



LUND UNIVERSITY  
School of Economics and Management

# “Here Today, Gone Tomorrow”

A Study about Assessing the Value of Pop-up Stores in an Omni-channel Context

by

Effi Balandies & Phuong Ailien Nguyen

May 2018

Master’s Programme in International Marketing & Brand  
Management

Number of Words: 33.808  
Supervisor: Javier Cenamor  
Examiner: Burak Tunca



# NDA Statement of Tchibo GmbH

This thesis contains internal confidential data and information and is therefore subject to Secrecy. The disclosure of the contents of this work and possibly the attached figures and data in whole or in parts is prohibited in principle from handover of this work. Also the copy of the final paper for consultation and lending in the library of the Lund Universitet must be omitted. No copies or transcriptions may be made – not even in digital form – for purposes other than internal university use. Exceptions require the express written approval of the company.

This obligation does not apply to the disclosure of the written work to employees of the university within the university internal review procedure, provided that such employees have also committed the confidentiality of the work of are bound by their office to maintain secrecy.

# Abstract

**Background:** The fast pace of digitization in the retail landscape has revealed serious challenges for retailers. With the rise of new touchpoints in customer journeys, retailers have to provide memorable experiences to retain and attract new customers. Literature concerning the role of omni-channel shopping experience and how retailers maximize the omni-channel shopping experience by considering different touchpoints are still insufficiently researched. Due to the recent trends of pop-up stores, this thesis focused on assessing the value of pop-up stores in an omni-channel context.

**Purpose:** The purpose of the thesis was to examine how pop-up stores contribute to a successful and seamless omni-channel shopping experience.

**Method:** To meet the purpose of the thesis, a case study with Tchibo GmbH in form of a mixed methods research design was conducted. The quantitative data was collected through 148 surveys to identify what effect pop-up stores exhibit on omni-channel shopping value and brand loyalty. The supporting qualitative data was gathered through seven semi-structured interviews with the intention to discover the role of pop-up stores in an omni-channel context.

**Findings:** The overall findings indicated that pop-up stores enhance the omni-channel shopping experience and brand loyalty through mostly offline channels. The online channel was found to not increase brand loyalty significantly. The qualitative findings evaluated pop-up stores based upon the following characteristics: *Awareness*, *Curiosity*, *Creating an Urgency to Act*, *Social Media*, and *Word-of-Mouth*.

**Practical Implication:** The thesis contributed to a complementary perspective to the literature by enhancing the theoretical knowledge about the role of pop-up stores for an omni-channel shopping experience and its effect on brand loyalty in today's age of digitization. The findings gathered a better insight for Tchibo GmbH on both how to maximize the customer shopping value at different touchpoints and how to allocate their resources best to the respective channels.

**Originality/Value:** The originality of this thesis is marked by the novel character of the investigation of pop-up stores' roles in an omni-channel context in combination with brand loyalty. The thesis also emphasizes on the importance of seeing pop-up stores as a hybrid strategy featuring digital and physical aspects and marketing tool in an omni-channel context.

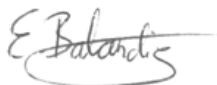
**Keywords:** omni-channel, shopping value, shopping experience, retail digitization, pop-up store, Tchibo, brand loyalty

# Acknowledgement

We would like to take this opportunity and express our greatest gratitude to all people involved in our journey to complete this Master thesis.

Especially, we would like to thank our supervisor Javier Cenamor, *PhD in Business Administration*, for his constant positive attitude and support. Further, we would like to express our greatest gratitude to the company Tchibo GmbH for not only the seamless collaboration but also for the incredible opportunity to get to know an outstanding company and its fully committed employees. Additionally, great appreciation goes to every single respondent who participated in the interviews and filled out the survey.

Last but certainly not least, we would like to thank our family and friends who encouraged us in all of our pursuits and inspired us to follow our dreams.



---

Effi Balandies



---

Phuong Ailien Nguyen

# Table of Content

<b>1. Introduction</b>	<b>1</b>
1.1 Background	1
1.2 Problem Definition and Research Purpose	3
1.3 Delimitations	5
1.4 Outline of the Thesis	5
<b>2. Literature and Theoretical Review</b>	<b>6</b>
2.1 The Concept of Shopping Value	6
2.2 Customer Shopping Experience	9
2.2.1 Moving Towards an Omni-channel Experience	10
2.2.2 Pop-up Store Experience	12
2.2.3 Offline Shopping Experience	15
2.2.4 Online Shopping Experience	16
2.2.5 Omni-channel Intensity	17
2.3 The Concept of Brand Loyalty	18
2.4 Conceptual Framework of Omni-channel Shopping Value and Brand Loyalty	22
2.5 Chapter Summary	26
<b>3. Methodology</b>	<b>27</b>
3.1 Research Perspective	27
3.2 Research Approach	28
3.3 Research Design	30
3.3.1 Mixed Methods Research Design	30
3.3.2 The Case Company Tchibo GmbH	31
3.4 Quantitative Study	34
3.4.1 Data Collection Method	34
3.4.2 Data Analysis	38
3.4.3 Validity and Reliability of the Quantitative Study	41
3.5 Qualitative Study	42
3.5.1 Data Collection Method	43
3.5.2 Data Analysis	46
3.5.3 Validity and Reliability of Semi-Structured Interviews	46
3.6 Ethics in Marketing Research	48
3.7 Limitations	49
3.8 Chapter Summary	50

<b>4. Analysis and Results .....</b>	<b>51</b>
4.1 Quantitative Analysis and Results.....	51
4.1.1 Demographics.....	51
4.1.2 Mean Values.....	53
4.1.3 Standard Deviations .....	54
4.1.4 First-Order Construct: Model Fit of Shopping Value Dimensions .....	54
4.1.5 Second-Order Construct: Pop-up Store Shopping Value .....	55
4.1.6 Structural Equation Model .....	56
4.1.7 Overall Model Results.....	59
4.2 Qualitative Analysis and Results.....	61
4.2.1 Shopping Value Dimensions of Pop-up Stores .....	62
4.2.2 Characteristics of Pop-up Stores as a Marketing Tool.....	64
4.3 Chapter Summary.....	71
<b>5. Discussion.....</b>	<b>72</b>
5.1 Evaluation of Dimensions in Pop-up Stores .....	72
5.2 The Role of Pop-up Stores in Omni-channel Shopping Experience .....	74
5.2.1 Non-Contribution of Omni-channel Intensity .....	76
5.3 Evaluation of Brand Loyalty in the Omni-channel Context .....	77
5.4 Chapter Summary.....	80
<b>6. Conclusion.....</b>	<b>82</b>
6.1 Research Aims.....	82
6.2 Research Objectives .....	82
6.3 Research Implications .....	83
6.3.1 Theoretical Contributions.....	83
6.3.2 Practical Implications .....	84
6.4 Future Research.....	85
6.5 Overall Summary .....	87
<b>References .....</b>	<b>89</b>
<b>Appendix .....</b>	<b>98</b>
Appendix A .....	98
Appendix B .....	104
Appendix C .....	107
Appendix D .....	108

# List of Tables

<b>Table 1:</b> Literature overview of dimensions, sub dimensions, and authors. ....	21
<b>Table 2:</b> Summary of hypotheses development.....	25
<b>Table 3:</b> Scale and index measurement definition.....	36
<b>Table 4:</b> Sample characteristics from qualitative study.....	44
<b>Table 5:</b> Variable construct frequency comparisons. ....	53
<b>Table 6:</b> Path weights of first-order constructs on second-order constructs.....	55
<b>Table 7:</b> Results of the pop-up store shopping value influence path coefficient. ....	56
<b>Table 8:</b> Results of the structural equation model path coefficient. ....	57
<b>Table 9:</b> Mediating effects.....	58
<b>Table 10:</b> List of initial items for Perceived Consistency construct. ....	58
<b>Table 11:</b> Moderating effects.....	59
<b>Table 12:</b> Hypotheses results.....	61
<b>Table 13:</b> Codes and sub codes. ....	62



# List of Figures

<b>Figure 1:</b> Evolution of retailing – different degrees of channel and touch-point interaction/integration (Mosquera, Pascual, & Ayensa, 2017). .....	11
<b>Figure 2:</b> Conceptual model of omni-channel shopping value and brand loyalty (an adaptation from Huré, Picot-Coupey and Ackermann (2017)).....	24
<b>Figure 3:</b> Systematic combining – Case study approach (Dubois & Gadde, 2002).....	29
<b>Figure 4:</b> Maxingvest AG and Tchibo GmbH organigram (Alon & Lattemann, 2016). .....	32
<b>Figure 5:</b> Tchibo Triad, upper left: gastronomy, upper right: coffee, below: non-food items (own photography). .....	33
<b>Figure 6:</b> Tchibo GmbH sales structure in Germany (own illustration based on Tchibo Website, 2018). .....	33
<b>Figure 7:</b> Tchibo Pop-up store 2018 in Hamburg, upper left: entrance, lower left: coffee bar, middle above: digital screen, middle lower left: coffee items, middle lower right: digital milk foam machine, right: coffee lounge (own photography).....	34
<b>Figure 8:</b> Gender distribution of respondents.....	52
<b>Figure 9:</b> Age groups distribution of respondents.....	52
<b>Figure 10:</b> Structural model result.....	60
<b>Figure 11:</b> Final model based upon analysis (an adaptation from Huré, Picot-Coupey and Ackermann (2017)). .....	80

# Definition of Key Terms

**Brand loyalty** – describes the emotional commitment of customers to the brand and their willingness to make financial sacrifices by paying a price premium (Thomson, MacInnis, & Park, 2005).

**Hedonic value** – a more pleasurable and fun experience, rather than mere task completion (Huré, Picot-Coupey, & Ackermann, 2017).

**Offline channel** – is referred to the physical store touchpoint and brick and mortar stores (Mosquera, Pascual, & Ayensa, 2017).

**Omni-channel** – is referred to as the complete alignment of various channels and touchpoints, resulting in an optimal brand shopping experience (Huré, Picot-Coupey, & Ackermann, 2017).

**Online channel** – online channels enable customers to interact with the company through touchpoints such as the website, blogs, social media, chat rooms and virtual communities (Cleff, Walter, & Xie, 2018).

**Pop-up store** – the concept of pop-up stores entails the promotion of a brand or its products within a physical space which is only temporarily available (Gordon, 2004). For the purpose of the thesis, the pop-up store is considered to be derived from both offline and online channels.

**Retail digitization** – this term is used to describe ongoing changes in the retail landscape by creating new retailing behavior due to the rise of digitization (Hagberg, Jonsson, & Egels-Zandén, 2017).

**Shopping experience** – for the thesis, the shopping experience is defined as a consequence of a consumer's accumulated interactions with a product or company (Gentile, Spiller, & Noci, 2007).

**Shopping value** – is referred to as extrinsic and intrinsic value customers and firms gain from shopping from a brand (Kumar & Reinartz, 2016).

**Social value** – is generated through symbolic meanings, social norms, and the relationship between multiple social actors and affects the consumer's self-identity (Rintamäki, Kanto, Kuusela, & Spence, 2006).

**Tchibo GmbH** – a German food and non-food retailer, with a specialization in coffee (Tchibo Website, 2018).

**Touchpoint** – the interaction point, also referred to as channels, where customers and companies exchange information, provide services, or handle transactions (Melero, Sese, & Verhoef, 2016). In this thesis, the touchpoints online, offline, and pop-up store are frequently mentioned.

**Utilitarian value** – a deliberate, task-related and rational consumption behavior (Babin, Darden, & Griffin, 1994; Mathick, Malhotra, & Rigdon, 2001).

# 1. Introduction

## 1.1 Background

The rise of digitization has led to the transformation of society and changes in the retail landscape by creating new retailing behavior (Hagberg, Jonsson, & Egels-Zandén, 2017; Verhoef, Kannan, & Inman, 2015). Especially, customers' desires and expectations have changed in regard to what they are buying (Pine & Gilmore, 1999). By purchasing a product customers expect to buy an experience alongside the product (Pine & Gilmore, 1999). Pine and Gilmore (1999) define this new emerging economy as “experience economy” (p. 5) in which customer experience becomes the center of every purchase. Today's customers expect joyful shopping experiences and demand products, communications, entertainment, and marketing activities that stir their senses, evoke specific emotion, and stimulate their thinking (Niehm, Fiore, Jeong, & Kim, 2006). With the emergence of an experience economy as well as digitization, retailers can no longer ignore new trends and have to adapt to the changing environment by thinking of ways on how to combine digital and physical realms in order to stay competitive in the market (Hagberg, Jonsson, & Egels-Zandén, 2017).

In recent years, the focus of digitization has mainly been on e-commerce platforms, such as Alibaba and Amazon as their growth and success are attracting other retailers who seek to identify new business opportunities (Hagberg, Jonsson, & Egels-Zandén, 2017). Moreover, digitization has led to new ways of value creation by increasing the accessibility, availability and transparency of information about products and services through the establishment of e-commerce (Amit & Zott, 2001). However, rather than seeing digitization merely in the context of e-commerce and separately from their offline business, retailers have to consider the impact of digitization on physical stores and try to create synergies (Kollmann, Kuckertz, & Kayser, 2012). Some studies suggest that the right combination of these different touchpoints can both improve brand loyalty and omni-channel shopping experience which integrates all channels into one seamless shopping experience (Kiwamu, Hiroki, Yasuko, Kosuke, Natsuko, Shunsuke, & Ikuo, 2016; Mosquera, Pascual, & Ayensa, 2017; Neslin & Shankar, 2009). With the growing importance of customer experience, customers more frequently seek for shopping experiences which also allow them to combine different channels that they use according to their preferences (Kiwamu et al. 2016). By implementing an omni-channel strategy and providing experiences that a customer would return for, companies can achieve their objective of increasing brand loyalty (Kiwamu et al. 2016).

An outstanding example of a company which managed to create a seamless omni-channel experience combining different channels is Timberland, an American manufacturer, and retailer of outdoor wear and footwear (Retail TouchPoints, 2016). In 2016, Timberland launched a pilot store in Manhattan's Herald Square with both physical and digital

environment (Retail TouchPoints, 2016). Customers are able to use *tap walls* and iPads to see product information and create a personalized wish list including products which are available in-store or online-only. As the store was a pilot store, it had similar characteristics to a so-called pop-up store such as the limited operation time of the store in this format and the ability to create buzz for the brand (Niehm et al. 2006; Retail TouchPoints, 2016). The novelty of the integration of the online touchpoints into the offline touchpoint attracted many visitors (Retail TouchPoints, 2016). By providing customers with a more exciting and innovative shopping experience customers can immerse in the Timberland brand while they digitally and socially engage in the products (Retail TouchPoints, 2016). Thus, digitization creates a need for companies to provide customers with a more innovative touchpoint experience which can, for example, be achieved through an integration of online and offline touchpoint experience.

However, launching new concepts that combine offline and online touchpoints involves uncertainties as customers' responses to the new strategy are doubtful at times (Bell, Gallino, & Moreno, 2014; Bodhani, 2012). As a solution to these uncertainties, pop-up stores represent the perfect format for a pilot store to test new touchpoint concepts for a novel omni-channel experience. Pop-up stores are opened temporarily in a physical space to leave a long-lasting impression on customers. In addition, they also represent a good marketing tool as they create buzz and curiosity due to their limited operating time (Niehm et al. 2006). More importantly, pop-up stores can increase customers' attachment to brands and thus, brand loyalty by providing both an emotional and memorable experience (Niehm et al. 2006). Pop-up concepts such as the Timberland store, which integrates online features into a physical environment, can be possible solutions that help to create unique omni-channel experiences. Thus, it becomes increasingly important to understand the interaction of online and offline components in order to provide customers with an outstanding omni-channel shopping experience (Hagberg, Jonsson, & Egels-Zandén, 2017; Mosquera, Pascual, & Ayensa, 2017) and to increase brand loyalty (Kiwamu et al. 2016). As a consequence, this research aims to explore *how* pop-up stores contribute to a successful omni-channel shopping experience in the contemporary age of digitization.

To date, the joint management of digital and physical components has been studied to a very limited extent (Huré, Picot-Coupey, & Ackermann, 2017). Particularly, the integration of digital and physical components has received little attention in an omni-channel context (Huré, Picot-Coupey, & Ackermann, 2017). In regard to the growing relevance of this topic, more research has to be conducted in order to understand how retailing is affected by the trend of digitization (Grewal, Roggeveen, & Nordfäl, 2017; Hagberg, Sundstrom, & Egels-Zandén, 2016). While it is clear that digitization has implications on the retail environment, it is yet not clear how omni-channel customer experience (Hagberg, Jonsson, & Egels-Zandén, 2017; Mosquera, Pascual, & Ayensa, 2017) and brand loyalty are affected by it (Kiwamu et al. 2016).

## 1.2 Problem Definition and Research Purpose

As aforementioned, the fast pace of digitization in the retail landscape has revealed serious challenges for retailers (Shankar, Inman, Mantrala, Kelley, & Rizley, 2011). With the rise of new touchpoints in customer journeys (Lemon & Verhoef, 2016), retailers have to provide their customers with memorable experiences to retain and attract new ones (Bustamante & Rubio, 2017). Understanding the age of omni-channel shopping has become of particular importance and thus, has been the focus of many scholars (e.g. Brynjolfsson, Hu, & Rahman, 2013; Hansen & Sia, 2015). Omni-channel can be defined as the complete alignment and exploitation of different channels and touchpoints of a customer journey, resulting in an optimal brand customer experience (Huré, Picot-Coupey, & Ackermann, 2017).

In the past, digitization in previous retailing research has focused on how retailing is affected by digitization (Hagberg, Sundstrom, & Egels-Zandén, 2016), how digitization impacts current physical and online stores in terms of customer experience (e.g. Bäckström & Johansson, 2006; Bustamante & Rubio, 2017; Rose, Clark, Samouel, & Hair, 2012; Zhang, Hu, Guo, & Liu, 2017), and how omni-channel experience increases brand loyalty (Kiwamu et al. 2016). Important literature concerning the role of omni-channel shopping experience in the contemporary digitalized world and how retailers maximize this omni-channel shopping experience by considering not only online and offline customer experience but also other touchpoints are still insufficiently researched. Recent research highlights the need for further understanding of the shopping experience in the omni-channel context (Hagberg, Jonsson, & Egels-Zandén, 2017; Huré, Picot-Coupey, & Ackermann, 2017). In order to fill this gap, the following research question will be addressed:

***RQ1 How do pop-up stores contribute to a successful shopping experience in the age of digitization?***

Having this research question in mind, other supporting research questions are constructed for the purpose of reaching the main research question RQ1:

***RQ1a What is the effect of pop-up stores on the omni-channel shopping experience and brand loyalty?***

***RQ1b What role do pop-up stores play in the overall omni-channel shopping experience?***

Our research aims to complement the shopping value and retailing literature by understanding how shopping value delineates across different touchpoints, such as traditional offline stores, pop-up stores, and online stores, when it comes to considering omni-channel journeys. In specific, the purpose of the study is to assess the value of pop-up stores in an omni-channel

context. Another purpose of the present study is also to investigate the relationship of omni-channel shopping value and brand loyalty.

In order to appraise the contribution to omni-channel shopping value and gain a more comprehensive picture of the relationships between different touchpoints in an omni-channel context, further touchpoints need to be investigated. Moreover, since both physical and online stores as two touchpoints are found to deliver value in the omni-channel context (Huré, Picot-Coupey, & Ackermann, 2017), it would be also valuable to analyze them as an integrated touchpoint in order to consider various formats. Thus, our research suggests the inclusion of pop-up stores, an integrated touchpoint, which contains features of both physical and online stores, and a marketing tool, as an extension to Huré, Picot-Coupey and Ackermann's (2017) proposed model. Including another touchpoint in the study brings researchers one step closer to a more holistic portrayal of the omni-channel shopping experience. We justify our focus on pop-up stores due to the current trend of brands increasingly using pop-up stores as a strategy to connect directly to consumers with new concepts (Sax, 2016) which they could not do in traditional physical stores (Sax, 2016; Klein, Falk, Esch, & Gloukhovtsev, 2016). Additionally, besides a firm's goal to provide a unique shopping experience for customers in the various channels, firms aim to retain as well as attract new customers in order to stay relevant in the contemporary digital age. This can be achieved through the implementation of new concepts that improve the omni-channel shopping experience which in turn, enhance brand loyalty (Kiwamu et al. 2016). Thus, the research model is extended by brand loyalty as another element in order to grasp customers' emotional strength to a brand in the overall omni-channel shopping experience (Thomson, MacInnis, & Park, 2005; Neslin & Shankar, 2009).

For the purpose of our research and to answer the above-mentioned research questions, a case study with a mixed methods research design, consisting of 148 surveys and seven semi-structured interviews is conducted. Furthermore, our study is examined by the family business Tchibo GmbH, a food and non-food retailer with a long history in the German market, which is chosen because it has not only a diverse portfolio of products but it is also currently in search for the right balance between physical and digital touchpoints as well as the right combination of physical products and services. Additionally, the company has recently opened its first pop-up store in Hamburg which features digital touchpoints in a physical setting. Thus, it serves as a suitable case example for the investigation of our aforementioned research questions. Hence, the outcomes of our research gather a better insight for Tchibo GmbH on both how to maximize the consumer shopping value at different touchpoints and how to allocate their resources best to the respective channels in the contemporary digital world.

## 1.3 Delimitations

The thesis is centered on the case of the Tchibo pop-up store in Hamburg, Germany, and other companies were thereby not taken into consideration. Moreover, as Tchibo GmbH is active in different industries, however, with a main focus on the coffee industry, the present study does not look at one specific industry either. Additionally, since the intention was to focus on shopping value of different touchpoints in regard to the omni-channel context, this thesis excludes the investigation of possible effects of other touchpoints next to the offline, online, and pop-up store. Consequently, conducting research about other touchpoints than the pop-up store, the offline, and online touchpoints is beyond the scope of this research. Besides investigating the effect of pop-up stores on omni-channel shopping value, the effect of pop-up stores on brand loyalty is taken into account. Thereof, we define a successful omni-channel experience from a customer's perspective as an increase in the perception of the value for omni-channel shopping experience, whereas from the company's perspective, an experience is successful if it enhances brand loyalty.

## 1.4 Outline of the Thesis

In order to answer the specified research questions, this paper is organized as follows: first, we review the literature on shopping value and omni-channel shopping experience with a specific focus on pop-up stores which we consider to be a hybrid of offline and online touchpoints as well as a marketing tool. From this examination, we propose that omni-channel shopping value and brand loyalty are caused by the shopping value customers derive from visiting different retailer touchpoints. Second, we introduce a mixed-method design to test the proposed research model. Third, we detail the quantitative results before exploring their significance in light of our qualitative results. Finally, we discuss these findings in an abductive way in order to provide theoretical and managerial contributions and implications for further research, especially regarding the value of pop-up stores in an omni-channel context.

## 2. Literature and Theoretical Review

For the purpose of this study, this chapter highlights the different underlying dimensions of omni-channel shopping value by first, reviewing the literature on the concept of shopping value in general. Second, these dimensions are then elaborated within the literature stream of shopping experiences in pop-up stores, offline, and online stores. Finally, in order to incorporate all dimensions into a complementary model, we identify brand loyalty as another element of this model which should enable a better understanding of the omni-channel shopping experience.

### 2.1 The Concept of Shopping Value

One of the main key concepts in retailing is customer value because it builds on a customer-oriented perspective of “what [customers] want and believe that they get from buying and using a seller’s product” (Woodruff, 1997, p. 140). In order to retain a competitive stance in the contemporary retail landscape, creating and delivering value to customers becomes a prerequisite for retailers (Rintamäki et al. 2006). Especially, in today’s competitive marketplace, retailers are constantly looking for new ways to create new value for customers (Rintamäki et al. 2006) and new tools to understand the motivation behind a customer shopping behavior (Rintamäki et al. 2006; Woodruff, 1997). Many scholars have dealt with this topic in the past and identified different shopping motives of customers such as convenience, price, and quality (Woodruff, 1997; Zeithaml, 1988). Over time, next to these functional values, emotional (Babin, Darden, & Griffin, 1994) and social aspects (Mathick, Malhotra, & Rigdon, 2001) turn out to be striking shopping motives for customers, as well. With the rise of the internet and the underlying increasing power of customers, retailers have faced challenges of building a strong emotional connection with their customers in order to deliver value to them (Rintamäki et al. 2006). Through identifying customers shopping motivation, retailers are able to increase both customer loyalty and satisfaction (Kumar & Reinartz, 2016) and thus, creating an enduring shopping value enables them to gain a sustainable competitive advantage (Woodruff, 1997).

Given the central role of the concept of customer value in the retail marketing literature, it is not surprising that this topic has been dealt with repeatedly (e.g. Block & Richins, 1983; Kumar & Reinartz, 2016; Woodruff, 1997; Zeithaml, 1988). Subsequently, the notion of customer value emerges in several contexts in the different literature (Woodruff, 1997). For instance, considering the focal relationship between an organization and customers (Anderson, 1995), creating and delivering value to the customers will generate and increase



the value of an organization, too (Kumar & Reinartz, 2016; Woodruff, 1997). This perspective describes two value concepts: the former relates to the customer value as the worth perceived by an organization's customers (Woodruff, 1997). The latter forms the value of an organization which quantifies the monetary worth to the owners (Woodruff, 1997). Despite all this, one of the most important tasks in retail marketing is to create and communicate value to customers to drive their satisfaction and loyalty (Kumar & Reinartz, 2016).

In view of literature, scholars take upon definitions which reveal an interesting diversity of meanings (Kumar & Reinartz, 2016; Woodruff, 1997).

Zeithaml (1988, p. 14) captures value as "the consumers' overall assessment of the utility of a product based on perceptions of what is received and what is given." Respectively, Babin, Darden and Griffin (1994, p. 645) touch upon the multifaceted notion of value and recite that value acts "as a trade-off between perceived product quality and price" which predicts an eventual product choice based on the price-quality assessment. In contrast, some authors claim that

by customer value, we mean the emotional bond established between a customer and a producer after the customer has used a salient product or service produced by that supplier and found the product to provide an added value (Butz & Goodstein, 1996, p. 63).

At first glance, these definitions seem to differ in context and content but some commonalities among the definitions still stand out. In various definitions, value is described as a reciprocal relationship between a firm and its customers to add value or reduce costs in a collaborative manner (Anderson, 1995). In turn, customer value is inherently linked with the use of a product or offering (Woodruff, 1997) In addition, it is generally perceived by the customers rather than determined by the organization (Kumar & Reinartz, 2016). Thus, customer value contains a trade-off between what the customers receive, such as benefits or monetary worth, and opposing, what he or she sacrifices to purchase or use the product, such as time or price (Woodruff, 1997).

Although some literature still argues that price still plays a huge role in measuring customer value (Kumar & Reinartz, 2016), others maintain that price is perceived to be one of the lower level attributes of a product (Zeithaml, 1988). This is due to the fact that price alone is not enough to explain customers shopping behavior (Mathick, Malhotra, & Rigdon, 2001). In order to understand the aggregate shopping value and motivation of customers, various scholars suggest studying the added value gained from the experience of shopping itself (Mathick, Malhotra, & Rigdon, 2001; Rintamäki et al. 2006).

For the purpose of our study, we define customer value as an interactive shopping value gained between customers and the product (Rintamäki et al. 2006). Additionally, shopping value is relativistic and not congruent because it involves preferences among products, it

varies among customers, and it is specific to the context (Rintamäki et al. 2006). In this sense, value is, hence, comparative, individual-related and situational (Huré, Picot-Coupey, & Ackermann, 2017; Rintamäki et al. 2006). Thus, this study emphasizes that shopping value goes beyond the actual product purchase to cover the overall shopping experience. Specifically, we investigate the total shopping value within the retail shopping experience based on three dimensions discovered by Rintamäki et al. (2006): the utilitarian, hedonic and social dimension.

In a retail context, the value gained from the shopping experience can be distinguished between extrinsic and intrinsic benefits (Mathick, Malhotra, & Rigdon, 2001). The extrinsic benefit is typically derived from shopping trips which are utilitarian in nature (Mathick, Malhotra, & Rigdon, 2001). The utilitarian dimension is characterized by deliberate, task-related and rational consumption behavior (Babin, Darden, & Griffin, 1994; Mathick, Malhotra, & Rigdon, 2001). Regarding this, the perceived utilitarian shopping value gives a hint that the product has been purchased in an efficient and conscious manner as it illustrates the successful accomplishment of the shopping trip (Babin, Darden, & Griffin, 1994). On the contrary, the intrinsic benefit is derived from a hedonic side of shopping value as it demonstrates the “appreciation of an experience for its own sake, apart from any other consequence that may result” (Mathick, Malhotra, & Rigdon, 2001, p. 41). Compared to shopping’s utilitarian aspects, the hedonic shopping value is more subjective and personal (Babin, Darden, & Griffin, 1994). Thus, the hedonic value dimension offers a more pleasurable and fun experience, rather than mere task completion (Huré, Picot-Coupey, & Ackermann, 2017). As with other behavior, these two types of value are useful in describing customer shopping motivations (Babin, Darden, & Griffin, 1994) as it reflects the differentiation between performing an act to receive something, contrary to performing it because customers just enjoy or love it (Babin, Darden, & Griffin, 1994).

As depicted in **Table 1**, this two-dimensional approach has been widely discussed in both physical (Babin, Darden, & Griffin, 1994; Huré, Picot-Coupey, & Ackermann, 2017) and online (Huré, Picot-Coupey, & Ackermann, 2017; Yoo, Lee, & Park, 2010) retail literature. Building on Babin, Darden and Griffin’s (1994) dimensions of shopping value, Rintamäki et al. (2006) added a third dimension, namely the social dimension, in order to enrich Babin, Darden and Griffin’s (1994) approach. The social value is realized through status and self-esteem enhancement (Huré, Picot-Coupey, & Ackermann, 2017) and hence, can be understood through a symbolic interactionism angle (Rintamäki et al. 2006). This allows customers to express their personal values through the consumption experience and provides another benefit next to the utilitarian and hedonic one, the so-called symbolic benefit (Rintamäki et al. 2006). In other words, shopping becomes a social act where symbolic meanings, social norms, the relationship between multiple social actors, and the consumer’s self-identity is produced and replicated (Rintamäki et al. 2006). It is related to status (Huré, Picot-Coupey, & Ackermann, 2017) as it depicts how a customer wants to be seen or sees himself or herself compared to others in society (Rintamäki et al. 2006). Since shopping

experience may sometimes carry personal meanings, it also entails self-esteem enhancement benefits for customers to maintain one's concept of the self (Rintamäki et al. 2006).

With this third dimension, Rintamäki et al. (2006) recognize the importance of the shopping experience social facet and thus, comprise the total shopping value by becoming aware of not only the utilitarian, hedonic but also social dimensions. Furthermore, in terms of measuring the concept of shopping value, most scholars suggest shopping value as a ruminant construct with shopping value dimensions that co-vary and exist in a complementary way (Huré, Picot-Coupey, & Ackermann, 2017; Mathick, Malhotra, & Rigdon, 2001; Rintamäki et al. 2006).

In our field of investigation, this envisions that the utilitarian, hedonic and social dimensions all contribute to the overall definition and operationalization of the concept of shopping value and thus, can be viewed as independent dimensions in the construct. Given all this, the summary of literature about shopping value demonstrates that much is already known about shopping value. However, the shopping value literature does not capture the omni-channel shopping value sufficiently and therefore, leaves still some room for deeper research. With regard to this, Huré, Picot-Coupey and Ackermann (2017) are one of the few who consider shopping value from the perspective of measuring omni-channel shopping value and touch upon the interaction effects arising when customers shop in multiple touchpoints. As omni-channel shopping value is multifaceted (Huré, Picot-Coupey and Ackermann, 2017), there are trade-offs between different touchpoints which lead to the fact that our study will focus on pop-up stores as one additional touchpoint to offline and online stores in a retail setting. Therefore, to better capture shopping value in an omni-channel context, the specificities of omni-channel shopping experience must be explored by taking into consideration shopping experiences in various touchpoints as well.

