

Towards an Effective Implementation & Improvement of a Consistent Omni-Channel Customer Experience in the Digital Age

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Abstract:

This research paper aims at identifying the significance of delivering an Omni-channel customer experience, the conditions, as well as the procedures to follow in order to implement it correctly and effectively. Moreover, the paper is concerned with key factors to consider when developing this strategy, and how it can be improved. To this end, we devoted a descriptive and analytical approach that contributes to forming a scientific background, which can be useful to enrich the various aspects related to the customer experience in general, and to the Omni-channel customer experience more specifically. The research concluded that to implement an excellent Omni-channel customer experience, firms and brands must follow and consider several steps and dimensions that have a direct link with customers, information, and technology. Furthermore, improving this experience is tied to a variety of practices that may differ from business to another; however, successful models often offer valuable ready-to-use ideas.

Key words: Customer Experience (CX); Omni channel marketing; Purchase journey, Touch points; Digitalization.

Classification JEL: M300, O33

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Introduction:

According to (Kotler, n.d) “The only way to serve your company’s interest is to serve your customer’s interest.” actually, this is applicable to all kinds of businesses at all times. However, over the past few decades, customer profile has changed and his journey has morphed, it is no longer the same customer nor the same journey and attitudes; today’s customer seems to be more aware of what he is living and experiencing from the pre-purchase phase to even beyond the post- purchase stage.

In fact, his focus is not anymore on the product itself; rather, it extended to the emotions and feelings every customer can procure in every touch point even with the product or the business as a whole. In brief, as pointed by (Alfaro &.al. 2014) the customer wants to take his/her purchasing and consumption process to a higher level.

Those changes have created a big shift in the markets, the thing that made an impact on the frequently used concepts in all domains. May be among the most important in the marketing field the emergence of the four E’s (Experience, Exchange, Everywhere or everyplace, and Evangelism) sometimes as an addition and more often as a substitute for the old marketing mix i.e., the four P’s (Product, Price, Place, and Promotion).

This transformation emphasizes the importance of the customer experience for any business to succeed, since this experience helps the customers relate to the brand and/or the business and feel emotional about the company or the product. Moreover, when it comes to emotions it is crucial for the company or the brand to be able to meet all the customers’ needs and desires and provide them with a real value that have to be equal to, or if possible, accede their expectations and believes during the entire purchase journey.

Theoretically, this mission seems to be effortless, yet with the widespread use of internet and the technological devices (such as computers and mobile phones), new channels and different communication methods have emerged and integrated, thus marketing strategies have changed from single-channel to multiple-channels, and more precisely to Omni-channel commerce. (Izmirli & al., 2021) This has contributed to a huge confusion to the businesses about what to choose to serve the customer the way he expects and deserves.

From the above, we can say that customer experience is proving to be an important and powerful part of a business strategy. Although, in the midst of technological development companies have to adopt the appropriate strategy by choosing first the channels to integrate in order to deal with the customers during the purchase process, and then it is fundamental to grant a smooth experience across all the channels, regardless the encountered difficulties and challenges.

Accordingly, the problematic of the study appears as follows:

To what extent businesses are able to implement and provide a consistent Omni channel customer experience while offline and online marketing are used alongside. Moreover, what is the optimum blend of the two systems to develop the overall customer experience in light of the surrounding challenges and difficulties?

Accordingly, this research focuses on understanding the importance of delivering an Omni-channel customer experience, the conditions in addition to the different steps to follow in order to implement it the right way. Furthermore, the paper is concerned with the practices to improve this strategy.

Consequently, we will hire the descriptive and analytical approach that forms a scientific background, which can be useful to enrich the various aspects related to the subject under research, and other related aspects.

To answer the research's questions and achieve its goals, this paper proceeds as follows: First, we review the literature on the topic of customer experience in general and Omni-channel customer experience more specifically. Second, we differentiate between the Omni-channel strategy and customer service on one hand, and we distinguish it from other types of customer experience on the other hand. Third, we extract the key steps and dimensions to implement this approach effectively. Fourth, we analyze the lessons learned from successful models and explain how businesses and brands can benefit from them to develop their Omni-channel customer experience, and finally we derive our conclusion and recommendations.

