it is useful from the angle of the company. When a company begins Omni channel, it is useful because a company can premise it very much. We do not know whether frames are right.	We think the importance of the salesclerks depends on industry. GMS is facilities of time consumption type, so service is important but, convenience stores are facilities of the time saving type, so it is subtle.

In the apparel and department store industries, four companies mentioned: “This frame is useful”; “It is helpful”; “valuable”. Furthermore, two companies said that it is better as the direction of the whole frame. However, one company said: “this numerical values are not so useful because it is not result of consumers.” Moreover six companies stated that salesclerks are important in Omni-channel.

In the other industries, two companies mentioned “this frameworks is useful for business”. In addition, all companies mentioned it is useful. About salesclerks, five companies emphasized the importance of salesclerks in Omni-channel. However, some companies mentioned that the importance of the salesclerks vary on the industries. Summarizing evaluations, our quantitative conceptual and two frameworks provide companies with beneficial information. Also, we confirmed that almost of companies emphasized the importance of salesclerks on Omni-channel strategy.

### **5-3. Discussion as a whole**

We made the frameworks from the elements picked from the voice of consumers and practitioners, and grasp those notionally. Furthermore, we added the element as the assistance by the salesclerks to the framework. As a result, the framework B, which added the element as salesclerks was higher than frame A, which was not added for explanation of the framework. It can be said that could show the effect scientifically.

The large preceding studies about Omni-channel were focused on the systems and the companies' services. The consumer behavior have changed by smartphones, and the EC market scale increases in every year. In such situation, retailers cannot help doing Omni-channel, so the former studies are focused on the practical systems and services. In brief, these are the practical point of view, and there are nothing the consumers' point of view. In such situation, the element of the salesclerk was put outside the studies.

Our biggest objective is to reveal what kind of value Omni-channel can provide for consumers by using conceptual framework. We took four steps to achieve the objective.

First, we carried out the group interview to collect opinions about consumers' purchase experiences. Therefore, we found the disadvantages of consumers in present are few.

Second, we interviewed practitioners to know what they think about Omni-channel.

They talked about the systems priority. Hence we found they did not know what consumers want. Therefore, the gap between consumers and practitioners exists.

Third, we constructed a conceptual framework and five hypotheses from the voice of consumers and practitioners. Fourth, we carried out the large-scale consumer survey to test five hypotheses. The results demonstrated the consumer value of Omni-channel.

Hence, we also interviewed with practitioners and checked the practical value.

We demonstrated the consumer value of Omni-channel through integrative methods.

Omni-channel consumer wants is elucidated by this paper.

## **6. Conclusion**

This study was to reveal what kind of value Omni-channel can provide for consumers by using a conceptual frame. This paper is able to demonstrate a dual conclusion that is both academic and practical in nature.

First, in relation to the academic side, this study can conclude that as Omni-channel is currently practiced, there is an issue with that practice. The traditional approach is for Omni-channel to be highly technologically driven; with no human interaction involved. However, our study can demonstrate that human involvement in the process is crucial. Specifically, our study highlights the importance of person-to-person contact in the purchasing process, particularly the importance of the role of the salesclerks. This result shows that existing literature on Omni-channel is too narrow, and better needs to consider a wider perspective on the Omni-channel process.

Second, in relation to the practical side, this study can also help advise companies that are deciding which Omni-channel strategy to take, and suggest which of the strategies are likely to be the most profitable for them. Currently, companies may be either confused as to the nature of Omni-channel, or confused as out of many strategies which is the most appropriate one for them. This report's findings are able to be used to help these companies resolve this difficulty.

However, there were limitations in this study. This study's methodologies were limited to apparel stores and department stores. Hence, the questionnaire result of this study was that twenties represent more than 80 percent of all age groups. Future research would benefit from a greater variety of other retail establishments. The implications of this study are that there is a pressing needs for Omni-channel to be further researched with an eye towards a broader definition in addition to its application to specific company profiles. As such, this study contributes originally to the existing literature by offering both theoretical and practical insights gained from primary level research in Japan.