## 2.2 Customer Shopping Experience

Already in 1999, Pine and Gilmore were talking about the emergence of an “experience economy” (p. 5). Today, the focus of companies is still on customer experience and it is growing in importance as a positive customer experience provides companies with a sustainable competitive advantage over time (Bustamante & Rubio, 2017). Various definitions for customer experience exist in the literature (e.g. Gentile, Spiller, & Noci, 2007; Meyer & Schwager, 2007; McCarthy & Wright, 2004). Gentile, Spiller and Noci (2007) define customer experience as a consequence of a customer's accumulated interactions with a product or company. Meyer and Schwager (2007, p. 118) define customer experience as an “internal and subjective response customers have to any direct or indirect contact with a company”. Direct contact is initiated by customers themselves either through the buying process or when using a product or service (Meyer & Schwager, 2007). Indirect contact occurs when customers unexpectedly encounter products, services or brands of a company for example through advertisement, word-of-mouth or reviews (Meyer & Schwager, 2007).

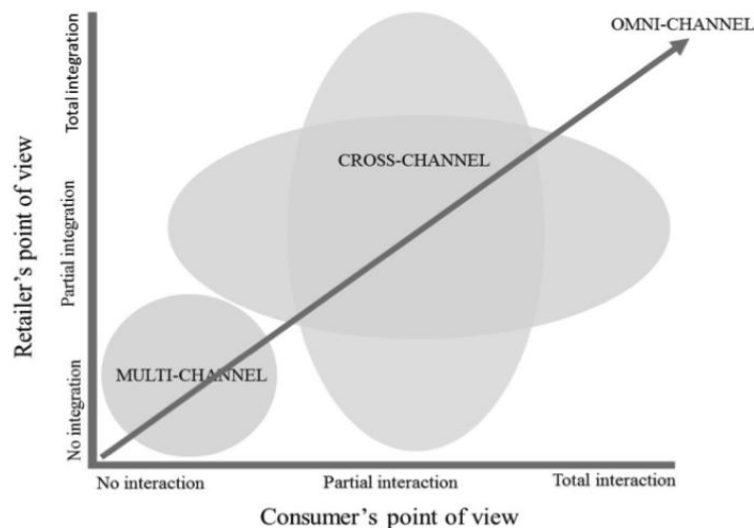
Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros and Schlesinger (2009, p. 32) postulate that “the customer experience construct is holistic in nature and involves the customer’s cognitive, affective, emotional, social and physical responses to the retailer.” McCarthy and Wright (2004) take on a similar approach to define customer experience, however, with the difference of taking the influence of technology into account. They identify what they call “the four threads of experience” (p. 79), and propose ideas that help firms to think more clearly about technology as an experience and reflect the dimensions of the sensual, the emotional, the compositional, and the spatiotemporal.

Overall, scholars and practitioners have come to the conclusion that the customer experience is a multidimensional construct which induces different customer responses including cognitive, emotional behavioral, sensorial and social reactions to a company’s offerings throughout the entire customer journey (Lemon & Verhoef, 2016; Schmitt 1999; Verhoef et al. 2009). Only if the customer experience is managed successfully, it will result in a long-term impression that customers form after the encounter with the company or retailer (Carbone & Haeckel, 1994). The impressions are personal as every customer perceives the retail environment in a different way and shows different levels of involvement (Carbone & Haeckel 1994; Gentile, Spiller, & Noci, 2007). Understanding and knowing about customers’ impressions is essential for retailers since these insights provide them with practical implications for their channel management strategy (Rose et al. 2012). Ultimately, a successful customer experience might lead to customer satisfaction and loyalty towards the brand (Berry, Carbone, & Haeckel, 2002; Brakus, Schmitt, & Zarantonello, 2009; Gentile, Spiller, & Noci, 2007; Klaus & Maklan, 2013; Meyer & Schwager, 2007; Schmitt, 1999; Verhoef et al. 2009). Verhoef et al. (2009) added that customer experience is built up with the support of different touchpoints that assist a customer’s decision-making process and the customer journey. Based on this insight, our below-mentioned research model illustrates and measures the contribution of different touchpoints, specifically pop-up stores, to an omni-channel shopping experience.

### 2.2.1 Moving Towards an Omni-channel Experience

In the customer-driven world that we live in today, it is not the retailer anymore who decides on the way business is run but rather it is the well-informed customer (Mosquera, Pascual, & Ayensa, 2017). Nowadays, many customers are more connected and thus, demand more different opportunities to interact with a company in their customer journey as a superior shopping experience is what they desire (Cook, 2014). For them, it is important to use all the different channels concurrently and not separate from each other (Lazaris & Vrechopoulos, 2014). During the decision-making process customers do not think of channels in isolation anymore but rather they see the advantage of combining them and to use them according to their current mood and lifestyle (Blázquez, 2014). These channels do not only assist the customers in their purchase stage but also in their search and post-purchase stage (Weinberg, Parise, & Guinan, 2007). Hence, channels are described as touchpoints through which the

customer and the company interact (Neslin, Grewal, Leghorn, Shankar, Teerling, Thomas, & Verhoef, 2006). In addition, channels are an important element in the business strategy and companies have established departments that are dedicated to channel management (Mehta, Dubinsky, & Anderson, 2002). For the company, channel management includes making decisions such as whether channels should be completely separated or rather totally integrated and fully coordinated, or choosing a strategy which falls between those two extremes (Neslin et al. 2006). What is important to consider about these two extremes is that they differ on the one hand, in the degrees to which retailers can control channel integration and on the other hand, to which customers are able to influence channel interaction (Beck & Rygl, 2015). Depending on the different combinations of the degrees from a retailers' perspective and from a customers' perspective, there exist different classifications for channel strategies which are illustrated in **Figure 1** (Mosquera, Pascual, & Ayensa, 2017). Accordingly, there are three main classifications for channel strategies which are multi-channel, cross-channel and omni-channel (Mosquera, Pascual, & Ayensa, 2017).



**Figure 1:** Evolution of retailing – different degrees of channel and touch-point interaction/integration (Mosquera, Pascual, & Ayensa, 2017).

In the light of this, there has been a shift from multi-channel through cross-channel to omni-channel strategies (Mosquera, Pascual, & Ayensa, 2017). In the earlier stages of channel management, multi-channel used to be the main concept in trend (Mosquera, Pascual, & Ayensa, 2017). Generally, multi-channel is referred to a strategy in which retailers manage channels as independent units in order to reach specific target segments (Frazer & Stiehler, 2014; Picot-Coupey et al. 2016; Zhang et al. 2010). In next evolutionary stages of channel management, the focus was on creating a cross-channel strategy which included first attempts to enhance cross-functionality of channels through the integration of brick and mortar stores and web channels (Cao, 2014; Cao & Li, 2015). The present evolutionary stage is the omni-channel strategy which aims to provide customers with a holistic shopping experience by

merging all the different touchpoints. Thus, giving customers the freedom to use whatever channel is most convenient for them, at any time and at any stage of the customer journey they find themselves in (Mosquera, Pascual, & Ayensa, 2017). The omni-channel strategy is defined as “the synergetic management of the numerous available channels and customer touch-points intended to optimize the customer experience and performance across channels” (Verhoef, Kannan & Inman, 2015, p. 176). Thus, it represents the most ideal strategy to date as a holistic shopping experience is what satisfies today’s customers (Mosquera, Pascual, & Ayensa, 2017). With the omni-channel customer experience being the latest evolutionary stage in channel management, companies currently invest a lot of resources in creating this superior shopping experience (Mosquera, Pascual, & Ayensa, 2017). New technologies help to personalize content and provide customers with recommendations and offers tailored to their needs while they contribute towards the delivery of a holistic shopping experience (Mosquera, Pascual, & Ayensa, 2017). Thus, digital channels become increasingly important not only as a touchpoint *per se* but as an integrated part in physical stores which provides customers with a seamless experience (Mosquera, Pascual, & Ayensa, 2017). Hence, if channels are managed simultaneously and in conjunction, customers can expect to find the same brand experience regardless of time and channel (Piotrowicz & Cuthbertson, 2014).

## 2.2.2 Pop-up Store Experience

### 2.2.2.1 *Pop-up Store as a Marketing Tool*

Nowadays, it is not enough to rely on traditional advertising in order to reach and attract customers (Niehm et al. 2006). Instead, companies have to implement long-term strategies which result in customers’ emotional attachment to their brands (Niehm et al. 2006). These long-term strategies can be established with the support of experiential marketing initiatives that aim at creating long-term emotional bonds between customers and the brands (Niehm et al. 2006). From this perspective, pop-up stores belong to the category of experiential marketing tools as they constitute an environment which is experimental in its nature (Gordon, 2004). The concept of pop-up stores entails the promotion of a brand or its products within a physical space which is only temporarily available (Gordon, 2004). The intention behind the operation of pop-up stores is different from normal physical stores from a business perspective as the function of pop-up stores is to reinforce brand experience rather than generating sales and profit (Klein et al. 2016). In particular, the objective of having pop-up stores is to create positive word-of-mouth which customers should engage in after having a positive brand experience (Klein et al. 2016). The novel, interactive, surprising character of pop-up stores contributes towards this brand experience and generates word-of-mouth since engaging experiences are what customers are currently demanding (Niehm et al. 2006). These unique interactions can be delivered through design elements, different media stations or even games in the pop-up store space (Klein et al. 2016). Pop-up stores also provide an excellent opportunity for brands to display exclusive products or a chance for customers to learn more about products and test them (Kim, Fiore, Niehm, & Jeong, 2010; Niehm et al. 2006). Free samples and services are often part of the experience as well (Niehm et al. 2006). In addition,

pop-up stores create excitement by engaging the customers on a personal level and being a source of entertainment (Kim et al. 2010; Niehm et al. 2006). Since pop-up stores only exist for a limited time, the stores can be matched to the season or even be event-driven (Niehm et al. 2006). Furthermore, the mobile character of pop-up stores allows for a relocation of the stores which makes it possible to bring surprises to different locations such as cities or even countries (Niehm et al. 2006). Still, considering a pop-up stores' short time availability in relation to the excitement it creates, retailers mostly report value of a solid return-on-investment (Niehm et al. 2006). Bell, Gallino and Moreno (2014) found that pop-up stores boost both sales and awareness.

In terms of value creation, pop-up stores also contribute towards the value generation in the hedonic and utilitarian dimension (Niehm et al. 2006). The excitement and entertainment provided by the pop-up store fall into the hedonic dimension whereas the facilitation of the purchasing and decision-making process due to product trial or product knowledge acquired generate value in the utilitarian dimension (Niehm et al. 2006). As mentioned earlier, Rintamäki et al. (2006) applied the hedonic and utilitarian dimensions as well as added a third social dimension to their construct. Since Huré, Picot-Coupey and Ackermann (2017) used these dimensions in the online and offline customer experience context, we suggest that the dimensions can also be applied to the concept of pop-up stores, as they represent a touchpoint which adapts digital features and is physical in nature. Thus, the utilitarian, hedonic and social values are proposed to together influence the pop-up store customer experience which, when considered as a marketing tool, has an influence on the offline and online customer experience. Consequently, after assessing the overall omni-channel experience, we propose that pop-up stores should be included as a separate, third construct influencing the offline and online constructs because: (1) pop-up store as a separate touchpoint has been acknowledged (Bell, Gallino, & Moreno, 2014; Bodhani, 2012; Niehm et al. 2006) and thus deserves to be considered as a separate touchpoint, and (2) modeling pop-up store as a separate construct will test its relevance in the omni-channel shopping value domain. If supporting evidence is realized, it will add conceptual clarity to what comprises the global construct, total shopping value in an omni-channel context.

#### *2.2.2.2 Pop-up Stores as a Digital and Physical Hybrid*

In the growing omni-channel environment, companies have to start thinking about hybrid strategies that combine offline as well as online touchpoints in order to provide customers with a seamless shopping experience (Bell, Gallino, & Moreno, 2014). In this respect, Bodhani (2012) addresses the rise of virtual stores which interact with shoppers in real time using the newest technological devices. A unique idea was introduced by the British department store chain Debenhams when they launched pop-up store smart-devices in London (Bodhani, 2012). Employees were using an app on iPads or iPhones which used augmented reality to project clothes on pedestrians (Bodhani, 2012). The growing advances in technology continuously change the retail landscape and retailers are aware that they have to find new and innovative ways to enhance the customer shopping experience which Simon Russell, director retail operations development at John Lewis, recognizes:

These developments do not mean retailers have reached the limit of Internet retailing, it simply reflects the growing use of technology to enhance the customer shopping experience in-store and what shoppers will see in the future (Bodhani, 2012, p. 49).

To date, there are digitally-enhanced stores that use high-tech devices to complement the offline store experience by simultaneously providing customers with an online experience (Bodhani, 2012). For example, the earlier-mentioned brand Timberland with its pilot store and various other brands have adapted to this trend (Bodhani, 2012; Retail TouchPoints, 2016). Similarly, the company Tchibo GmbH, which is featured in our study, recently has launched its first pop-up store that integrates advanced technology into the physical store. Considering some examples which have been tested in the market as well as the emerging hybrid strategies, the Tchibo pop-up store is seen as a first attempt to meet the new trend of hybrid strategies that satisfy omni-channel needs.

Given that we have access to this suitable pop-up store case, this study is built around the aim to not only test what effect this pop-up store has on the omni-channel shopping value but also to explore different characteristics and the role of pop-up stores. Since pop-up stores are viewed as a marketing tool (Niehm et al. 2006) as well as a strategy to test the new concept of hybrid touchpoints that combine both offline and online channel features (Bodhani, 2012), we thus suggest that pop-up stores strengthen the omni-channel shopping experience through offline and online touchpoints. This assumption is supported by previous studies claiming that a right combination of these different touchpoints can improve the omni-channel shopping experience (Kiwamu et al. 2016; Mosquera, Pascual, & Ayensa, 2017). Today's customers want to seamlessly shop whenever and wherever they are (Niehm et al. 2006). In order to meet these demands, retailers must bring the physical and digital shopping worlds into one omni-channel shopping experience (Hagberg, Jonsson, & Egels-Zandén, 2017; Mosquera, Pascual, & Ayensa, 2017). Hence, pop-up stores are assumed to help retailers turn these possibilities into new business opportunities (Niehm et al. 2006) by blurring the line between the offline and online touchpoints (Bodhani, 2012). In this regard, a positive significant relationship between offline and online shopping value on omni-channel shopping value has been investigated before (Huré, Picot-Coupey, & Ackermann, 2017). Hereby, the interlink between offline and online channels has proven to enhance and facilitate customers' shopping experience, thus, meet their demands faster (Mosquera, Pascual, & Ayensa, 2017). Having pop-up stores stemming from online and offline touchpoints, we consequently propose that the inclusion of pop-up stores enhances the understanding of multiple touchpoints in an omni-channel context. As a result, a positive pop-up store shopping value is proposed to contribute to a successful total omni-channel shopping value indirectly through offline as well as online shopping value. Hence, the following hypotheses are proposed:

**H1a** Pop-up store shopping value has a positive significant effect on omni-channel shopping value through offline shopping value.



**H1b** Pop-up store shopping value has a positive significant effect on omni-channel shopping value through online shopping value.

### 2.2.3 Offline Shopping Experience

With regard to the twofold nature of pop-up stores, “experience stores” in the retailing landscape are shaping the concept and meaning of physical stores (Jones, Comfort, Clarke-Hill, & Hillier, 2010, p. 242). These contemporary retail stores might appear like retail theaters as they function like experience factories which create joyful shopping experiences that do not only improve customers’ satisfaction but also foster customer loyalty towards the brand (Baron, Harris, & Harris, 2001). A few years back, Berry, Gresham and Millikin (1990) already stressed the importance of creating an appealing experience in retailing. It is not enough just to offer customers products and services but instead, retailers have to enable customers to solve problems, gain customers’ respect, emotionally connect with customers, put emphasis on a fair price and facilitate customers lives by offering them solutions that save their time and energy (Berry, Gresham, & Millikin, 1990). In view of the current growth of the competition of online retailers, it is crucial for brick and mortar retailers to establish a superior in-store experience which will create a competitive advantage for their business (Baker, Parasuraman, Grewal, & Voss, 2002). This superior in-store experience can be provided with a multi-sensory environment that aims at encouraging customers’ interaction and involvement (Russo, Caridà, Colurcio, & Melia, 2012). In-store experience plays an important role when customers select stores according to their previous impressions as satisfaction levels will have an impact on repeat visits (Bagdare & Jain, 2013). Apart from more frequent visits and customer satisfaction, a memorable in-store experience also leads to more sales, profitability, increased word-of-mouth, image formation and brand loyalty (Bagdare & Jain, 2013; Grewal, Levy, & Kumar, 2009; Verhoef et al. 2009; Wong & Sohal, 2006).

Past research has focused on exploring the different dimensions of in-store customer experience (Bustamante & Rubio, 2017; Gentile, Spiller, & Noci, 2007; Verhoef et al. 2009). Bustamante and Rubio (2017) suggest that customers respond to in-store stimuli through internal cognitive, emotional, and physical processes while they interact with other actors in the environment which is viewed as a social process. They also argue that sensory component of in-store customer experiences cannot be separated from the physical one. Many different studies support this view as research results show that customers’ responses to sensory stimuli (e.g. music, colors, lighting, scent, tactile input) are closely linked to the customers’ physical well-being in their ultimate surroundings (e.g. comfort, energy, vitality) (Bustamante & Rubio, 2017; Gentile, Spiller, & Noci, 2007; Verhoef et al. 2009). Similarly, Gentile, Spiller and Noci (2007) claim that the in-store experience involves the customer’s participation on different levels, such as rational, emotional, sensory, social, and physical. As discussed previously, Rintamäki et al. (2006) used the different experience dimensions utilitarian, hedonic and social to assess the customer shopping value. Since the study was conducted in a

department store context, we argue that these dimensions also apply to the physical or specifically, the offline customer experience. Based on these different dimensions, Huré, Picot-Coupey, and Ackermann (2017) also suggest that the three dimensions affect the offline customer experience and in a wider sense also the omni-channel customer experience.

Earlier, we mentioned pop-up stores as a marketing tool that enhances the offline shopping value. With a holistic picture of the relationships between the shopping values of pop-up stores, offline and omni-channel in mind, we therefore argue that pop-up stores influence omni-channel shopping value indirectly through offline shopping value as stated with the hypothesis **H1a**.

#### 2.2.4 Online Shopping Experience

The emergence of the Internet has not only changed the decision-making process of customers but also how companies operate their businesses (Klaus & Nguyen, 2013). The technological advances provide customers with the freedom to purchase goods and services wherever and whenever they want (Rose, Hair, & Clark, 2011). Online channels enable customers to interact with the company through touchpoints such as the website, blogs, social media, chat rooms and virtual communities (Cleff, Walter, & Xie, 2018; Rose, Hair, & Clark, 2011). From a company's perspective, online channels are convenient and essential as they allow them to inform, share and co-create experiences with customers (Cleff, Walter, & Xie, 2018; Prahalad & Ramaswamy, 2004; Simon, Brexendorf, & Fassnacht, 2013). Furthermore, companies establish online shopping platforms which are constantly growing in the number of users as well as transaction volumes (Cleff, Walter, & Xie, 2018). With the growth of e-commerce, the topic of online customer experience has received considerable attention from researchers and practitioners which has also created a new research area (Cleff, Walter, & Xie, 2018).

In the online context, several research studies have evaluated the value of online customer experience (Nambisan & Watt, 2011; Novak, Hoffman, & Yung, 2000; Zhang et al. 2014). For example, Nambisan and Watt (2011) propose a four-dimensional customer experience model in which they capture online customer experience in online product communities in regard to customer values. The four dimensions of their study include a pragmatic or utilitarian experience, hedonic experience, sociability experience and usability experience (Nambisan & Watt, 2011). Other scholars identify three important online customer experience dimensions on social media-based communities: social support, social presence, and flow (Zhang et al. 2014). The dimensions focus on online customer experience as a co-creation between the active community members (Zhang et al. 2014). In comparison, Novak, Hoffman, and Yung (2000) explore online customer experience using a cognitive view on online interaction. They define online customer experience as the “cognitive state experienced during navigation” (Novak, Hoffman, & Yung, 2000, p. 22). On that point, Rose et al. (2012) argue that there is an affective state and a cognitive state which affects the online experience

of customers. The three experience dimensions, utilitarian, hedonic and social, contribute towards touchpoint shopping values and showed significant results in the model of Huré, Picot-Coupey, and Ackermann (2017) for online shopping value. Moreover, they also found a positive significant relationship between online shopping value and omni-channel shopping value. In order to contribute to the holistic view of omni-channel shopping experience, we thus establish online shopping value as an essential part that contributes to the omni-channel shopping value. Considering the hypothesis **H1a** which suggests an indirect effect of pop-up store shopping value on omni-channel shopping value through the offline shopping value, we argue that there exists a counterpart to this hypothesis regarding online shopping value which is stated as hypothesis **H1b**.

### 2.2.5 Omni-channel Intensity

As mentioned previously, on the continuum of channel integration the omni-channel shopping experience is classified as fully integrated from a retailer's perspective (Ailawadi & Farris, 2017; Huré, Picot-Coupey, & Ackermann, 2017; Mosquera, Pascual, & Ayensa, 2017). An omni-channel experience is established through the merger of the information-rich digital environment with the physical environment (Frazer & Stiehler, 2014). While integration is a concept which has to be managed from the retailer's point of view, perceived consistency and seamlessness are their counterparts from a customer's point of view (Huré, Picot-Coupey, & Ackermann, 2017). Perceived consistency within the omni-channel experience is defined as customers' expectation of the retailing mix throughout all the touchpoints to be coherent (Huré, Picot-Coupey, & Ackermann, 2017; Picot-Coupey et al. 2016), whereas seamlessness is defined as an effortless switch between the touchpoints (Cao, 2014). Thus, the retailer's aim is to blur any barriers between different touchpoints (Verhoef, Kannan, & Inman 2015) in order to provide their customers with a frictionless shopping experience (Picot-Coupey et al. 2016).

In their study, Huré, Picot-Coupey and Ackermann (2017) use the term *omni-channel intensity* to describe the ideal omni-channel experience which should be perceived as a seamless and consistent in terms of price and offer. Further, they have investigated whether omni-channel intensity influences the perceived shopping value for customers and found that only perceived consistency has a significant effect on the relationship between the touchpoints and omni-channel shopping value. As a moderating effect of omni-channel intensity on omni-channel shopping value is found, we propose that omni-channel intensity in regard to perceived consistency is an important factor in the case of Tchibo GmbH since the consistency of their offer of products and price might be perceived differently by the individual customers. Moreover, as we proposed earlier, offline and online shopping value are crucial variables in the omni-channel context as the correct management of these channels can potentially lead to a seamless omni-channel shopping experience. If customers perceive inconsistency in price or assortments of products, the omni-channel shopping value might decrease (Huré, Picot-Coupey, & Ackermann, 2017). As a consequence, we posit that omni-

channel intensity exhibits a strong impact on the touchpoints' shopping value and omni-channel shopping value. In line with the previous findings from Huré, Picot-Coupey and Ackermann (2017) who found a significant moderating effect of omni-channel intensity, we therefore, suggest the following hypotheses:

**H2a** Omni-channel intensity moderates the relationship between offline shopping value and omni-channel shopping value.

**H2b** Omni-channel intensity moderates the relationship between online shopping value and omni-channel shopping value.

## 2.3 The Concept of Brand Loyalty

Having reviewed the literature on shopping value and shopping experience in various touchpoint channels, this section covers the concept of brand loyalty. As discussed earlier, one of the most important tasks in marketing is to create and communicate value to customers in order to drive their satisfaction and loyalty (Kumar & Reinartz, 2016). Previous literature touches upon the dual facet of shopping value (Woodruff, 1997; Kumar & Reinartz, 2016) which on the one hand, provides value for the customers and on the other hand, by retaining them, the organization gains monetary worth as well (Anderson, 1995). Thus, increasing brand loyalty is argued to have a strong positive effect on a firm's profitability (Reinartz & Kumar, 2002). Other scholars emphasize the importance of studying the effect of brand experience on brand loyalty (Verhoef & Donkers, 2005; Cleff, Walter, & Xie, 2018). In this regard, brand experience, especially the shopping experience, engages the customer's senses and emotions (Niehm et al. 2006; Cleff, Walter, & Xie, 2018). Hence, it is considered to have the power to create an emotional connection between a customer and a brand leading to an improved brand image and increased brand loyalty (Cleff, Walter, & Xie, 2018).

Prior research has linked the concept of brand loyalty to shopping experiences as they involve personal interpretations of the situation and emotional feelings towards the product (Luo, Chen, Ching, & Liu, 2011). In turn, shopping experiences shape a customer's attitudes, moods and behaviors to match them to certain products by evoking their feelings (Luo et al. 2011) and thus, engage them into repeated purchases with memorable experiences (Luo et al. 2011; Cleff, Walter, & Xie, 2018).

According to Day (1969), two concepts comprising brand loyalty exist which are behavioral and attitudinal loyalty. Traditionally, the behavioral loyalty concept has been defined as "consequential actions (i.e. consumer loyalty), such as repeat purchases, share of wallet (i.e. value a customer places on a brand) and word-of-mouth advertising" (Luo et al. 2011, p. 2167). In contrast, the attitudinal loyalty concept relies heavily on the strong emotional attachment of a customer to the brand (Day, 1969). The customer's bond to a brand reflects

the commitment and desire to maintain a valuable relationship (Day, 1969; Luo et al. 2011). Nevertheless, behavioral and attitudinal loyalty are closely related to each other as brand loyalty results from the development of attitude which in turn, leads to positive behaviors (Cleff, Walter, & Xie, 2018). More generally, loyalty is defined as

a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same-brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviors (Luo et al. 2011, p. 2166).

Respectively, customers' emotional attachments to a brand might project their commitment to the brand and their willingness to make financial sacrifices by paying a price premium (Thomson, MacInnis, & Park, 2005). The significant value of brand loyalty lies in the competitive advantages a firm gains (Cleff, Walter, & Xie, 2018). In particular, loyal customers tend not to consider alternatives or purchase a product for lower prices if they do not feel committed to it (Thomson, MacInnis, & Park, 2005; Cleff, Walter, & Xie, 2018).

Although prior research has identified customer satisfaction as an antecedent to loyalty (Day, 1969; Luo et al. 2011), recent research maintains that designing a shopping experience that evokes favorable customer attitudes extends beyond satisfaction and directly impacts loyalty (Cleff, Walter, & Xie, 2018). Moreover, little research has been found on the measurement effect of different customer acquisition channels on brand loyalty. Verhoef and Donkers (2005) studied the effects of different channels on brand loyalty and identified strong evidence that the nature of the acquisition channel influences both brand loyalty and cross-buying in the early stages of the customer relationship. Detecting different channels in order for firms to acquire more customers becomes all the more of highest importance. Comparably, Kiwamu et al. (2016) detected that both online and offline retail strategies affect brand loyalty in the omni-channel context positively. With regard to pop-up stores, Niehm et al. (2007) identified that new marketing concepts such as pop-up stores create long-term bonds between customers and the brand. Due to the excitement and surprise factor of new concepts, customers are both engaged on a more personal level and are thus, more keen to visit the brand store again. Hence, given previous literature, our present study includes brand loyalty as a stand-alone element in understanding the overall omni-channel shopping experience. More specifically, we propose that pop-up store shopping value not only enhances the omni-channel shopping experience but also increases brand loyalty through the offline and online touchpoints. This underlying assumption is justified through sufficient literature identifying brand loyalty as an outcome of a successful physical (Day, 1969; Thomson, MacInnis, & Park, 2005) and online shopping experience (Cleff, Walter, & Xie, 2018; Luo et al. 2011). Based on this, the current study puts emphasis on brand loyalty as an important element in assessing the overall omni-channel shopping experience. Thereby, considering the aforementioned hypotheses about the effect of the touchpoints' shopping value on omni-channel shopping value, the following hypotheses are added:

**H3a** Pop-up store shopping value has a positive significant effect on brand loyalty through offline shopping value.

**H3b** Pop-up store shopping value has a positive significant effect on brand loyalty through online shopping value.

In addition, identifying and understanding the motivating forces behind omni-channel shopping and intention play an important role in developing brand loyalty. The provision of a seamless shopping experience by omni-channel retailers is found to influence customer retention rate and repurchasing behavior (Kiwamu et al. 2016). Therefore, understanding the factors that lead to a successful omni-channel shopping experience will enhance the behaviors and motivations of customers towards a brand. Furthermore, identifying the relevant channels to catch customers' attention in the omni-channel context strengthens a brand's presence (Mosquera, Pascual, & Ayensa, 2017) as it can create an emotional connection to customers leading to an improved brand image, and thus, brand loyalty (Cleff, Walter, & Xie, 2018). Overall, our underlying assumption for the last hypothesis is based on the rudimental approach of Kiwamu et al. (2016) that omni-channel shopping value increases brand loyalty. Consequently, we propose a direct relationship of omni-channel shopping value on brand loyalty in addition to the previously suggested indirect relationships of touchpoints' shopping value on brand loyalty. Formally stated:

**H4** Omni-channel shopping value has a positive significant effect on brand loyalty.

All literature findings are presented in an aggregated overview in **Table 1**. In the following section, we build on the aforementioned dimensions with the extension of brand loyalty to propose a model of omni-channel shopping experience, thus contributing to the debate around shopping value in the retail digitization context.

