

# Exploring Omnichannel Retailing

Wojciech Piotrowicz • Richard Cuthbertson  
Editors

# Exploring Omnichannel Retailing

Common Expectations and Diverse Realities

 Springer

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# Preface

This book considers the current state of omnichannel development in retailing from a range of perspectives, markets, and sectors. The coverage reflects the diversity of retailing. Markets covered include Finland, India, Italy, Malaysia, Poland, Turkey, the UK, and the USA, with sectors from grocery to fashion to pharmaceuticals. The chapters discuss strategic issues, such as strategy implementation and channel integration, as well as operational and technological issues, such as product delivery and mobile apps. Such diverse realities suggest different approaches to omnichannel development, with different resulting solutions, and yet there are many common expectations. Consumers, retailers, and suppliers all over the world expect online markets to be fully integrated with physical channels, with faster delivery and higher service levels than ever before. The challenge of meeting such expectations is huge—hence the need for this book.

This book resulted from discussions at the annual Oxford Institute of Retail Management conference at the University of Oxford.

Following a general introduction to omnichannel development, we have deliberately allowed the contributing chapters to cover a broad range of subjects to reflect the wide disruptive impact of these new developments. Moreover, each contributing chapter has focused in depth on a few topics of interest. These diverse perspectives are then all brought together in the final chapter, which analyses the common expectations, synthesises the diverse realities, and so leads to the creation of a framework that practitioners may use in their decision-making today and academics in their future research.

Many thanks to all of those who have contributed to make this happen.

Helsinki, Finland  
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Wojciech Piotrowicz  
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## About the Editors

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**Richard Cuthbertson** is a Senior Research Fellow and Research Director at the Oxford Institute of Retail Management at Saïd Business School, University of Oxford and *Vice-Principal of Green Templeton College, University of Oxford*. His research interest lies in understanding and assessing the challenges of the increasingly digital world on retail, particularly through technology innovation and the use of customer data. His work is international in scope, in particular looking at how retail practice and policy are developing in countries like India and China, and he regularly acts as a consultant to retailers and governments. He is author of over 100 published articles and has worked with many companies, including Tesco, Sainsbury's, P&G, Casino, T-Mobile, BP, Abbey, IBM, KPMG, and BCG. Richard is a Board Member of the Charity Retail Association. He was awarded the Emerald Literati Network Award for Excellence (twice) and the Pegasus Prize for eBusiness Future Insights (2006).

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# List of Abbreviations

APAC	Asia Pacific (region)
App	(Mobile) Application
AR	Augmented reality
B2B	Business to business
B2C	Business to consumer
BLE	Bluetooth low energy
BRIC	Brazil, Russia, India, China
C2C	Customer to customer
CA	Cluster analysis
CAGR	Compound annual growth rate
CEO	Chief executive officer
CnC	Click and collect
CRM	Customer relationship management
DBMS	Database management system
DTP	Direct to pharmacy
E-Commerce	Electronic commerce
EU	European Union
FC	Fulfilment centre
FB	Facebook
FDI	Foreign direct investments
FMCG	Fast moving consumer goods
GM	General merchandise
GMV	Gross merchandise value
GPS	Global Positioning System
GTIN	Global Trade Item Number
ICR	Interactive voice response
ICT	Information and communications technology
ID	Identity document
IG	Instagram
IP	Intellectual property
IIT	Interactivity technology

IT	Information technology, information technologies
LED	Light-emitting diode
MCA	Multi-correspondence analysis
m-Commerce	Mobile commerce
MMS	Multimedia message
mPOS	Mobile point of sale
NCR	National Capital Region (in India)
NFC	Near field communication
NGO	Non-governmental organisations
OCR	Omnichannel retailing
OTC	Over the counter (medicines)
PC	Personal computer
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
POM	Prescription-only medicines
POS	Point of sale
PSA	Personal shopping assistant (device)
RBV	Resource-based view
R&D	Research and development
RFID	Radio-frequency identification
ROI	Return on investment
RQ	Research question
SA	Subgroup analysis
SCA	Sustainable competitive advantage
SERVQUAL	Service quality (model)
SKU	Stock Keeping Units
SM	Social media
SMS	Short text message
SNS	Social networking sites
SWOT	Strengths, weaknesses, opportunities, and threats
TAM	Technology acceptance model
TPB	Theory of planned behaviour
UK	United Kingdom
URL	Uniform Resource Locator
US	United States of America
USD	US Dollar
VR	Virtual reality
VRIN	Valuable, rare, inimitable, and non-substitutable (resources)
WAP	Wireless application protocol