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Importance of offline service quality in building loyalty of OC service brand

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ABSTRACT

Customer management becomes increasingly important as consumers have more flexible shopping process and options and competition become intensified in omni-channel (OC) retail environment. OC retailer can facilitate customer communication of OC service with OC service brand. This study evaluates an OC service brand (i.e. SSG OC service brand) to explore the effectiveness of integrated OC service platform which has a standing brand identity, and to determine the importance of selected offline characteristics of OC service on loyalty of OC service brand. Survey of 127 respondents was collected to test Partial Least Squares-Structural Equation Modeling (PLS-SEM). Findings show that tangibility and empathy of offline OC service directly affect customer satisfaction and attitude toward overall OC service brand, confirming the importance of offline service quality of OC in the OC service brand management.

1. Introduction

Retailers have been working to create consistent product and service information across all multi-channels to enhance the consumer's multi-channel experience (Müller-Lankenau et al., 2006). The idea to achieve this maturity was introduced in the form of omni-channels provided to consumers and supply chain members with a holistic view of all channels (Verhoef et al., 2015). Omni-channel (OC) is synergistic management of the many available channels and customer touchpoints (TP), optimizing customer experience and channel performance across channels (Verhoef et al., 2015). OC is an emerging trend in retail with the aim of coordinating processes and technologies across all channels, to provide consistent, seamless, and reliable service to consumers (Verhoef et al., 2015; Von Briel, 2018). Thus, OC system assures the utmost information availability, visibility, and consistency across multiple channels (Piotrowicz and Cuthbertson, 2014). This provides a variety of benefits such as total revenue growth, expanded trust, synergy, and differentiation through value-added services (Kumar and Venkatesan, 2005).

According to Montoya-Weiss et al. (2003) and Bendoly et al. (2005), efficient channel integration may facilitate customer to engage more actively in the OC platform in their purchasing process. For instance, if a company integrates pick up service at offline store with online-purchasing, the channel integration can encourage the Internet users to use the associated offline store. However, channel integration may also have some risks and potential drawbacks (Verhoef et al., 2007). It can allow consumers flexible switching of channel choices in their shopping journey, as consumers can search online and purchase offline vice versa. This showrooming and webrooming phenomenon can be a major problem for both online and offline retailers (Herhausen et al., 2015; Zimmerman, 2012). Thus, channel integration can be viewed as a zero-sum game in which the advantages of one channel are offset by the disadvantages of the other (Falk et al., 2007), or can be detrimental to firms due to negative spillover effects (Van Birgelen et al., 2006). Consequently, customer relationship and customer management become increasingly important in the OC retail setting, as consumers have more flexible shopping process and options (Piotrowicz and Cuthbertson, 2014). OC retailers need to pay more attention to customer loyalty and branding of the OC service to stay competitive.

One of the challenges for the OC retailer is to persuade an existing customer to shop with them instead of their competitors (Bourlier and Gomez, 2016). Retailers attempt to achieve channel integration by designing more comprehensive OC infrastructure while reinforcing the customer relationship with branding concept. Store image perception (Diallo, 2012), branding and clear positioning via customer and competitor centric approaches can enhance retailer performance (Ramakrishnan, 2010; Reinartz et al., 2011). Particularly, some companies apply brand extension to utilize strong offline brands in the

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online market (Nicholson et al., 2002; Yang et al., 2013). Brand extension refers to the use of similar or established brand names to easily enter different product classes or markets (Aaker and Keller, 1990). Extending an offline retail service brand into an online retail service can be considered comparably to extending a product brand to other products in order to share similar characteristics and mechanisms (Kwon and Lennon, 2009). If a newly extended brand has a consistent image with the originally known brand image in consumers' mind, the subjacent mechanism of brand extension can be triggered.

For many years, researchers have been studying brand extension in various market situations, in the context of a traditional offline market (Aaker and Keller, 1990; Shine et al., 2007; Song et al., 2010; Völckner and Sattler, 2006), in the online market context (Kwon and Lennon, 2009) and multi-channel contexts (Yang et al., 2013). Thus, brand extension strategy continues to be considered as an attractive option for retailers in responding to the changing market conditions and competition.