**Table 1:** Literature overview of dimensions, sub dimensions, and authors.

Source	Dimensions and Sub dimensions	Short Explanation	Retail Setting
Day (1969)	Brand Loyalty	Brand loyalty is a two-dimensional concept consisting of behavioral and attitudinal loyalty.	General concept
Zeithaml (1988)	Customer Perception on Value	Customer perception on value is related to price and quality of the offerings.	Physical setting
Babin, Darden, & Griffin (1994)	Shopping Value: Utilitarian Shopping Value Hedonic Shopping Value	Consumer perception can be measured by utilitarian and hedonic values.	Physical setting
Anderson (1995)	Value Creation	Value creation is the collaborative relationship between firms and customers to add value or reduce costs together.	General concept
Butz & Goodstein (1996)	Customer Value	Customer value is defined as the emotional bond established between a customer and a producer.	General concept
Woodruff (1997)	Customer Value	Customer value is defined as both the utility of a product and the emotional bond between them which generates a competitive advantage.	Physical setting
Mathick, Malhotra, & Rigdon (2001)	Experiential Value	Experiential value motivates consumption behavior attributed to functional, social and emotional elements.	Online setting
Reinartz & Kumar (2002)	Customer Loyalty	Retaining customers has a strong positive effect on profitability.	Physical setting
Thomson, MacInnis, & Park (2005)	Brand Loyalty	Brand loyalty is measured to validate the strength of the relationship between firms and customers.	Omni-channel setting
Verhoef & Donkers (2005)	Acquisition Channels Brand Loyalty	Acquisition channels are important predictors of customer loyalty in a B2C relationship.	Cross-channel setting
Niehm et al. (2006)	Consumer Shopping Experience	Pop-up stores as an innovative business strategy and enhancer of consumer shopping experience.	Physical setting/Marketing tool
Rintamäki et al. (2006)	Total Shopping Value: Utilitarian Dimension Hedonic Dimension Social Dimension	Customer value in shopping is divided into utilitarian, hedonic and social dimensions.	Physical setting
Kim et al. (2009)	Hedonic Elements of Pop-up stores	Innovativeness and shopping enjoyment influence beliefs about the importance of hedonic elements of pop-up retail (novelty/uniqueness factor) and attitude toward pop-up retail and affects patronage intentions.	Physical setting/Marketing tool
Verhoef et al. (2009)	Customer Experience	The creation of customer experience from a holistic perspective with a focus on social environment, self-service technologies and store brand.	Physical setting
Yoo, Lee, & Park (2010)	Online Shopping Value	The creation of customer value in e-tailing relates to utilitarian and hedonic motivations.	Online setting
Bodhani (2012)	Consumer Experience and new Technologies	Digital technologies reinvent retail shopping. Stores will become a place for brand and consumer experiences and new technologies.	Online/Offline/Physical setting
Rose et al. (2012)	Online Customer Experience	An affective state and a cognitive state affect the online experience of customers.	Online setting
Zhang et al. (2014)	Online Customer Experience	There are different online customer experience dimensions on social media-based communities: social support, social presence and flow.	Online setting

Verhoef, Kannan, & Inman (2015)	Omni-channel Experience	The transformation from a multi-channel experience to an omni-channel experience.	General concept Omni-channel setting
Klein et al. (2016)	Brand Experience	Pop-up brand stores' hedonic shopping value, store uniqueness, and store atmosphere increase consumers' word of mouth intention.	Physical setting
Kiwamu et al. (2016)	Omni-channel Store Loyalty	Store loyalty is measured by strategies in physical and online strategies.	Omni-channel setting
Kumar & Reinartz (2016)	Customer Value	Perceived customer value is the net perceived benefits customers gain from the deduction of costs they have sacrificed.	Physical setting
Bustamante & Rubio (2017)	Customer experience	In-store consumer experience is composed of customers' internal responses to service stimuli (cognitive, affective, and physical) and social responses to other actors involved in the experience.	Physical setting
Mosquera, Pascual, & Ayensa (2017)	Customer Experience Omni-Channel Experience	An overview of the current understanding of the omni-channel customer experience and its delimitation from multi-channel and cross-channel experience.	General concept Omni-channel setting
Huré, Picot-Coupey, & Ackermann (2017)	Utilitarian shopping value Hedonic shopping value Social shopping value	Shopping value has a task completion aspect. Shopping experience's ability to offer pleasure and fun. Shopping value related to status & self esteem enhancement.	Omni-channel setting
Cleff, Walter, & Xie (2018)	Brand Loyalty	The study measures the effects of online brand experience on brand loyalty.	Online setting

## 2.4 Conceptual Framework of Omni-channel Shopping Value and Brand Loyalty

To the best of our knowledge, the latest research found about omni-channel shopping experience is written by Huré, Picot-Coupey and Ackermann (2017) who argue that existing literature not yet captures the shopping value in an omni-channel context, rather the focus has been more on an integrated multi-channel shopping value. Therefore, they proposed and empirically tested an omni-channel shopping value model that identified key omni-channel concept characteristics. The authors touched upon two questions: how omni-channel shopping value can be modeled, and how omni-channel shopping value can be accurately measured. Their proposed research model stemmed from shopping value derived from offline, online and mobile touchpoints which are respectively formed by utilitarian, hedonic and social dimensions of value (Rintamäki et al. 2006). With regard to their aim, they first disclosed that omni-channel shopping value is caused by the three touchpoints' shopping value although mobile touchpoint was insignificant in their exploratory study. Second, this causal effect is moderated by omni-channel shopping perceived consistency. Regarding this, Huré, Picot-Coupey and Ackermann's (2017) research helped us to glance at the role of the interplay between different touchpoints in this changing and complex retail environment. Nevertheless,

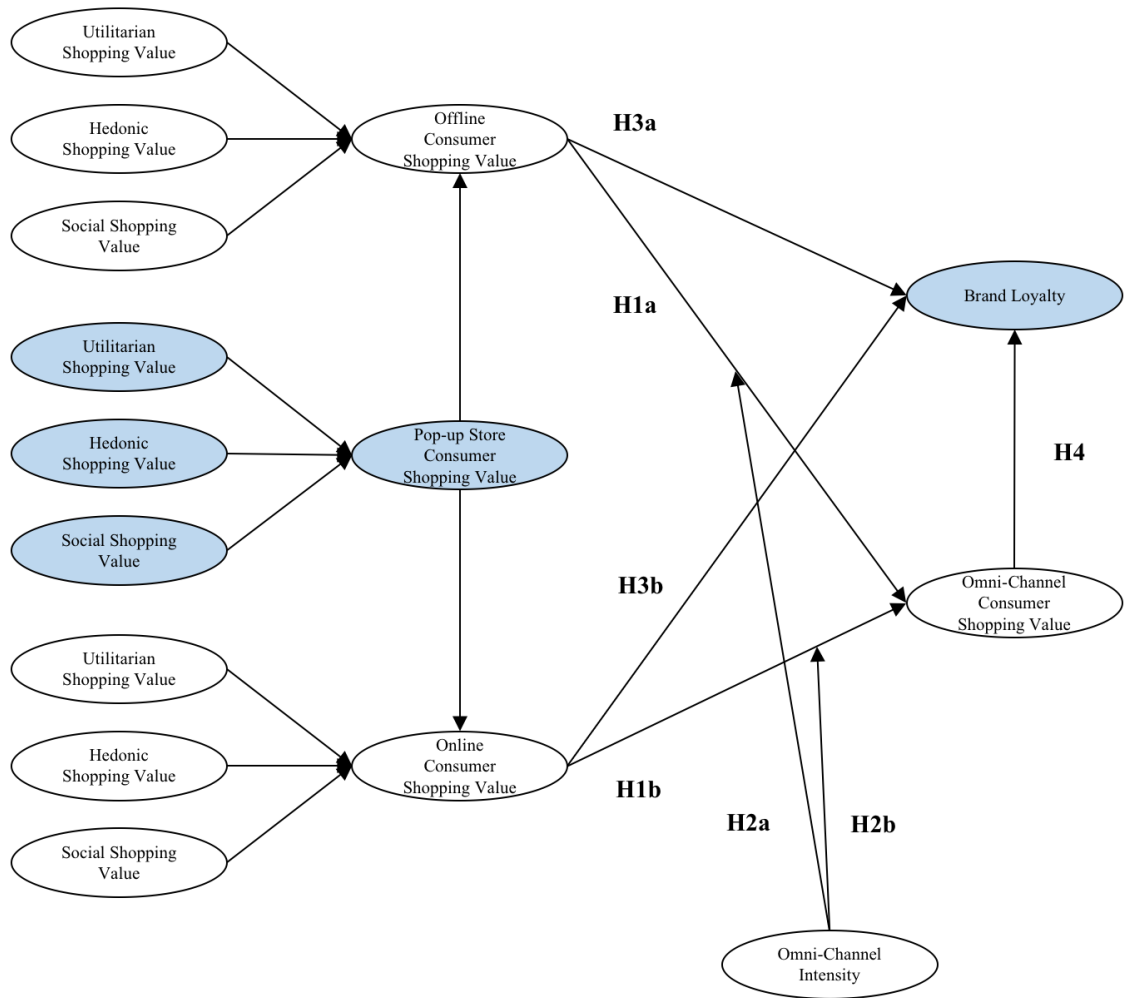


assessing the omni-channel world is by far not an easy task as it includes many not yet identified channels and the list of touchpoints is not exhaustive.

We model omni-channel shopping value and brand loyalty regarding a) the nature of shopping value discussed by Huré, Picot-Coupey and Ackermann (2017) and b) the shopping experience within three different touchpoints. Hereby, we identify offline stores, online stores, and pop-up stores to be relevant touchpoints that contribute to a successful omni-channel shopping experience. It is worth to mention that within our approach, more touchpoints could be taken into consideration, which could be a desirable feature to the omni-channel experience given the current proliferation of touchpoints. In this regard, we consider pop-up stores as a sub touchpoint of both physical and online stores because previous literature perceive pop-up stores with their digital features to not only be a touchpoint *per se* but as an additional part to traditional brick and mortar stores which provides customers with a seamless experience (Mosquera, Pascual, & Ayensa, 2017). With these observations in mind, we propose a model whereby each touchpoint shopping value, directly and indirectly, influences the omni-channel shopping value and brand loyalty respectively. Thus, we consider the construct of omni-channel shopping value as a global value which corresponds to the evaluation of aggregated experiences (Huré, Picot-Coupey, & Ackermann, 2017). Moreover, we also investigate the relationship of omni-channel shopping value on brand loyalty to construct an integral whole. In other words, both omni-channel shopping value and brand loyalty derive from each touchpoint shopping value. Regarding each touchpoint, our study focuses on the three dimensions of utilitarian, hedonic and social shopping value dimensions, which have also already received strong support in the literature (Babin, Darden, & Griffin, 1994; Mathick, Malhotra, & Rigdon, 2001; Rintamäki et al. 2006).

Based on Huré, Picot-Coupey and Ackermann's (2017) previously studied model, we measure the moderating effect of omni-channel perceived consistency in the relationship between offline, online shopping value and omni-channel shopping value because it has been found significant before. This is argued by the fact that omni-channel shopping value can be appraised by the degree of perceived consistency which forms the omni-channel intensity construct in our model (Huré, Picot-Coupey, & Ackermann, 2017). Thus, omni-channel intensity is proposed to positively moderate the relationships between the offline and online touchpoint and the global omni-channel shopping value (**H2a** and **H2b**).

In sum, based on the aforementioned hypotheses, the structural model proposes that pop-up store shopping value strengthens omni-channel shopping value (**H1a** and **H1b**) and brand loyalty (**H3a** and **H3b**) through both offline and online shopping value. Each touchpoints' shopping value themselves is formed by utilitarian, hedonic and social dimensions. Further, omni-channel shopping value is suggested to influence brand loyalty positively given all other elements in the model (**H4**). The resulting research model with the extended elements colored in blue, and its hypotheses are presented in **Figure 2** and **Table 2**.



**Figure 2:** Conceptual model of omni-channel shopping value and brand loyalty (an adaptation from Huré, Picot-Coupey and Ackermann (2017)).

**Table 2:** Summary of hypotheses development.

---

<b>Hypotheses</b>	
<b>H1a</b>	Pop-up store shopping value has a positive significant effect on omni-channel shopping value through offline shopping value.
<b>H1b</b>	Pop-up store shopping value has a positive significant effect on omni-channel shopping value through online shopping value.
<b>H2a</b>	Omni-channel intensity moderates the relationship between offline shopping value and omni-channel shopping value.
<b>H2b</b>	Omni-channel intensity moderates the relationship between online shopping value and omni-channel shopping value.
<b>H3a</b>	Pop-up store shopping value has a positive significant effect on brand loyalty through offline shopping value.
<b>H3b</b>	Pop-up store shopping value has a positive significant effect on brand loyalty through online shopping value.
<b>H4</b>	Omni-channel shopping value has a positive significant effect on brand loyalty.

---

## 2.5 Chapter Summary

In this chapter, central elements that are involved in the creation of a successful omni-channel shopping experience were discussed in separate literature streams. Thereafter, we derived the different hypotheses from the relevant literature and proposed our conceptual framework.

The stream *The Concept of Shopping Value* elaborated on the different values which customers derive from their shopping experience. Especially, the categorization of shopping value into the utilitarian, hedonic and social dimensions (Rintamäki et al. 2006) is of great importance for this thesis. Further, the stream *Customer Shopping Experience* conveyed an understanding of the current customer trend of experience shopping, and highlighted that customer experience is established with the support of different touchpoints (Verhoef et al. 2009). One of the sub sections of the *Customer Shopping Experience* was *Omni-channel Experience*, which explained the shift from a multi-channel to an omni-channel strategy for companies (Mosquera, Pascual, & Ayensa, 2017). The second sub section, *Pop-up Store Experience*, emphasized the importance of pop-up stores as a marketing tool (Niehm et al. 2006) and as a hybrid strategy (Bodhani, 2012) that integrates both offline and online touch points. The third sub section *Offline Experience* introduced the offline touch point as an important channel which shapes the customer experience (Berry, Gresham, & Millikin, 1990). As an essential counterpart to the offline experience, the *Online Experience* section presents online stores as a digital touchpoint which continues to grow and is a necessary asset for companies that aim to provide customers with an omni-channel experience (Huré, Picot-Coupey, & Ackermann, 2017). Additionally, *Omni-channel Intensity* was an important stream that explained the need for companies to have consistent assortments and prices in order enhance the shopping value for customers in an omni-channel context (Huré, Picot-Coupey, & Ackermann, 2017). The final literature stream *The Concept of Brand Loyalty* conveyed the idea that brand loyalty is an important element in assessing the overall omni-channel shopping experience (Kiwamu et al. 2016).

All these streams contributed towards the development of the hypotheses as well as the conceptual framework in an omni-channel context. The proposed conceptual framework integrates the three touch points: pop-up store, offline, and online in an omni-channel context. Further, we suggested that brand loyalty is a central element that should be added to the omni-channel experience. If supporting evidence is realized, both the pop-up store and brand loyalty constructs will add conceptual clarity to what comprises the global construct, total shopping value in an omni-channel context.

## 3. Methodology

In this chapter, the philosophical research perspective of the study, as well as the research approach and design are discussed. Further, a detailed clarification of the chosen methodology is presented. This is followed by an explanation of two data collection methods, and how each is analyzed. The section is concluded by discussions about reliability and validity regarding the study. At the end of the section, a brief summary is provided.

### 3.1 Research Perspective

Within social research methods, many philosophies are used and thus, it is to be clarified what philosophical assumptions are building the fundament of this research. With regard to epistemological considerations, two of them are identified as positivism and interpretivism, both providing different research paradigms guiding how scientific knowledge is obtained (Easterby-Smith, Thorpe, & Jackson, 2015).

A paradigm is a particular way of viewing the world, a framework of assumptions that reflect a shared set of philosophical beliefs about the world which places strict guidelines and principles on how research should be conducted (Burns & Burns, 2008, p. 26).

Positivism's role in research is to test existing theories in order to develop new ones (Easterby-Smith, Thorpe, & Jackson, 2015). As a consequence, positivism is closely related to conducting quantitative research methods with the aim to identify the causal relationship between variables (Burns & Burns, 2008; Easterby-Smith, Thorpe, & Jackson, 2015). Furthermore, the positivist paradigm assumes that the environment or social reality we operate in and their meanings have an existence that is external and independent of social actors (Burns & Burns, 2008). In respect of the positivist epistemology, the ontology of internal realism is based on the objective assumption that there is truth outside, but it is only possible to gather indirect evidence of it and never directly (Burns & Burns, 2008; Easterby-Smith, Thorpe, & Jackson, 2015). Hence, our research takes an objectivist approach when it comes to the development of assumptions about the nature of the reality. In contrast to positivism, interpretivism possesses a more subjective approach which allows investigating issues in greater depth, without any concerns of objectivity (Burns & Burns, 2008). Thus, this philosophy reflects qualitative research methods in order to stress the validity of multiple meanings of reality (Burns & Burns, 2008).

The purpose of our study is to examine *how pop-up stores contribute to a successful omni-channel shopping experience in today's age of digitization*. As previously discussed, the concept of the shopping experience in the pop-up store touchpoint can be considered as insufficiently researched. Accordingly, an interpretivist approach might be of advantage in gaining understanding and generate qualitative data that would be appropriate for considering pop-up stores shopping value as relevant in the omni-channel shopping experience and brand loyalty assessment. Furthermore, since the thesis intends to investigate dimensions that would be applicable for each touchpoint, a positivistic approach helps in testing theories and providing material for the development of laws (Burns & Burns, 2008). The interpretivist approach is thereby used as a foundation guiding how to structure the primary research of a positivistic character. As a result, we adopt both philosophical stances in our research study for a whole and complete understanding of omni-channel experience and brand loyalty in the retail context.

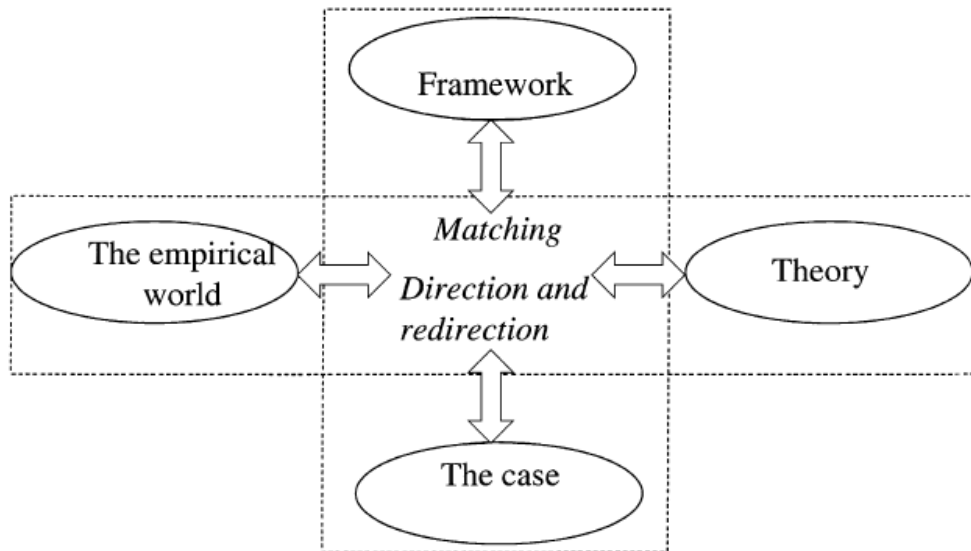
## 3.2 Research Approach

Thereupon, it needs to be defined in what way theory is used to answer our research questions. To best answer the research questions, first, hypotheses based on theory are derived, and then statistically analyzed and discussed in order to confirm the existing theory. Second, based on given observations, we identify patterns in the supporting qualitative approach to develop new theories. Hence, our study takes an integrated or abductive approach which links a deductive and inductive process towards theory. Burns and Burns (2008) acknowledge that the use of different research approaches determines the research logic, generalization, data collection, and theories. An abductive approach is preferred when there is an abundance of information in the broader context, but not necessarily about the specific subject associated with the study (Saunders, Lewis, & Thornhill, 2012).

When undertaking the abductive approach, the researcher conducts several assumptions or hypotheses based on given theory to then test it through data collection (Easterby-Smith, Thorpe, & Jackson, 2015). Later, the researcher collects data to explore or identify themes and patterns, with the aim to modify or develop a theory (Saunders, Lewis, & Thornhill, 2012; Easterby-Smith, Thorpe, & Jackson, 2015). Moreover, an abductive approach is characterized by moving back and forth between theory and data collection, thus combining both deductive and inductive approaches (Burns & Burns, 2008; Saunders, Lewis, & Thornhill, 2012). Consequently, the abductive approach reasons well with combining both quantitative and qualitative research methods for our study.

Nevertheless, since our thesis reflects a case-based study, Dubois and Gadde (2002) suggest systematic combining as a better-termed research approach in relation to the abductive approach. They argue that the main objective of any research is to confront theory with the empirical world (Dubois & Gadde, 2002). Hence, in systematic combining, this confrontation

is more or less continuous throughout the research process shown in the interaction between theory, the empirical world, the evolving framework and the case (Dubois & Gadde, 2002, **Figure 3**).



**Figure 3:** Systematic combining – Case study approach (Dubois & Gadde, 2002).

The direction of this thesis starts with a deductive approach, since it has proven to be most suitable for the primary part of our study, aiming at confirming the first research question **RQ1a** and its underlying research hypotheses. This part involves a quantitative method that intends to investigate our above stated research model empirically. It aims to test the effect of the different touchpoints, namely offline, pop-up store and online shopping value with its utilitarian, hedonic and social dimension on both the omni-channel shopping value and brand loyalty. A quantitative method is used to answer the research question **RQ1a**. In order to explore our research question **RQ1b**, what role do pop-up stores in specific play and what value it delivers to the overall omni-channel shopping value, the inductive approach seems to be a good fit for the second part of our study. Since this topic lacks evidence for a suitable theoretical framework, a qualitative method helps to draw general conclusions and thus, answering the research question **RQ1b**. Due to the nature of our research questions, an abductive approach or systematic combining is necessary since we want to test theories related to a topic lacking suitable research without excluding relevant information. The risk of only using the deductive approach would have been to ground the quantitative investigation on dimensions not suitable for the omni-channel shopping experience or specifically pop-up stores. In order to eliminate this risk, the qualitative findings are required to support the quantitative investigation upon.

### 3.3 Research Design

Based on the previously stated research philosophy and approach, our study is structured as a sequential research design. Considering that we apply a positivist and interpretivist, as well as an abductive approach, a mixed methods research design is most suitable. Sequential mixed methods research design is characterized by one method following the other, hence, the former method is used to explain the initial findings of the latter (Easterby-Smith, Thorpe, & Jackson, 2015). Ergo, this sequential mixed methods research design is of compensatory nature as one method is used to make up for the other's weaknesses (Easterby-Smith, Thorpe, & Jackson, 2015). Normally, while quantitative methods are weak at explaining why observed results have been obtained, qualitative methods are weak at generalizing the discovered insights (Easterby-Smith, Thorpe, & Jackson, 2015). Regarding our study, the quantitative method in form of a questionnaire serves as a foundation to generalize the findings for the qualitative method expressed by semi-structured interviews. The five-point Likert scale questionnaire is conclusive in the sense that it examines what the effect of pop-up stores is on omni-channel shopping experience and brand loyalty. This approach is directly linked to the research question **RQ1a**. In comparison, the semi-structured interviews are of exploratory character since they sought to gain more insights and deeper understanding of the topic pop-up stores shopping value on omni-channel shopping experience. Thus, it enables us to answer the research question **RQ1b**. Accordingly, this special setting of using both quantitative and qualitative approaches is defined as mixed methods research design (Easterby-Smith, Thorpe, & Jackson, 2015).

#### 3.3.1 Mixed Methods Research Design

The mixed methods research design involves collecting data in both quantitative and qualitative form (Easterby-Smith, Thorpe, & Jackson, 2015). Although our primary focus is on the quantitative method, we try to execute both approaches with the same accuracy. Thus, with a quantitative method, we establish statistical relationships between our chosen variables which in turn, should be supplemented by quotations from a saturated number of interviews focusing on qualitative methods, which may provide explanations of the observed results. Therefore, the qualitative data is particularly helpful for understanding why or why not emergent relationships hold (Eisenhardt, 1989). The benefit of selecting this method lies within the ability to attract strengths from both qualitative and quantitative data collection and analysis, as well as minimizing the limitations that the two provides separately (Burns & Burns, 2008; Easterby-Smith, Thorpe, & Jackson, 2015). For example, a study focusing only on qualitative method will not be able to test the influence of different touchpoints on the omni-channel shopping experience and brand loyalty, whereas a quantitative study alone does not contribute to a whole understanding of the findings in the overall omni-channel shopping value context with its specific focus on pop-up stores as an additional hybrid touchpoint.



Combining the two methods will thus allow our study to be both conclusive and exploratory, further providing deeper understandings about complex research purposes and questions.

As discussed earlier, this thesis covers an extensive case study about the German food and non-food retailer Tchibo GmbH with its head office in Hamburg, Northern Germany. In order to investigate the relationship between all touchpoints and dimensions, questionnaire data from German customers of Tchibo's pop-up store in Hamburg are collected. At this point, the next section introduces the selected case and aims to depict Tchibo's sales structure in Germany and its positioning in the market. Furthermore, the case analysis helps to determine whether or not Tchibo GmbH is a suitable case company for this thesis. Afterward, an extensive report about our quantitative and qualitative data collection approach is given.

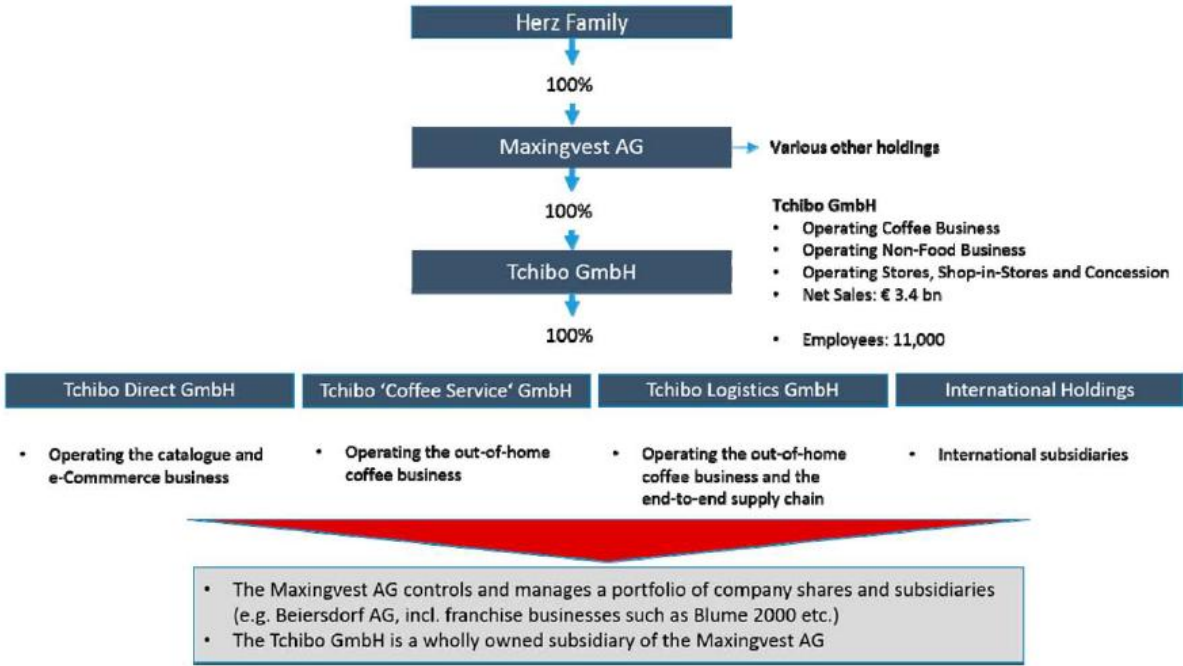
### 3.3.2 The Case Company Tchibo GmbH

In order to fulfill the purpose of the present study, a single case study is applied to induct the theory process from specifying the research questions to gaining an overall view of the specific research topic. The selected case company of Tchibo GmbH is identified to be most appropriate because this research approach is especially eligible in new topic areas (Eisenhardt, 1989). The resultant theory is often novel, testable, and empirically valid (Eisenhardt, 1989). In this case, Tchibo GmbH is chosen as a case example to disclose the new concept of pop-up store shopping value in the context of omni-channel shopping experience.

Tchibo GmbH, controlled by its parent company Maxingvest AG and well-known as the food and non-food retailer in the German market, was founded in 1949 by Hamburg native Max Herz, a merchant by training, and his business partner Carl Tchilling Hiryan (Tchibo Website, 2018). Their business started off with the novel idea of sending roasted coffee to customers by mail which not only revolutionized the coffee market during this time but also set the foundation for today's Tchibo Group (Tchibo Website, 2018). The name Tchibo is an abbreviation for *Tchilling* and *Bohnen* which is the German word for beans, i.e. coffee beans (Tchibo Website, 2018). The first Tchibo shop was opened in 1955 in Hamburg and not long after, Tchibo expanded throughout whole Germany and Eastern Europe (Tchibo Website, 2018). After the great success of its coffee, Tchibo GmbH decided to expand its traditional range of coffee and started to sell non-food items as well in 1973 (Tchibo Website, 2018). Today, Tchibo is well known for its coffee brands and consumer goods that include fashion, home decoration, technology, as well as services in mobile telephony and travel (Tchibo Website, 2018). Each week Tchibo offers a new selection of roughly 30 non-food products based on a common theme. The core, non-food merchandise business boasted "weekly phases" based on the central theme of "Every Week a New World" and "Only at Tchibo!" (Alon & Lattemann, 2016, p. 21) in order to continually come up with new, surprising, top-quality offers for customers. Additionally, most of the Tchibo shops include the so-called 'Tchibo Triad' which include the sale of coffee, non-food and gastronomy at each shop (**Figure 5**). Moreover, Tchibo is a well-trusted brand with a high brand awareness of around

90 percent in Germany and a few other markets in Eastern Europe (Alan & Lattemann, 2016). Thus, Tchibo attracts millions of visitors in Germany in its 600 stores, online and in the 8.500 depots with coffee and non-food offerings which enjoy their own Tchibo branded shelves in supermarkets (Tchibo Website, 2018). A full overview of Tchibo’s sales structure and organigram can be found in **Figure 4** and **Figure 6** respectively.

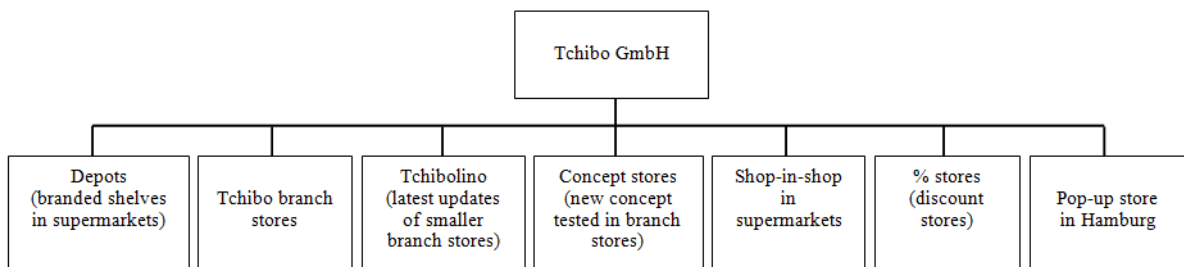
At the moment, Tchibo is testing out different concept stores with completely new store constructions, including one pop-up store in Hamburg. The pop-up store was first launched in a Christmas edition in December 2017 and is going on until June 2018. This concept puts more emphasis on the coffee culture with digital touchpoints in its physical store (**Figure 7**). For the purpose of our study, we consider this pop-up store as a hybrid touchpoint which tries to integrate both digital and physical elements. As Tchibo already offers an integration of various widespread channels such as typical offline stores, online stores, and social media platforms, we aim to identify the influence of its new concept of pop-up stores on the overall omni-channel shopping experience. In addition, Tchibo is currently exploring the right balance between physical and digital touchpoints as well as the right combination of physical products and services. Given all this, we considered Tchibo GmbH as an interesting and suitable case for answering our previously stated research questions. Hence, this case study comprises several strengths for this thesis such as that the emergent theory is likely to be measurable with constructs that can be readily measured and hypotheses that can be tested (Eisenhardt, 1989) and the likelihood of generating novel theory about pop-up stores (Eisenhardt, 1989). Regarding Tchibo’s high presence in Germany, the data collection is thus, executed in the German market only. In conclusion, Tchibo’s sales structure and its current pop-up store concept laid the foundation for both the quantitative and qualitative study.



**Figure 4:** Maxingvest AG and Tchibo GmbH organigram (Alon & Lattemann, 2016).



**Figure 5:** Tchibo Triad, upper left: gastronomy, upper right: coffee, below: non-food items (own photography).



**Figure 6:** Tchibo GmbH sales structure in Germany (own illustration based on Tchibo Website, 2018).



**Figure 7:** Tchibo Pop-up store 2018 in Hamburg, upper left: entrance, lower left: coffee bar, middle above: digital screen, middle lower left: coffee items, middle lower right: digital milk foam machine, right: coffee lounge (own photography).

### 3.4 Quantitative Study

In order to answer our first sub research question (**RQ1a**) about the effect of pop-up stores on omni-channel shopping value and brand loyalty, we conducted a quantitative study. These hypotheses are tested with observations and confirmed in the last step (Burns & Burns, 2008). Since our study is based on an existing framework and the aim is to test different hypotheses, we used a deductive approach. As we do not aim to start with observations from which we try to identify certain patterns and then develop a theory (Burns & Burns, 2008), we do not consider the use of an inductive approach for our quantitative study.

#### 3.4.1 Data Collection Method

##### *3.4.1.1 Variables Definition and Measurement*

For the purpose of our study, we used existing variables, items and their corresponding measurement scales from the study of Huré , Picot-Coupey and Ackermann (2017). Identical to their study, the context of the study was omni -channel shopping value. Huré, Picot-Coupey and Ackermann (2017) developed their items and scales based on previous studies (Aurier, Evrard, & N’Goala, 2004; Babin, Darden, & Griffin, 1994; Rintamäki et al. 2006). The final items and scales they proposed in their study differed from their original ones as they omitted those items which showed no statistical significance in measuring the variables. We applied

their last version of items and scales to our study and adapted their items and scales for the offline touchpoint to our new variables regarding pop-up stores. Due to the physical nature of the pop-up store, we adapted the items and scales from the offline shopping value to the pop-up store shopping value. *Omni-channel Shopping Value* (OCSV) was measured with three items taken from the study of Huré, Picot-Coupey and Ackermann (2017) to capture the total value derived from the shopping experience at the brand Tchibo.

