

# Cross-Channel Behavior in Indonesia: Are Omnichannel Shoppers More Loyal than Multichannel Shoppers?

Annetta Gunawan<sup>1\*</sup>; Ujang Sumarwan<sup>2</sup>; Lilik Noor Yulianti<sup>3</sup>; Siti Jahroh<sup>4</sup>

<sup>1</sup>Global Business Marketing Program, Management Department,  
BINUS Business School Undergraduate Program, Bina Nusantara University  
Jln. K. H. Syahdan No. 9, Jakarta Barat 11480, Indonesia

<sup>1,4</sup>Department of Doctor of Management and Business, Business School, IPB University  
Jln. Pajajaran, Jawa Barat 16128, Indonesia

<sup>2,3</sup>Department of Family and Consumer Sciences, Faculty of Human Ecology, IPB University  
Jln. Raya Dramaga, Jawa Barat 16680, Indonesia

<sup>1</sup>annetta\_gunawan@binus.ac.id; <sup>2</sup>sumarwan@apps.ipb.ac.id;  
<sup>3</sup>lilikny@apps.ipb.ac.id; <sup>4</sup>sitijahro@apps.ipb.ac.id

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## ABSTRACT

The retail industry in Indonesia is still in the transition phase from multichannel to omnichannel. Hence, the behavior of shoppers is divided into two broad categories, namely multichannel and omnichannel shoppers. The research aimed to know the socio-demographic characteristics of multichannel and omnichannel shoppers in Indonesia. It also tested the difference between both in showing cross-channel behavior and loyalty to the retailers. The data were obtained by questionnaires from 341 respondents with purposive sampling. The descriptive method with cross-tabulation analysis was applied to capture the socio-demographic characteristics of multichannel and omnichannel shoppers. Meanwhile, the comparative method with an independent sample t-test tested the difference between both types of shoppers in showing cross-channel behavior and loyalty to the retailers. The results show that millennial and female shoppers are the most potential segment at this time to be targeted in the context of omnichannel retailing. Both multichannel and omnichannel shoppers are dominated by those whose income is less than Rp4,5 million to Rp10 million with 3 to 5 persons in their household. Moreover, there are significant differences between multichannel and omnichannel shoppers in the context of cross-channel behavior and loyalty. Omnichannel shoppers show cross-channel behavior and loyalty more than multichannel shoppers.

**Keywords:** cross-channel behavior, shopper loyalty, multichannel shoppers, omnichannel shoppers

## INTRODUCTION

As technology advances, customers' shopping processes have changed. It creates interesting research issues in the context of sales funnels (Huang, 2021). Related to this situation, current customers tend to be multichannel shoppers who browse and buy products or services in more than one channel (Hawkins & Mothersbaugh, 2010). This statement is supported that 7% of customers shop on only online channels and 20% of customers on only offline channels. However, the majority of customers, as much as 73%, use more than one channel during their shopping journey

(Sopadjieva, Dholakia, & Benjamin, 2017).

The easier it is for customers to get company products is a good thing for the company. Therefore, companies must ensure that their products are available in the right places so customers can easily reach them. To support this, the company not only uses one channel to reach customers but also several channels to support the creation of customer convenience in getting products. Using more than one channel is known as multichannel. Multichannel refers to the use of offline channels (e.g., physical stores), online channels (e.g., websites), and traditional direct marketing channels (e.g., catalogs) by retailers. It is to increase customers'

value through easier and faster access to information, greater variety of purchasing options, and better customer service quality (Maheswaran, 2020). Using more than one channel allows the company to expand its market share and provide opportunities for better sales.

Despite the coexistence of these channels, multichannel systems do not allow customers to trigger interactions between them or retailers to control their integration, and customers' data are not integrated across channels (Beck & Rygl, 2015 in Prassida & Hsu, 2022). The multichannel system eventually has several drawbacks, notably the creation of a confusing brand image and inconsistent pricing, as well as communication with customers that are not integrated. Then, it results in not only a lack of a smooth experience for customers but also direct competition between the same retailer channels (Maheswaran, 2020). According to Quach, Barari, Moudry, and Quach (2022), multichannel retail strategies mostly focus on optimizing individual channels and fail to capture the customer experience across multiple touchpoints. Therefore, to respond to the shortcomings of the multichannel system in providing solutions to changes in customers' behavior across channels, omnichannel emerges as a development of the existing multichannel.

Moreover, the increasing use of a computer, mobile technology, and online retail channels has caused customers to develop into omnichannel shoppers (Yürük-Kayapınar, 2021). Customers who carry out omnichannel activities are called omnichannel shoppers. They browse or buy in more than one channel simultaneously (Hawkins & Mothersbaugh, 2010). They expect a consistent experience from various channels like searching for product information through mobile applications, comparing product prices on several sites from their laptops, and finally buying products in physical stores. Enabling consumers to use offline and online channels seamlessly is the theme of the omnichannel concept (Valentini, Neslin, & Montaguti, 2020).