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<http://www.muji.com/us/> (5月25日アクセス)  
「UNIQLO STORES USA」  
<http://www.uniqlo.com/us/> (5月25日アクセス)  
「グローバルマーケティング研究会」  
<http://gumaken.org/> (5月25日アクセス)  
「社会実情データ図録」  
<http://www2.ten.ne.jp/honkawa/1180.html> (5月25日アクセス)  
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「O2O INNOVATION LAB」  
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<http://valueinnovation.biz/method/interview/t-g/> (2015年5月28日アクセス)  
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## Accompanying material 2. Consumer questionnaire

ショッピングに関するアンケートのお願

このアンケートでは、ショッピングに関する質問を致します。  
ご回答の内容は研究以外の目的に使用する事は一切ございません。  
ありのままをお答えくださいようお願い致します。

あなたは、**アパレルショップや百貨店(ネットも含む)**で、平均して、1ヶ月に何回くらい買い物しますか。

- 4回以上  
 3回くらい  
 2回くらい  
 1回くらい  
 全くしない

あなたは等々で、インターネットで商品について検索したり、購入をしたことがありますか。

- はい  
 いいえ

あなたはスマートフォンやタブレット端末を持っていますか。

- はい  
 いいえ

ここからは、アパレルショップや百貨店でのショッピングを想像してご回答ください。

**アパレルショップや百貨店**があるとします。

ここでのアパレルショップや百貨店は、あなたが普段利用されているアパレルショップや百貨店 (ex:三越伊勢丹、高島屋) と同様のものでします。

では、以下の1問の**カード**について、**便利**と思われるかどうかをお尋ね致します。

尚、本アンケートにおけるアパレルショップや百貨店は、**実店舗に加え、自社のおよび上流販売サイトを持つもの**と致します。

本アンケートにおけるアパレルショップや百貨店は、**実店舗に加え、自社のネット通販サイトを持つものである**と想定してご回答をお願いいたします。

**【カード1】**  
いつ実店舗に行っても店員が親切にやってくれます。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード2】**  
店員が自分に合いそうな商品を知照を持ってオススメしてくれる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード3】**  
店員が自分が選んだ商品についてのアドバイスをくれる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード4】**  
実店舗の買い物で貯まったポイントとネット通販サイトで貯まったポイントが共通化され、どちらでも利用できる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード5】**  
スマートフォンアプリに会員カード機能が付き、画面を見せることで会員カードとして利用できる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード6】**  
ネット通販サイトで購入した商品を、近くの実店舗で受け取る事ができる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード7】**  
ネット通販サイトで、実店舗のリアルタイムの在庫状況を見ることが出来る。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード8】**  
実店舗とネット通販サイトのどちらかで在庫がなくとも、在庫がある方から商品を購入できる。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

**【カード9】**  
スマートフォンアプリに、あなたの購買履歴や利用状況などをとって作成された情報が届く。

- とても便利  やや便利  どちらともいえない  あまり便利ではない  全く便利ではない

【チャート310】

ネット通販サイトで購入した商品を、自分で指定したコンビニで受け取ることができる。

とても便利	やや便利	どちらともいえない	あまり便利ではない	全く便利ではない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

【チャート311】

ネット通販サイトで申し込めば、実店舗に商品を取り寄せて、実物を手に取って試したり試着ができる。

とても便利	やや便利	どちらともいえない	あまり便利ではない	全く便利ではない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

本ウェブサイトにおけるアパレルショップや百貨店は、実店舗に加え、自社のウェブサイトを持つものである。と想定してご回答をお願いします。

では、あなたは、アパレルショップや百貨店を「**これから利用し続けたい**」と思いますか。

とてもそう思う	ややそう思う	どちらともいえない	あまりそう思わない	全くそう思わない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

では、あなたは、他のアパレルショップや百貨店よりも「**アパレルショップや百貨店を更喜欢**」と思いますか。

とてもそう思う	ややそう思う	どちらともいえない	あまりそう思わない	全くそう思わない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

では、あなたは、アパレルショップや百貨店に行こうとした時、「**真っ先にアパレルショップや百貨店を探しに行く**」と思いますか。

とてもそう思う	ややそう思う	どちらともいえない	あまりそう思わない	全くそう思わない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

それでは、以下のような**店員の接客サービス**が提供された場合、あなたはどの程度**評価**しますか。

実店舗に商品の在庫がなかった場合、店員がその場ですぐ、他の店の在庫状況を確認してくれる。

とても評価する	やや評価する	どちらともいえない	あまり評価しない	全く評価しない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