Furthermore, *Utilitarian Offline Shopping Value* (OFFSVU), *Utilitarian Pop-up Store Shopping Value* (POPSVU), and *Utilitarian Online Shopping Value* (ONSVU) were measured with two items whereas *Hedonic Offline Shopping Value* (OFFSVH), *Hedonic Pop-up Store Shopping Value* (POPSVH), and *Hedonic Online Shopping Value* (ONSVH) were measured with eight items from the study of Huré, Picot-Coupey and Ackermann (2017). In order to measure *Social Offline Shopping Value* (OFFSVS) and *Social Pop-up Store Shopping Value* (POPSVS), two items from Huré, Picot-Coupey and Ackermann (2017) were used. For *Social Online Shopping Value* (ONSVS) four items were used as two more items were statistically significant in measuring *Social Shopping Value* for the online touchpoint.

Moreover, we use *Omni-Channel Intensity* (OCINTENSITY) as the higher formative construct of *Perceived Consistency* because we assume that it might have a moderating effect on omni-channel shopping value since the moderating variable showed a statistically significant effect in the study of Huré, Picot-Coupey and Ackermann (2017). The variable consists of two items that measure the perceived consistency of the omni-channel shopping experience by assessing the perception of price and assortment consistency (Huré, Picot-Coupey & Ackermann (2017)).

Since *Brand Loyalty* (Brand Loyalty) is a new variable which we added to the framework of Huré, Picot-Coupey and Ackermann (2017), we used an existing three-item scale from Thomson, MacInnis, and Park (2005) to assess brand loyalty. However, Thomson, MacInnis, and Park (2005) use a seven-point Likert scale that is only labeled at the two extremes of the scale, which is why we allow ourselves to adapt and alter the range of this scale to a five-point Likert scale. In total, 46 items were developed to capture the most essential aspects of the construct outlined in our framework. All items except for the items measuring *Brand Loyalty* were anchored with a five-point Likert scale which ranged from *strongly agree* to *strongly disagree*. The three brand loyalty items were composed of a five-point Likert scale with the opponent scale extremes: *never – always*; *very weak – very strong*; *very far from my ideal brand – very close to my ideal brand* (Thomson, MacInnis, & Park, 2005). As each construct is measured by different numbers of items, the weighted average of the items for each construct is extracted in order to conduct the data analysis later on. An overview of the scale and index measurements can be found in **Table 3**.



**Table 3:** Scale and index measurement definition.

Construct	Definition (Authors)	Nature of the construct by authors
<b>Offline Shopping Value</b>	<b>Utilitarian Shopping Value:</b> Value derived from the offline touch point that allow customers to complete a task (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Hedonic Shopping Value:</b> Value derived from the offline touch point to offer pleasure and fun to customers (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Social Shopping Value:</b> Value derived from the offline touch point to provide a symbolic benefit for customers to express their personal values (Huré, Picot-Coupey, & Ackermann, 2017; Rintamäki et al., 2006)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
<b>Online Shopping Value</b>	<b>Utilitarian Shopping Value:</b> Value derived from the online touch point that allow customers to complete a task (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Hedonic Shopping Value:</b> Value derived from the online touch point to offer pleasure and fun to customers (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Social Shopping Value:</b> Value derived from the online touch point to provide a symbolic benefit for customers to express their personal values (Huré, Picot-Coupey, & Ackermann, 2017; Rintamäki et al., 2006)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
<b>Pop-up store Shopping Value</b>	<b>Utilitarian Shopping Value:</b> Value derived from the pop-up store touch point that allow customers to complete a task (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Hedonic Shopping Value:</b> Value derived from the pop-up store touch point to offer pleasure and fun to customers (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
	<b>Social Shopping Value:</b> Value derived from the pop-up store touch point to provide a symbolic benefit for customers to express their personal values (Huré, Picot-Coupey, & Ackermann, 2017; Rintamäki et al., 2006)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
<b>Omni-channel Shopping Value</b>	Aggregated evaluation of an accumulation of SE lived in a brand ecosystem (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)
<b>Brand Loyalty</b>	Value derived from customers' commitment to the brand and their willingness to make financial sacrifices by paying a price premium (Thomson, MacInnis, & Park, 2005)	Scale developed by Thomson, MacInnis, & Park (2005)
<b>Omni-channel Intensity</b>	<b>Perceived consistency:</b> perceived coherence by consumers of the retailing mix of touch points (assortment and price) (Huré, Picot-Coupey, & Ackermann, 2017)	Scale developed by Huré, Picot-Coupey, & Ackermann (2017)

### 3.4.1.2 Sampling

The total time frame of ten weeks was given for this thesis and the starting date was March 16, 2018. The data collection was conducted from April 12 until April 14, 2018, in the first pop-up store of Tchibo GmbH in Hamburg, Germany. The target group for our sampling population were Tchibo customers of all ages who consider themselves to have an omni-channel experience with the brand. For the participant selection, we defined omni-channel experience with the brand Tchibo as the overall experience in the different touchpoints of physical stores, website and the pop-up store of the brand. Malhotra, Birks and Wills (2010) argue that a sample frame can be represented and validated if the researchers ensure that participants are screened to fit the requirements in the data collection process. Accordingly,

we ensured the correct recruitment of our target population by asking participants if they had visited the regular Tchibo stores as well as their website in the past and since participants were recruited in the pop-up store environment the familiarity with this touchpoint was given. Additionally, we used beverage vouchers as an incentive for the participation in our questionnaire for the first 100 participants since we received 100 vouchers as a support from Tchibo GmbH.

In addition, we used convenience sampling which belongs to the non-probability method due to the method's practicality, low cost, fast response time, and accessibility (Burns & Burns, 2008). However, sampling error might be prevalent due to sample bias or random error and we cannot assure that the sample is representative for the entire population (Burns & Burns, 2008; Malhotra, Birks, & Wills, 2010). Due to the time constraint and limited resources, this was the best option for us in order to get as many respondents as possible. The questionnaires were handed out in form of hard copies to participants who met the participation criteria and were willing to participate in our study. In total, 153 responses were collected from which five were sorted out as they did not fill out the website section of the questionnaire. Thus, our final sample consisted of 148 subjects from Germany who were both familiar with the brand and understood the German questionnaire.

#### *3.4.1.3 Questionnaire Design*

For the purpose of testing our first sub research question **RQ1a** and its different hypotheses, we designed a questionnaire including variables, items, and scales which are explained in Variables Definition and Measurement section (Chapter 3, section 3.4.1). A total of 46 items were used to capture different dimensions of our framework. The questionnaire design for this study is based on the study of Huré , Picot-Coupey and Ackermann (2017). Since the authors used a five-point Likert scale which ranged from strongly disagree (1) to strongly agree (5), we used the same scale for our questionnaire with the difference of applying the questions to customers' brand experience with the case company Tchibo GmbH. A five-point Likert scale is suitable for our target group as it is a very diverse group from the general public which includes participants of different ethnicity and educational backgrounds, whereas a scale with a higher interval range is less sophisticated for the general population (Burns & Burns, 2008). Moreover, according to Bryman and Bell (2003), the advantage of Likert scales is the fast and easy completion of the questionnaire for participants. Furthermore, we designed the questionnaire in a way that it consisted of five pages in total: one page of questions related to customers' offline experience, one page about their pop-up store experience and one page to capture their online experience. The fourth page included questions about their omni-channel experience and brand loyalty. On the last page, we asked customers five qualitative open questions which should capture relevant insights for the company business model as well as asked about customers' demographic information, such as age, gender, and profession. Separate pages should provide participants a better orientation when filling out the questionnaire. The items from Huré , Picot-Coupey and Ackermann (2017) were translated from English to German as we were recruiting German speaking customers who visited the pop-up store in Hamburg, Germany. The original translated questionnaire design which we

handed out to customers can be found in **Appendix A**. **Appendix B** shows the original questions in English.

The first page of the questionnaire included a short paragraph which explained the purpose and gave an overview of the questionnaire as well as thanked the respondents for their participation. Participants were informed about the anonymity of their responses and that the responses were only used for the purpose of the master thesis. Moreover, they were informed about the approximate time which it takes to complete the questionnaire. All items on the first four pages of our questionnaire comprised closed-end multiple choice questions.

#### *3.4.1.4 Pilot Questionnaire*

Before the date of our actual data collection process, we conducted a pilot study on a small sample of 15 participants to test, whether there are any problems with the questionnaire. A pilot test was used to identify and eliminate problems before the actual data collection process (Malhotra, Birks, & Wills, 2010). The 15 participants were chosen based on our target population's characteristics. Our aim was to test how our target population would react to the questions or interpret the questions. In order to analyze our data, we designed an online survey which we used for our pilot test. The Internet link together with pictures of the Tchibo pop-up store was sent to the participants who have already visited the physical Tchibo stores and their website before. In this regard, they were asked to read the questionnaire carefully and write down feedback when they encountered problems with content, wording or instructions. According to Saunders, Lewis and Thornhill (2012), this procedure is essential in order to design a good questionnaire.

The feedback from our pilot test showed that two participants perceived two questions as very similar which were: *Globally, shopping from this brand worth the sacrifices I have made* and *Globally, shopping from this brand worth the energy I waste*. However, we did not want to exclude them from our questionnaire as the questions were essential in order to replicate the results from Huré, Picot-Coupey and Ackermann (2017). Other participants perceived some of the translated wordings as strange which is why we changed a couple of words translations in our final questionnaire version.

#### 3.4.2 Data Analysis

Our data were analyzed with the software program smartPLS3. SmartPLS3 is a software with a graphical user interface which focuses on variance-based structural equation modeling (SEM) using the partial least squares (PLS) path modeling method. In respect thereof, since each measure is thought to be not independent but highly interrelated, PLS regression, which is one of the most promising multivariate analysis approaches, is the preferred method to overcome multicollinearity among the measures in this study (Yang, Yoon, Yun, Im, Choi, Lee, Park, Hough, & Lee, 2013).



### *3.4.2.1 Confirmatory Factor Analysis (CFA)*

Since our study is based on the three dimensions of utilitarian, social and hedonic shopping value from the previously tested model by Huré, Picot-Coupey and Ackermann (2017), a confirmatory factor analysis (CFA) was conducted. CFA aims to confirm theoretical predictions, testing whether a specified set of constructs is influencing responses in a predicted way, usually this is in form of hypothesis testing (Burns & Burns, 2008). CFA provides a way of confirming the factor structure or model obtained in either a given set of data or as in our case, in a previously tested study (Burns & Burns, 2008). Due to the fact that this study includes a theoretical model which is tested using a given set of data, this step should reaffirm Huré, Picot-Coupey and Ackermann's (2017) data set with regard to the three dimensions. Additionally, CFA has been somewhat overtaken by Structural Equation Modelling (SEM), thus, we used the software program smartPLS3 in order to be able to conduct a structural equation model. SEM is described to be a combination of a confirmatory factor analysis and multiple regressions (Schreiber, Nora, Stage, Barlow, & King, 2006). In order to assure a model fit, the Standardized Root Mean Square Residual (SRMR), defined as the difference between the observed correlation and the model implied correlation matrix, the Normed Fit Index (NFI) and its Chi<sup>2</sup> are computed. While an SRMR value less than 0.10 or of 0.08 is considered to be a good fit (Henseler, Dijkstra, Sarstedt, Ringle, Diamantopoulos, Straub, Ketchen, Hair, Hult, & Calantone, 2014), the NFI results in values between 0 and 1. The general rule is: the closer the NFI to 1, the better the fit (Henseler et al. 2014). NFI values above 0.90 usually represent acceptable fit (Henseler et al. 2014). As a result, with CFA the dimensions of utilitarian, hedonic and social are approved and adapted from Huré, Picot-Coupey and Ackermann (2017) for each touchpoint shopping value in this research study.

### *3.4.2.2 Structural Equation Model (SEM)*

To test our model and the relationships between the variables we used a partial least squares approach for structural equation modeling (PLS-SEM). Since we added two new variables to the existing framework of Huré, Picot-Coupey and Ackermann (2017) the PLS-SEM seemed to be the most suitable method for our quantitative study. Moreover, this method is used to assess the relationship between higher-order formative and reflective constructs (Hair, Ringle, & Sarstedt, 2011). In order to measure the influence of different touchpoints, namely offline, online and pop-up stores, a multiple regression analysis has been performed via smartPLS3. As discussed earlier, smartPLS3 provides us a structural equation modeling which combines CFA and multiple regressions to simultaneously examine both direct and indirect effects of independent and dependent variables (Schreiber et al. 2006). Especially, the partial least squares (PLS) in smartPLS3 focuses on the prediction of a specific set of hypothesized relationships that maximizes the explained variance in the dependent variable (Schreiber et al. 2006). In comparison with CFA, SEM extends the possibility of relationships among the latent variables and encompasses two components: (a) a measurement model (essentially the CFA) and (b) a structural model (Schreiber et al. 2006). It is a preferable method as it takes into consideration the interrelationship between multiple variables and their covariances (Schreiber et al. 2006). As part of the process, next to factor loadings, variances, modification indices to identify whether a variable should be dropped or a path added, validity and

reliability values are estimated to derive the best indicators of latent variables prior to testing a structural model.

The structural model displays the interrelations among latent constructs, hereby identified as the three dimensions confirmed with CFA, and observable variables, namely the three different touchpoints. Additionally, the interrelations among them and the outcome variables of omni-channel shopping value and brand loyalty are also presented in the proposed model as a succession of structural equations – akin to running several regression equations (Schreiber et al. 2006; Burns & Burns, 2008). Accordingly, this study divided the SEM process into two constructs: first, a first-order construct, the outer model of exogenous latent variables, is created, which should cover the relationship between the three dimensions of utilitarian, hedonic and social, and the different touchpoints of offline, online and pop-up store shopping value. Second, the second-order construct considers the relationship of omni-channel shopping value and brand loyalty which are each measured by three different items each. Finally, the overall structural model represents the complete model mirroring the influence of pop-up stores shopping value on omni-channel shopping value and brand loyalty through the different touchpoints with a moderating effect of omni-channel intensity measured by second-order constructs.

Whether or not the influence of a component is statistically significant with regard to the omni-channel shopping value and brand loyalty can be derived from their p-values. In this thesis, a statistical significance level of 0.05 is utilized as this is also the standardized level used in smartPLS3. Applying a significance level of 0.05 implies that if a p-value of a component coefficient is equal to or smaller than 0.05, a statistically significant linear relationship between the independent variables and dependent variables can be assumed (Burns & Burns, 2008). In contrast, a p-value greater than 0.05 indicates that the linear relationship between the variables is not statistically significant. Thus, by having a p-value below the significance level of 0.05 the null hypotheses can be rejected, which propose that the different components have no influence on omni-channel shopping value and/or brand loyalty.

In this study, the three touchpoints including their dimensions are labeled as independent variables while omni-channel shopping value and brand loyalty are labeled as dependent variables. Because of the confusion, misunderstanding, and disagreement regarding the use of the term ‘cause’ or the phrase ‘causal modeling’ in SEM (Schreiber et al. 2006), the direct, indirect, and total effects among latent constructs as dictated by theory should be given more attention. A direct effect represents the effect of an independent variable, referred to as exogenous, on a dependent variable, also sometimes referred to as endogenous (Schreiber et al. 2006). Hereby, pop-up store shopping value as an independent variable has a direct effect on both offline and online shopping value. An indirect effect illustrates the effect of an independent variable on a dependent variable through a mediating variable (Schreiber et al. 2006). In that case, pop-up store shopping value positively influences omni-channel shopping value and brand loyalty through offline and online shopping value respectively. The total

effect for the different touchpoints and omni-channel shopping value is the summation of the direct and indirect effects of these variables on brand loyalty. In sum, SEM allows researchers to test both theoretical propositions regarding how constructs or latent variables are theoretically linked and the directionality of significant relationships (Burns & Burns, 2008; Schreiber et al. 2006).

### 3.4.3 Validity and Reliability of the Quantitative Study

In order to assess whether the findings that emerge from the analyses are relevant, credible and attractive to other researchers, this section discusses the importance of validity and reliability in the present study. Thus, the quality of research depends on different criteria and justifies that the results are more accurate and believable than common everyday observations (Easterby-Smith, Thorpe and Jackson, 2015).

#### 3.4.3.1 *Validity in Quantitative Study*

A questionnaire is considered to be valid if it measures the intended concepts (Saunders, Lewis, & Thornhill, 2012). There are different concepts of validity in the context of questionnaires. One concept is internal validity which is a questionnaire capacity to measure what the researchers intend to measure and that the results represent the reality of the situation (Saunders, Lewis, & Thornhill, 2012). We ensured internal validity for our questionnaire and thus for our study. In addition, we formulated our research questions in alignment with the items and variables of our questionnaire since we based our framework on the existing questionnaire of Huré, Picot-Coupey and Ackermann (2017). Furthermore, content validity and construct validity are important criteria to ensure the validity of the data results (Saunders, Lewis, & Thornhill, 2012). Content validity tests whether the questions of the questionnaire reflect the research topic and ensures that no essential elements are excluded whereas construct validity assesses to which extent the questions in the questionnaire measures what they intended to measure (Saunders, Lewis, & Thornhill, 2012). We ensured construct validity by choosing the same five-point Likert scale as Huré, Picot-Coupey and Ackermann (2017). Another type of validity which tests the reflective measurement models' validity is convergent validity (Hair, Ringle, & Sarstedt, 2011). According to Hair, Ringle and Sarstedt (2011), convergent validity is ensured if the Average Value Extracted (AVE) is greater than 0.50. A value greater than 0.50 indicates that the latent variable explains more than half of its indicator's variance (Hair, Ringle, & Sarstedt, 2011). To ensure quality in research, reliability measurements need to be undertaken next to validity tests in quantitative studies.

#### 3.4.3.2 *Reliability in Quantitative Study*

According to Burns and Burns (2008), a reliable study is consistent and ensures that the results of the study will have the same results if the study is to be conducted by other researchers. Applied to the context of questionnaires, a questionnaire is reliable if it delivers consistent results, even under different circumstances (Saunders, Lewis, & Thornhill, 2012).

In order to assess the reliability of items in this questionnaire, we tested the internal consistency of those items. For this purpose, we calculated the Cronbach's alpha as it measures internal consistency by correlating the responses to the questions of the questionnaire with each other (Saunders, Lewis, & Thornhill, 2012). According to Saunders, Lewis and Thornhill (2012), a value over 0.70 is optimal as it implies that the questions measure what they intend to measure. In our study, we calculated different Cronbach's alpha values for the items measuring the variables which can be found in **Appendix D**. Since all of the Cronbach's alpha values are above 0.70, the questions are assumed to be reliable. In smartPLS3, Composite Reliability (CR) is also often used to measure reliability. Compared to Cronbach's alpha, some researchers prefer to use CR because Cronbach's alpha is being criticized for its lower bound value which underestimates the true reliability (Peterson & Kim, 2013). However, CR can be used as an alternative as its value is slightly higher than Cronbach's alpha whereby the difference is relatively inconsequential (Peterson & Kim, 2013). Similar to Cronbach's alpha, CR values also range from 0 to 1. Generally, a value between 0.60 and 0.70 is considered acceptable for the research. However, values above 0.90 can be critical too as this indicates that the construct items are very similar to each other which make it unlikely to measure all necessary facets of the investigated construct (Peterson & Kim, 2013). Notwithstanding, discussions in literature have noted that values above 0.90 is acceptable, as it affirms unidimensionality of the construct, as long as items in the scale are not redundant (Hair, Ringle, & Sarstedt, 2011). Nevertheless, both reliability measures are worth a look at. As all of the Cronbach's alpha values and CR of the single items were greater than 0.70, the items are assumed to measure what they are supposed to measure (Burns & Burns, 2008; Saunders, Lewis, & Thornhill, 2012). In sum, reliability and validity concepts are necessary for determining the quality of a research.

### 3.5 Qualitative Study

After setting up the deductive quantitative study, a qualitative study is conducted in order to address the issues identified in the quantitative study. The interpretivist paradigm on which the qualitative approach to research is based on is consistent with an inductive approach (Burns & Burns, 2008). The existing knowledge on offline, online and omni-channel shopping value was put aside during data collection and data analysis, and it was used only in a second step to discuss the emergent codes and better understand the dimensions of the omni-channel shopping experience. The aim of the qualitative study is to gain deeper insights and to provide a complete and detailed description of the value of pop-up stores in the contemporary digital era, thus, the following paragraphs outline our data collection approach to answer the last research question (**RQ1b**).

### 3.5.1 Data Collection Method

#### 3.5.1.1 Sampling

Regarding the data collection, we gathered a total of seven volunteers for our semi-structured interviews who were recruited in semi-professional, social and family surroundings. The main prerequisite in selecting the participants for our study was that the participants should belong to the population of Tchibo GmbH customers. This is due to the necessity for them to understand the concept and sales structure of Tchibo GmbH, as well as being able to answer the stated interview questions in an appropriate manner. Similar to the screening process adopted in conducting the quantitative research study, only people who already had an omni-channel shopping experience were chosen. Since this study focuses on a company with high brand awareness in Germany, we delimited the study to this market, thus, only German-speaking participants were interviewed. Furthermore, as the target group of Tchibo GmbH is greatly diverse in age, a broad range of participants between 24 to 61 year-olds was asked to participate. Thus, this enables us to gather various insights of different age groups for the purpose of the qualitative study. Thereby, variation in the sample is accordingly ensured by a mix of males and females, different occupations, previous knowledge of pop-up stores and loyalty level towards the brand. In conclusion, the target population of this study were German-speaking customers between 24 and 61 years old who are familiar with the Tchibo brand.

Because of the lack of a proper sampling frame representing the target group, convenience non-probability sampling was chosen as the sampling technique of this given study. This convenience non-probability sampling allows us to save time and cost (Burns & Burns, 2008) in respect of the given ten weeks time constraint for submitting the thesis.

In comparison to probability sampling, non-probability sampling does not provide any guidelines for the sample size for semi-structured interviews (Saunders, Lewis, & Thornhill, 2012). In contrast, it rather stresses the importance to link the purpose and focus of the research to a saturated number of samples (Eisenhardt, 1989; Saunders, Lewis, & Thornhill, 2012). Accordingly, a sample size of seven participants was selected to take part in semi-structured interviews, since the qualitative method in this thesis intends to capture possible insights to support the results found in the previously conducted quantitative study. Due to the fact that it is suggested to take the saturation point into account when conducting non-probability sampling (Saunders, Lewis, & Thornhill, 2012), we were aware that additional interviews could be necessary if sufficient information was not collected from only seven interviews. After conducting seven interviews, the findings were adequate and the saturation point for the purpose of this thesis was reached. Hence, the number of samples was identified to be sufficient. This is also in alignment with Easterby-Smith, Thorpe and Jackson's (2015) suggestion of having a flexible sample number between four and ten participants in order to gather sufficient insights for the research. A summary of the sampled interviews can be found in **Table 4**.

**Table 4:** Sample characteristics from qualitative study.

Respondent ID	Age	Gender	Occupation	Location	Marital Status	Loyalty Level towards Tchibo Brand (High, Moderate, Low)	Interview Time Duration	Interview Recording
I1	24	Female	Junior Supply Chain Manager	North Rhine-Westphalia, Germany	Single (no children)	High	35 min	Notes/Audio
I2	30	Male	Mechanical Engineering Student (MSc)	Hesse, Germany	In a relationship (no children)	Moderate	30 min	Notes/Audio
I3	26	Female	Marketing Student (MSc)	Bavaria, Germany	Single (no children)	High	50 min	Notes/Audio
I4	25	Male	Chemistry Student (MSc)	Hesse, Germany	In a relationship (no children)	Low	40 min	Notes/Audio
I5	24	Female	Marketing Student (MSc)	Baden-Wuerttemberg, Germany	In a relationship (no children)	High	20 min	Notes/Audio
I6	25	Female	Marketing Student (MSc)	North Rhine-Westphalia, Germany	In a relationship (no children)	Moderate	20 min	Notes/Audio
I7	61	Male	Accountant	Switzerland	Married (2 children)	Low	30 min	Notes/Audio

### 3.5.1.2 Semi-Structured Interview Design

Considering that the nature of the interview questions (outlined in **Appendix C**) was of both interactive and non-sensitive character, all semi-structured interviews were conducted via telephone which should transmit an informal and calm atmosphere (Saunders, Lewis, & Thornhill, 2012). This also underlined the fact that all participants were based in Germany.

It was important that the participant felt comfortable to share their opinions in order to encourage the free flow of the conversation. For a proper coding of the findings, all of the interviews were audio-recorded and transcribed. The transcripts are not included for privacy reasons but they are available for further research under request. Additionally, notes were taken during the interview which allows returning to topics especially interesting for the purpose of this thesis. Both of us were responsible for interviewing either three or four participants, one at the time. All of the interviews were moreover held in English or German. Before starting the interview, the participants were asked for permission to record the interview as well as ensuring anonymity and confidentiality. Furthermore, the purpose of the interview was explained to be about shopping experiences in general and the perception of pop-up stores. All of the interviews were held between April 29 and May 5, 2018. **Table 4**

provides a more detailed report on the conducted structure of interviews and depicts that each of the interviews lasted between 20 and 50 minutes. Due to the condensed nature of the questions, the time frame was sufficient in regards to the research question.

The questions in the interview guide (outlined in **Appendix C**) were designed to be open-ended, as recommended by Easterby-Smith, Thorpe and Jackson (2015) in order to reveal the participants' attitudes towards pop-up stores. As an additional benefit, open-ended questions furthermore avoid yes or no answers and point out subtle reasons for the differences in the range of responses from the large-scale scientific study, which is of a preferable character when conducting semi-structured interviews (Burns & Burns, 2008; Easterby-Smith, Thorpe, & Jackson, 2015). Further, probing questions were used when necessary, especially when the participants touched upon topics that were identified in the literature to be related to the three dimensions of shopping experiences, namely utilitarian, hedonic and social. The aim of the semi-structured interviews was to capture different views in order to detect what role pop-up stores play in the omni-channel shopping experience. Furthermore, it was important for us to understand how customers perceive pop-up stores as a marketing tool and its different characteristics. Therefore, the comparability of the findings from separate interviews was of great interest to us.

Regarding the structure of the conducted semi-structured interviews, the interviews started with introduction questions involving the general shopping behavior of the participants and the reasons why they shop in different channels. Hereby, the easy start made sure that the participant felt comfortable and was gently introduced to the topic, as well as getting the participant involved directly (Easterby-Smith, Thorpe, & Jackson, 2015). Questions were also asked about when and how often he or she shops offline or online in order to ensure that they were exposed to the omni-channel shopping possibilities. Fundamentally, the introduction questions aimed at identifying both the match between the participant and the purpose of our qualitative research question and thus, introducing the topic for further discussion. Moreover, the next section included company-related questions such as how participants perceive the Tchibo brand which was more relevant for the presentation of proposed future strategies at the company. Alongside the company-related questions, questions about the different channels used at Tchibo GmbH were of more interest to the study as they reflect the purpose of answering the stated research questions. These questions were structured to acquire insights which channel is most popular among the participants when it comes to shopping.

With regard to the pop-up store touchpoint, several pictures of the currently running pop-up store of Tchibo in Hamburg were sent to the participants in order for them to get an idea of how the pop-up store looked like. This action should allow them to answer related questions in the last section of the interview about the perceived value of pop-up stores in today's omni-channel retail environment. It empowered us to connect their experience to concepts of pop-up stores in the case of Tchibo with the use of probing questions instead of verbally leading the participant in a certain direction. The aim of the questions asked in this section was to discover their knowledge about pop-up stores, as well as the awareness of this marketing tool

concept. By discovering the participants' knowledge and awareness, the identification of dimensions related to pop-up stores that might be transferred to the full understanding of the omni-channel shopping experience could be complemented. Since one of the benefits of using both visual content and concept explanations is that participants might provide insights and dimensions otherwise hard to grasp (Easterby-Smith, Thorpe, & Jackson, 2015), the qualitative study was of great importance to get the findings needed.

### 3.5.2 Data Analysis

The semi-structured interviews were conducted in order to detect what role pop-up stores play in the omni-channel shopping experience (**RQ1b**). Furthermore, the interviews were used to determine different characteristics of pop-up stores as a marketing tool. In the first step of the data analysis process, the recorded transcripts and notes from the seven interviews were compiled, for the sake of becoming familiar with the data. The raw data was analyzed using various rounds of interpretative procedures in order to finally generate a stable conceptualization of shopping values of pop-up stores. Subsequently, the answers given were thoroughly examined in order to sort out the most valuable information for the purpose of this thesis. Additionally, to make sense of the answers, coding was completed with the software program NVivo. Defined codes were acknowledged which not only summarized the meanings of the answers but also facilitated the development of relevant categories (Saunders, Lewis, & Thornhill, 2012).

A total of two codes with eight subcodes, all relating to the concept of pop-up stores and its role in an omni-channel environment, were identified. These ten codes were chosen in order to answer our second sub research question about the role of pop-up stores in the overall omni-channel shopping experience (**RQ1b**). An overview of the defined codes which were used can be found in **Table 13**.

### 3.5.3 Validity and Reliability of Semi-Structured Interviews

As the two concepts of validity and reliability are important in the quantitative study, they are also crucial in order to judge the quality of a research (Burns & Burns, 2008). Validity and reliability in an interpretivist approach relate to the questions of if a sufficient number of perspectives have been included and if similar observations can also be attained by other researchers (Easterby-Smith, Thorpe, & Jackson, 2015).

#### 3.5.3.1 *Validity in Semi-Structured Interviews*

To achieve a higher level of validity the open-ended interview questions were built in a detailed and carefully considered way in order to make the questions as clear and easy to interpret as possible. The use of visual aid of the Tchibo pop-up store ensured not only transparency of the questions but also that the participants understood the concept of the pop-



up store touchpoint. Another technique that can make interviews more valid is by probing meanings (Saunders, Lewis, & Thornhill, 2012). During the interviews, the participants were probed when necessary to elaborate their answers and supplementary questions were occasionally asked to first, make sure that the participant understood the questions correctly and second, that the answers given were truly and appropriately intended to give. Subsequently, it was further done to assure that the answers were interpreted correctly. The use of open-ended questions was moreover something that contributed to making the research more valid. As a result, the participants were not pressured to choose a predetermined answer, instead, they had the ability to express their own thought and opinions, which increased the trustworthiness of their answers and consequently affected the validity of this study in a positive way (Saunders, Lewis, & Thornhill, 2012). Furthermore, many scholars suggest that a valid research can be achieved by gathering answers from a variety of respondents (Easterby-Smith, Thorpe, & Jackson, 2015; Saunders, Lewis, & Thornhill, 2012). A mix between male and female was therefore targeted, thus, in total, three male and four female participants were selected. The participants were in different ages, ranging from 24 to 61 years old. They had different occupations, diverse shopping behaviors and differing loyalty level towards the Tchibo brand. Nevertheless, they were all citizens from German-speaking countries. Through this step, this thesis could ensure that a variety of data was represented. As a consequence, the carefully considered wording of the questions asked, probing the meaning of the answers given and exploring responses from a rather diverse group of participants, precautionary measures were undertaken in order to make the semi-structured interviews more valid for the purpose of this study.

### *3.5.3.2 Reliability in Semi-Structured Interviews*

According to Easterby-Smith, Thorpe and Jackson (2015), reliability is associated with consistency, and thereby a reliable study should ensure same results if the data was accessed by other researchers. Although the requirements for a semi-structured interview to be reliable are not as high as for quantitative research, there are still certain aspects that should be considered to assure some level of reliability. In qualitative research or specifically semi-structured interviews, certain issues of bias need to deliberate on, such as how the interviewers behave during the interview as this aspect might influence the reliability of the research (Saunders, Lewis, & Thornhill, 2012). In order to assure that the conducted interviews were as reliable as possible, we strived to not impose own beliefs and thoughts while probing the participants with questions but rather based the questions in an impartial, objective and open manner. Furthermore, the response bias is identified to be another bias which the study should be aware of. This occurs when the participants are reluctant to either share information or feel insecure as they perceive the questions as too personal and private (Saunders, Lewis, & Thornhill, 2012). In this study, the topic value of pop-up stores in the overall shopping experience in the interviews was neither personal nor private, thus, the perceived risk of response bias was not highly questionable. Another form of bias is the participation bias which is related to the participants of the interviews and sampling of those (Saunders, Lewis, & Thornhill, 2012). If the interviews last too long and are time-consuming, they might affect the number of participants willing to participate in the interviews (Saunders,

Lewis, & Thornhill, 2012). Similar to the response bias, the participant bias was also not considered to be a problem within this research since the expected time for the interviews was fairly short: the average duration time was about 30 minutes. In sum, by evaluating the validity and reliability of this thesis, a reasonable quality in research could be assured.