A major retailer in Korea (i.e. ShinSeGae) has introduced an OC platform which integrate various retail channels, from department store to convenience store. ShinSeGae originally has a silo structure in its firm organization in which ten different subsidiaries have operated independently (Appendix A). When ShinSeGae launched its OC service, it introduced this SSG platform with data integration of these subsidiaries which enables seamless OC experience for consumers. While developing this comprehensive OC infrastructure, ShinSeGae attempts to envisage the value of its new retail system in the customer's mind by introducing a new brand identity called SSG (Fig. 1). SSG is a derived brand name extension which is an abbreviation of the original full parent brand name (i.e. ShinSeGae).

Hultman et al. (2021) report that loyalty toward the parent brand relate to higher perceived value of the brand extension, and can result in increase of market share (O'Neill and Mattila, 2010), and lead to increase in overall brand loyalty (Prados-Peña and Del Barrio-García, 2020). Thus, ShinSeGae intends to leverage the value of the parent brand name, which is parent company name, in establishing its OC service brand (i.e. SSG). Olavarrieta et al. (2009) states that the derived brand extension strategy might be a safer way to extend brands, because they seem to be isolated from extension failure, but at the same time they allow extensions to benefit from parent brand associations, and to transfer successes back to parent brand name.

SSG brand name distinctively represents OC service platform of ShinSeGae, while the actual operations of the online and offline services are carried out by subsidiaries (i.e. offline and online channels). In other words, the SSG is an overarching brand which exists in artificial sphere such as website and smart apps, and consumers may visit on/offline stores of ShinSeGae's subsidiaries for the actual brand experience (Appendix A). The SSG brand may reinforce connection with consumers in various OC touchpoints (TP) by providing both intangible and tangible features. SSG can directly manage intangible features such as information of on/offline sales, payment and integrated mileage of the SSG brand across multiple subsidiaries in its unified OC platform, while offline subsidiaries independently manage in-store features such as store employees, checkout process, store layout. With this unique system, SSG consumers' shopping experience is influenced by the service quality of offline stores to large extent. In other words, the offline service quality of OC may have significant effects on consumers' satisfaction, attitude and loyalty for OC service brand.

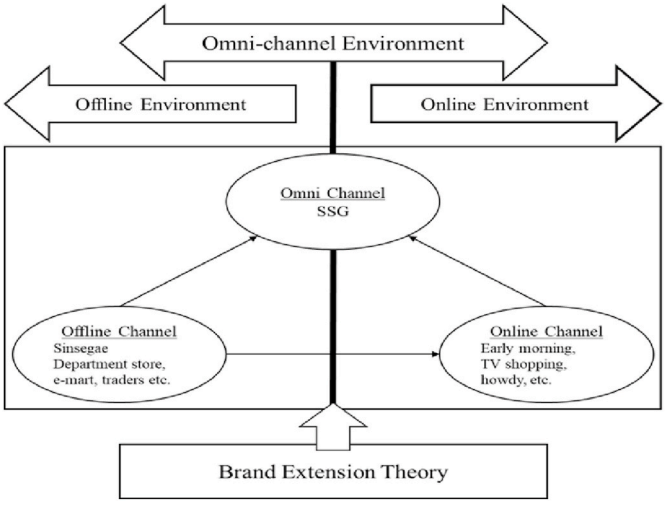

Fig. 1. Concept of brand extension in omni-channel.

The current study assesses OC service brand in two ways, first, primary research based on a Korean sample was carried out to understand the effectiveness of brand extension strategies (i.e. SSG OC service brand) in OC service management. Second, two specific constructs of offline service quality are tested to determine its impact on OC service brand loyalty. We propose to examine specifically 'Tangibility' and 'Empathy' of SSG service brand which are characteristics of offline operations. Our study aims to explore whether tangible and personalized service of offline operations affect consumers' loyalty for SSG OC service brand.

Tangibility refers to things that have a physical existence, which could be seen, felt and touched. Tangibility implies physical aspects of offline operation, and this needs to be synergistically integrated with intangible features of OC such as applications, websites, kiosks, etc. from which consumers can obtain information about origin, payment, order, inventory, delivery, and returns. These tangible aspects of OC service are critical in creating service differentiation, customer satisfaction, and sustainable brand growth (Arokiasamy and Huam, 2014) as firms may take tangible evidence to communicate service quality to consumers. Tangible aspects of the OC service become particularly important when the OC service brand exist in an artificial sphere such as SSG brand, and offline service management may be indirectly done. SSG customers may develop loyalty toward the SSG brand by assessing the 'tangible' aspects of the brand when they visit offline stores. Thus, tangibility of offline TP may have significant impact on customer satisfaction of overall SSG OC service brand.