I. Customer Experience:

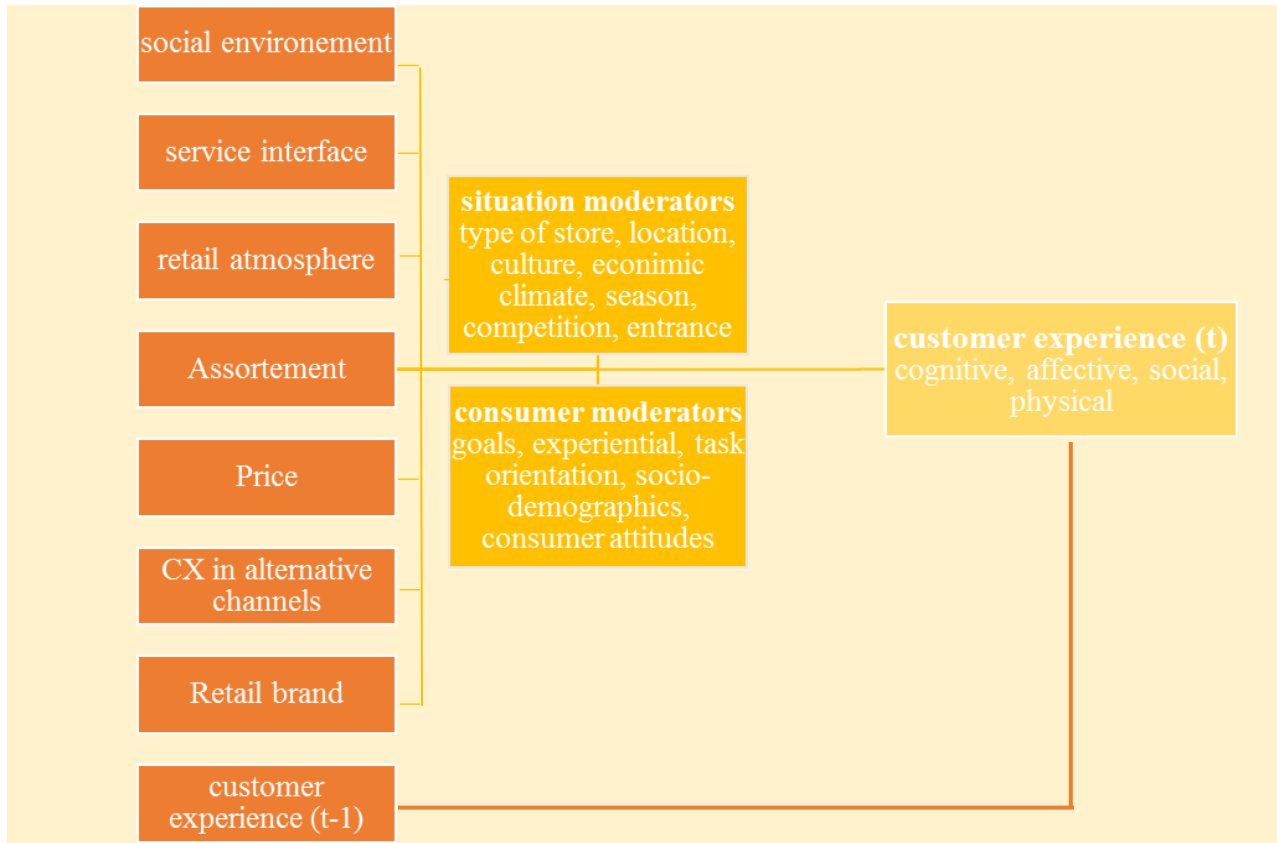
Before tackling the Omni channel customer experience and differentiate it from other strategies, it is necessary to know what does customer experience mean, and why it is so significant?

1. What is Customer Experience?

The concept of Customer Experience, also known as CX, was firstly conceived in the mid-1980s when a new experiential approach offered an original view to consumer behavior, as businesses became customer-centric. Thus, this concept came more relevantly to the façade in the 1990s, while “experiences” has been acknowledged as a novel economic contribution, that represents the next step after commodities, goods and services in the progression of economic value. Later, different contributions focused their attention on the Customer Experience as a new lever to create value for both the company and the customer (Gentile & al., 2007) and ever since, it has not stopped developing and amending definitions depending on approaches and perspectives.