### 3.6 Ethics in Marketing Research

When constructing a research involving participants, certain concerns need to be taken into consideration in order to ensure that the research has been performed in an ethical way. The participants should always be respected and the research should not violate their rights to privacy and freedom of opinion (Malhotra, Birks, & Wills, 2010). As this thesis is conducted through a mixed methods approach, different aspects concerning both the qualitative and quantitative approaches were considered and were discussed in order to assure an ethical research.

The quantitative research approach is characterized by conducting a questionnaire. As a questionnaire requires respondents to voluntarily answer the questions, more multiple-choice and scale questions were stated in order to keep the respondent's time short. The questions were further carefully constructed in order to not be leading and thereby not affecting the participant's answers. Malhotra, Birks and Wills (2010) further maintain that throughout pilot testing of the research, the study could be considered more ethical. Thus, the questions in this thesis were as previously mentioned pilot tested in order to assure that the essential information was included and to reassure that the questions were easily understandable. In addition, all the respondents taking part in the questionnaire concerning this thesis were assured both anonymity and confidentiality. It is thus important that no one was forced to answer the questionnaire, all respondents who answered the questions participated on their own initiative and they had the possibility to end the questionnaire whenever they felt like.

When generating qualitative research, in-depth understanding of a participant's thoughts and feelings are necessary. Thus, to assure that the interviews conducted were done in an ethical way, the interviewers were careful not to violate the participant's rights of privacy, and not to upset the participants by asking inappropriate questions (Malhotra, Birks, & Wills, 2010). Comparable to the quantitative research, the participants have been assured anonymity and informed about how their answers were going to be used in the thesis. Besides asking them for permission to record the interviews, the participants were given the opportunity to reflect on their answers and the chance to change or add anything. Additionally, they were encouraged to ask questions during the interviews at any time. This should not only assure clear answers but also that they were understood in a correct way. In accordance with Malhotra, Birks and Wills (2010), the mentioned aspects guarantee that this thesis holds good ethical standards.

## 3.7 Limitations

The purpose of this study was to examine *how pop-up stores contribute to a successful omni-channel shopping experience* (RQ1). Thus, the findings of this thesis have to be seen under the consideration of the following limitations of our method:

First, with regard to the study of Huré, Picot-Coupey and Ackermann (2017), the authors mainly gathered their respondents from the French culture. As our study focuses on a German-based company, there might be some deviation between the consumption behavior of French and German consumers.

Second, the survey questions were translated from English into German since we conducted the data collection in Hamburg, Germany at the Tchibo pop-up store. The translation of the questionnaire is a crucial step because the results of a study might suffer from translation errors if items are not properly translated (Chapman & Carter, 1979). It should be noted that the translated sentences in German might vary in their meaning in comparison to the English questionnaire as it was hard to capture the original interpretation of certain language-specific expressions.

Third, regarding the quantitative study, the later-addressed results report a quite low effect size for the effect of omni-channel shopping value on brand loyalty. Hence, the measures chosen in this study do not represent the whole spectrum of omni-channel shopping experience. Even though, by adopting a mixed methods research design within a case study approach, the thesis approximates the truth outside (Easterby-Smith, Thorpe, & Jackson, 2015), deviating statistical analysis outputs have to be taken into consideration when looking at the results. Additionally, reliability values are mostly above the critical threshold of 0.90 which indicate that the construct items were very similar to each other which makes it unlikely to measure all necessary facets of the investigated construct (Peterson & Kim, 2013).

Finally, the samples from the quantitative and qualitative study are not representative of the total population as only Tchibo customers in Germany were gathered. The limitation of convenience samples involves asking for volunteers, but we never know whether volunteers differ in some way from those who are not. Because the chance of selection is unknown, they are likely biased with no possibility of generalization to a wider population. Basically, there is never any assurance that the sample is in any way representative of the defined population (Burns & Burns, 2008).

## 3.8 Chapter Summary

In this chapter, a detailed description of the applied methodology, research design, and data analysis were given. A mixed methods research design which includes both a quantitative and qualitative study was conducted. Regarding the study, the quantitative method in form of a questionnaire served as a foundation to generalize the findings for the qualitative method expressed by semi-structured interviews. This abductive approach was chosen in order to cover both the inductive and deductive nature of this study. Nevertheless, as this thesis reflects a case-based study, systematic combining as a better-termed research approach in relation to the abductive approach was applied. This extended research approach confronts theory with the empirical world and hence, allow latitude for an interplay between theory, the empirical world, the evolving framework and the chosen case. With regard to this, Tchibo GmbH was identified to be a suitable case for this study since it currently explores the right balance between physical and digital touchpoints as well as the right combination between physical products and services with a new concept of pop-up stores in Hamburg, Germany.

Once more, the purpose of this study is to complement the concept of shopping value and retailing literature by understanding how shopping value delineates across different touchpoints, such as traditional offline stores, pop-up stores, and online stores, when it comes to considering omni-channel journeys and brand loyalty. Thus, the quantitative study was first conducted in order to address the first sub research question of the effect pop-up stores might exhibit on omni-channel shopping value and brand loyalty (**RQ1a**). With in total of 148 respondents in the designed five-point Likert scale questionnaire, different analyses could be run through the smartPLS3 software in order to test the proposed research hypotheses. In the second step, a qualitative study was conducive to answer the second sub research question of what role pop-up stores play in the overall omni-channel shopping experience (**RQ1b**). Through semi-structured interviews, seven German-speaking participants with a diverse background were asked to participate in telephone interviews.

Limitations of our research methods include the transferability of the study that was conducted on a French population to a German population and the difficulty to translate the original English survey questions into German since the meaning of different expressions might have changed. Further, additional limitations state that the results of the quantitative study reported quite low effect sizes and that the low sample size for our qualitative semi-structured interviews does not allow for a generalization of the wider population.

As a result, both methods should deliver an integrated and more complete understanding of the omni-channel shopping value concept which was already touched upon by Huré, Picot-Coupey and Ackermann (2017). The following chapter elaborates the findings thoroughly and highlights significant results in a considered and sophisticated way.

## 4. Analysis and Results

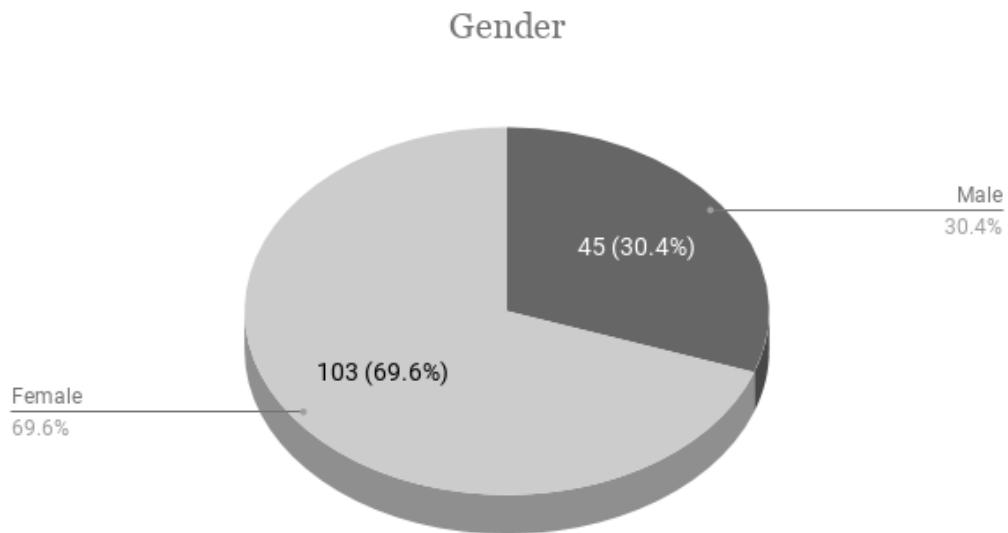
In this chapter, the empirical findings from both data collection methods of quantitative and qualitative are introduced. It covers two areas: the analysis of data and how the findings relate to the literature. First, the results from the questionnaire are provided. This part starts with the descriptive findings related to demographics and central tendency, and ends with the presentation of the structural equation model. Further, the model fit and analysis are elaborated in between. Thereafter, the results from the semi-structured interviews are presented.

### 4.1 Quantitative Analysis and Results

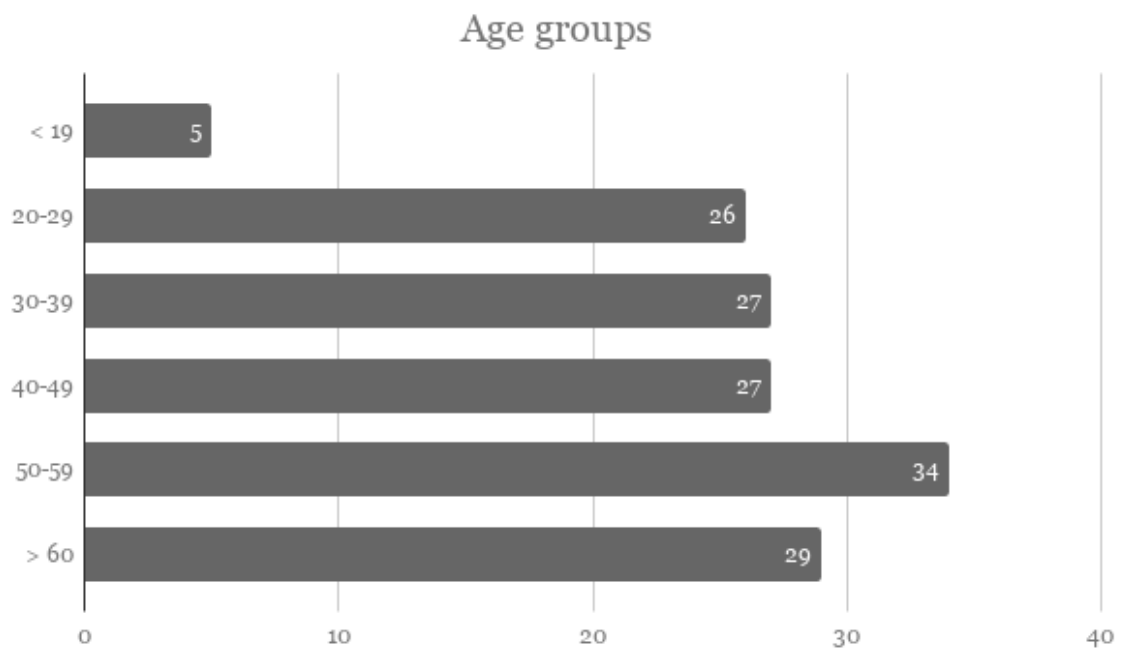
The aim of the quantitative study was to answer the first sub research question of what effect do pop-up stores have on omni-channel shopping value and brand loyalty (**RQ1a**). In a deductive approach, the questionnaire helped us to answer the research question. Thus, this section is divided into a descriptive findings part, followed by an analysis of different results found in the two construct models. At the end, the results of the overall structural equation model are discussed.

#### 4.1.1 Demographics

Since specific requirements regarding nationality was set and screened throughout certain questionnaire items, all of the participants were either German or from German-speaking countries. In terms of demographic characteristics such as gender, the questionnaire was answered by 45 males and 103 females. As seen in **Figure 8**, this corresponds to a 30.4 percent response rate from male customers, as well as 69.6 percent response rate from female customers. Regarding age, **Figure 9** shows that all participants were between 15 and 75 years old. The mean age in this questionnaire amounts to 44.5 years old. The respondents were asked to state their age in the questionnaire. In order to illustrate and compare the values, we clustered age in six age groups: <19 years (3.4%), 20-29 years (17.6%), 30-39 years (18.2%), 40-49 years (18.2%), 50-59 years (23%), and >60 years (19.6%). This gives an indication of which age group visited the pop-up store the most. Thus, the respondents' age group of 50-59 years is identified to be the biggest age group from our sample.



**Figure 8:** Gender distribution of respondents.



**Figure 9:** Age groups distribution of respondents.

### 4.1.2 Mean Values

One measure of central tendency is the arithmetic mean, also referred to as the average, which represents the balance point in a distribution (Burns & Burns, 2008). In this study, the participants were given the option to answer the items within the questionnaire by choosing a number from a scale ranging from 1.0 to 5.0, where 1.0 corresponded to *Strongly disagree* and 5.0 *Strongly agree*. A mean value of 4.0 and above indicates that the respondent agrees to the statements. Accordingly, a mean value below 4.0 indicates that the respondent does not agree to the asked statements. A mean value of around 3.0 implies that the statement is neutral and does not have any impact on the shopping value of the respective touchpoints or dimensions. Moreover, mean values close to 1.0 indicate that the item has neither a high nor a low effect on shopping value. In **Table 5**, all construct variables with their mean values and standard deviations are presented. The variables with the highest mean value are *Omni-channel Shopping Value (OCSV)* which yields a mean value of 4.05, denoting that this statement is supposed to have the most respondents' agreement. Whereas the statement with the lowest mean value is *Online Shopping Value (ONSV)*, with a mean value of 3.43 in the online shopping value section, which implies that in general, respondents agree with this statement the least. In general, the mean values regarding the statements in all three touchpoints of offline, online and pop-up stores shopping value locate between 3.0 and 4.0. Sufficient to be noticed is that there were some variables with a mean value slightly below 4.0, such as the *Pop-up Store Shopping Value (POPSV)* or *Offline Shopping Value (OFFSV)*, both with a mean value of 3.84 and 3.71 respectively, which can also be argued to have a high agreement level by respondents of the questionnaire.

**Table 5:** Variable construct frequency comparisons.

Variable	Mean	Standard deviation (SD)	Minimum	Maximum
POPSV	3.84	0.74	1.00	5.00
OFFSV	3.71	0.69	1.00	5.00
ONSV	3.43	0.76	1.00	5.00
OCSV	4.05	0.68	2.00	5.00
Brand Loyalty	3.55	0.77	1.00	5.00
OCIn	3.59	0.83	1.00	5.00

n = 148

### 4.1.3 Standard Deviations

When evaluating the mean values in the study, it is worth to take a look at the standard deviations (SD) of the values. The standard deviation reflects the amount of spread that the scores exhibit around the mean values (Burns & Burns, 2008). In general, the larger the SD, the greater the dispersion of scores. By considering the standard deviation, the range of the answers could be acknowledged and thereby give an indicator if the respondents had similar or diverse perception regarding the level of agreement in the statements. A higher value of SD indicates that there is a spread in the given answers and that the respondents were not coherent in their opinions of the statements. Whereas a lower value of SD indicates that the respondents answering the questions had the uniform perception to what extent the statements aligned with their shopping experience. All the standard deviation values are presented in **Table 5**. The statement with the highest standard deviation value was *Omni-channel Intensity* (OCIn), with a value of 0.83, which indicates that the respondents had slightly different opinions regarding the questions for this construct. The lowest SD value of 0.68 is represented by the variable *Omni-channel Shopping Value* (OCSV). Thus, the answers between the respondents do not differ to great extent. Compared to OCSV's SD value, its value was already the highest of all mean values. Therefore, we assume that the questions about the omni-channel shopping value were reflecting the respondents' opinion the best. Generally, all given SDs are not exceeding the value of 1.0 which implies that the respondents answered the questions quite similar to each other. In assessing the mean values and their SDs, the study can provide a descriptive overview of how the answers given by the respondents are shaped and differ from each other.

### 4.1.4 First-Order Construct: Model Fit of Shopping Value Dimensions

To test our model, we used established measures (see **Appendix B**). The final questionnaire consisted of 46 items asked on a scale from 1.0 to 5.0 as suggested by Huré, Picot-Coupey and Ackermann (2017). We start by presenting our measurement model results before displaying our structural model results. We subjected first-order reflective models to reliability, convergent validity, and model fit tests. As mentioned in the method part, the reliability of the variables was examined using Cronbach's alpha (CA), which was at acceptable levels, as displayed in **Appendix D**. Regarding this, the construct to items loading are above the recommended threshold of 0.70, except for two items that are between 0.60 and 0.70, which is a range also considered acceptable for the research (Hair, Ringle, & Sarstedt, 2011). In addition, values for both Composite Reliability (CR) and convergent validity with Average Variance Extracted (AVE) can be taken from **Appendix D**. Generally, a CR value between 0.60 and 0.70 is considered acceptable for the research. However, values above 0.90 can be critical too as this indicates that the construct items are very similar to each other which make it unlikely to measure all necessary facets of the investigated construct (Peterson & Kim, 2013). This is critical in four cases relating to the offline shopping value, pop-up store shopping value, online shopping value and omni-channel shopping value where the CR values



exceed the threshold of 0.90. Nevertheless, as their Cronbach's alphas are approved, we consider CR as not too critical and assume their values as fairly acceptable. Considering the AVE, all values in the questionnaire are greater than 0.50. This indicates that the latent variables explain more than half of their indicators' variance (Hair, Ringle, & Sarstedt, 2011). In spite of it all, the offline shopping value shows an AVE value below but close to 0.50. But looking at the other reliability values of offline shopping value, which come under the acceptance zone, we determine this value as not too critical for this study.

The validity of the variables was analyzed using confirmatory factor analysis (CFA). For the purpose of this study, the model fit is assured through SRMR, NFI, and  $\chi^2$  ( $\chi^2$ ) values. The CFA results showed a good fit to the data ( $\chi^2 = 284.037$ ; NFI = 0.697; and SRMR= 0.09). Hence, the results provide support for the suitability of the first-order reflective measures, namely for the three sub dimensions of shopping value for each touchpoint. Specifically, regarding the relationships from utilitarian, hedonic, and social dimensions of shopping value to touchpoints' shopping value, in line with Huré, Picot-Coupey and Ackermann (2017), the utilitarian, hedonic, as well as the social dimension contribute positively and significantly to the shopping value of all touchpoints. The path weights of first-order constructs are presented in **Table 6**.

**Table 6:** Path weights of first-order constructs on second-order constructs.

Second-order construct	First-order construct	Path weight
Offline shopping value	Utilitarian SV	0.404
	Hedonic SV	0.382
	Social SV	0.446
Pop-up store shopping value	Utilitarian SV	0.356
	Hedonic SV	0.422
	Social SV	0.422
Online shopping value	Utilitarian SV	0.384
	Hedonic SV	0.373
	Social SV	0.420

#### 4.1.5 Second-Order Construct: Pop-up Store Shopping Value

The second-order formative constructs, pop-up store shopping value and the other two touchpoints' shopping value, were formed by the first-order construct items of the utilitarian, hedonic, and social shopping value. The results shown in **Table 7** depict that the path coefficients of pop-up store shopping value have a statistically significant and positive effect on both offline shopping value ( $\beta = 0.637$ ;  $t = 10.169$ ;  $p < 0.05$ ) and online shopping value ( $\beta$

= 0.390;  $t = 5.203$ ;  $p < 0.05$ ). In other words, the emotional value gained from shopping at a pop-up store leverages the value experienced in both offline and online stores, hence, pop-up stores as a hybrid reflect a useful marketing tool for both touchpoints.

**Table 7:** Results of the pop-up store shopping value influence path coefficient.

	Path coefficient	t statistics	p value
Pop-up store Shopping Value → Offline channel Shopping Value	0.637	10.169	0.000 ***
Pop-up store Shopping Value → Online channel Shopping Value	0.390	5.203	0.000 ***

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

#### 4.1.6 Structural Equation Model

The omni-channel shopping value and brand value element were developed as a reflective first-order construct. This first-order reflective construct considers that both omni-channel shopping value and brand loyalty were measured by separate items. In addition, the aim of this construct is to investigate the influence of different touchpoint shopping value and omni-channel shopping value on brand loyalty. The results are shown in **Table 8**.

##### 4.1.6.1 Mediating and Direct Effects

The structural equation model outlines the indirect effect of pop-up store shopping value on both omni-channel shopping value and brand loyalty through offline and online shopping value. Nonetheless, considering this overall structural model, direct effects can be detected besides the indirect effects given. Thereby, omni-channel shopping value is proposed to have a positive significant effect on brand loyalty as well. Thus, our first and third hypothesis proposed the following: (1) whether pop-up store shopping value influences the omni-channel shopping value positively through offline and respectively, online shopping value (**H1a** and **H1b**) and (2) whether pop-up store shopping value increases brand loyalty through offline and respectively, online shopping value (**H3a** and **H3b**).

The results in **Table 9** show a statistically significant mediating effect of offline shopping value on pop-up store shopping value and omni-channel shopping value ( $t = 2.183$ ;  $p < 0.05$ ), so does online shopping value ( $t = 2.130$ ;  $p < 0.05$ ). In addition, while offline shopping value illustrates a statistically significant mediation effect on the relationship between pop-up store shopping value and brand loyalty ( $t = 4.233$ ;  $p < 0.05$ ), the results for online shopping value indicates that there is no statistically significant mediating effect of online shopping value in the relationship of pop-up store shopping value and brand loyalty ( $t = 1.095$ ;  $p > 0.05$ ). Thus,

pop-up store shopping value does not exert a strong effect on brand loyalty through online shopping value. In other words, the shopping value of online stores does not increase the shopping value of pop-up stores on brand loyalty. Hence, we confirm **H1a**, **H1b**, and **H3a**, but reject **H3b**. Simply put, brand loyalty is not strengthened by pop-up store shopping value through the online touchpoint, but omni-channel shopping value is indirectly influenced by pop-up stores through the online touchpoint. In contrast, offline shopping value is a significant mediator in all relationships. This implies that pop-up store shopping value enhances both omni-channel shopping value and brand loyalty through the offline touchpoint. Furthermore, besides the indirect effect of pop-up store shopping value, omni-channel shopping value is proposed to exert a direct positive effect on brand loyalty. According to **H4** the result displayed in **Table 8** presents a statistically significant and positive effect of omni-channel shopping value on brand loyalty ( $\beta = 0.247$ ;  $t = 3.075$ ;  $p < 0.05$ ). Thus, the **H4** is confirmed. Considering the other touchpoints' shopping value, offline shopping value shows a direct positive significant effect on omni-channel shopping value ( $\beta = 0.279$ ;  $t = 3.042$ ;  $p < 0.05$ ) respectively, online shopping value has a statistically positive significant effect on omni-channel shopping value ( $\beta = 0.283$ ;  $t = 3.248$ ;  $p < 0.05$ ). Additionally, offline shopping value reveals a statistically significant and positive effect on brand loyalty as well ( $\beta = 0.386$ ;  $t = 5.458$ ;  $p < 0.05$ ). Contrary to our expectations, this does not hold for the relationship of online shopping value and brand loyalty, as the result discloses a statistically insignificant effect of online shopping value on brand loyalty ( $\beta = 0.142$ ;  $t = 1.839$ ;  $p > 0.05$ ). Nevertheless, we might argue that this relationship becomes statistically significant at a significance level  $< 0.10$ . Further details are discussed in the Discussion section (Chapter 5).

**Table 8:** Results of the structural equation model path coefficient.

	Path coefficients	t statistics	p value
Offline Shopping Value → Omni-channel Shopping Value	0.279	3.042	0.003 **
Online Shopping Value → Omni-channel Shopping Value	0.283	3.248	0.002 **
Omni-channel Shopping Value → Brand Loyalty	0.247	3.075	0.002 **
Offline Shopping Value → Brand Loyalty	0.386	5.458	0.000 ***
Online Shopping Value → Brand Loyalty	0.142	1.839	0.060 ( <i>n.s.</i> )

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

**Table 9:** Mediating effects.

	t statistics	p value
Pop-up Store Shopping Value → Offline Shopping Value → Omni-channel Shopping Value	2.183	0.029 *
Pop-up Store Shopping Value → Online Shopping Value → Omni-channel Shopping Value	2.130	0.033 *
Pop-up Store Shopping Value → Offline Shopping Value → Brand Loyalty	4.233	0.000 ***
Pop-up Store Shopping Value → Online Shopping Value → Brand Loyalty	1.095	0.274 (n.s.)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001.

#### 4.1.6.2 Moderating Effect

Omni-channel intensity was developed as a formative first-order construct. The *Perceived Consistency* construct is supposed to represent omni-channel intensity with two items in the questionnaire. These initial items for *Perceived Consistency* are found in **Table 10**. The underlying questions were about price consistency across channels and assortment consistency across the offline, online and pop-up store channels. Accordingly, this study was most interested in the moderating effect of *Perceived Consistency*, termed under omni-channel intensity, on the relationship between the touchpoints' shopping value and omni-channel shopping value. In this respect, the second hypothesis states that (a) omni-channel intensity moderates the relationship between offline shopping value and omni-channel shopping value (**H2a**) and (b) omni-channel intensity moderates the relationship between online shopping value and omni-channel shopping value (**H2b**). With respect to the hypotheses, the results portrayed in **Table 11** indicate that omni-channel intensity neither moderates the relationship between offline shopping value and omni-channel shopping value ( $\beta = 0.039$ ;  $t = 0.370$ ;  $p > 0.05$ ) nor does it moderates the relationship between online shopping value and omni-channel shopping value ( $\beta = 0.072$ ;  $t = 0.925$ ;  $p > 0.05$ ). As no indicator was significant for consistency, **H2a** and **H2b** are rejected. Thus, *Perceived Consistency* does not play a significant role in evaluating the omni-channel shopping value in our model.

**Table 10:** List of initial items for *Perceived Consistency* construct.

Construct	Item	Definition	Question
Perceived Consistency	OMNIPCOHPRICE	Price consistency across channels	There is no difference of price whatever the channel.
	OMNIPCOHOFFER	Assortment consistency across channels	The offers were coherent, adapted to each channel.

**Table 11:** Moderating effects.

	Path coefficient	t statistics	p value
Omni-channel Intensity/Offline Shopping Value → Omni-channel Shopping Value	0.039	0.370	0.719 ( <i>n.s.</i> )
Omni-channel Intensity/Online Shopping Value → Omni-channel Shopping Value	0.072	0.925	0.358 ( <i>n.s.</i> )

\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

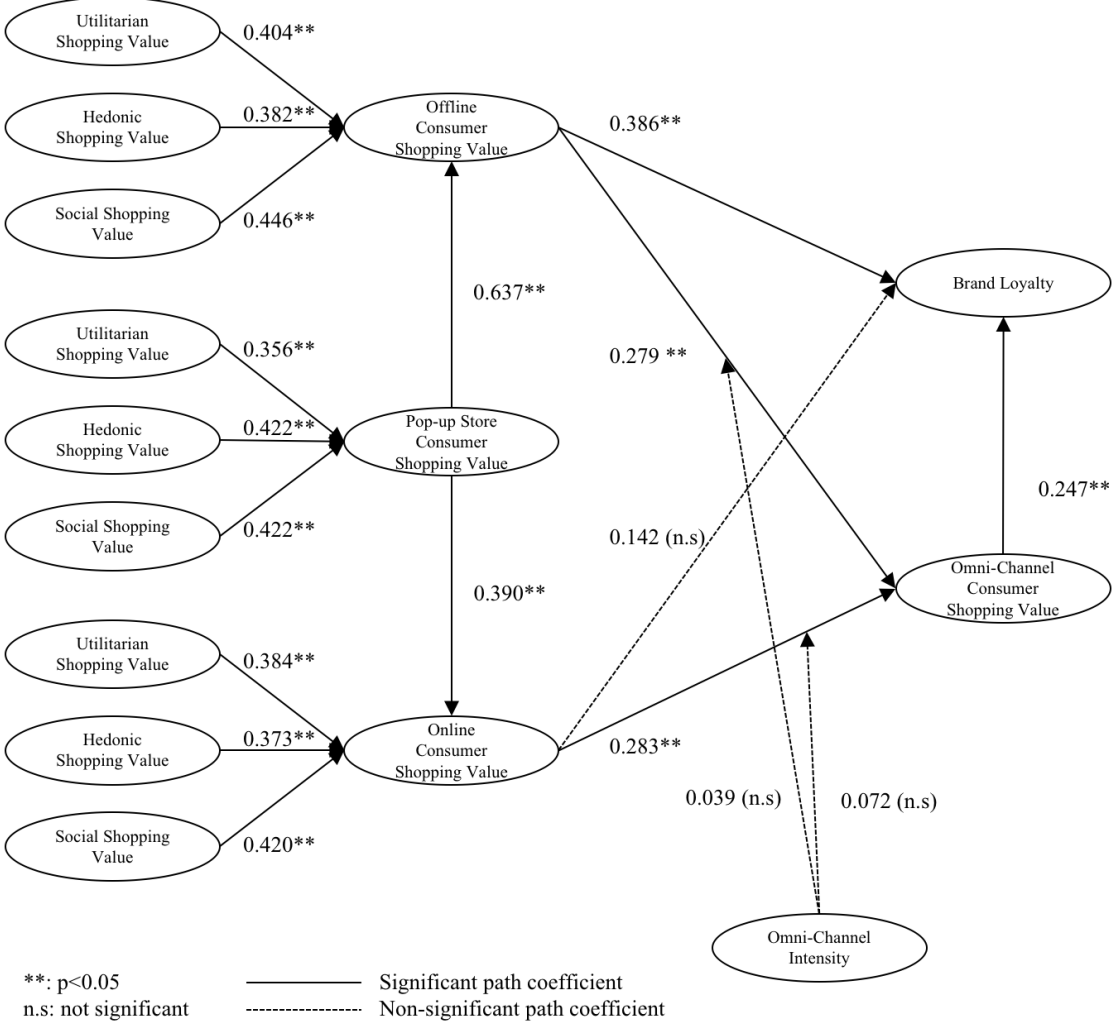
#### 4.1.7 Overall Model Results

After elaborating the measurement model results, the results of the overall structural model are displayed in Figure 8. In sum, when looking at the structural model, concerning the relationships from the touchpoints' shopping value to the omni-channel shopping value, offline shopping value is found to have a positive significant effect on omni-channel shopping value ( $\beta = 0.279$ ;  $t = 3.042$ ;  $p < 0.05$ ) with a slightly low effect size ( $f^2 = 0.082$ ) and on brand loyalty ( $\beta = 0.386$ ;  $t = 5.458$ ;  $p < 0.05$ ) with a moderate effect size ( $f^2 = 0.180$ ). Online shopping value is also found to have a positive significant effect on omni-channel shopping value ( $\beta = 0.283$ ;  $t = 3.248$ ;  $p < 0.05$ ), with a slightly low effect size ( $f^2 = 0.086$ ). However, online shopping value shows an insignificant effect on brand loyalty ( $\beta = 0.142$ ;  $t = 1.839$ ;  $p > 0.05$ ). An increase in the sample size might overcome this insignificance. Additionally, pop-up store shopping value is found to have a statistically significant and positive effect on both offline shopping value ( $\beta = 0.637$ ;  $t = 10.169$ ;  $p < 0.05$ ) and online shopping value ( $\beta = 0.390$ ;  $t = 5.203$ ;  $p < 0.05$ ), with a fairly strong effect size in both touchpoints respectively ( $f^2 = 0.763$ ;  $f^2 = 0.210$ ).