Empathy can be defined as caring and personalized attention of customers in the retail service. Thus, firms can obtain empathy from customers by customizing the OC services through personal interaction and information processing, unlike customizing physical goods. Personal attention and convenient operating hours at offline operation are typically considered to be two important elements of empathy evaluation (Parasuraman et al., 1991), which can be applied to the OC context as personalization of the service. Service personalization can enhance customer experience of the OC service, consequently driving the brand growth (Huang and Dev, 2020). In the case of SSG, empathy of offline service may be more critical as consumers may relate the overall quality of SSG OC service brand with the extent of customized service at the physical stores. Thus, empathy is an important construct in the OC service brand assessment.

The objective of this study is to assess the significance of tangibility and empathy of OC service on consumers' behavior and their loyalty for OC service brand. The paper is structured as follows: The next section has the research approach and conceptualization of the research model. In section three, findings of the study are presented, and the paper is concluded with implications and limitations.

2. Research approach

Previous studies investigated factors affecting customer behavioral intentions in OC environment: the relevance of quality of channel integration (Shen et al., 2018), personal experience (Hossain et al., 2017), individual tendency (Park and Kim, 2019), type of product (Park and Lee, 2017; Yurova et al., 2017), the role of offline channel (Huré

et al., 2017; Semeijn et al., 2005) and service quality (Algharabat et al., 2017; Beig and Nika, 2019; Bilkova and Kopackova, 2013; Kalia and Paul, 2020; King et al., 2016; Balfagih et al., 2012; Pandey and Chawla, 2016). Service quality perception of consumers is considered to have significant impact on satisfaction, loyalty, future use, purchase intensions of retail service (Ghosh, 2018; Kalia et al., 2016; Kaya et al., 2019; Khan et al., 2019; Ladhari and Leclerc, 2013; Nawafleh, 2018). Particularly, the service quality delivered through an OC retailer plays a vital role in differentiating them from other low-quality sites (Kalia and Paul, 2020), customer attraction (Bilkova and Kopackova, 2013), first-time purchases, retaining repeat purchases, and revenue generation (Balfagih et al., 2012; King et al., 2016), building customer loyalty (Pandey and Chawla, 2016), customer attitude (Algharabat et al., 2017). Service quality of OC has been extensively studied, yet, few studies have explored specifically the relationship between the offline service quality of OC and OC service brand loyalty. The purpose of this study is to explore the significance of consumers' perception of offline service quality which are distinctively relevant to OC service and how this may impact consumers' loyalty of OC service brand.

In the case of SSG, consumers may perceive the overall quality of SSG OC service positively by assessing tangible features in the physical stores. Thus, tangibility maybe closely linked to the perceived quality of SSG OC service brand. Empathy refers to the way companies address and understand customer issues and problems (Parasuraman et al., 1988), if employees at offline stores lack empathy in their service, customers may not be satisfied with the service quality of offline stores (Loke et al., 2011), and this can have negative effect on consumers' perception of SSG OC service brand. Thus, tangibility and empathy maybe powerful predictor of customer choice behavior (Jamal and Anastasiadou, 2009; Kumar et al., 2010; Ladhari, 2009; Lai, 2004; Zaim et al., 2010), and can be specifically associated with customer satisfaction of OC service. This study explores how these offline characteristics of OC service affect consumer satisfaction, attitudes and loyalty toward the SSG service brand. Fig. 2 conceptualizes the transitive relationship of two OC related service quality constructs (i.e. Tangibility and Empathy), customer satisfaction, and brand loyalty.

In our study, the proposed research model has customer satisfaction as an important intermediate construct which connects between determinants (i.e. tangibility and empathy of OC service quality) and consumers' loyalty for OC service brand. Customer satisfaction depends on consumer experience while using the service, thus service quality is closely linked to customer satisfaction (Kasiri et al., 2017; Kumar et al., 2013; Olsen, 2002; Söderlund and Öhman, 2005). In addition, satisfaction is considered to be the "seed" in which loyalty develops (Oliver, 1999), and a key determinant of customer loyalty (Colgate et al., 2007; Oliver, 1999). Satisfied customers are more likely to repurchase and become loyal customers (Chou, 2015; Olsen, 2002; (Picón et al., 2014). Thus, the relationship between satisfaction and loyalty has become the basis of marketing literature and practice (Anderson and Mittal, 2000).