However, many researchers agree on a combination of different components, as per Meyer and Schwager, who define it as “customer internal and subjective resonance to any direct or indirect interaction with the company's products, service or brands.” (Barari & al., 2020). In addition to its definition as a set of interactions and experiences, the customer has with the business throughout his/her entire purchase journey, from first contact to the end of the process whilst he can be a happy and even a loyal customer. (Singh, 2020, p2) We must bear in mind that this experience is personal, shaped by the character traits of the person involved and his/her way of perceiving and processing the experience, hence, it involves the customer at different levels (rational, emotional, sensorial physical and spiritual). Moreover, it comprises various physical variables: time, cleanliness, functionality, temperature, environment, etc. (Alfaro & et.al., 2014)

Fig n°(0 1) : Conceptual Model of Customer Experience Creation



Source: P. C. Verhoef, et al., 2009, P 32

Figure n° (01), depicts a conceptual model of customer experience creation, it shows that customer experience is created by several elements, some of them are controllable by the provider such as service interface (service person, technology, and co-creation/customization), retail atmosphere (design, scents, music, and temperature), assortment (quality, variety, and uniqueness), price (loyalty programs, promotions). The rest are outside of control, for instance: social environment (reference groups, reviews, tribes, co-destruction, and personal service), and consumer moderators, in addition to prior cx which can be under control in some aspects and uncontrollable in others.

In this regard, businesses are supposed to focus on the controllable elements in order to improve the customers' journey and experiences. Certainly without disregarding the other ones by steering extra efforts towards spreading knowledge about the company, promoting its work, and creating a positive image in the market especially amongst current clients.

It is crucial for the companies to deliver a positive CX because when customers attain positive affective and cognitive value during their purchase journey, they feel encouraged to share their experiences with others. (Barari & al., 2020) Furthermore, living a positive Customer Experience can promote the creation of an emotional tie between the firm and its customers, which in turn enhance customer loyalty. (Gentile & al., 2007)

2. Customer Experience vs. Customer Service:

It is often confusing to differentiate the two terms, are they synonyms? If not what is the relation between them?

The answer is short; customer service is part of the whole customer experience. It is defined as “the part of an organization that answers customers' questions, exchanges goods that are not satisfactory, etc.” (Cambridge dictionary, n.d.), as well as “the fact of treating customers in a polite and helpful way, which is considered an important part of running a good business” (Cambridge dictionary, n.d.), i.e., developing deeper customer relationships. In addition, (Kotler & Armstrong, Principles of Marketing, 2018) claimed that “The customer service department keeps records of customer satisfaction or service problems”, thus this part of the company is responsible for assembling the customers' feedback while helping them overcoming their difficulties and solving their problems, if any. This means that people in the customer service are supposed to facilitate the customers' journey, therefore improve the purchase experiences.

In the other hand, it is important to understand that the customer experience creation process is comprised of multiple independent contact points (including the customer service point) (P.C. Verhoef, 2009). Accordingly, its “evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and it's offering in correspondence of the different moments of contact or touch-points”. (Gentile & al., 2007) Knowing that, and as stated by (Singh, 2020, p2) the two primary touch points that create this experience are people and product. Yet, in the digitalization era and especially during 2020, we would rather add digital channels such as websites, applications, and the various social media platforms, where generally nowadays customers get in touch with the business (products and services) in the first place. Where the huge shift of customer experience, hence the emergence of the concept of Omni channel customer experience.

II. Integrating and implementing an Omni channel CX:

Before knowing how to implement an effective Omni-channel customer experience, it is essential to know what this concept means and why we selected it instead of the other strategies.

1. Why Omni Channel?

As mentioned earlier, the customer experience has undergone major transformations, as for years the connection and all interactions between business and customers have only happened through one channel. Subsequently, with technological development, the aptitude to serve customers from more than one channel has become not only possible but also very important. Thus, and depending on the degree of customer interaction and integration of the company, other strategies have emerged.

Fig n° (02): Evolution of Customer Experience Strategies



Source: Elaborated by the researcher

As shown in figure 2, the appearance of the Omni channel strategy was preceded (Hossain & al., 2020) by each of the following strategies:

- Single-channel (mono-channel) CX: customers according to this strategy communicate and deal with the business through only one channel, mainly a physical store, a salesperson, or a telephone number (Corporate finance institute, n.d.); this was the situation prior to the internet existence and even before other technological development.
- Multi-channel CX: this type of customer experience strategies allows customers to contact the company, communicate, and shop through different channels (Izmirlı & al., 2021). However, there is no connection between the multiple channels; i.e., all the exchanges and interactions occur without saving and maintaining customer data (Corporate finance institute, n.d.). This means that customers are meant to transfer their details and information each time they change the channel. Therefore, according to (Izmirlı & al., 2021) “Still, multi-channel applications are not enough to meet today’s consumers’ expectations”.
- Cross-channel CX: This strategy combines various marketing channels that work together to create a connected message, with the purpose of generating a more cohesive customer journey. Moreover, this approach engages consumers at different touch points, with the intention of building complete profiles that enhances the customer experience and develop loyalty (Marketing Evolution, n.d.).