At last, omni-channel shopping value also illustrates a direct positive significant effect on brand loyalty ( $\beta = 0.247$ ;  $t = 3.075$ ;  $p < 0.05$ ), but with a low effect size ( $f^2 = 0.073$ ), which is in confirmation with our last hypothesis. Note that some variables do not exhibit very high effect sizes. Measures of effect size reflect how large the effect of an independent variable was on the dependent variable (Burns & Burns, 2008), this does not imply that the independent variables do not produce an effect rather that the variables have an effect, but it is comparably small. Consequently, the explanatory and predictive power is of great importance for this model as well in order to predict the overall relevance of it. Hereby, smartPLS3 computed  $R^2$ , including adjusted  $R^2$  values for explaining the variable variances in the model, and  $Q^2$  values for predicting reliance and relevance of the model. Thus, the structural model explains 23.3 percent, a moderate explanatory power, of the variance of omni-channel shopping value ( $R^2 = 0.259$ ; adjusted  $R^2 = 0.233$ ). In general, the adjusted  $R^2$  is preferred over the standard  $R^2$  because the adjusted  $R^2$  penalizes the statistic as extra variables are included in the model which makes it more appropriate (Burns & Burns, 2008). Nonetheless, the difference between the two values is rather small. Regarding brand loyalty, the structural model is found to explain 37.6 percent of the variance of brand loyalty ( $R^2 = 0.388$ ; adjusted  $R^2 = 0.376$ ) which is considered as fairly high. Aside from that, when looking at the  $Q^2$

predictive reliance of the model, results of the blindfolding procedure demonstrate that both omni-channel shopping value ( $Q^2 = 0.184$ ) and brand loyalty have ( $Q^2 = 0.369$ ) satisfactory predictive relevance. Hence, the investigated model depicts a moderate explanatory and satisfactory predictive power. Usually, researchers observe generally low to moderate  $R^2$  and  $Q^2$  values as they are in a field that explores a very new phenomenon, here omni-channel shopping value, that might be hard to influence (Burns & Burns, 2008). In this case, it is more important that there is a visible effect which approves the structural model.

Nevertheless, in order to assure all assumptions of a multiple regression model, high correlations between the independent variables are to be avoided (Burns & Burns, 2008). Regarding multicollinearity, the highest variance inflation factors (VIF) was 3.160, which is still below the threshold of ten (Burns & Burns, 2008). Thus, multicollinearity is considered to be not of critical issue in this study. In sum, the structural model result confirms the relevance of pop-up store shopping value in the evaluation of omni-channel shopping value and brand loyalty. All results are reported in **Figure 10** and **Table 12**.



**Figure 10: Structural model result.**

**Table 12:** Hypotheses results.

Hypotheses		Hyptothesis Test Results
<b>H1a</b>	Pop-up store shopping value has a positive significant effect on omni-channel shopping value through offline shopping value.	Confirmed
<b>H1b</b>	Pop-up store shopping value has a positive significant effect on omni-channel shopping value through online shopping value.	Confirmed
<b>H2a</b>	Omni-channel intensity moderates the relationship between offline shopping value and omni-channel shopping value.	Rejected
<b>H2b</b>	Omni-channel intensity moderates the relationship between online shopping value and omni-channel shopping value.	Rejected
<b>H3a</b>	Pop-up store shopping value has a positive significant effect on brand loyalty through offline shopping value.	Confirmed
<b>H3b</b>	Pop-up store shopping value has a positive significant effect on brand loyalty through online shopping value.	Rejected
<b>H4</b>	Omni-channel shopping value has a positive significant effect on brand loyalty.	Confirmed

## 4.2 Qualitative Analysis and Results

The qualitative method is used to support the findings from the quantitative study and to answer our second sub research question of: *What role do pop-up stores play in the overall omni-channel shopping experience (RQ1b)?*

As outlined in the Methods Chapter (see Chapter 3, Section 3.5), semi-structured interviews are used in order to determine the role of pop-up stores in the omni-channel shopping experience as well as the shopping value they provide within the utilitarian, hedonic and social dimension. Thus, this section identifies key characteristics of pop-ups stores as a marketing tool. Furthermore, a short summary of the most important findings of the shopping value of pop-up stores as well as findings, which will be subjected to the discussion in the analysis and discussion section of this thesis are provided. Therefore, the most important findings are classified into the following main topics: *Pop-up Store Shopping Value Dimensions* and *Pop-up Stores Characteristics*. The findings for the *Pop-up Store Shopping Value Dimensions* are further divided into the subsections: *Utilitarian*, *Hedonic*, and *Social* whereas *Pop-up Stores Characteristics* is divided into the subsections: *Awareness*, *Curiosity*, *Creating an Urgency to Act*, *Social Media* and *Word-of-Mouth (WOM)*. An overview of the codes and subcodes can be found in **Table 13**.

**Table 13:** Codes and sub codes.

Code	Sub code
Pop-up Store Shopping Value Dimensions	Utilitarian
	Hedonic
	Social
	Awareness
Pop-up Store Characteristics	Curiosity
	Creating an Urgency to Act
	Social Media
	Word-of-Mouth (WOM)

#### 4.2.1 Shopping Value Dimensions of Pop-up Stores

Overall, the findings for the pop-up store shopping value show that the interviewees derive much value from the hedonic dimension of pop-up stores as well as some value from the social dimension but hardly mention values for the utilitarian dimension of pop-up stores.

##### 4.2.1.1 Utilitarian Shopping Value of Pop-up Stores

For the analysis, *Utilitarian Shopping Value* is defined as a deliberate, task-related and rational consumption behavior aimed at shopping with values of convenience and needs. When the interviewees obtain a utilitarian shopping value from a shopping trip at Tchibo, the product has been purchased in an efficient and conscious manner. Regarding the utilitarian value of pop-up stores interviewees mentioned that they can try new products of the company: “On the one hand you can try new things as a company and on the other hand it is something new for the customers as well” (Participant, I7). In relation to this quote another interviewee considers the possibility to visit the pop-u store if the offers are limited which makes it more special to try out and buy: “Yeah, if they have limited offering, I would maybe buy something” (Participant, I1).

##### 4.2.1.2 Hedonic Shopping Value of Pop-up Stores

*Hedonic Shopping Value* is derived from a pleasurable and joyful experience at the Tchibo pop-up store identified in the semi-structured interviews. Thus, this code is chosen to describe the opposition of the above-mentioned utilitarian shopping value. The hedonic value which pop-up stores generate through exciting experiences is expressed by this interviewee: “It’s more for the experience that is why I go there” (Participant, I5). This hedonic experience can be established through the right interior design and influence customers' perception which this quote demonstrates:

*With the boxes and more natural decoration, it is more... down to earth... you can chill here, relax, shopping experience... it is not about shopping it is about enjoyment.*



*Calm [down], sit down, drink a coffee and you can buy something if you want* (Participant, I4).

Enjoyment through design is also expressed with this quote: *“This pop-up store has a pleasant style, comfortable and shows enjoyment of shopping”* (Participant, I2). Accordingly, when the interviewees felt that the atmosphere of the pop-up store was nice they all said that they would want to stay longer in the store: *“... it has such a nice atmosphere where you want to stay longer ...”* (Participant, I5), or *“I feel like sitting there and actually want to look at products in this store”* (Participant, I7).

A positive hedonic experience in the store also favors customers' intention to buy:

*So, I value the feeling in the store quite high. So when I feel comfortable in the store and the atmosphere is nice, when I feel welcomed, when I feel like it is just nice to be there, when I've got just such a nice feeling in my stomach when I buy stuff and I buy a lot of stuff that I don't even need. It's like an emotional shopper. And in such a pop-up store I would just feel so comfortable and welcomed and it is just so nice, it is just such a cozy atmosphere that I would definitely buy stuff* (Participant, I6).

An enjoyable experience is also what our interviewees value most about the pop-up stores:

*But this type of store is not about shopping but more [about] the social aspect... to have a little break from everything around you... you are in big warehouses and big supermarkets which is very stressful... and then you go in this small store where everything is in slow motion and enjoyable* (Participant, I4).

In this long quote, a lot of potential chances are highlighted for Tchibo. Especially, the great potential for Tchibo to provide hedonic value is heavily stressed in this quote by respondent I6:

*In general, I think shoppers or consumers today want more than just a pure consumption. They want to consume memories, experiences, emotions, stuff like that and I think Tchibo can deliver on that. I think Tchibo can give a lot of like those experiences and emotions just through discovering and exploring products and that is very valuable I guess. So I think especially in our world where we live where people normally have enough money to live a good life that I think it is especially important to have stores where you can get more than just the pure products and that is Tchibo for me. I think that's a good thing and I think therefore they have a good position on the market. Everyone knows Tchibo. So I think they can do quite a lot* (Participant, I6).

#### *4.2.1.3 Social Shopping Value of Pop-up Stores*

The code *Social Shopping Value* was defined based on the social aspect of the shopping experience at the Tchibo pop-up store. Specifically, we associate social shopping value with

the experience gained when customers go shopping with friends or families as a social act in society.

Our interviewees generate social value from the relationship to different social actors in the pop-up store. When asked under which circumstances they would visit pop-up stores one interviewee said: “... [to meet] with friends at Tchibo in a good atmosphere” (Participant, I4) and

*... if I am with friends, then it is about the shopping. Pop-up stores are part of this experience. Pop-up stores are typical for social behavior... . Here, the customer wants to enjoy the moment... . This goes along with the thing I said about social aspect when I am with friends (Participant, I4).*

The social value of pop-up stores is also a reason for customers to visit the pop-up stores multiple times as every experience is different depending on the people that you are with but also when there is a change in the location: “I would go with friends or family again if they have it in other cities too” (Participant, I2).

#### 4.2.2 Characteristics of Pop-up Stores as a Marketing Tool

Many interviewees assessed the role of pop-up stores from a retail marketing perspective. In general, a very positive attitude towards pop-up stores is noticed by the respondents. The interviewees liked the pop-up store idea and would appreciate to have this kind of experience more often or would even prefer that “...every [regular] store was designed like this” (Participant, I5). Also, regarding the experimental nature of pop-up stores, one interviewee noted: “I think it is a good idea to for the purpose of testing a new concept. For the customers as well as for the company” (Participant, I7). Another interviewee also mentioned the experiential nature of pop-up stores and sees the concept of pop-up stores as: “...customized [and] interesting... as the company and customers get to see and try out things which they otherwise would not to... so it is like a win-win-situation” (Participant, I4).

Further, this interviewee perceived pop-up stores as advantageous for the company:

*... because they are not bound to it. They can just stop it if it is not working. So, that is why I think it is very interesting for companies as they can try out new things without great risk (Participant, I4).*

As for the customer’s benefit of the pop-up store concept, this interviewee maintained with conviction:

*For the customer, it is a win as they can get creative stuff. Because most of the time, the customer is interested in stuff the company does not offer [on a regular basis] (Participant, I4).*

This statement summarizes the concept of pop-up stores very nicely and already suggests some of the key characteristics of pop-up stores:

*I think it is interesting, it is appealing and it creates awareness because there is suddenly something which you have never seen before and it is just for a limited time and there is a lot of buzz around it. So it is a cool marketing thing to do (Participant, I6).*

Our interviewees also noticed differences of pop-up stores when compared to regular stores. The following statements underline the differences:

*It is not impulse buying anymore as you stay longer in the store but due to the limited selection of offerings and time period, people are more prone to visit this store. We get more interested. It would be different if we know the store would stay for more than a year. So, this pop-up store gives one an incentive to go and visit it (Participant, I1).*

One Interviewee believed that the intention behind the operation of pop-up stores is to reinforce brand experience and not to make profit. The following quote supports this idea:

*... it is not a store where you go there for just buying something ... this pop-up store is in a totally different dimension, it is not the same. They are trying something new and interesting and I like that (Participant, I4).*

Regarding the usage of online touchpoints in the physical environment, the interviewees reacted positively to the picture and video of a milk foam printer which prints pictures on coffee that visitors send to the printer machine:

*The coffee printer which I've seen on the picture seems really interesting and fun. I would really like to try it out sometime. If I really had a great experience with this coffee printer, then I would tell my friends or even take a picture to show them (Participant, I5).*

Hereafter, findings of different key characteristics of pop-up stores are presented in the following sections in order to contribute to a better understanding of the potential impact pop-up store have as a marketing tool. The characteristics identified are: *Awareness, Curiosity, Creating an Urgency to Act, Social Media, and Word-of-mouth.*

#### *4.2.2.1 Awareness*

We defined the code *Awareness* based on the interviewees' consciousness about the existence of the pop-up store. On the one hand, the code is based on the surprise factor which the interviewees expressed after seeing something new and on the other hand, on the customers' acknowledgment of the new object. Awareness is identified as one of the pop-up store's

characteristics which were mentioned very often by the interviewees. The following quotes show how the interviewees talked about awareness creation in the context of pop-up stores. When the interviewees were asked why they think pop-up stores are so popular, one of the interviewees said: *“I think because it creates a lot of awareness. Because it is ... disrupting, like there is suddenly something that has not been there before“* (Participant, I6). Interestingly, this interviewee perceives awareness in combination with curiosity and explains in this quote how for normal stores the awareness does not last but since pop-up stores only exist for a limited time, the interviewee perceives the awareness they create differently from normal stores:

*Normally, you get used to a store, to a typical store. For example, Hunkemöller store here in town. At first, it was like a bit like hmmm...which kind of store will it be? The windows are covered ... what will it be? And then I saw a large Hunkemöller sign on it and now it opened and ... it created awareness for me that I know that there is a Hunkemöller store but I think it drops afterward, normally at a normal store. Because you know that it is not just for limited time and that you can go there whenever you want to but the pop-up store is more appealing due to the fact that it is just for a limited time* (Participant, I6).

Even though pop-up stores are used to create awareness, one interviewee feels like companies do not create enough awareness of the pop-up stores: *“I think many people don’t know about them. It’s often coincidence if you see one”* (Participant, I5). Here, it is interesting to note that the interviewee perceives a need to do implement marketing initiatives as a marketing tool. However, when asked if companies should market them more, this interviewee added a nice idea of how companies should promote pop-up stores:

*... something like guerilla marketing. For example, you could have something on the floor or the ground like signs which are guiding you to the pop-up store if you are in the city. That would be nice* (Participant, I5).

As mentioned earlier, awareness is related to the pop-up store’s characteristic of curiosity. Thus, findings regarding curiosity will be presented in the following section.

#### 4.2.2.2 Curiosity

*Curiosity* was a code which was defined based on the interviewees’ strong intention and desires to visit the Tchibo pop-up store. As the pop-up store is different from regular Tchibo stores, they expressed that they wanted to discover new things and ideas when seeing the pop-up store. The qualitative interviews show that the interviewees were curious about discovering new things and that their curiosity is stimulated by the pop-up store. The following quote addresses the novel character of pop-up stores which awakens curiosity:

*On the one hand, you can try new things as a company and on the other hand, it is something new for the customers as well. It brings new ideas and people get curious and want to take a look (Participant, I7).*

Similarly, another interviewee also perceives the novel character of pop-up stores as curiosity-arousing: “... if pop-up stores open, it is like any new openings ... it awakens curiosity and it automatically attracts new customers. New is always interesting” (Participant, I2).

In combination with novelty, our observations also show that it creates the urgency for customers to act in terms of visiting the store or buying something in the store. This quote shows the relation between novelty and the creation of urgency:

*So if a new shop opens people run in there and want to see it of course people want to buy something in that new store because it is so cool to find something in that new store to get a new experience. All of the sudden there is something new and they want to buy something new. If companies start to use this kind of trick they can keep the feeling customers have when they see a store opening for the first time (Participant, I3).*

As this quote demonstrates clearly that there is a relationship between novelty and an urgency to act, the characteristic of the creation of urgency to act consequently represents an important part of our findings which will be elaborated on in the subsequent section.

#### *4.2.2.3 Creating an Urgency to Act*

The code *Creating an Urgency to Act* was developed from the observations of the interviewees' intention to visit the pop-up stores and their desire to buy articles because they feel that both pop-up stores and articles exist for a limited time only.

Creating an urgency to act was one of the observations we made when we assessed what effect pop-up stores as marketing tools had on the interviewees. “Companies probably take advantage of the fact that these stores don't exist so long” (Participant, I1), was what one of the interviewees thought about the reason behind the short operation time of pop-up stores. The fact that pop-up stores only exist for a limited time creates an urge for customers to buy the products and visit the stores: “I would really use my time to buy things I can get there [because of the] limited offering. I would just buy things because the offerings are different there too” (Participant, I1). Another interviewee even believes that the products which the company sells in the pop-up stores are the same however with the difference that the label is different such as having a label which says ‘limited edition’ or product packaging which are adapted to the season:

*I think they create an urge for customers to buy something. Because even though they might sell the same products they can put a label on it saying: only available for a*

*short time. Like chocolate which is only available for Christmas or Easter and after it is gone (Participant, I3).*

Already before customers have an urge to buy products, they already create the urge to even visit the pop-up stores as one of the interviewees explains:

*... you know that it is not just for limited time and that you can go there whenever you want to but the pop-up store is more appealing due to the fact that it is just for a limited time (Participant, I6).*

This urgency that customers feel to visit the stores due to the limited operation time of the pop-up stores also creates mixed feelings as expressed by this interviewee:

*But it might be also a bit disappointing when I, or if I would really like it and then I would like to go back to it again and then it is gone. Or if I wanted to go there but just missed it. So that would be sad. The fact that it is just for a limited time. I think it is both. It is kind of great, but also sad (Participant, I6).*

Moreover, social media can help in creating this urgency just like this quote shows:

*... I think on one hand side, I would feel like kind of pressured to go there because I would like to see it and especially if I would see it on social media first, then I would definitely want to see it in real life (Participant, I6).*

Hence, social media plays an important role in triggering customers' feeling of urgency to act in the pop-up store context which will be explained below.

#### *4.2.2.4 Social Media*

We identify *Social Media* as a code for our analysis and results since social media is strongly influencing customer behavior these days. Customers do not only learn about the events that are happening around them but also update their friends and families about their current whereabouts. Our findings show that social media is an essential element which is connected to the pop-up store concept such as seen on the example of this interviewee's intended behavior when asked if he would put a picture of the pop-up store on social media:

*... I think it is a very typical thing to put on social media (laughs). In social media, you want to share those moments with friends. Me personally, I am not that active on social media but it would be a possibility to share it and then it is a big thing already. From a scale from one to ten, it would be a seven to share it (Participant, I4).*

As mentioned earlier, social media is used to trigger the feeling in customers that they have to visit the store:

*But if they have this kind of pop-up stores in my city and I see it on Facebook, then I would definitely go visit this store. Or just if I see something on Facebook, it attracts my attention (Participant, I1).*

For some, as mentioned before in the pop-up store characteristic section about awareness, social media helps to enhance brand awareness and only with the help of social media and distinct features of social media platforms such as Instagram stories they get reminded of the brand:

*... I forget about Tchibo quite often. That is a thing. I see advertisements and Instagram posts from all other shops but no advertisements from Tchibo. But I never really get reminded of Tchibo. I actually saw your Instagram story of the time you went to Tchibo two weeks ago and only once I saw your story I thought: Oh, I should probably go to a Tchibo store again (Participant, I3).*

Furthermore, our observations show that interviewees do not only use social media to get informed about marketing activities of brands such as pop-up stores but they also actively use their own devices to inform others about their experience with the brand or the pop-up store:

*I don't know. If I really had a great experience maybe with this coffee printer, then I would tell my friends or even take a picture to show them. Or if I had Instagram maybe I would put it in a story and share it with the others (Participant, I5).*

Not only Instagram would be a suitable social media platform to share one's experience but also Snapchat as this interviewee suggests:

*Or send a snap to a friend, like: Oh have you seen this? Go there! It's kind of cute. Or take a picture for me and show it to my mom. Oh look at this. Have you ever seen something like that? They should have stores like that everywhere (Participant, I6).*

From this quote, we can also observe that if social media is not an option to share the experience with others, the interviewees would also recommend the pop-up store using word-of-mouth in order to inform their friends and family to visit. The next section covers the pop-up store's characteristic of generating word-of-mouth (WOM).

#### *4.2.2.5 Word-of-Mouth (WOM)*

Another code defined for the purpose of analyzing our results is *Word-of-Mouth (WOM)*. The interviewees frequently mentioned that they would recommend the Tchibo pop-up stores to their family and friends by telling them about the pop-up store. Thus, we identified word-of-mouth as a characteristic of pop-up stores among our observations. Interviewees expressed that they would engage in positive WOM if they had a nice experience: *"I would go with friends or family again if they have it in other cities too. But since it is an interesting concept,*

*I might tell people about it” (Participant, I2). When two other interviewees were asked if they would recommend the Tchibo pop-up store one said:*

*Compared to other situations, I would do it because it is about the design and atmosphere. The place for itself it is not unique because most cafes look like that but it is something unique for those kinds of shops. If I would send you a picture of this, people would be interested in it because it is not the typical Tchibo shop you see... it gathers interest (Participant, I4).*

And the other one answered:

*Oh yeah... I would do that as I know a lot of people who actually shops at Tchibo regularly. My mom, my grandma, my friends, me myself... like all generations. You can find something for everyone. They would be interested in this store too. Like you can find something for anyone in there (Participant, I1).*

Therefore, we conclude that awareness, curiosity, the creation of urgency to act, social media and WOM are important characteristics that shape the role of pop-up stores in today’s digital age. An overview of the participants’ characteristics can be found in **Table 4**.



## 4.3 Chapter Summary

The aim of this chapter was to provide a detailed and extensive overview of the main findings identified in the quantitative and qualitative study. The results of each research method were discussed separately.

The quantitative findings that answer our first sub research question regarding *what effects pop-up stores have on the omni-channel shopping experience and brand loyalty (RQ1a)*, showed positive significant results that the inclusion of pop-up store concepts in retailing enhances the omni-channel shopping experiences through both offline and online touchpoints. Moreover, our results indicate that pop-up stores increase brand loyalty through the offline touchpoints whereas pop-up stores did not show a significant positive relationship through the online touchpoint on brand loyalty. Further, we found that omni-channel shopping value positively influences brand loyalty. Moreover, the moderating effect of omni-channel intensity was also found to be insignificant. Nevertheless, the results conclude that both the inclusion of pop-up stores and brand loyalty are important constructs in assessing the omni-channel shopping experience. To sum up, the hypotheses **H1a**, **H1b**, **H3a**, and **H4** were confirmed. Whereby, **H2a**, **H2b** and **H3b** were rejected with regard to the statistical outputs.

With the help of the second sub research question (**RQ1b**), we wanted to assess *the role of pop-up stores in the overall omni-channel shopping experience*. Our semi-structured interviews provided us with material to identify five different characteristics of pop-up stores which are the pop-up stores' ability to create awareness, curiosity, an urgency to act, and buzz on social media as well as for word-of-mouth. Regarding the evaluation of pop-up stores as a marketing tool, the interviewees expressed that pop-up stores are a good experimental tool to test new concepts for companies and that they create brand awareness. Furthermore, findings concerning the pop-up store shopping value showed that the interviewees derive most of the value from the hedonic dimension, some value from the social dimension but hardly any value for the utilitarian dimension.

## 5. Discussion

In this section, the empirical findings from the questionnaire, as well as from the semi-structured interviews, in reference to the theoretical framework are elaborated. Furthermore, a discussion with the aim to discover what the results really imply in connection to the literature is presented. This section aims to ensure a clear and logical connection to each research question, in order to be able to fulfill the purpose set out for this thesis. The overall purpose question to answer is: *How do pop-up stores contribute to a successful shopping experience in the age of digitization (RQ1)?*

### 5.1 Evaluation of Dimensions in Pop-up Stores

#### *Utilitarian Shopping Value of Pop-up Stores:*

Utilitarian shopping value is defined as a deliberate, task-related and rational consumption behavior (Babin, Darden, & Griffin, 1994; Mathick, Malhotra, & Rigdon, 2001). When customers obtain a utilitarian shopping value from a shopping trip, a product has been purchased in an efficient and conscious manner (Babin, Darden, & Griffin, 1994).

In terms of utilitarian value creation, Niehm et al. (2006) argue that pop-up stores contribute towards the value generated in the utilitarian dimension. Niehm et al. (2006) propose that the pop-up store utilitarian shopping value involves the facilitation of the purchasing and decision-making process through product trial or the acquisition of product knowledge. However, even though Niehm et al. (2006) suggest that pop-up stores contribute towards the value generated in the utilitarian dimension our interviewees hardly mention any utilitarian shopping values for pop-up stores. One of the interviewees said that pop-up stores provide people with the chance to try new offerings, whereas another interviewee mentioned that they would buy things because of the limited offerings. Both statements are in line with the definition of utilitarian shopping value provided by Niehm et al. (2006). Moreover, we were able to verify with our quantitative study that a utilitarian shopping value for pop-up stores exists. The quantitative results showed a positive significant relationship between utilitarian shopping value and pop-up store shopping value. Nonetheless, hardly any interviewees explicitly mentioned a utilitarian value for pop-up stores and our quantitative study shows that the path coefficient for the utilitarian shopping value of pop-up stores (POPSV-U) is the smallest compared to the hedonic and social shopping value of pop-up stores.

Regarding the utilitarian dimension, it should be noted that this result is not in line with the previous study of Huré, Picot-Coupey and Ackermann (2017). The researchers found an

insignificant effect on the relationship between utilitarian shopping value and offline shopping value. We found a positive significant effect between utilitarian shopping value and offline as well as utilitarian shopping value and pop-up store shopping value. Since pop-up stores are physical in nature (Gordon, 2004), they are very similar to offline stores, which is why we expected similar results for the effect of utilitarian shopping value on pop-up as well as offline shopping value. Thus, we conclude that there is a positive relationship for utilitarian shopping value and pop-up store shopping value even though the assumed effect of the utilitarian shopping value on pop-up store shopping value is the weakest among the three dimensions. From the qualitative perspective, customers derive value from the utilitarian dimension because they are able to explore new offerings and buy limited products.

#### *Hedonic Shopping Value of Pop-up Stores:*

Hedonic shopping value is defined as the “appreciation of an experience for its own sake, apart from any other consequence that may result” (Mathick, Malhotra, & Rigdon, 2001, p. 41) and offers a more pleasurable and fun experience, rather than mere task completion (Huré, Picot-Coupey, & Ackermann, 2017). Niehm et al. (2006) argue that pop-up stores contribute towards the value generated in the hedonic dimension. The researchers identify excitement and entertainment as the hedonic value which pop-up stores deliver. Our qualitative findings were consistent with the definition from Niehm et al. (2006) regarding the hedonic shopping value for pop-up stores. Almost all interviewees expressed that they derive most of the value from a joyful and exciting experience which they can get at the pop-up store. These results are also statistically supported by our quantitative results which show a positive significant effect between the relationship of hedonic shopping value and pop-up store shopping value. The contribution of the hedonic dimension to the pop-up store shopping value is as high as the contribution of the one of the social dimension. Additionally, in order to create hedonic value, the design of the environment is essential (Klein et al. 2016). Our qualitative results show that store design influences customers’ perception and shapes their in-store experience. As shown with our qualitative findings, a nice environment can influence customers’ experience positively. Hence, we conclude from our quantitative and qualitative findings that there is a positive significant relationship between hedonic shopping value and pop-up store shopping value due to the enjoyable experience at the pop-up store which is provided by a nice interior design.

#### *Social Shopping Value of Pop-up Stores:*

Past literature which studied the value and role of pop-up stores such as Niehm et al. (2006), as well as Klein et al. (2016), did not explicitly mention the social values pop-up stores provide. According to Rintamäki et al. (2006) shopping has a social dimension to which symbolic meanings, social norms, the relationship between different social actors, and the consumer’s self-identity belong. Although Huré, Picot-Coupey and Ackermann (2017) refer to status and self-esteem enhancement in the social shopping value context of their framework, the findings from our semi-structured interviews show that the interviewees derive social value from pop-up stores in form of social interactions with others. They see shopping as a social activity. Specifically, going to the pop-up store would be an activity that

they would do in their leisure time. Thus, our qualitative findings support the definition of social shopping value of Rintamäki et al. (2006) that social value is generated from the relationship between different social actors but not that social value enhances status and self-esteem as Huré, Picot-Coupey and Ackermann (2017) suggest. Yet, our quantitative results show a positive significant relationship between social shopping value and pop-up store shopping value. Our quantitative questionnaire included the questions from Huré, Picot-Coupey and Ackermann (2017) about self-esteem and status which asked if customers feel that they belong to the target group of this brand as well as if they feel like the assortment fits with their style. The significant results for social shopping value from our quantitative study therefore verify that customers acquire social shopping value through self-esteem and status from pop-up stores which is aligned with the results which Huré, Picot-Coupey and Ackermann (2017) found for online as well as offline shopping value.

Moreover, in our findings, the contribution of the social shopping value was just as high as the contribution of the hedonic shopping value, which signifies that the two dimensions are equally important in creating pop-up store value. Thus, social shopping value contributes positively to the pop-up store shopping value as customers appreciate social interactions that they can have with friends in the store as well as help to increase status and self-esteem which was verified by our quantitative results. The social shopping values of pop-up stores have not been mentioned by previous literature before, neither the aspect of social interactions therefore, our findings provide a new contribution to existing literature.

In sum, the utilitarian, hedonic and social dimensions contributed significantly towards the pop-up store shopping value which was verified with our quantitative as well as qualitative findings. The hedonic and social dimension had a stronger contribution to the pop-up store shopping value and the social value was derived from social interactions in the qualitative study whereas in the quantitative study it was derived from status and self-esteem.

## 5.2 The Role of Pop-up Stores in Omni-channel Shopping Experience

In this section the findings related to our two research questions: *how do pop-up stores contribute to a successful shopping experience in the age of digitization (RQ1)* as well as *what role do pop-up stores play in the overall omni-channel shopping experience (RQ1b)*, are discussed.

Previous studies have defined pop-up stores as a marketing tool (Niehm et al. 2006) as well as used pop-up stores as a strategy to test the new concept that combines offline as well as online channel features (Bodhani, 2012). Our qualitative findings indicate that pop-up stores are indeed a popular and relevant marketing tool which attracts customers and help companies to create brand awareness. The quantitative results support this argument as pop-up store

shopping value had both a positive significant effect on offline as well as online shopping value. Moreover, the pop-up store shopping value has a positive significant effect on omni-channel shopping value through its relationship with the offline and online shopping value. Regarding this relationship, previous literature has found positive effects for the relationships between offline, respectively online shopping value on omni-channel shopping value (Huré, Picot-Coupey & Ackermann, 2017) which we successfully replicated with our quantitative study.

As for the hybrid strategy which Bodhani (2012) and Mosquera, Pascual and Ayensa (2017) suggests, we found a positive attitude towards a milk foam printing machine in the pop-up store. The interviewees were attracted to it and describe this kind of technology as advanced which suggests that hybrid strategies in pop-up stores are also a successful concept in the age of digitalization.

Overall, the interviewees expressed a very positive attitude towards pop-up stores. They like the pop-up store idea and would appreciate having this kind of experience more often. Regarding the role of the characteristics of pop-up store our findings are in line with Gordon's (2004) definition of pop-up stores being experimental in their nature as few interviewees noted that pop-up stores are a very suitable tool to test new concepts. Furthermore, as Klein et al. (2016) mentioned in their study, the intention of operating a pop-up store is different compared to the regular physical stores. Our interviewees found many differences when they compare pop-up stores to regular stores. They even discovered the reason behind the operation of pop-up stores which Klein et al. (2016) argue is to reinforce brand experience and not to generate profit. Furthermore, the following characteristics of pop-up stores were found according to our qualitative findings:

*Awareness:* *Awareness* was one of the characteristics of pop-up stores which was mentioned very often by the interviewees. According to Bell, Gallino and Moreno (2014), one advantage of pop-up stores as a marketing tool is that they enhance brand awareness.

*Curiosity:* Even though awareness seems to coincide with curiosity, we identified *Curiosity* as a separate characteristic of pop-up stores. Niehm et al. (2006) suggest that pop-up stores offer a discovery and surprise factor which customers value about the pop-up store marketing concept. In line with the previous observations of Niehm et al. (2006), our interviewees often expressed that they were curious about discovering something new, which in turn stimulated their curiosity.

*Creating an urgency to act:* *Creating an urgency to act* was one of the observations we made when assessing what effect pop-up stores as a marketing tool have on the interviewees. Although previous research suggests that companies do not have the primary objective to generate sales (Klein et al. 2016), the pop-up stores still make a profitable return-on-investment (Niehm et al. 2006) as the fact that pop-up stores only exist for a limited time creates an urge for customers to buy the products and visit the stores.