Customer's loyalty for OC service brand is further divided into attitudinal loyalty and behavioral loyalty (Fig. 2). Attitudinal loyalty refers to the degree of propensity to favor a particular company (Chaudhuri and Holbrook, 2001) which is driven by satisfaction (Forgas et al., 2010). Behavioral loyalty represents brand recommendation and repurchase of a brand, which denotes consumers' true loyalty showing willingness to take repurchase action (Chang and Hung, 2013; Chaudhuri and Holbrook, 2001). Consumers may develop positive attitude toward a particular brand which can lead to an intention of repurchase, and the path of these constructs may describe the process of brand loyalty development by consumers (Bandyopadhyay and Martell, 2007; Kaur Sahi et al., 2016).

3. Method

This empirical study is based on survey study of Korean shoppers of a Korea OC service retailer (i.e. ShinSeGae). This sample is chosen for the following reasons. First, ShinSeGae has been successfully running offline stores over the past 30 years and has grown a lot of reputable and loyal consumers. Second, it is one of the first companies in Korea to introduce a comprehensive OC platform with a specific brand concept. Particularly, ShinSeGae has applied brand extension strategy in establishing the OC service brand by launching SSG. Currently, SSG represents an overarching brand which coordinates subsidiaries (i.e. on/offline channels) within the firm. Appendix A shows ShinSeGae has ten subsidiaries with sub-brands which enables various TP with customers (i.e. department sotres, TV-shopping, CSV, shopping mall, e-commerce). Prior to introduction of SSG, the operation of these subsidiaries has been segmented. SSG has unique positioning since it signifies the OC service of ShinSeGae as a whole, yet the actual retail service takes place in various subsidiaries' spheres. We chose this brand specifically to assess the effectiveness of integrated OC service platform which has a standing brand identity, and to determine the importance of selected offline characteristics of OC service on loyalty of the OC service brand.

In order to obtain a good quality data of this particular sample, the

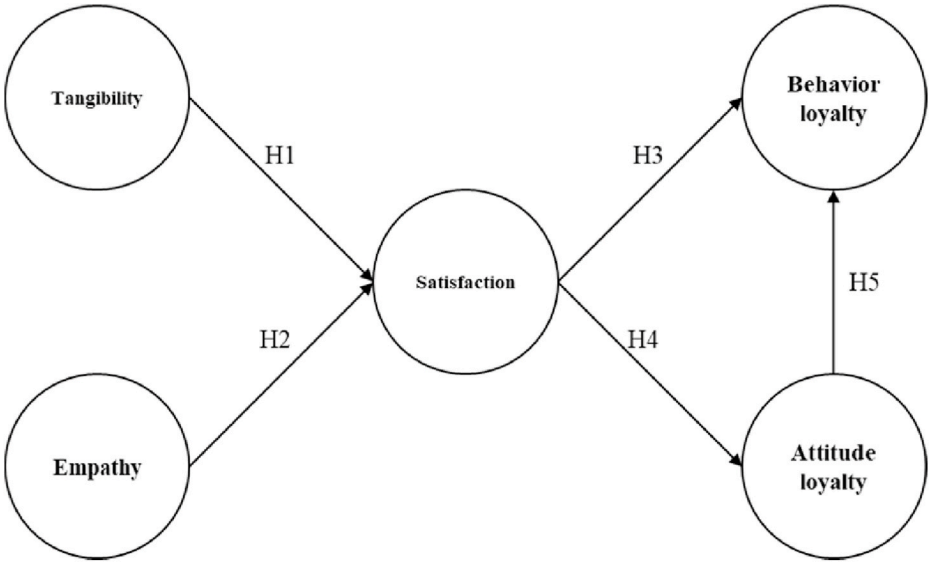

Fig. 2. Research model.

survey was conducted in an offline approach. The survey has questions to screen out respondents who do not have OC retail knowledge and experiences. A short definition of OC shopping was provided to the respondents in the beginning of the survey questionnaire. Then, consumers were asked to determine whether they can recall an OC service brand. Total of 173 responses are collected and 127 responses are finally used for empirical analysis after data cleaning. Table 1 shows demographic characteristics.