Whereas Omni-channel customer experience represents a complete and holistic approach, which provides a seamless cross-channel experience. (Corporate finance institute, n.d.; Mast, 2020) It allows the customer to interact with the company using several devices and channels, whereas the later are used interchangeably during both the search and buying process, and even simultaneously in the same stage of the purchase journey. (Flavián & al., 2020) Hence, it connects all touch points in an integrated way to achieve its objectives, i.e. provide a seamless and comprehensive experience. (Juaneda-Ayensa & al., 2016)

This strategy enables the costumers merge online and offline channels to minimize the inputs and/or maximize the outputs of the purchase journey.(Flavián & al., 2020) Because in an Omni-channel world, offline marketing can attract customers to go online, and on the other hand e-marketing, especially search marketing can do the opposite. (Practicology, 2017)

Based on what has been said, we can summarize the differences between the four strategies in table n°1 as follows:

Table n° (0 1): The Difference between the Customer experience Strategies

	Single-channel	Multi-channel	Cross-channel	Omni-channel
Use multiple channels	No	Yes	Yes	Yes
Channels are connected	No	No	Yes	Yes
Channels used interchangeably & work seamlessly together	No	No	No	Yes

Source: Elaborated by the researcher

The reason behind choosing the Omni-channel strategy is now clearer, today's customers demand to be remembered and recognized during every interaction and at every stage of their relationship with the company, it is the basis of any quality customer experience. (Price & Jaffe, 2015) In addition, they expect a consistent, uniform, and integrated experience, despite the used channel; they need to have the ability to pick up where they left off on one channel and continue the exchange or buying process on another, i.e., they are willing to move seamlessly between channels depending on their needs. (Juaneda-Ayensa & al., 2016) Moreover, lately the COVID-19 pandemic has proven how important digital commerce and Omni-channel are for businesses to survive.

2. Requirements of Implementation of an Omni-channel CX Strategy

As previously highlighted, delivering seamless experiences is crucial in the Omni-channel world. It is therefore no longer a question of whether or not to integrate an Omni-channel strategy to the business, but rather to know how to implement it effectively through the adoption of its best practices.

Although, best practices adoption refers to the adoption of features and capabilities that are considered standard and should be comprehensively implemented, they are not limited to the adoption of innovative services and technologies, such as Artificial Intelligence and Augmented Reality (Fit for commerce, 2020) despite their importance in this regard. Still, technology is essential for the integration of all touch points to enable the dissemination of similar information across all channels at the same time, also it enabled Omni channel retailing dynamics affects both consumer and business processes in various ways. (Peltola & al., 2015, p341, Lazaris, & Vrechopoulos, 2014, p4)

We must bear in mind that besides the preceding, providing an effective Omni channel customer experience is an ongoing process, which consists of several steps:

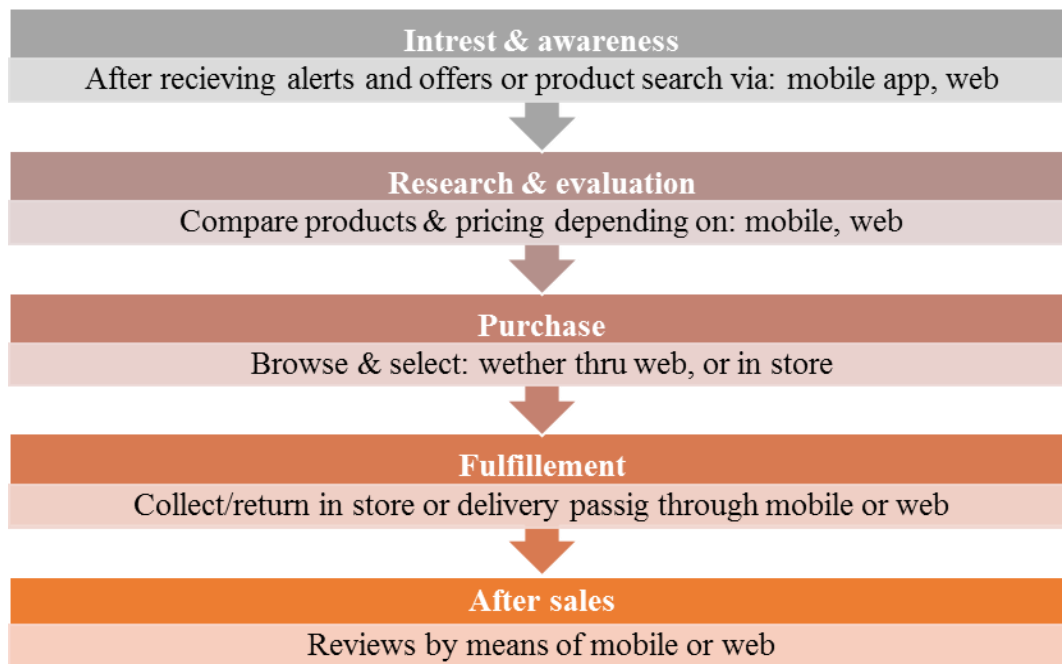
The very first step is to know and understand customers (Bell & al., 2014; O'Brien, 2021) by their digital and offline behaviors, the thing that can lead to reveal their needs and expectations, through the investment in consumer behavior studies, (Lazaris & Vrechopoulos, 2014, p4) analytics and

market research. Furthermore, tools such as online surveys, data analytics programs and social media listening software can provide more customer insights by identifying sales patterns, signaling consumer claims or enlightening their trends. (Kazim, n.d.)

Thus, customers must be a priority; hence, they are not supposed to feel any difference between the diverse channels. Also, they are meant to enjoy their purchase journey in each and every channel (Weiland, 2016, p75), business therefore have to provide the optimum mix of the offered technologies/services depending on the business sector, culture, consumer behavioral patterns and preferences, etc... (Lazaris & Vrechopoulos, 2014, p4) that best align with the customers’ interests.

As a second step, companies are required to look at their processes and touch points as well as map the customer journey (O'Brien, 2021). Knowing that customer journey map is a visual diagram of the interactions between the customer and the business representing all touch points (humans and non-humans) across all channels (live agent, Facebook messaging, email, call, website chat, etc.) from when the company first becomes visible, through purchase and post-customer stages (Mast, 2020). This act allows companies to spot opportunities as well as to design end-to-end journeys on both digital and live channels, taking into consideration the customer's migration across channels to ensure smooth transfers. (Amar & al., 2019) Yet, the customer journey can only be mapped after having taken cognizance of its phases presented in figure 03.

Fig n° (03): Omni-channel customer journey



Resource: Elaborated by the researchers Depending on (Badwi, n.d.)

Although, it should be noted that full customer journeys or paths cannot be predetermined or managed. Rather, the focus should be on the quality of each touch point, and on supporting a well-guided proactive transition between relevant touch-points (Peltola & al., 2015, p341). Furthermore,

companies can hire personalization, as retailers that customize as many touch-points as possible are more likely to reach 300% ROI or more. (Fit for commerce, 2020)

The next step in the Omni-channel customer experience process is the adoption of a multidisciplinary approach (Weiland, 2016, p75), and the full integration of the constituent parts as technology, process, and organization (Price & Jaffe, 2015). As well as unity and integration of touch points and channels such as: CRM, Social Media, Web Site, Call Center, Mobile Applications, In-Store Technologies and Applications (Lazaris & Vrechopoulos, 2014, p6). Knowing that channels integration involves six major dimensions that can have distinct effects on cognitive and affective customer experiences: integrated promotion, integrated product and price, integrated transaction information, integrated information access, integrated order fulfillment, and integrated customer service (Gao & al., 2021).

Lastly, to win in the Omni-channel environment businesses need to view the activities of the company through the lens of the two core functions of information and fulfillment (Bell & al., 2014). Initially knowledge need to be disseminated on all channels using all tools (Price & Jaffe, 2015), and then businesses have to implement an efficient information processing system to ensure a coordinated and fully monitored flow of data and information (Weiland, 2016, p75).