店員が、実店舗・ネット通販サイトの両方におけるあなたの購買履歴や利用状況のデータに基づいて、一人一人に適切なアドバイスをしてくれる。

とても評価する	やや評価する	どちらともいえない	あまり評価しない	全く評価しない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

今いる実店舗に在庫はないが他店には在庫があった場合、今いる実店舗に取り寄せてから購入するのではなく、他店から商品を直接自宅へ配達してくれる。

とても評価する	やや評価する	どちらともいえない	あまり評価しない	全く評価しない
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

あなたの性別を教えてください。

<input type="radio"/> 男性	<input type="radio"/> 女性
--------------------------	--------------------------

あなたの年齢を教えてください。

あなたのお住まいの都道府県を教えてください。

Accompanying material 3. Detail of first interview with companies

No.	company's name/variable	Industry	Time and Date	Interviewees	Employees (people)	Capital (yen)	Definition of Omni-channel	Why do Omni-channel	Benefit
1	Company G	Apparel	Jul. 17, 2015 3:00 pm ~ 4:00 pm	EC dept.	120 people	About 1 hundred million	I think it is Omni-channel that to access consumer with valuable device.	We have not done Omni-channel.	We can provide goods as soon as possible.
2	TAKAQ Co., Ltd		Jul. 27, 2015 mail	EC dept.	650 people	About 2 billion	All policy aimed at improving convenience for consumer.	For adapting consumer behavior changed by smartphone.	The choices increase so we can connect with consumer valuable .
3	AOKI Inc.		Jul. 28, 2015 4:00 pm ~ 5:00 pm	Sales promotion dept.	2,228 people	About 1 hundred million	We think it is Omni-channel to be able to do shopping anytime any where.	We have to adapt to consumer behavior changed by smartphones.	Consumer can purchase, know, and when they want.
4	AOYAMA TRADING Co., Ltd		Aug. 7, 2015 1:30 pm ~ 2:30 pm	EC dept.	9,379 people	About 60 billion	Omni-channel is integration all of channels	we want to do enclosure strategy and have to adapt to consumer behavior.	Consumers purchase only our shop by Omni-channel.
5	JAVA CORPORATION Co., Ltd		Jul. 31, 2105 Tel	EC dept.	2,377 people	About 50 million	Our Omni-channel is to be seamlessly.	We want consumers to know our brands.	Purchasing experiences seem to be smooth and convenient.
6	SANYO SYOKAI LTD.		Aug. 6, 2015 10:00 am ~ 11:00 am	EC dept.	1,352 people	About 15 billion	We think Omni-channel is unification of consumer informations and inventory informations.	Omni-channel is just consumer behavior changed bu smartphone.	Purchasing experiences seem to be efficient
7	Adastria Co., Ltd		Aug. 12, 2015 11:00 am ~ 12:00 am	Communication design dept.	4,852 people	About 26 ten million	Our Omni-channel is to Increase contact points with consumer.	We think Omni-channel is solution with each consumer.	Consumer feel satisfaction, and we analyze consumer information particularly.
8	Company A		Aug. 28, 2015 5:00 pm ~ 6:00	Omni-channel dept.	2,017 people	About 20 billion	Omni-channel make environment that customer can purchase anywhere, that is our definition.	It is natural fou our to do Omni-channel because consumer behavior.	We have to adapt to consumer behavior and consumer satisfaction increase by Omni-channel.
9	Company B		Aug. 12, 2015 11:00 am ~ 12:00 am	EC dept.	551 people	About 1 hundred million	Omni-channel is to be seamlessly between our and consumers.	Because of consumer behavior. Smartphones are very important.	We may reduce stress that consumer feel increase contact points with consumers by doing Omni-channel . Hence we can do enclosure strategy
10	Isetan Mistukoshi Holdings Ltd.	Department store	Sep. 14, 2015 4:00 pm ~ 5:00 pm	EC dept.	521 people	About 50 billion	Our Omni-channel is to connect valuable factor.	We have to do Omni-channel because consumer behavior change.	Be convenient and reach appropriate information timely so we reduce sales opportunity and do enclosure strategy
11	Takashimaya Co., Ltd		Aug. 7, 2015 5:00 pm ~ 6:00 pm	Omni-channel dept.	9,729 people	About 60 billion	In short, Omni-channel is our business activities .	We must to do Omni-channel because of consumer behavior.	We can get consumer information particularly so can do enclosure strategy