In a world where physical and virtual environments are rapidly evolving, retailers need to adapt to meet customers' needs anytime and anywhere. The demands of omnichannel shoppers who want an integrated shopping experience compel retailers to be ready to continuously improve the services provided to offer a complete omnichannel customer experience (Gawor & Hoberg, 2019). In relation to the omnichannel trend, many researchers have studied omnichannel consumer behavior (Cheah, Lim, Ting, Liu, & Quach, 2020; Xiao, Guo, & D'Ambra, 2019; Silva, Martins, & Sousa, 2018; Tyrväinen & Karjaluoto, 2019). However, it is specifically recommended that it is essential for researchers and practitioners to delve into the omnichannel customer experience (Gerea, Gonzalez-Lopez, & Herskovic, 2021).

In addition, the way consumers shop today is significantly different from the classical consumption process (Hall, Towers, & Shaw, 2017). It provides

urgency for research on omnichannel consumer behavior so that companies can build effective omnichannel marketing strategies based on consumer behavior characteristics (Hendriyani & Chan, 2018). Besides that, omnichannel consumer behavior has become more relevant to the current global condition. According to Sheth (2020), the application of the principle of social distancing due to the Covid-19 pandemic has caused significant disruption to consumer behavior. Consumers have learned to improvise in creative and innovative ways with time flexibility but location rigidity. So, business people need to understand changes in consumer behavior to create opportunities to innovate how new value can be offered and delivered (Knowles, Ettenson, Lynch, & Dollens, 2020).

In the context of omnichannel customer experience, showrooming and webrooming are the main elements that are most commonly investigated. Several previous studies state that showrooming and webrooming behavior are the dominant characteristics of cross-channel behavior (Kang, 2018). Showrooming (customer activity that evaluates the product first in a physical store and buys the product from an online retailer) and webrooming (a customer activity that collects information about the product online first and buys the product in a physical store) are prominent shopping trends in omnichannel shoppers. Consumers are used to doing showrooming activities (browsing in physical stores and making purchases online) and webrooming (browsing online and making purchases at physical stores) (Aw, 2019). In the context of cross-channel behavior, customers combine channels according to informational needs, creating individual information that increases the perceived control over the process and makes them believe that they are making the right choice. These activities are reflected in webrooming and showrooming behavior. It can be concluded that webrooming and showrooming are information-seeking behavior by customers in the purchasing decision process (Schul & Mayo, 2003). These two aspects of omnichannel customer experience (webrooming and showrooming) help to understand the customer journey so that retailers can create a better customer experience through effective distribution channels (Mishra & Srivastava, 2019). Hence, the first hypothesis is as follows.

H1: There is a significant difference between multichannel and omnichannel shoppers in cross-channel behavior.

Ironically, cross-channel behavior that is not handled properly by retailers can pose a threat to customer loyalty. Customers will easily switch to competitors. In line with Machavolu and Raju (2014), cross-channel behavior presents a potential downside for retailers, especially in sectors where products are branded or sold by multiple providers. As customers switch channels, they may lose interest in the original offering or be lured in by competing alternatives.

However, Indonesia is still at the Retail 1.0 stage and is not yet fully integrated (Haydan, 2020). Nielsen also confirmed this state in 2020 that online platforms in Indonesia tried to apply the omnichannel concept, but the implementation was still in its early stages (KumparanTech, 2020). It can cause customer loyalty problems because customers easily switch to other retailers when they get more profitable information search results. Therefore, it is recommended for offline retailers to implement an omnichannel strategy. Omnichannel shoppers tend to have a larger basket size and are more loyal to the retailer where they shop than multichannel shoppers (Sopadjieva et al., 2017). So, the second hypothesis is as follows.

H2: There is a significant difference between multi-channel and omnichannel shoppers in performing loyalty.

From the explanation mentioned, it is necessary to know the difference between multichannel and omnichannel shoppers in displaying cross-channel behavior, which will result in loyalty to retailers. It is because the retail industry in Indonesia is still in the transition phase from multichannel to omnichannel. So, shoppers' behaviors are divided into two broad categories: customers who still rely on the multichannel concept (multichannel shoppers) and customers who expect retailers to provide an omnichannel experience (omnichannel shoppers). By proving that there is a difference in loyalty generated by the two customer groups, industry players can get confirmation that they need to accelerate their steps in implementing omnichannel in a capable manner. They can focus on the characteristics of omnichannel shoppers while encouraging multichannel shoppers to increase their loyalty by educating them to perform more cross-channel behavior. So, the research objectives are to know the socio-demographic characteristics of multichannel and omnichannel shoppers in Indonesia and to test the difference between the two types of shoppers in showing cross-channel behavior and loyalty to the retailers.