In the other hand, companies are required to meet all the customers' needs and demands for more options and greater convenience during their entire journey. To this end, firms must assure services such as "Buy Online/Pickup In-Store" (BOPIS) and "Buy Online/Return In-Store" (BORIS) which became a must have capability from the shoppers perspective, as if they can buy through any channel, they should also be able to return anywhere (Fit for commerce, 2020)

Furthermore, as noted by (Shi & al., 2020) an Omni-channel customer experience comprises a set of dimensions that are vital to any seamless cross-channel shopping journey, represented in:

- Connectivity of content and information;
- Integration of information systems and management operations across channels;
- Consistency related to content and process, and consistency of interactions;
- Flexibility in options and in the shift between channels;
- Personalization, i.e., individualized attention.

It is very important to follow the above with the intention of providing a good Omni-channel experience, since according to (Peltola et al., 2015, p 344), it will offer the customer inherent and integrated services, as well as seamless and intuitive transitions between channels at every touch point to match the customers' preferences, needs and behavior. This would help the company to not only retain the existing customers and reduce the risk of losing them, and encourage them to continue with the customer journey; rather it would create advocates for the business or the brand. This is shown in (NICE in Contact, 2019, P7) where results of an empirical study indicate that most

consumers (87%) agree they are willing to buy more products and (81%) are willing to recommend a company to others, if they have an exceptional customer experience. (NICE in Contact, 2019, P7)

Nonetheless, migrating to Omni-channel strategy can be challenging, and many brands cannot or have not been able to deliver on a true digital-first Omni-channel experience (Mast, 2020). In this regard and according to (Briedis & al., 2021), businesses commonly face three common issues:

- Unclear understanding of what parts of Omni-channel to prioritize;
- Focus on technology rather than on customer value;
- And failure to sequence investments in line with strategy.

Thereby, in the next section we will extract more practical real-life practices to deliver an effective CX through a display of a selection of successful models.

III. Improving the Omni-channel CX: learned lessons from the Pioneers

Omni-channel excellence requires a great focus on value creation (Briedis & al., 2021). This value can be assessed by comparing what was expected to what is actually perceived through the multiple channels, incorporating agent-assisted and individual self-service channels, including:

- Brick-and-mortar (physical) stores and booths.
- Website: i.e. the company's official website which can also serve as online storefronts.
- Online Marketplaces: which include social networking sites such as Facebook and Instagram, as well as ecommerce platforms such as Shopify, eBay, Amazon, Swappa, Jumia., Ouedkniss...etc, in addition to Chat Messaging (live chat) Marketplaces.
- Mobiles & mobile applications.
- Artificial intelligence mostly via chatbots and/or an automated assistant.
- Telephone enquiries and orders.

It is important to note that companies do not have to integrate all the above, however connecting all of the selected channels is essential in order to be able to tune a seamless cross-channel CX. Furthermore, (Google & Practicology) has established a set of best practices, based on CX principles, which have been applied by other companies and brands and proven to be effective. These interdependent and complementary practices can be reviewed as follows:

1. Product Information:

It is vital for firms to provide customers with product related information across all the opted channels (online and offline), especially in their websites, such as product availability online and in-store, and possible fulfilment options, and more. The thing that permits and induces purchases in any channel.

2. Store Details:

In addition to products' features and information, the company's website should incorporate shops information and details that make it simple and exciting to locate and visit a store in close proximity. Businesses in this regard may benefit, for instance, from the customers' geo location or the services and products' availability or offers to direct them to the appropriate shop.

3. Personalization:

Means recognize and treat customers as unique persons with distinct requirements in order to create a relevant, exceptional, and convenient CX across all channels, and some times in every touch point, with the aid of database, user profile, web usage mining, consumer behavior, personalization technologies, and one to one marketing (Dangi & Malik, 2017, P125). This practice is very advantageous since customers want to feel special and only be contacted about issues that interest them, and it rather has become easy with the help of artificial intelligence (AI) and Big Data use (Serrano, 2021).

4. Frictionless Movement between the Chosen Channel:

As mentioned before, it is not compulsory to employ all the existing channels in the business; however, it is indispensable to integrate all the selected channels with each other and guarantee a smooth transmission of all necessary information online and in-store.

5. Flexible Fulfilment:

It is crucial for today's customers to feel free in receiving, collecting, and returning their products wherever they want, they aspire to shop anywhere and get the product ready in any place they would like (Eg.: buying online, picking up in store), within a convenient period of time, mostly a short one.

6. in-store Technologies:

This feature helps staff members to view customers' favorite products and recommend new things that match their profiles (McKinsey, 2021). Hence, it enables both personalization and customization. In addition, it allows the different channels to help each other; therefore, it also permits smooth movement between channels.