Accompanying material 4. Analysis results

**Framework A**

標準化係数：(グループ番号 1 - モデル番号 1)

重相関係数の平方：(グループ番号 1 - モデル番号 1)

	推定値
ストアロイヤルティ <--- 在庫・受取	.264
ストアロイヤルティ <--- 顧客情報の一元化	.427
サービス 3 <--- 顧客情報の一元化	.256
サービス 2 <--- 顧客情報の一元化	.624
サービス 1 <--- 顧客情報の一元化	.637
再利用 <--- スストアロイヤルティ	.543
再選択 <--- スストアロイヤルティ	.850
再想起 <--- スストアロイヤルティ	.730
サービス 6 <--- 在庫・受取	.589
サービス 5 <--- 在庫・受取	.518
サービス 4 <--- 在庫・受取	.613
サービス 7 <--- 在庫・受取	.549
サービス 8 <--- 在庫・受取	.518

	推定値
ストアロイヤルティ	.252
サービス 8	.268
サービス 7	.302
サービス 4	.375
サービス 5	.268
サービス 6	.346
再想起	.533
再選択	.722
再利用	.295
サービス 1	.406
サービス 2	.390
サービス 3	.065

分散：(グループ番号 1 - モデル番号 1)

	推定値	標準誤差	検定統計量	確率	ラベル
顧客情報の一元化	.384	.092	4.166	***	
在庫・受取	.249	.055	4.535	***	
e9	.101	.020	4.941	***	
e3	1.130	.085	13.367	***	
e2	.600	.085	7.064	***	
e1	.320	.048	6.718	***	
e10	.323	.026	12.469	***	
e11	.182	.039	4.687	***	
e12	.325	.037	8.725	***	
e6	.496	.046	10.765	***	
e5	.372	.032	11.779	***	
e4	.415	.040	10.329	***	
e7	.851	.075	11.372	***	
e8	.681	.058	11.781	***	

Source: Based on an analysis result of Amos

## Framework B

標準化係数: (グループ番号 1 - モデル番号 1)

重相関係数の平方: (グループ番号 1 - モデル番号 1)

	推定値
ストアロイヤルティ <--- 店員のアシスト	.436
ストアロイヤルティ <--- 在庫・受取	.108
ストアロイヤルティ <--- 顧客情報の一元化	.423
サービス 3 <--- 顧客情報の一元化	.250
サービス 2 <--- 顧客情報の一元化	.629
サービス 1 <--- 顧客情報の一元化	.636
再利用 <--- スタロイヤルティ	.538
再選択 <--- スタロイヤルティ	.856
再想起 <--- スタロイヤルティ	.716
サービス 6 <--- 在庫・受取	.589
サービス 5 <--- 在庫・受取	.512
サービス 4 <--- 在庫・受取	.615
サービス 7 <--- 在庫・受取	.548
サービス 8 <--- 在庫・受取	.522
サービス 11 <--- 店員のアシスト	.447
サービス 10 <--- 店員のアシスト	.575
サービス 9 <--- 店員のアシスト	.343

	推定値
ストアロイヤルティ	.381
サービス 9	.118
サービス 10	.330
サービス 11	.200
サービス 8	.272
サービス 7	.300
サービス 4	.378
サービス 5	.262
サービス 6	.347
再想起	.513
再選択	.733
再利用	.289
サービス 1	.405
サービス 2	.396
サービス 3	.062

分散: (グループ番号 1 - モデル番号 1)

	推定値	標準誤差	検定統計量	確率	ラベル
顧客情報の一元化	.390	.093	4.205	***	
在庫・受取	.253	.056	4.551	***	
店員のアシスト	.129	.038	3.443	***	
e12	.081	.018	4.505	***	
e3	1.134	.085	13.406	***	
e2	.595	.085	6.984	***	
e1	.321	.047	6.791	***	
e13	.323	.026	12.532	***	
e14	.171	.037	4.586	***	
e15	.335	.036	9.267	***	
e6	.496	.046	10.670	***	
e5	.375	.032	11.794	***	
e4	.413	.041	10.194	***	
e7	.853	.075	11.332	***	
e8	.677	.058	11.676	***	
e11	.541	.052	10.406	***	
e10	.262	.037	7.189	***	
e9	1.073	.088	12.185	***	

Source: Based on an analysis result of Amos