*Social Media:* Social Media has definitely become an unavoidable part of customers as well as companies' everyday life. Moreover, different changes in lifestyle lead to new customer behavior and engaging experiences are what customers more frequently look for (Niehm et al. 2006). Our findings support that social media is an essential element which is connected to the pop-up store concept. Most of the interviewees would use social media to either inform others about the experience at the pop-up stores or they will learn about the pop-up stores from the experience of others through social media.

*Word-of-mouth (WOM):* When customers have had a pleasurable experience in the pop-up store they engage in positive word-of-mouth (Klein et al. 2016). In accordance with the previous findings of Klein et al. (2016), we identified WOM as another characteristic of pop-up stores among our observations as well.

Hence, from the overall findings about the role of pop-up stores we can say that pop-up stores have an experimental character and increase brand awareness. As for the characteristics of pop-up stores we conclude that awareness, curiosity, creation of urgency to act, social media, WOM are all important elements that emerge from the usage of pop-up stores as marketing tools and hybrid strategies.

### 5.2.1 Non-Contribution of Omni-channel Intensity

Current literature suggests a shift from using multi-channel retailing (Frazer & Stiehler, 2014; Huré, Picot-Coupey, & Ackermann, 2017) towards a more integrated sales experience, the so-called omni-channel retailing (Ailawadi & Farris, 2017; Huré, Picot-Coupey, & Ackermann, 2017; Mosquera, Pascual, & Ayensa, 2017). A true omni-channel experience would mean that one transaction spans over more than one channel (Frazer & Stiehler, 2014). For instance, a customer can purchase a product online, in the digital environment, and he or she can collect it at the retail physical outlet, the offline environment (Frazer & Stiehler, 2014). This in turn implies that implementing a true omni-channel strategy entails a full integration of the offline and the online shopping experience (Frazer & Stiehler, 2014; Huré, Picot-Coupey, & Ackermann, 2017).

Based on the literature, most of the factors derived from the empirical findings are in line with findings from previous research regarding the influence of online and offline channels on omni-channel shopping experience. The empirical findings show both that offline shopping value and online shopping value enhances the omni-channel shopping value. Accordingly, adapting the concept of pop-up stores inherently increases the omni-channel shopping experience through the other two touchpoints. Revealed in the semi-structured interviews was that the customers enjoy shopping at different touchpoints which is also in confirmation with the literature about the appreciation of having an integrated shopping experience (Bodhani, 2012). Additionally, some literature argues that while integration is a concept which has to be managed from the retailer's point of view, "perceived consistency" is its counterpart from a

customer's point of view (Huré, Picot-Coupey, & Ackermann, 2017, p. 316; Picot-Coupey et al. 2016). Specifically, in the previous study of Huré, Picot-Coupey and Ackermann (2017), the researchers found that perceived consistency had a significant effect on the relationship between offline shopping value and omni-channel shopping value, as well as online shopping value and omni-channel shopping value. However, our quantitative findings did not reveal significant results, thus deviating from the literature. This is why we focused on finding reasons for this insignificant effect with the help of the qualitative interview responses in the following section. We assume that the main reason for this insignificance is that on the one hand, customers perceive the inconsistency of the Tchibo assortment as a strength of the company whereas on the other hand, other customers express that they are frustrated and confused about the offerings in the different channels and across countries. In contrast to our expectations, our research does not substantiate recent discussions about the key role of perceived consistency in an omni-channel experience (Huré, Picot-Coupey, & Ackermann, 2017; Melero, Sese, & Verhoef, 2016; Picot-Coupey et al. 2016). Thus, the findings of the study imply that omi-channel intensity is less important in enhancing the omni-channel shopping value.

### 5.3 Evaluation of Brand Loyalty in the Omni-channel Context

According to Kiwamu et al. (2016, p. 441) customers have started to seek for seamless shopping experiences that can combine the channels that they use depending on their circumstances or preferences, the so-called “omni-shoppers”. Thus, our first sub research question (**RQ1a**) deals with the effect pop-up stores exhibit on the overall omni-channel shopping experience and in specific, on brand loyalty. In both our empirical findings as well as semi-structured interviews, the shopping value at different touchpoints of offline, online and pop-up store was found to not only increase the omni-channel experience but was also cherished by participants. In this respect, the literature agree upon the fact that offline (Bagdare & Jain, 2013; Grewal, Levy, & Kumar, 2009; Verhoef et al. 2009) and online channels should increase the omni-channel experience (Cleff, Walter, & Xie, 2018; Rose, Hair, & Clark, 2011). Thus, our findings contribute to the literature in two ways: first, the empirical findings are in alignment with the literature and answer **RQ1** and **RQ1a**, and second, they extend the literature by identifying a positive indirect of implementing the pop-up store concept on the overall omni-channel shopping experience.

Furthermore, the literature suggests that including brand loyalty into the assessment of the omni-channel shopping experience (Kiwamu et al. 2016; Verhoef & Donkers, 2005). In particular, prior research has assumed that some channels will have a negative effect on brand loyalty, while others should create high retention rates (Verhoef & Donkers, 2005). Our results provide evidence for these assumptions: while the offline touchpoint is found to positively increase brand loyalty, contrary to our expectations, the online touchpoint seems to not increase brand loyalty. Especially, pop-up stores seem to strengthen brand loyalty through

the use of offline stores. The former finding provides some evidence for remarks by Kiwamu et al.'s (2016) opinion that offline channels will attract more loyal Tchibo customers, perhaps because Tchibo is known for its offline shop. The latter finding illustrates that the online touchpoint channel leads, on average, to lower retention probabilities than the other channel. This result is in variance with the literature of Verhoef and Donkers (2005) saying that website channels create lock-in effects which lead to increased brand loyalty. Nevertheless, since the effect of the online touchpoint on brand loyalty would have been significant at another significance level, we assume that this touchpoint increases brand loyalty if certain criteria found in the qualitative study are given: generally, customers indicate that they were not much aware of the Tchibo website but were keen to browse more often when they caught a glimpse at it. Another reason for this insignificant relationship is that Tchibo customers hold stronger associations to the typical Tchibo off-stores than the online shop as their physical stores are highly spread out in Germany. Understanding which channels Tchibo's target shopper uses, and where they are most likely to switch is critical with regard to marketing efforts. As indicated through the semi-structured interviews and descriptive findings, the respondents' age group of 50-59 years was identified to be the biggest age group from our sample. Thus, this age group is more familiar or is keener to shop at physical stores than online. Additionally, the advantage of convenience shopping online (Cleff, Walter, & Xie, 2018) is substituted by the availability of Tchibo products at supermarkets or convenience stores. In order to increase brand loyalty and retain customers, the qualitative findings suggest more visible promotion of the e-commerce possibilities of Tchibo.

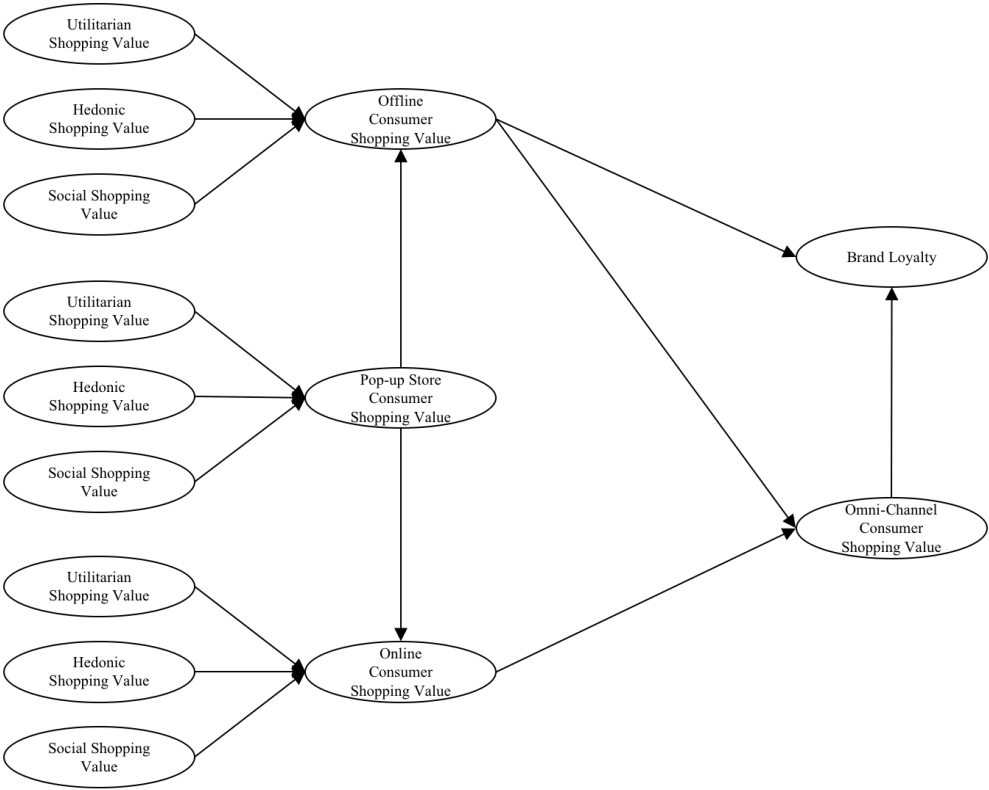
With respect to omni-channel shopping experience, Kiwamu et al. (2016) found out that an omni-channel shopping experience enhances brand loyalty. The overall findings are both in consent with previous literature and exceed beyond them. Thus, the inclusion of brand loyalty in our model is justified and approved. This not only extends Huré, Picot-Coupey and Ackermann's (2017) model but also contributes to the literature in a novel way. Especially in the context of pop-up stores, the conducted results provide new insights into the literature of omni-channel shopping experience and brand loyalty. In specific, pop-up stores are identified as a promising marketing tool in previous sections (Klein et al. 2016) and since pop-up stores only exist for a limited time, the thesis studied the indirect effect of this touchpoint on brand loyalty (Niehm et al. 2006). Different studies suggest that the right combination of touchpoints result in a cohesive omni-channel experience which in turn enhances brand loyalty (Mosquera, Pascual, & Ayensa, 2017; Neslin & Shankar, 2009). However, as not much is known about the relationship between pop-up store and brand loyalty in the literature yet (Huré, Picot-Coupey, & Ackermann, 2017), the quantitative findings found about pop-up stores' ability to enhance the omni-channel shopping experience and increase brand loyalty through the other two touchpoints extends research in this field. In other words, implementing pop-up stores as a new marketing tool in a physical store featuring digital touchpoints enables a unique shopping experience for customers and thus, reinforces their emotional bond to the brand.



Regarding our first sub research question (**RQ1a**) which deals with the effect of pop-up store shopping value on omni-channel shopping value and brand loyalty, our results advocate the importance of assessing the omni-channel experience in today's age of digitization with the inclusion of the pop-up store touchpoint and the evaluation of brand loyalty. It is found that the possibility for customers to shop in an omni-channel not only increases brand loyalty and the attitude towards the brand but also that pop-up stores influence brand loyalty positively through the offline channel. Although pop-up shops are growing in popularity as a hybrid model to build more intimate relationships with customers (Bodhani, 2012), they are more attracted and retained in-store rather than online as nothing beats the intimate, face-to-face interactions. Nevertheless, customers are learning to expect a unique experience that is different than what they get when they visit a brick and mortar store.

## 5.4 Chapter Summary

Introduced in **Figure 11**, the empirical and analysis findings are presented together in order to derive a model of the influence of pop-up stores, their dimensions, on omni-channel shopping experience and brand loyalty through both offline and online touchpoints.



**Figure 11:** Final model based upon analysis (an adaptation from Huré, Picot-Coupey and Ackermann (2017)).

The aim of this chapter was to discuss and interpret the quantitative and qualitative findings which were identified in the analysis section and to connect them with relevant literature. The purpose of our study was to unveil how pop-up stores contribute to a successful shopping experience in the age of digitization. The four main points of discussion were the evaluation of dimensions in pop-up stores, as well as the role of pop-up stores in omni-channel shopping experience, the non-contribution of omni-channel intensity in the omni-channel context, and the evaluation of brand loyalty in the omni-channel context.

The evaluation of dimensions in pop-up stores revealed that the utilitarian, hedonic and social dimension positively contribute towards the pop-up store shopping value which was verified

with our quantitative as well as qualitative findings. The hedonic and social dimension had a greater contribution to the pop-up store shopping value. Specifically, social value was derived from social interactions in the qualitative study whereas in the quantitative study, it was derived from status and self-esteem. Regarding the role of pop-up stores in omni-channel shopping experience, we discussed the experimental character and the ability of pop-up stores to increase brand awareness. Furthermore, awareness, curiosity, the creation of urgency to act, social media, and WOM were all important characteristics that emerge from the usage of pop-up stores as marketing tools and hybrid strategies.

Another focus of the discussion concerned the non-contribution of omni-channel intensity in the omni-channel context. We concluded that the insignificance of omni-channel intensity is due to some customers' perception about the inconsistency of the Tchibo assortment as a strength of the company whereas other customers are not satisfied with the offerings in the different channels and across countries. Therefore, we argued that omni-channel intensity is less important in enhancing the omni-channel shopping value (**Figure 10**).

Another main part of the discussion was the evaluation of brand loyalty in the omni-channel context. We found that an integration of pop-up stores as an additional touchpoint increased brand loyalty as pop-up stores influenced brand loyalty positively through the offline channel. In sum, modeling pop-up store as a separate construct tested its relevance in the omni-channel shopping value domain. As supporting evidence was realized, it adds conceptual clarity to what comprises the global construct, total shopping value in an omni-channel context. Our results highlight the importance of assessing the omni-channel experience in today's age of digitization with the integration of the pop-up store as an additional touchpoint and brand loyalty as another construct.

## 6. Conclusion

This last chapter provides a summary of the study purpose and answers to research question **RQ1** including its sub questions **RQ1a** and **RQ1b**. Further, some practical and theoretical implications, followed by suggestions for future research are provided.

### 6.1 Research Aims

Our research aimed at complementing the shopping value and retailing literature by understanding how shopping value delineates across different touchpoints, such as traditional offline stores, and online stores, with a specific focus on pop-up stores, when it comes to considering omni-channel journeys and brand loyalty. The purpose of the present study was thus, to investigate the main research question **RQ1**: *How do pop-up stores contribute to a successful shopping experience in the age of digitization?* Therefore, two underlying research questions were established: the first dealt with the question of what effect pop-up stores have on the omni-channel shopping experience as well as on brand loyalty (**RQ1a**). The second question dealt with the role of pop-up stores in the overall omni-channel shopping experience (**RQ1b**). By adding brand loyalty and pop-up stores as an additional hybrid of online and offline touchpoints we propose an extension of the previously studied model of Huré, Picot-Coupey and Ackermann (2017) we managed to contribute to an enhanced understanding of omni-channel shopping value.

### 6.2 Research Objectives

In order to accomplish the purpose of this study, our study was examined by the case example of the family business Tchibo GmbH, a food and non-food retailer with a long history in the German market, which is chosen because it has not only a diverse portfolio of products but it is also currently in search of the right balance between physical and digital touchpoints by testing the pop-up store concept in Hamburg. The quantitative data was extracted from pop-up store customers who were also familiar with the offline and online channel in form of a questionnaire conducted with the help of Tchibo GmbH. The data set aimed at answering research question **RQ1a**: *What is the effect of pop-up stores on the omni-channel shopping experience and brand loyalty?* The quantitative findings showed that pop-up store shopping value influences the overall omni-channel shopping value and brand loyalty through the

offline and partly online shopping value positively. The qualitative data was extracted from semi-structured interviews with selected participants who were acquainted with the brand Tchibo. In the course of this, the findings indicated that pop-up stores are popular and relevant marketing tools which attract customers and help companies to create brand awareness as they create awareness, curiosity, an urgency to act, social media, and word-of-mouth. Thus, the supporting qualitative procedure aimed at answering research question **RQ1b**: *What role do pop-up stores play in the overall omni-channel shopping experience?* Ultimately, the data from both sets was synthesized to establish a comprehensive picture of the omni-channel shopping experience and to extend the field of research.

## 6.3 Research Implications

Our study contributes to both practical and theoretical knowledge. The research adds to a complementary perspective to the literature by enhancing the theoretical knowledge about the role of pop-up stores for an omni-channel shopping experience and its effect on brand loyalty in today's age of digitization. In addition, it is of practical importance for managers to know what role pop-up stores play in the omni-channel shopping experience of customers.

### 6.3.1 Theoretical Contributions

Due to the growing importance of omni-channel experiences, the research gap of how different touchpoints contribute to a successful omni-channel experience in order to maximize its value is still insufficiently explored. Especially, in today's world of digitization, the roles of different touchpoints become less clearly defined. By adding pop-up stores as a hybrid of online and offline touchpoints (Bodhani, 2012) as well as brand loyalty to an existing omni-channel framework (Huré, Picot-Coupey & Ackermann, 2017), this study was able to show that an additional touchpoint such as a pop-up store contributes positively to the omni-channel shopping value and brand loyalty. The resulting findings are not only consistent with earlier discussions which perceive omni-channel management as being the integrated management of available channels and touchpoints (Mosquera, Pascual, & Ayensa, 2017; Verhoef, Kannan & Inman, 2015) but also with research views of shopping value as being composed of the three underlying dimensions: utilitarian, social and hedonic (Huré, Picot-Coupey & Ackermann, 2017; Rintamäki et al. 2006) More precisely, we draw the conclusion that each touchpoint and each of the dimensions are important for the omni-channel construct. Hence, this research contributes to the shopping value literature by extending it to an integrated channel setting as well as to the emerging stream of literature about omni-channel retailing by providing a detailed view of the shopping experience in an omni-channel setting. By integrating one more touchpoint we managed to create a more comprehensive picture of omni-channel experiences. We concluded that pop-up stores contribute to a successful shopping experience which we associated with an increase in the omni-channel shopping value as well as brand loyalty in

today's age of digitization. Especially, the social shopping values of pop-up stores have not been mentioned by previous literature before, neither the aspect of social interactions therefore, our findings provide a new contribution to existing literature.

Today, brand loyalty is an essential element in assessing the shopping value in an omni-channel context as a seamless shopping experience reinforces customers' emotional bond to the brand (Kiwamu et al. 2016; Mosquera, Pascual, & Ayensa, 2017). Thus, the findings in our paper certainly add to the wealth of content of this research topic. The uniqueness of our research is marked by the novel character of the investigation of pop-up stores' roles in an omni-channel context in combination with brand loyalty. Not only did we prove that pop-up stores represent a beneficial hybrid strategy and touchpoint in an omni-channel context but also provide qualitative evidence that they are an excellent marketing tool (Niehm et al. 2006).

From the overall qualitative findings of the role of pop-up stores, we summarize that pop-up stores have an experimental character and increase brand awareness. As for the characteristics of pop-up stores, we conclude that awareness, curiosity, creation of urgency to act, social media, WOM are all important elements that emerge from the usage of pop-up stores as marketing tools and hybrid strategies. These findings add to the understanding of pop-up stores roles as well as characteristics as a marketing tool as well as a hybrid strategy for the purpose of testing the integration of physical and digital touchpoints.

### 6.3.2 Practical Implications

The findings have several implications for practitioners that seek to implement an omni-channel experience or enhance their current omni-channel strategy. For example, by extending the omni-channel experience with the concept of pop-up stores, companies will be able to offer customers a richer shopping experience as well as enhance brand loyalty. Pop-up stores do not only represent a solid return-on-investment but they are also very suitable for the purpose of testing new concepts. In addition, our findings suggest that they can increase brand awareness through social media and WOM, which companies should consider if they seek to be visible and relevant for customers or simply to improve their brand awareness. Furthermore, this research helps companies to bridge the gap between physical and digital retail practices by using pop-up stores as a hybrid, a physical store with digital touchpoints, to assess the role of physical stores in the age of digitization.

Moreover, the proposed model of omni-channel shopping represents an advantageous framework which allows marketers to measure and further monitor not only the omni-channel shopping value but also provides an understanding of how value can be derived from different touchpoints. Companies can experiment with the different dimensions of utilitarian, hedonic and social, by weighting each dimension according to the demand of customers for each touchpoint. By considering that customer favor different dimensions for different touchpoints,

our model represents a good basis which allows companies to better allocate their resources and implement a successful long-term strategy. Hence, with the support of our framework as well as the qualitative finding of our research we are able to provide Tchibo GmbH with insights on how they can maximize the consumer shopping value at different touchpoints as well as how they should allocate their resources best to the respective channels in the contemporary digital world. Understanding which channels a firm's target shopper uses, and where they are most likely to switch is critical with regard to marketing efforts. In sum, the omni-channel shopping value framework gives companies insights on how they can establish a successful omni-channel experience in order to retain customers but also enhance brand loyalty.

## 6.4 Future Research

As the study aimed at exploring the value and role of pop-up stores in an omni-channel context, the before-mentioned limitations should be considered and included in future research in order to extend the understanding of omni-channel shopping experience.

In specific, the thesis has analyzed pop-up stores as one touchpoint combining physical and digital features. With this in mind, for Tchibo GmbH, investigating other touchpoints and concepts such as shop-in-shop or depots would also be valuable. As the list of touchpoints is not exhaustive, further research could consider more touchpoints to appraise their contribution to omni-channel shopping value. Especially, the contribution of social networks would be worthy of investigation since with the ascent of social media, consumer behavior has changed.

Moreover, in order to obtain a more holistic and generalizable understanding of omni-channel shopping value, the study needs to be expanded to different industries, company sizes and across different countries. It could be interesting for future researchers to investigate companies who started first with the online channel and then, implemented physical store in order to draw comparisons with our study whether the origin of the shopping channel has an impact on the omni-channel shopping experience.

Furthermore, due to the weak generalization of the findings, a suggestion is to apply the developed scale items in this thesis to a larger sample. In specific, a larger sample size might provide a clearer picture on the relationship of the online touchpoint and brand loyalty. Additionally, as the statistical outputs identify similarities between some questions in the questionnaire, future studies might consider adapting a different or revising the scale items.

In marketing practices, the specific strategy for a successful shopping experience is sometimes based upon the gender of the target population. The possibility exists that there is a difference of how males and females evaluate the shopping value at different touchpoints. This study excluded

any differences in assessing the value of pop-up stores in an omni-channel context between genders. Consequently, future studies are suggested to investigate if there is a difference between different touchpoints and separate genders.

In general, future studies should lead to a deeper and clearer understanding of the omni-channel shopping value and would help retailers and brands to address the relevant challenges in today's digital world in order to find the right balance between physical and digital touchpoints in this new context.



## 6.5 Overall Summary

The purpose of the thesis focused upon the assessment of the value of pop-up stores, specifically the question about how pop-up stores contribute to a successful and seamless omni-channel shopping experience (**RQ1**). To answer it, the research question was split into two further investigations: (**RQ1a**) what is the effect of pop-up stores on the omni-channel shopping experience as well as on brand loyalty, and (**RQ1b**) what the role of pop-up stores is in the overall omni-channel shopping experience. Based on a case study approach or systematic combining, this thesis could bridge the literature gap and define the value of pop-up stores in an omni-channel context on the case of Tchibo GmbH. By combining given literature about pop-up store shopping value and omni-channel shopping experience at different touchpoints with a specific case, the likelihood of creative reframing a new theoretical vision could be achieved.

Through a quantitative study, the first research question was answered as pop-up stores are found to enhance the overall omni-channel shopping experience and brand loyalty through the offline channel and partly through the online channel. Especially, the relationship between the online channel and brand loyalty needs further investigations. The supporting qualitative study proved that the pop-up store both exhibits an important marketing tool role to find the right balance between digital and physical touchpoints in an omni-channel context and increases the shopping experience as pop-up stores imply characteristics of creating awareness, curiosity, an urgency to act and word-of-mouth. This mixed methods research design allows a better juxtaposition of omni-channel shopping experience with respect to different touchpoints and the resulting effect on brand loyalty, thus deepening the results in the previous literature. Consequently, pop-up stores should be included as a separate, third construct influencing the offline and online constructs because modeling both pop-up store and brand loyalty as separate constructs proved their relevance in the omni-channel shopping value domain. Therefore, the study contributes to the shopping value literature by extending it to an integrated omni-channel setting as well as to the emerging stream of literature about pop-up store retailing by providing a detailed view of different touchpoint shopping experience in an omni-channel setting.

In practice, our research model helps practitioners and managers to appraise and monitor not only omni-channel shopping value but also how this value can be derived from several touchpoints by experimenting with different the dimensions, utilitarian, hedonic and social. Hence, understanding the importance of providing an omni-channel shopping experience to retain customers was also proven to increase brand loyalty. Consequently, the outcomes of our research gather a better insight for Tchibo GmbH on both how to maximize the consumer shopping value at different touchpoints and how to allocate their resources best to the respective channels in the contemporary digital world. Nevertheless, exploring the contribution of pop-up stores in an omni-channel context is necessary but not yet sufficient to

provide an integrated whole understanding of this matter. Future research should focus on more touchpoints and concept angles to enrich the field of research for a holistic view.

All in all, the emergence of pop-up stores darts a glance at the growing importance of understanding the right balance between physical and digital touchpoints in retailing. With their surprise nature in character, pop-up stores represent a successful factor in enhancing a customer's omni-channel shopping journey. Still, organizations miss the capability to capture the high potential of this subject and thus, miss the opportunity to gain a sustainable competitive advantage.

# References

- Ailawadi, K. L., & Farris, P. W. (2017). Managing multi-and omni-channel distribution: metrics and research directions, *Journal of Retailing*, vol. 93, no. 1, pp. 120-135
- Alon, I., & Lattemann, C. (2016). Tchibo Goes Global: Implementing a Hybrid Franchising Strategy at Germany's Leading Coffee Retailer, *Global Business & Organizational Excellence*, vol. 35, no. 2, pp. 18-30
- Amit, R., & Zott, C. (2001). Value creation in e-business, *Strategic Management Journal*, vol. 22, no.6-7, pp. 493-520
- Anderson, J. C. (1995). Relationships in Business Markets: Exchange Episodes, Value Creation, and Their Empirical Assessment, *Journal of the Academy of Marketing Science*, vol. 23, no.4, pp. 346-350
- Aurier, P., Evrard, Y., N'Goala, G., (2004). Understanding and measuring consumption value, *Recherche et Applications en Marketing*, vol. 19, no. 3, pp. 1-20
- Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: measuring hedonic and utilitarian shopping value, *Journal of Consumer Research*, vol. 20, no. 4, pp. 644-656
- Baker, J., Parasuraman, A., Grewal, D., & Voss, G. B. (2002). The influence of multiple store environment cues on perceived merchandise value and patronage intentions, *Journal of Marketing*, vol. 66, no. 2, pp. 120-141
- Bäckström, K. & Johansson, U. (2006). Creating and consuming experiences in retail store environments: Comparing retailer and consumer experiences, *Journal of Retailing and Consumer Services*, vol. 13, no. 6, pp. 417–430
- Bagdare, S., & Jain, R. (2013). Measuring retail customer experience, *International Journal of Retail & Distribution Management*, vol. 41, no. 10, pp. 790-804
- 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*, vol. 27, pp. 170-178
- Bell, D. R., Gallino, S., & Moreno, A. (2014). How to win in an omnichannel world, *MIT Sloan Management Review*, vol. 56, no. 1, pp. 45-53

- Berry, L.L., Carbone, L.P., & Haeckel, S. H. (2002). Managing the total customer experience, *MIT Sloan Management Review*, vol. 43, no. 3, pp. 85
- Berry, L. L., Gresham, L. G., & Millikin, N. L. (1990). Marketing in retailing: a research agenda, *International Review of Retail, Distribution and Consumer Research*, vol. 1, no. 1, pp. 5-16
- Blázquez, M. (2014). Fashion shopping in multichannel retail: The role of technology in enhancing the customer experience, *International Journal of Electronic Commerce*, vol. 18, no. 4, pp. 97-116
- Bodhani, A. (2012). Shops offer the e-tail experience, *Engineering & Technology*, vol. 7, no. 5, pp. 46-49
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How is it measured? Does it affect loyalty?, *Journal of Marketing*, vol. 73, no. 3, pp. 52-68
- Burns, R.B., & Burns, R.A. (2008). *Business Research Methods and Statistics Using SPSS*. London: Sage Publications
- Bustamante, J.C., & Rubio, N. (2017). Measuring customer experience in physical retail environments, *Journal of Service Management*, vol. 28, no. 5, pp. 884-913
- Butz, H. E. Jr. & Goodstein, L. D. (1996). Measuring Customer Value: Gaining the Strategic Advantage, *Organizational Dynamics*, vol. 24, pp. 63-77
- Bryman, A. & Bell, E. (2003). *Business research methods*. Oxford: Oxford University Press
- Brynjolfsson, E., Hu, Y. J., and Rahman, M. S. (2013). Competing in the age of omni-channel retailing, *MIT Sloan Management Review*, vol. 54, no. 4, pp. 23–29
- Cao, L. (2014). Business model transformation in moving to a cross-channel retail strategy: A case study, *International Journal of Electronic Commerce*, vol. 18, no. 4, pp. 69-96
- Cao, L., & Li, L. (2015). The impact of cross-channel integration on retailers' sales growth, *Journal of Retailing*, vol. 91, no. 2, pp. 198-216
- Carbone, L. P., & Haeckel, S. H. (1994). Engineering customer experiences, *Marketing Management*, vol. 3, no. 3, pp. 8

- Chapman, D. W., & Carter, J. F. (1979). Translation procedures for the cross cultural use of measurement instruments, *Educational Evaluation and Policy Analysis*, vol. 1, no. 3, pp. 71-76
- Cleff, T., Walter, N., & Jing, X. (2018). The Effect of Online Brand Experience on Brand Loyalty: A Web of Emotions, *IUP Journal of Brand Management*, vol. 15, no. 1, pp. 7-24
- Cook, G. (2014). Customer experience in the omni-channel world and the challenges and opportunities this presents, *Journal of Direct, Data and Digital Marketing Practice*, vol. 15, no. 4, pp. 262-266
- Day, G. S. (1969). A Two-Dimensional Concept of Brand Loyalty, *Journal of Advertising Research*, vol. 9, no. 3, pp. 29-35
- Easterby-Smith, M., Thorpe, R. & Jackson, P. (2015). *Management & Business Research 5th Edition*, London: SAGE Publications Ltd
- Eisenhardt, K. M. (1989). Building Theories from Case Study Research, *Academy of Management Review*, vol. 14, no. 4, pp. 532-550
- Frazer, M., & Stiehler, B. E. (2014). Omnichannel retailing: The merging of the online and off-line environment, *Global Conference on Business & Finance Proceedings*, vol. 9, no.1, pp. 655- 657
- Gentile, C., Spiller, N., & Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer, *European Management Journal*, vol. 25, no. 5, pp. 395-410
- Gordon, K. T. (2004). Give it a Go: A 'Hands-on' Approach to Marketing Your Product Could Be Just the Thing to Win Customers, *Entrepreneur Magazine*, vol. 32, no. 9, pp. 74-75
- Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: An organizing framework, *Journal of Retailing*, vol. 85, no. 1, pp. 1-14
- Grewal, D., Roggeveen, A. L., & Nordfält, J. (2017). The future of retailing, *Journal of Retailing*, Vol. 93(1), pp. 1-6.
- Hagberg, J., Jonsson, A., & Egels-Zandén, N. (2017). Retail digitalization: Implications for physical stores, *Journal of Retailing and Consumer Services*, vol. 39, pp. 264-269