Scales and items for the proposed model are selected based on the previous literature. Measurement items are summarized in Appendix B and evaluated according to a 5-point Likert scale ('1 = strongly disagree' to '5 = strongly agree').

4. Results

The research model was tested with Partial Least Squares- Structural Equation Modeling (PLS-SEM). PLS-SEM offers more flexibility in terms of the number of data required and model complexity (Sarstedt et al., 2014). In this study, Smart-PLS (v 3.2.8) and SPSS 25 statistical software were used. SPSS 25 was used to investigate factor loading in the principal component analysis (The significance probability of Bartlett's sphericity: 0.000; The Kaiser-Meyer-Olkin measure > 0.500). the five components with eigenvalues greater than 1, these five components correspond to five constructs (Table 2).

Cronbach's alpha (Cronbach, 1951) was calculated to evaluate the construct reliability. The appropriate reliability has a value of at least 0.70 (Nunnally, 1994). Our finding Cronbach's alpha value exceeded recommended as a value between 0.771 and 0.854 for all items. Considering the PLS-SEM criteria, the five constructs in the study had adequate reliability (see Table 3). In order to secure internal consistency reliability, the composite reliability (CR) above 0.7 (Hair et al., 2016), and to secure the convergent validity should be the average variance extracted (AVE) above 0.5 (Fornell and Larcker, 1981). Our research model has convergent validity, discriminant validity, and construct validity because the result has the CR above 0.7, the AVE above 0.5, and the AVE square root higher than the correlation coefficient (Tables 3 and 4). In addition, the results of VIF (collinearity) in Table 5 were less than 0.5 (1.149–2.268), so there is no multi-collinearity between the constructs (Hair et al., 2016).

Using Smart PLS 3.2.8, a bootstrap method with 500 replications was applied to calculate t-values and path coefficients (Henseler and Sarstedt, 2013), and the results are shown in Table 6. All hypothesizes were statistically significant. The results indicate that customer satisfaction mediated the relationship between tangibles (t-value = 3.371, p-value = 0.001; H1) and behavior loyalty (t-value = 13.704, p-value = 0.000; H3) and attitude loyalty (t-value = 16.781, p-value = 0.000; H4). Also, customer satisfaction mediated the relationship between empathy (t-value = 3.3828, p-value = 0.000; H2) and loyalties. And attitude loyalty was significant to behavior loyalty (t-value = 3.053, p-value =

Table 2
Confirmatory factor analysis.

	Component				
	1	2	3	4	5
SF3	0.783	0.280	0.081	0.238	0.153
SF1	0.696	0.086	0.271	0.174	0.494
SF2	0.669	0.323	0.212	0.253	0.274
TA1	0.057	0.854	0.192	0.091	0.202
TA2	0.185	0.821	0.166	0.032	0.134
TA3	0.222	0.769	0.075	0.190	−0.028
EM1	0.079	0.109	0.844	0.072	0.204
EM2	0.121	0.141	0.790	0.080	0.267
EM3	0.307	0.281	0.697	0.191	−0.241
BL1	0.118	0.064	0.099	0.856	0.335
BL2	0.493	0.246	0.100	0.652	0.062
BL3	0.461	0.172	0.219	0.619	0.261
AL1	0.293	0.178	0.148	0.364	0.649
AL3	0.278	0.399	0.124	0.361	0.645
AL2	0.538	−0.012	0.287	0.219	0.606

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization, Rotation converged in 22 iterations.

Table 3
Construct reliability and validity.

Item	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
AL	0.826	0.896	0.742
BL	0.827	0.897	0.744
SF	0.854	0.911	0.773
EM	0.771	0.868	0.686
TA	0.824	0.895	0.740

Note: Tangibles: TA, Empathy: EM, Satisfaction: SF, Attitudinal loyalty: AL, Behavioral loyalty: BL.

Table 4
Discriminant validity.

Item	BAT	BLY	BSF	EPT	TGB
AL	0.861				
BL	0.724	0.862			
SF	0.780	0.711	0.879		
EM	0.464	0.410	0.496	0.828	
TA	0.448	0.418	0.495	0.421	0.860

Note: Tangibles: TA, Empathy: EM, Satisfaction: SF, Attitudinal loyalty: AL, Behavioral loyalty: BL.