7. Omni-channel Customer Service:

From what have been said previously about customer service, we can state that an Omni-channel customer service is associated with receiving customers' (positive and negative) feedback across all the available channels, as well as responding to them via any channel in the right time.

8. Cross promotion:

This practice is about the use of different channels seamlessly to promote the company and its products especially the new ones.

With the purpose of bringing the preceding closer to reality, we have selected as examples four leading international businesses and brands in providing a consistent Omni-channel customer experience (Fontanella, n.d.), from different sectors and backgrounds, as it is demonstrated in table n°02 bellow. These companies are:

- Nike: an American multinational corporation and the world's leading seller and producer of athletic footwear, apparel, and other sporting equipments (statista, 2021).
- Starbucks: is an American multinational chain of coffeehouses and roaster, known to be a neighborhood-gathering place and a part of the daily routine that aspires to bring a feeling of connection (Starbucks, 2021).
- Sephora, a French multinational personal care and beauty products’ retailer. A leader in prestige Omni-retail, with the purpose creating a welcoming beauty shopping experience and inspiring fearlessness in its community (Sephora, n.d.).
- Walt Disney: is an American diversified multinational mass media and entertainment enterprise, includes Disney Parks, Experiences and Products; Disney Media & Entertainment Distribution; and three content groups—Studios, General Entertainment and Sports—focused on developing and producing content for DTC, theatrical and linear platforms (The Walt Disney company, n.d.).

Table n° (02): Real life examples of Omni-channel practices

	Nike	Starbucks	Sephora	Walt Disney
Product Information	Distributed across multiple sections, to cover the products that are available in three main markets: men, women, and kids, plus new releases and sales.	Grouped in a detailed menu that comprises the different products as well as their nutrition Information. Plus, the site enables items availability via a search box per store.	The available items from the different brands, by virtue of their category, or usage, besides sale & offers. In addition, the website provides the prices of all the items.	The website provides an overview of the product categories, both tangible and intangible.
Store Details	The website leads to all the e-stores in various regions, with the possibility of finding a specific one due to the users’ address using a map or a search box. Plus it affords working hours of each store.	Provides filtered search based on store hours, location, order and pickup options, or accessible amenities and facilities.	Use mobile optimized store locator, and provide clearly listed information as working hours and contact details. Also, enables results’ filter based on services offered in-store and book appointments.	The shop button redirect the user to a new page that presents all the products, services and events. In addition, the mobile app enables the attractions’ location, and the estimation of their wait time.

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Personalization	<p>Gives the opportunity to customize the products online, and provides a Life-like virtual assistants, furthermore it eases identification of the perfect shoe size for people using a phone camera, it schedules rising children's next footwear delivery for busy parents as well (Connected Stores, n.d.)</p>	<p>Permits drink customization, and generates personalized offers via email, mobile app, and push notifications. Gives rewards members the possibility to track their progress in real time via the mobile app, which also displays their unique offers and status (Berthiaume, 2020).</p>	<p>Provides in-app messaging personalized push notifications, and the ability to book in-person beauty consultations from their phones. In addition, customers may use scanners to find product that suit their hair color and skin type (McKinsey, 2021).</p>	<p>The website supports wish lists creation that can be used in later recommendations, furthermore it permits trip planning based on the customers' preferences.</p>
Frictionless Movement between Channels	<p>Adopted a mobile app that recognizes customers once they enter the shop, allowing them to check for items availability in their site and pay without having to wait in line. It also allows reserving pieces to try on before buying them by retrieving them from the store locker (Lauchlan, 2019).</p>	<p>Offers free reward cards that can be used in every purchase, the card can be checked and refilled by phone, Internet, in-store, or on the app. Moreover, any changes to it or to the customer profile are reflected in real-time across all channels (Fontanella, n.d.).</p>	<p>Provides a software to test products virtually, and permit their addition to a wish list that can be purchased using the app. It also integrated Beauty Bag feature and in-store communication channel to aid customers reduce their options and keep track of products that they intend to purchase.</p>	<p>Created a tool named Magic Band program that can serve as a hotel room key, photo storage device for any pictures taken with Disney characters, and a food-ordering tool. Plus, it even has Fast Pass integration to keep the vacation moving (Fontanella, n.d.).</p>
Flexible Fulfilment	<p>Allows order status check and track, as well as items return by simply entering the order number and email address. The possibility of free shipment (with conditions) with an estimated delivery date for every item separately, based on several parameters.</p>	<p>Offers several options for payment, order, pick up, and delivery. Customers can order online, or on the app and pay cash, in the app, or using the stars and rewards, even in store; or simply they can be delivered via Uber eats. They also may use assistant or smart watch for the upcoming orders.</p>	<p>Enables choosing the product and selecting the store, when the order is ready for pick up, customers receive a notification. Delivery may be free in some areas under certain conditions; international shipments are available as well. In case of incomplete satisfaction, returns and/or exchanges are possible.</p>	<p>Despite the fact that it is known by its intangible products, nevertheless, the company provides both standard and express delivery of its diverse merchandise, with the possibility of international shipment to few countries. Returns and exchanges are available only for items purchased online.</p>