- Hagberg, J., Sundstrom, M., & Egels-Zandén, N. (2016). The digitalization of retailing: an exploratory framework, *International Journal of Retail & Distribution Management*, vol. 44, no. 7, pp. 694-712.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet, *Journal of Marketing theory and Practice*, vol. 19, no. 2, pp. 139-152
- Hansen, R. & Sia, S. K. (2015). Hummel's digital transformation toward omnichannel retailing: Key lessons learned, *MIS Quarterly Executive*, vol. 14, no. 2, pp. 51-66
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen, D. J., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common Beliefs and Reality about Partial Least Squares: Comments on Rönkkö & Evermann (2013), *Organizational Research Methods*, vol. 17, no. 2, pp. 182-209
- Huré, E., Picot-Coupey, K., & Ackermann, C.L. (2017). Understanding omni-channel shopping value: A mixed-method study, *Journal of Retailing and Consumer Services*, vol. 39, pp. 314-330
- Jones, P., Comfort, D., Clarke-Hill, C., & Hillier, D. (2010). Retail experience stores: experiencing the brand at first hand, *Marketing Intelligence & Planning*, vol. 28, no. 3, pp. 241-248
- Kim, H., Fiore, A. M., Niehm, L. S., & Jeong, M. (2010). Psychographic characteristics affecting behavioral intentions towards pop-up retail, *International Journal of Retail & Distribution Management*, vol. 38, no. 2, pp. 133-154
- Kiwamu, H., Hiroki, I., Yasuko, I., Kosuke, E., Natsuko, K., Shunsuke, K., & Ikuo, T. (2016). The Effect of Omni channel Retailer's Strategy on Store Loyalty, *Society for Marketing Advances Proceedings*, pp. 441-447
- Klaus, P., & Maklan, S. (2013). Towards a better measure of customer experience, *International Journal of Market Research*, vol. 55, no. 2, pp. 227-246
- Klaus, P. & Nguyen, B. (2013). Exploring the role of online customer experience in firms' multi-channel strategy: an empirical analysis of the retail banking services sector, *Journal of Strategic Marketing*, vol. 21, no. 5, pp. 429-442
- Klein, J. F., Falk, T., Esch, F., & Gloukhovtsev, A. (2016), Linking pop-up brand stores to brand experience and word of mouth: The case of luxury retail, *Journal of Business Research*, vol. 69, no. 12, pp. 5761-5767

- Kollmann, T., Kuckertz, A., & Kayser, I. (2012). Cannibalization or synergy? Consumers' channel selection in online - offline multichannel systems, *Journal of Retailing and Consumer Services*, vol. 19, no. 2, pp. 186-194
- Kumar, V. & Reinartz, W. (2016). Creating Enduring Customer Value, *Journal of Marketing*, vol. 80, pp. 36-68
- Lazaris, C., & Vrechopoulos, A. (2014). From multi-channel to "omnichannel" retailing: review of the literature and calls for research, *2nd International Conference on Contemporary Marketing Issues*, pp. 18-20
- Lemon, K. N. & Verhoef, P. C. (2016). Understanding Customer Experience throughout the Customer Journey, *Journal of Marketing*, vol. 80, pp. 69-96
- Luo, M. M., Chen, J., Ching, R. K. H., & Liu, C. (2011). An examination of the effects of virtual experiential marketing on online customer intentions and loyalty, *The Service Industries Journal*, vol. 31, no. 13, pp. 2163-2191
- Malhotra, N. K., Birks, D. F., & Wills, P. (2010). *Marketing research: An Applied Approach* (4th ed.), Harlow: Prentice Hall
- Mathick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: conceptualization, measurement and application in the catalog and internet shopping environment, *Journal of Retailing*, vol. 77, pp. 39-56
- McCarthy, J., & Wright, P. (2004). *Technology as experience*, [e-book] Cambridge: MIT press. Available at: Google Books: [books.google.com](https://books.google.com) [Accessed 14 April 2018]
- Mehta, R., Dubinsky, A. J., & Anderson, R. E. (2002). Marketing channel management and the sales manager, *Industrial Marketing Management*, vol. 31, no. 5, pp. 429-439
- Melero, I., Sese, F. J., & Verhoef, P. C. (2016). Recasting the Customer Experience in Today's Omni-channel Environment, *Universia Business Review*, vol. 50, pp. 18-37
- Meyer, C., & Schwager, A. (2007). Customer experience, *Harvard Business Review*, vol. 85, no. 2, pp. 116-126
- Mosquera, A., Olarte Pascual, C. & Juaneda Ayensa, E. (2017). Understanding the customer experience in the age of omni-channel shopping, *Icono 14*, vol. 15, no. 2, pp. 166-185
- Nambisan, P., & Watt, J. H. (2011). Managing customer experiences in online product communities, *Journal of Business Research*, vol. 64, no. 8, pp. 889-895

- 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*, vol. 9, no. 2, pp. 95-112
- Neslin, S. A., & Shankar, V. (2009). Key issues in multichannel customer management: current knowledge and future directions, *Journal of Interactive Marketing*, vol. 23, no. 1, pp. 70-81
- Niehm, L. S., Fiore, A. M., Jeong, M., & Kim, H. J. (2006). Pop-up retail's acceptability as an innovative business strategy and enhancer of the consumer shopping experience, *Journal of Shopping Center Research*, vol. 13, no. 2, pp. 1-30
- Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000). Measuring the customer experience in online environments: A structural modeling approach, *Marketing Science*, vol. 19, no. 1, pp. 22-42
- Peterson, R. A., & Kim, Y. (2013). On the Relationship between Coefficient Alpha and Composite Reliability, *Journal of Applied Psychology*, vol. 98, no. 1, pp. 194-198
- 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*, vol. 44, no. 3, pp. 336-368
- Pine, B. J., & Gilmore, J. H. (1999). *The experience economy: work is theatre & every business a stage*, [e-book] Boston: Harvard Business Press. Available at: Google Books: books.google.com [Accessed 26 April 2018]
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the special issue information technology in retail: Toward omnichannel retailing, *International Journal of Electronic Commerce*, vol. 18, no. 4, pp. 5-16
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation, *Journal of interactive marketing*, vol. 18, no. 3, pp. 5-14
- Reinartz, W. & Kumar, V. (2002). The Mismanagement of Customer Loyalty, *Harvard Business Review*, vol. 80, no. 7, pp. 86-94
- Retail TouchPoint (2016). Timberland Tablets Blaze A Trail Connecting Physical And Digital Commerce, Available Online: <https://www.retailtouchpoints.com/features/retail-success-stories/timberland-tablets-blaze-a-trail-connecting-physical-and-digital-commerce> [Accessed 16 April 2018]



- Rintamäki, T., Kanto, A., Kuusela, H., & Spence, M. T. (2006). Decomposing the value of department store shopping into utilitarian, hedonic and social dimensions: Evidence from Finland, *International Journal of Retail & Distribution Management*, vol. 34, no. 1, pp. 6-24
- Rose, S., Clark, M., Samouel, P., & Hair, N. (2012). Online Customer Experience in e-Retailing: An empirical model of Antecedents and Outcomes, *Journal of Retailing*, vol. 88, no. 2, pp. 308-322
- Rose, S., Hair, N., & Clark, M. (2011). Online customer experience: A review of the business-to-consumer online purchase context, *International Journal of Management Reviews*, vol. 13, no. 1, pp. 24-39
- Russo Spena, T., Caridà, A., Colurcio, M., & Melia, M. (2012). Store experience and co-creation: the case of temporary shop, *International Journal of Retail & Distribution Management*, vol. 40, no. 1, pp. 21-40
- Saunders, M., Lewis, P., & Thornhill, A. (2012). Research methods for business students (6th ed.), New York: Pearson Education
- Sax, B. (2016). Pop-Up Shops Pack Plenty of POP, *License! Global*, vol. 19, no. 6, pp. 32-34
- Schmitt, B. (1999). Experiential marketing, *Journal of Marketing Management*, vol. 15, no. 1-3, pp. 53-67
- Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review, *The Journal of Educational Research*, vol. 99, no. 6, pp. 323-337
- Simon, C., Brexendorf, T. O., & Fassnacht, M. (2013). Creating online brand experience on facebook, *Marketing Review St. Gallen*, vol. 30, no. 6, pp. 50-59
- Shankar, V., Inman, J., Mantrala, M., Kelley, E., & Rizley, R. (2011). Innovations in shopper marketing: current insights and future research issues, *Journal of Retailing*, vol. 87, no. 1, pp. 29-42
- Tchibo Website (2018). About Tchibo. Available Online:  
<https://www.tchibo.com/servlet/content/309014/-/en/about-tchibo/history.html>  
 [Accessed 06 May 2018]

- Thomson, M., MacInnis, D. J., & Park, W. C. (2005). The Ties That Bind: Measuring the Strength of Consumer Emotional Attachments to Brands, *Journal of Consumer Psychology*, vol. 15, no. 1, pp. 77–91
- Verhoef, P. C. & Donkers, B. (2005). The effect of acquisition channels on customer loyalty and cross-buying, *Journal of Interactive Marketing*, vol. 19, no. 2, pp. 31-43
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing, *Journal of Retailing*, vol. 91, no. 2, pp. 174-181
- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies, *Journal of Retailing*, vol. 85, no. 1, pp. 31-41
- Weinberg, B. D., Parise, S., & Guinan, P. J. (2007). Multichannel marketing: Mindset and program development, *Business Horizons*, vol. 50, no. 5, pp. 385-394
- Wong, A., & Sohal, A. S. (2006). Understanding the quality of relationships in consumer services: A study in a retail environment, *International Journal of Quality & Reliability Management*, vol. 23, no. 3, pp. 244-264
- Woodruff, R. B. (1997). Creating Customer Value: The Next Source For Competitive Advantage, *Journal of the Academy of Marketing Science*, vol. 25, no. 2, pp.139-153
- Yang, J. J., Yoon, U., Yun, H. J., Im, K., Choi, Y. Y., Lee, K. H., Park, H., Hough, H. G. & Lee, J-M. (2013). Prediction for Human Intelligence using Morphometric Characteristics of Cortical Surface: Partial Least Square Analysis, *Neuroscience*, vol. 246, pp. 351-361
- Yoo, W., Lee, Y., & Park, J. (2010). The role of interactivity in e-tailing: Creating value and increasing satisfaction, *Journal of Retailing and Consumer Services*, vol. 17, pp. 89-96
- Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence, *Journal of Marketing*, vol. 52, pp. 2-22
- 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*, vol. 24, no. 2, pp. 168-180
- Zhang, M., Hu, M., Guo, L., & Liu, W. (2017). Understanding relationships among customer experience, engagement, word-of-mouth intention on online brand communities, *Internet Research*, vol. 27, no. 4, pp. 839-857

Zhang, H., Lu, Y., Gupta, S., & Zhao, L. (2014). What motivates customers to participate in social commerce? The impact of technological environments and virtual customer experiences, *Information & Management*, vol. 51, no. 8, pp. 1017-1030

# Appendix

## Appendix A

**The Translated Questionnaire Questions (German)** *(next page)*

Vielen Dank, dass Sie sich dazu bereit erklärt haben, an dieser Umfrage für Tchibo teilzunehmen. Die Umfrage bezieht sich auf Ihre Wahrnehmung des Tchibo Kundenerlebnis über die verschiedenen Kanäle: *Tchibo Filialen*, *Tchibo Pop-up-Store* und *Tchibo Website*.

In den folgenden Abschnitten erwarten Sie Fragen zu allen drei Kanälen.

Falls Sie alle drei Kanäle kennen und schon einmal besucht haben, dürfen Sie gerne an dieser Umfrage teilnehmen.

Bitte beantworten Sie die Fragen in diesem Abschnitt auf einer Skala von 1 bis 5

1 = trifft überhaupt nicht zu

2 = trifft wenig zu

3 = trifft teilweise zu

4 = trifft ziemlich zu

5 = trifft voll und ganz zu

## FRAGEN ZU TCHIBO LÄDEN

1.	Ich habe durch den Besuch in diesem Laden genau erreicht, was ich wollte.	1	2	3	4	5
2.	Ich habe durch den Besuch des Ladens genau die Artikel gefunden, die ich gesucht habe.	1	2	3	4	5
3.	In diesem Laden einzukaufen, hat mir wirklich Freude bereitet.	1	2	3	4	5
4.	In diesem Laden einzukaufen, hat sich für mich wie ein kurzes Entkommen aus der Realität angefühlt.	1	2	3	4	5
5.	Im Vergleich zu anderen Aktivitäten, die ich in der Zeit hätte machen können, war die Zeit, die ich in diesem Laden verbracht habe, wirklich angenehm und lohnenswert.	1	2	3	4	5
6.	Ich habe das Einkaufserlebnis in diesem Laden genossen nicht nur wegen der Artikel, die ich gekauft habe.	1	2	3	4	5
7.	Ich hatte ein schönes Einkaufserlebnis in diesem Laden, weil ich spontan handeln konnte.	1	2	3	4	5
8.	Beim Einkaufen in diesem Laden habe ich Begeisterung bei der Suche nach Artikeln verspürt.	1	2	3	4	5
9.	Beim Einkaufen in diesem Laden konnte ich alle meine Sorgen vergessen.	1	2	3	4	5
10.	Beim Einkaufen in diesem Laden habe ich das Bedürfnis, gute Angebote zu finden.	1	2	3	4	5
11.	Ich finde, dass ich zu dem Kundensegment dieses Ladens passe.	1	2	3	4	5
12.	Ich finde, dass die Produkte in diesem Laden mit meinem Stil übereinstimmen.	1	2	3	4	5

Bitte beantworten Sie die Fragen in diesem Abschnitt auf einer Skala von 1 bis 5

1 = trifft überhaupt nicht zu

2 = trifft wenig zu

3 = trifft teilweise zu

4 = trifft ziemlich zu

5 = trifft voll und ganz zu

## FRAGEN ZUM TCHIBO POP-UP STORE

1.	Ich habe durch den Besuch des Pop-up Stores genau erreicht, was ich wollte.	1	2	3	4	5
2.	Ich habe durch den Besuch des Pop-up Stores genau die Artikel gefunden, die ich gesucht habe.	1	2	3	4	5
3.	In diesem Pop-up Store einzukaufen, hat mir wirklich Freude bereitet.	1	2	3	4	5
4.	In diesem Pop-up Store einzukaufen, hat sich für mich wie ein kurzes Entkommen aus der Realität angefühlt.	1	2	3	4	5
5.	Im Vergleich zu anderen Aktivitäten, die ich in der Zeit hätte machen können, war die Zeit, die ich in diesem Pop-up Store verbracht habe, wirklich angenehm und lohnenswert.	1	2	3	4	5
6.	Ich habe den Einkauf in diesem Pop-up Store genossen nicht nur wegen der Artikel, die ich gekauft habe.	1	2	3	4	5
7.	Ich hatte ein schönes Einkaufserlebnis in diesem Pop-up Store, weil ich spontan handeln konnte.	1	2	3	4	5
8.	Beim Einkaufen in diesem Pop-up Store habe ich Begeisterung bei der Suche nach Artikeln verspürt.	1	2	3	4	5
9.	Beim Einkaufen in diesem Pop-up Store konnte ich alle meine Sorgen vergessen.	1	2	3	4	5
10.	Beim Einkaufen in diesem Pop-up Store habe ich das Bedürfnis, gute Angebote zu finden.	1	2	3	4	5
11.	Ich finde, dass ich zu dem Kundensegment des Pop-up Stores passe.	1	2	3	4	5
12.	Ich finde, dass die Produkte in diesem Pop-up Store mit meinem Stil übereinstimmen.	1	2	3	4	5

Bitte beantworten Sie die Fragen in diesem Abschnitt auf einer Skala von 1 bis 5

- 1 = trifft überhaupt nicht zu
- 2 = trifft wenig zu
- 3 = trifft teilweise zu
- 4 = trifft ziemlich zu
- 5 = trifft voll und ganz zu

## FRAGEN ZUR TCHIBO WEBSITE

1.	Ich habe durch den Besuch der Website genau erreicht, was ich wollte.	1	2	3	4	5
2.	Ich habe durch den Besuch der Website genau die Artikel gefunden, die ich gesucht hatte.	1	2	3	4	5
3.	Auf der Website einzukaufen, hat mir wirklich Freude bereitet.	1	2	3	4	5
4.	Auf der Website einzukaufen, hat sich für mich wie kurzes Entkommen aus der Realität angefühlt.	1	2	3	4	5
5.	Im Vergleich zu anderen Aktivitäten, die ich in der Zeit hätte machen können, war die Zeit, die ich auf der Website verbracht habe, wirklich angenehm und lohnenswert.	1	2	3	4	5
6.	Ich habe den Einkauf auf der Website genossen nicht nur wegen der Artikel, die ich gekauft habe.	1	2	3	4	5
7.	Ich hatte ein schönes Einkaufserlebnis auf der Website, weil ich spontan handeln konnte.	1	2	3	4	5
8.	Beim Einkaufen auf der Website habe ich Begeisterung bei der Suche nach Artikeln verspürt.	1	2	3	4	5
9.	Beim Einkaufen auf der Website konnte ich alle meine Sorgen vergessen.	1	2	3	4	5
10.	Beim Einkaufen auf der Website habe ich das Bedürfnis, gute Angebote zu finden.	1	2	3	4	5
11.	Ich finde, dass ich zu dem Kundensegment dieser Website passe.	1	2	3	4	5
12.	Ich finde, dass die Produkte, die auf der Website angeboten werden, mit meinem Stil übereinstimmen.	1	2	3	4	5
13.	Ich zähle mich zu einem "Smart-Shopper", weil ich erfolgreiche Einkäufe auf der Website gemacht habe.	1	2	3	4	5
14.	Das Einkaufen auf dieser Website war für mich persönlich wichtig/hat mir persönlich Freude bereitet.	1	2	3	4	5

Bitte beantworten Sie die Fragen in diesem Abschnitt auf einer Skala von 1 bis 5

- 1 = trifft überhaupt nicht zu
- 2 = trifft wenig zu
- 3 = trifft teilweise zu
- 4 = trifft ziemlich zu
- 5 = trifft voll und ganz zu

### FRAGEN ZUM GESAMTHEITLICHEN KUNDENERLEBNIS

1.	Es gibt keine Preis Unterschiede zwischen den verschiedenen Vertriebskanälen.	1	2	3	4	5
2.	Das Angebot war einheitlich und an die verschiedenen Vertriebskanäle angepasst.	1	2	3	4	5

### FRAGEN ZUR WAHRNEHMUNG VON TCHIBO

1.	Insgesamt ist der Einkauf bei Tchibo das Geld und die Zeit wert.	1	2	3	4	5
2.	Insgesamt ist der Einkauf bei Tchibo den Aufwand wert, den ich erbracht habe.	1	2	3	4	5
3.	Insgesamt ist der Einkauf bei Tchibo die Energie wert, die ich aufwende.	1	2	3	4	5

Bitte beantworten Sie die Fragen in diesem Abschnitt auf einer Skala von 1 bis 5

### FRAGEN ZUR MARKENLOYALITÄT

1.	Wie oft haben Sie bei Tchibo in der Vergangenheit eingekauft? 1 = nie, 2 = selten, 3 = manchmal, 4 = oft, 5 = immer	1	2	3	4	5
2.	Wie würden Sie Ihre Loyalität zur Marke Tchibo einschätzen? 1 = sehr schwach, 2 = schwach, 3 = neutral, 4 = stark, 5 = sehr stark	1	2	3	4	5
3.	Wie steht die Marke Tchibo im Vergleich zu Ihrer Lieblingsmarke in dem Segment, in dem Sie eingekauft haben? 1 = Tchibo ist sehr stark entfernt von meiner Lieblingsmarke 5 = Tchibo ist sehr nahe an meiner Lieblingsmarke	1	2	3	4	5
4.	Welches ist Ihre Lieblingsmarke, die Sie mit Tchibo vergleichen?					



Bitte beantworten Sie die Fragen in diesem Abschnitt mit einem Satz.

## ALLGEMEINE FRAGEN ZU TCHIBO

1. Was macht Tchibo einzigartig?
2. Warum kaufen Sie bei Tchibo ein?
3. Was würden Sie vermissen, wenn es Tchibo nicht gäbe?
4. Was müsste sich ändern, damit Sie öfters bei Tchibo einkaufen?

## ALLGEMEINE FRAGEN ZU IHRER PERSON

1. Wie alt sind Sie?
2. Was ist Ihr Geschlecht?
3. Was ist Ihr Beruf?

## Appendix B

### The Original Questionnaire Questions (English)

Variable	Items	Items Formulation	Reference
Utilitarian Shopping Value	OFF-USV	OFFVAL1U I accomplished just what I wanted to on this shopping trip to the store. OFFVAL2U While shopping in the store, I found just the item(s) I was looking for.	Huré, Picot-Coupey & Ackermann (2017)
Hedonic Shopping Value	OFF-HSV	OFFVAL3H This shopping trip to the store was truly a joy. OFFVAL4H This shopping trip to the store truly felt like an escape. OFFVAL5H Compared to other things I could have done, the time spent shopping in the store was truly enjoyable. OFFVAL6H I enjoyed this shopping trip to the store for its own sake, not just for the items I may have purchased. OFFVAL7H I had a good time going to the store because I was able to act on the "spur-of-the-moment." OFFVAL8H During this trip to the store, I felt the excitement of the hunt. OFFVAL9H While shopping in-store, I was able to forget my problems. OFFVAL10H While shopping in-store, I felt a sense of adventure.	Huré, Picot-Coupey & Ackermann (2017); Babin, Darden & Griffin (1994)
Social Shopping Value	OFF-SSV	OFFVAL11S I feel that I belong to the customer segment of this store. OFFVAL12S I found products in the store that are consistent with my style.	Huré, Picot-Coupey & Ackermann (2017)
Utilitarian Shopping Value	POP-USV	POPVAL1U I accomplished just what I wanted to on this shopping trip to the pop-up store. POPVAL2U While shopping in the pop-up store, I found just the item(s) I was looking for.	Adapted from Huré, Picot-Coupey & Ackermann (2017)
Hedonic Shopping Value	POP-HSV	POPVAL3H This shopping trip to the pop-up store was truly a joy. POPVAL4H This shopping trip to the pop-up store truly felt like an escape. POPVAL5H Compared to other things I could have done, the time spent shopping in the pop-up store was truly enjoyable. POPVAL6H I enjoyed this shopping trip to the pop-up store for its own sake, not just for the items I may have purchased. POPVAL7H I had a good time going to the pop-up store because I was able to act on the "spur-of-the-moment." POPVAL8H During this trip to the pop-up store, I felt the excitement of the hunt. POPVAL9H While shopping in the pop-up store, I was able to forget my problems. POPVAL10H While shopping in the pop-up store, I felt a sense of adventure.	Adapted from Huré, Picot-Coupey & Ackermann (2017)

Social Shopping Value	POP-SSV	POPVAL11S I feel that I belong to the customer segment of this store. POPVAL12S I found products in the store that are consistent with my style.	Adapted from Huré, Picot-Coupey & Ackermann (2017)
Utilitarian Shopping Value	ON-USV	ONVAL1U I accomplished just what I wanted to on this shopping trip to the website. ONVAL2U While going to the website, I found just the item(s) I was looking for.	Huré, Picot-Coupey & Ackermann (2017)
Hedonic Shopping Value	ON-HSV	ONVAL3H This shopping trip to the website truly felt like an escape. ONVAL4H Compared to other things I could have done, the time spent shopping on the website was truly enjoyable. ONVAL5H I enjoyed being immersed in exciting new products on the website. ONVAL6H I enjoyed this shopping trip to the website for its own sake, not just for the items I may have purchased. ONVAL7H I had a good time visiting the website, because I was able to act on the “spur-of-the-moment.” ONVAL8H During this trip to the website, I felt the excitement of the hunt. ONVAL9H While shopping on the website, I was able to forget my problems. ONVAL10H While shopping on the website, I felt a sense of adventure.	Huré, Picot-Coupey & Ackermann (2017)
Social Shopping Value	ON-SSV	ONVAL11S I feel that I belong to the customer segment of this website. ONVAL12S I found products on the website that are consistent with my style. ONVAL13S I felt like a smart shopper, because I made successful purchases on the website. ONVAL14S This shopping trip to the website gave me something that is personally important or pleasing for me.	Huré, Picot-Coupey & Ackermann (2017)
Omni-channel Intensity <i>Perceived consistency: perceived coherence by consumers of the retailing mix of touch points (assortment, price and information)</i>	OCIn	OMNIPCOHPRICE Price consistency across channels: There is no difference of price whatever the channel. OMNIPCOHOFFER Assortment consistency across channels: The offers were coherent, adapted to each channel.	Huré, Picot-Coupey & Ackermann (2017)
Omni-channel Shopping Value	OC-SV	BRANDVALUE1 Now, please give us your perception about the brand: [Globally, shopping from this brand is worth the money and the time.] BRANDVALUE2 Now, please give us your perception about the brand: [Globally, shopping from this brand worth the sacrifices I have made.] BRANDVALUE3 Now, please give us your perception about the brand: [Globally, shopping from this brand worth the energy I waste.]	Huré, Picot-Coupey & Ackermann (2017)
Brand Loyalty	DV	Brand Loyalty 1 "How often have you bought this brand in the past?" on a scale of 1 (never) to 7 (always). Brand Loyalty 2 "How would you characterize your loyalty toward this brand?" on a scale of 1 (very weak) to 7 (very strong).	Thomson, MacInnis & Park (2005)

		Brand Loyalty 3 “How does this brand compare to your ‘ideal’ brand?” on a scale of 1 (it is very far from my ideal brand) to 7 (it is very close to my ideal brand). ---> im paper erwähnen das wir angepasst gaben auf 5 skala da leute allgemeine population sind.	
Qualitative Questions		QUAL1 What makes Tchibo unique? QUAL2 Why do you shop at Tchibo? QUAL3 What would they miss if Tchibo was not there? QUAL4 What does Tchibo have to change in order for you to shop at Tchibo more often?	Martin Hanssons Qualitative Questions: WHY do customers choose Tchibo?
Demographic Questions		DEMOG1 What is your age? DEMOG2 What is your gender? DEMOG3 What is your profession?	

# Appendix C

## Qualitative Study Semi-Structured Interview Questions

---

### Semi-Structured Interview Guide

---

#### General Questions regarding Shopping Behavior:

- QUAL1 What is important for you when you go shopping?
- QUAL2 What are your values of shopping offline and shopping online?
- QUAL3 Do you shop more offline or online?
- QUAL4 Which shopping channel do you prefer most and at what occasion?

#### Company-related Questions:

- QUAL5 What makes Tchibo unique? What is your perception of this brand?
- QUAL6 Why do you shop at Tchibo?
- QUAL7 What would you miss, if Tchibo was not there?
- QUAL8 What does Tchibo have to change in order for you to shop at Tchibo more often?
- QUAL9 How do you see the future of Tchibo?

#### Pop-up Store related Questions:

- QUAL10 What is your opinion about pop-up stores?
  - QUAL11 Why do you think pop-up stores are so popular?
  - QUAL12 How do you perceive Tchibo after seeing their pop-up stores?
  - QUAL13 Would you visit Tchibo more often now? Why?
  - QUAL14 Are you going to buy anything in this store? Why?
  - QUAL15 How do you feel about the fact that this pop-up store only exists temporarily and will be gone soon?
  - QUAL16 How likely are you to tell anyone that you visited the pop-up store?
  - QUAL17 How likely are you to take pictures of the pop up store?
  - QUAL18 How likely are you to share those pictures on social media?
-

# Appendix D

## Item Reliability of Reflective Constructs

Item	Item reliability loading (standardized CA)
<b>OFF-SV, CA = 0.900, CR = 0.917, AVE = 0.487</b>	
<i>OFF-USV</i>	
OFFVAL1U	I accomplished just what I wanted to on this shopping trip to the store. 0.901
OFFVAL2U	While shopping in the store, I found just the item(s) I was looking for. 0.898
<i>OFF-HSV</i>	
OFFVAL3H	This shopping trip to the store was truly a joy. 0.890
OFFVAL4H	This shopping trip to the store truly felt like an escape. 0.889
OFFVAL5H	Compared to other things I could have done, the time spent shopping in the store was truly enjoyable. 0.887
OFFVAL6H	I enjoyed this shopping trip to the store for its own sake, not just for the items I may have purchased. 0.886
OFFVAL7H	I had a good time going to the store because I was able to act on the "spur-of-the-moment." 0.891
OFFVAL8H	During this trip to the store, I felt the excitement of the hunt. 0.886
OFFVAL9H	While shopping in-store, I was able to forget my problems. 0.893
OFFVAL10H	While shopping in-store, I felt a sense of adventure. 0.902
<i>OFF-SSV</i>	
OFFVAL11S	I feel that I belong to the customer segment of this store. 0.890
OFFVAL12S	I found products in the store that are consistent with my style. 0.888
<b>POP-SV, CA = 0.916, CR = 0.927, AVE = 0.528</b>	
<i>POP-USV</i>	
POPVAL1U	I accomplished just what I wanted to on this shopping trip to the pop-up store. 0.913
POPVAL2U	While shopping in the pop-up store, I found just the item(s) I was looking for. 0.914
<i>POP-HSV</i>	
POPVAL3H	This shopping trip to the pop-up store was truly a joy. 0.904
POPVAL4H	This shopping trip to the pop-up store truly felt like an escape. 0.907
POPVAL5H	Compared to other things I could have done, the time spent shopping in the pop-up store was truly enjoyable. 0.905
POPVAL6H	I enjoyed this shopping trip to the pop-up store for its own sake, not just for the items I may have purchased. 0.902
POPVAL7H	I had a good time going to the pop-up store because I was able to act on the "spur-of-the-moment." 0.906
POPVAL8H	During this trip to the pop-up store, I felt the excitement of the hunt. 0.902
POPVAL9H	While shopping in the pop-up store, I was able to forget my problems. 0.907
POPVAL10H	While shopping in the pop-up store, I felt a sense of 0.914

	adventure.	
<b>POP-SSV</b>		
POPVAL11S	I feel that I belong to the customer segment of this store.	0.902
POPVAL12S	I found products in the store that are consistent with my style.	0.903
<b>ON-SV, CA = 0.935, CR = 0.943, AVE = 0.547</b>		
<b>ON-USV</b>		
ONVAL1U	I accomplished just what I wanted to on this shopping trip to the website.	0.937
ONVAL2U	While going to the website, I found just the item(s) I was looking for.	0.936
<b>ON-HSV</b>		
ONVAL3H	This shopping trip to the website truly felt like an escape.	0.930
ONVAL4H	Compared to other things I could have done, the time spent shopping on the website was truly enjoyable.	0.930
ONVAL5H	I enjoyed being immersed in exciting new products on the website.	0.930
ONVAL6H	I enjoyed this shopping trip to the website for its own sake, not just for the items I may have purchased.	0.930
ONVAL7H	I had a good time visiting the website, because I was able to act on the “spur-of-the-moment.”	0.931
ONVAL8H	During this trip to the website, I felt the excitement of the hunt.	0.928
ONVAL9H	While shopping on the website, I was able to forget my problems.	0.932
ONVAL10H	While shopping on the website, I felt a sense of adventure.	0.935
<b>ON-SSV</b>		
ONVAL11S	I feel that I belong to the customer segment of this website.	0.929
ONVAL12S	I found products on the website that are consistent with my style .	0.928
ONVAL13S	I felt like a smart shopper, because I made successful purchases on the website.	0.931
ONVAL14S	This shopping trip to the website gave me something that is personally important or pleasing for me.	0.929
<b>OC-SV, CA = 0.900, CR = 0.938, AVE = 0.833</b>		
BRANDVALUE1	Globally, shopping from this brand is worth the money and the time.	0.889
BRANDVALUE2	Globally, shopping from this brand is worth the sacrifices I have made.	0.825
BRANDVALUE3	Globally, shopping from this brand is worth the energy I waste.	0.854
<b>BRAND LOYALTY, CA = 0.768, CR = 0.865, AVE = 0.683</b>		
BRAND LOYALTY1	How often have you bought this brand in the past?	0.759
BRAND LOYALTY2	How would you characterize your loyalty toward this brand?	0.594
BRAN DLOYALTY3	How does this brand compare to your ‘ideal’ brand?	0.693
<b>OCIn, CA = 0.736, CR = 0.882, AVE = 0.790</b>		
OMNIPCOHPRICE	There is no difference of price whatever the channel.	.
OMNIPCOHOFFER	The offers were coherent, adapted to each channel.	.

---

Note. CA = Cronbach’s Alpha, CR = Composite Reliability, AVE = Average Variance Extracted