Table 1
Demographic characteristics.

Characteristic	Item	Frequency	Characteristic	Item	Frequency
Gender	Female	51	Education	≤High School	39
	Male	76		Bachelor degree	65
Age	20s	46		≥Master degree	23
	30s	41	Occupation	Student	22
	40s	29		Government official	5
	50s	11		Profession	18
Monthly	≤2000	39		housewife	9
Income ($)	2001–3000	46		Office work	39
	3001–4000	16		self-employed	6
	4001–5000	9		Service industry	6
	5001–6000	5		Production	5
	≥6001	12		Others	17
Total	127				

Note: N = 127.

Table 5
Collinearity statistics.

Item	VIF	Item	VIF	Item	VIF
AL1	1.893	BL3	2.156	EM2	1.702
AL2	1.794	SF1	2.204	EM3	1.419
AL3	1.958	SF2	2.188	TA1	2.268
BL1	1.709	SF3	1.974	TA2	2.01
BL2	1.952	EM1	1.766	TA3	1.629

Table 6
PLS-SEM results.

Hypothesis		Path coefficients	T-Statistics	P-Values	Result
H1	TA - > SF	0.348	3.372	0.001	supported
H2	EM - > SF	0.349	3.828	0.000	supported
H3	SF - > BL	0.711	13.704	0.000	supported
H4	SF - > AL	0.780	16.781	0.000	supported
H5	AL - > BL	0.431	3.053	0.002	supported

0.002; H5).

5. Discussion and implications

ShinSeGae attempts to facilitate its communication with customer in its OC service system by introducing SSG which was based on a brand extension strategy. With this OC service brand, SSG provides an integrated brand experience across ten different subsidiaries by integrating data of each operation, reducing organizational silos (Hansen and Sia, 2015) Having a standing brand identity for the unified OC system was effective in connecting with consumers, since the concept and use of OC service is relatively new to customers at the time of launch. By having customers become familiar with the OC service brand name, their understanding of OC system was clearly affected. This evidently shows that branding of OC service platform can effectively facilitate customer interaction of OC (Payne et al., 2017; Wang and Hazen, 2016).

The ultimate goal of the marketing process in OC service may need to strengthen strong relationships with loyal customers and convert indifferent customers into loyal customers (Berry and Parasuraman, 2004; Xu and Jackson, 2019) which may imply building brand loyalty in OC service. Retailers may need to consider integration of multiple platforms into a single choice environment (Cummins et al., 2016; Quach et al., 2020) which can lead to building loyalty of OC service brand. An OC retailer which has a customer base with strong brand loyalty may have competitive advantage in rapidly evolving retail sector.

This study contributes to exiting literature with an investigation of the relationship between offline service quality of OC and consumers' brand loyalty for the overall OC service brand. Results show that consumers tend to relate tangible and personalized service at the offline stores with overall OC service brand which may exist in virtual sphere. When consumers are satisfied with tangible and personalized service of offline stores, they are likely to have positive attitude toward OC service brand and repurchase intention.

Tangibility is a significant aspect of customer satisfaction in the service industry (Zafar et al., 2011) as it can function as effective communication of distinctive visible services to consumers. Positively perceived tangible features at offline stores may lead to competitive advantage over competitors as a differentiation of OC service. Thus, effective management of tangible aspects of offline OC service can lead to more satisfaction and lasting relationships between customers (Khan and Fasih, 2014; Liu et al., 2020; Overmars and Poels, 2015). In addition, the OC platform may need to emphasize personalized customer service in offline operation, providing holistic attention to specific needs and concerns of individual customers which can enhance customer's offline brand experience and lead to brand loyalty of OC service.

This study has significant implications for practitioners. On a practical level, this study suggests three crucial management measures that managers should emphasize in managing service quality for OC retailing, customer satisfaction and OC service brand. First, the concept of OC encompasses imperative necessity to connect multiple channels and focus on integrating on/offline activities (Barann et al., 2020; Hossain et al., 2020). Consumers can perceive OC to be cumbersome if it is not conveniently provided nor clearly communicated, which can reduce customer satisfaction and loyalty. It is important to recognize that OC may poses not only the distribution function through which supplier's product reaches consumer, but also the communication function through which marketers can connect with consumer. Thus, the scope of OC is narrow in one respect (i.e., company-owned distribution channel), but can be wider in another respect (i.e., integrated marketing communications).