in-store Technologies	In each Nike shop, employees are provided with portable point-of-sale (POS) devices that allow them to choose between an email receipt or a physical receipt; for the latter, the device is attached to a small printing machine that prints the receipt in seconds (Senn, 2016).	Offers Aira’s service that is used by blind and low vision people, to connect them with a human agent who gives real -time assistance, to find facilities in a store such as the order counter or restrooms; read in-store menus, and other accommodations (Schlosser, 2021).	It has virtual Artist kiosks, which can track facial features and apply virtual product matches the product in real life on the screen. Also, it provides Color IQ, a technology that reads each customer's skin tone and make them choose the most appropriate product (Rayome, 2018).	Besides the advanced technology used in mainly in the pars, the company also added to the brick-and-mortar stores where interactive playrooms and giants screens are fixed in order to live stream the daily parades from its theme parks. (Keenan, 2017)
Omni-channel Service	Grants customers the possibility of sharing their feedback about the whole experience as well as about every channel individually. In addition, to provide assistance, the brand permits direct contact through chat and various phone numbers for different purposes.	The website contains a set of answers for the frequently asked questions, and just at the top, it provides links of the concerned departments, to shear questions, concerns and/or feedback.	Representatives and beauty advisers are reachable all days in a specific time, via different phone numbers, direct chat, and emails to request help and assistance. In addition, the website permits access to numerous answers of the frequently asked questions.	Besides the answers to the commonly asked questions, there is also a special box for new questions, as well as, there is an email address for each product’s category for enquiries or comments, with quick and accurate answers’ provision.
Cross promotion	By incorporating all the stated practices, the companies are already promoting their work and products using multiple channels seamlessly.			

Source: Elaborated by the researcher relying on the businesses’ official websites and the other cited references

It should be noted that the employed examples are not limited to the mentioned practices; rather we highlighted what we considered distinctive and subservient.

Conclusion:

In the interconnected world, customers are becoming increasingly demanding, and among their imperative requirements the need to be known while changing various channels along the way in the purchase process, in addition, they claim an excellent frictionless shopping experience. Consequently, adopting a consistent Omni-channel customer experience is the solution for all the businesses in this age. Accordingly, this study offers essential insights on how to implement and improve a seamless cross channel CX.

The findings and recommendations are highlighted in the following:

- Customer experience can be generated by means of various elements, some of them are controllable and the others are not. Therefore, in order to enhance the customers' journey and experiences, focus should be headed for the manageable elements along with spreading knowledge about the company, promoting its work, and creating a positive image in the market especially amongst current clients.
- Customer service is where the customers' feedback is collected while the intention of helping the clients overcoming their difficulties and solving their problems. This means that people in the customer service are supposed to facilitate the customers' journey, therefore improve the purchase experiences, because customer service represents a significant part of the whole customer experience.
- An effective Omni channel customer experience can be provided passing by several steps, starting with understanding the customer, to mapping his/her journey, to integrating the channels and touch points, then implementing the support services, and finally disseminating knowledge and coordinating information flow.
- To ensure an Omni-channel customer experience delivery, businesses are compelled to connect content and information, integrate information systems and management operations across channels, coordinate content and process as well as interactions, provide flexibility in options and in the shift between channels, and personalize not only the products and services, but rather customize every touch point in the purchase journey.
- The implication of numerous channels is vital in the digital age, however succeeding an omni-channel strategy is not about the number of channels rather it has to do with channels integration and association, i.e., the chosen channels must be connected and operate interchangeably.
- There is always a place for improvement, consequently businesses are required to embrace the convenient practices (depending on the business itself) that leads to the entailed results, furthermore successful models often offers valuable ready ideas to adopt.

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