This study shows that communication of OC service can be facilitated effectively by having a standing brand identity (i.e. SSG) for OC service. ShinSeGae communicates its OC service quality and brand image to customers by having SSG service brand. With this brand name, ShinSeGae communicates with consumers the unified OC service concept which integrate data of ten independent channels. This system allows consumers to have seamless OC service experience across ten different subsidiaries, leading to enhanced shopping experience and increased brand loyalty. The synergy between on/offline operations, created through seamless integration between the two channels, can enhance customer experience with retailer, strengthens retailer's brand image, and increases customer loyalty across both channels (Gefen, 2000; Kwon and Lennon, 2009).

The SSG case shows that OC can serve as a hub for retailer value creation if tangible features of offline operation are perceived to be positive by consumer. The value creation of OC can be enhanced by equipping physical stores with new technologies and accessible through smart devices (Ono et al., 2012). It is important that these additional new features and benefits of OC service need to be recognizable in the eyes of consumers, thus tangibility of OC service is critical in creating value for the OC service. If contents and processes are inconsistent, customers may get frustrated and may likely switch to another retailer (Lee et al., 2019).

Second, empathy of the offline service quality has been considered as an important parameter to increase customer satisfaction in general concept, and this study provides an evidence that offline service empathy can have significant impact on overall OC service brand loyalty. Data integration across multiple channels allows SSG to have better understanding of customer preferences and needs, including purchasing patterns and shopping trends. Using these insights, SSG can effectively personalize its OC Service (Stone et al., 2002), thus increasing the likelihood of a lucrative long-term relationship (Hsieh et al., 2012).

ShinSeGae is a large-scale retail conglomerate which has ten subsidiaries with various TP (department store, TV-shopping, mart, CVS, e-commerce). This company shows a unique case of applying brand extension strategy in introducing an OC platform into market and has successfully developed loyalty for its OC service brand. Results also suggest that consumers' perception of offline service quality need to be carefully managed in order to build the OC service brand. Findings from this study may shed light on how retailers can integrate multiple channels which operate in silo structure with several subsidiaries.

Acknowledgement

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Appendix A

Items	Code	Measures	Sources
Tangibles	TA1	This retailer has up-to-date equipment.	Parasuraman et al. (1988; 1991); Berry and Parasuraman (2004); Belwal and Amireh (2018).
	TA2	This retailer's physical facilities are visually appealing.	
	TA3	The appearance of the physical facilities of this retailer is in keeping with the type of services provided.	
Empathy	EM1	This retailer gives you individual attention.	Parasuraman et al. (1988; 1991); Berry and Parasuraman (2004); Belwal and Amireh (2018).
	EM2	This retailer has your best interests at heart.	
	EM3	This retailer has operating hours convenient to all their customers.	
Satisfaction	SF1	Altogether, I'm satisfied with the goods and services of this retailer.	Olsen, 2002; Lin and Wang (2015); Kasiri et al., 2017; Zhang et al. (2018)
	SF2	This retailer totally meets my expectations.	
	SF3	I've made especially good experiences with this retailer.	
Attitudinal loyalty	AL1	I will come back this retailer to buy a product.	Lin and Wang (2015); Forgas et al. (2010); Lee et al. (2018); Mencarelli and Lombart (2017)
	AL2	I will recommend this retailer to my relatives.	
	AL3	I think that I have built a personal relationship with this retailer.	
Behavioral loyalty	BL1	For my next journey, I will repurchase from this retailer.	Chang and Hung, 2013; Lee et al. (2018)
	BL2	I will consider this retailer as the first priority.	
	BL3	I will say positive things about this retailer.	

Appendix B

Brand Name	Channel Type	Brand Logo
SHINSEGAE GROUP		
SHINSEGAE DEPARTMENT STORE	offline	
e-MART	offline	
SHINSEGAE MALL	offline	
TRADERS	offline	
SHINSEGAE-TV SHOPPING	offline	
SHINSEGAE SIMON	offline	
STARFIELD	offline	
S.I.VILLAGE	online	
SHINSEGAE DUTY FREE	offline	
ELECTRO MART in-store)		

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