## METHODS

The descriptive method with cross-tabulation analysis is applied to capture the socio-demographic characteristics of multichannel and omnichannel shoppers. Meanwhile, the comparative method with an independent sample t-test tests the difference between two types of shoppers in showing cross-channel behavior and loyalty to the retailers. A cross-tabulation analysis that processes categorical variables described by frequencies and percentages is performed to compare the profile of two or more groups with socio-demographic characteristics using the chi-squared test (Yahia et al., 2021). Then, the independent sample t-test determines whether there is an average difference between two unrelated sample groups without requiring a balance in the number of

members between the two groups or not (Malhotra, 2019). If there is a difference, it will be sought which average is higher. The goal is to compare the mean of two unrelated groups. The variances of the variables will be tested. If there is no difference in variance between the two groups, it can be continued by conducting an independent sample t-test.

The research population is customers who have made cross-channel purchases at supermarkets whose numbers cannot be identified with certainty. For this reason, the sample is taken using purposive sampling based on the following criteria. The customers have made cross-channel purchases at supermarkets and are decision-makers in shopping for household needs. The research data are gathered using an online questionnaire technique to 464 respondents. However, only 341 respondents meet the sample criteria. The questionnaires are firstly distributed to 60 respondents to test the validity and reliability of the instruments. After all instruments are proven valid and reliable, data from the rest of the respondents are collected.

The operationalization of socio-demographic, cross-channel behavior, and loyalty is presented in Table 1. A nominal scale is used to measure socio-demographic variable. Meanwhile, the 5-point Likert scale measures the cross-channel behavior and loyalty variables.

Moreover, the average of the cross-channel behavior variable is computed for each respondent to classify the shopper's types into multichannel and omnichannel shoppers. After that, the mode of the data is determined, which is as much as 3. Then, the respondents with an average of 3 and below are classified as multichannel shoppers. It has 61 people. Meanwhile, those with an average of more than 3 are classified as omnichannel shoppers totaling 280 people.

## RESULTS AND DISCUSSIONS

All the instruments of the questionnaire are tested using validity and reliability tests before being further processed. The R-value of each instrument must be greater than the r-table (0,089) to make it valid, and Cronbach's alpha of each variable has to be greater than the r-table to make it reliable (Darma, 2021). The validity and reliability test result in Table 2 shows that all the instruments are valid and reliable.

After processing the data using cross-tabulation analysis, the number of omnichannel shoppers, as much as 82,11% (280 respondents), dominates the surveyed customer types. It confirms that, indeed, the omnichannel behavior displayed by customers in Indonesia has been present. It is in line with data from PwC (2017) that in 2017, Indonesia was included in the top 26 global omnichannel retail indexes, even though in 2015, Indonesia had not been included in the list. So, it can be said that the development of omnichannel trends in Indonesia has been significant for two years. However, the omnichannel strategy implemented by online platforms in Indonesia is still in its early stages

due to infrastructure barriers, as stated by Nielsen in Kontan (2020). There is a gap between current customer behavior and what the industry can fulfill. So, it is important for retailers in Indonesia to know multichannel and omnichannel shoppers' profiles to apply the right approach to accommodate their cross-channel behavior to obtain customer loyalty. The results summary of data processing using cross-tabulation analysis can be shown in Table 3.

Table 3 shows that the age range of multichannel shoppers is evenly distributed between gen Z (17–24 years), millennials (25–40 years), and gen X (41–56 years) compared to omnichannel shoppers who are concentrated on millennials. It can also be seen that multichannel shoppers with the age of baby boomers (57–75 years) are two times omnichannel shoppers. So, it can be said that millennials are the most potential segment at this time to be targeted in the context of omnichannel retailing, which is in line with the statement from Calvo-Porrall, Pesqueira-Sanchez, and Faiña Medín (2019), Pentecost, Donoghue, and

Thaichon (2019), and Prasad, Garg, and Prasad (2019). The result also applies to gender. The difference in the percentage of males and females is unequal for omnichannel shoppers than multichannel shoppers. Female omnichannel shoppers are more dominant than males. The data confirm that youth (young people like millennials) and women, especially in Indonesia, are the new wave of ready customers who influence other customer groups.

Moreover, multichannel and omnichannel shoppers are dominated by those whose income is less than Rp4,5 million–Rp10 million. Interestingly, the highest income group tends to become a member of multichannel shoppers. Meanwhile, the income groups with more than Rp10–Rp15 million, more than R 15–Rp25 million, and more than Rp25 million are more evenly distributed among the omnichannel shoppers. Then, for the household size, both multichannel and omnichannel shoppers are dominated by those with 3–5 people in their household.

Table 1 Operationalization of Variables

Variables	Indicators
Socio-demographic (Herhausen, Kleinlercher, Verhoef, Emrich, & Rudolph, 2019)	- Age - Gender - Income - Household size
Cross-channel behavior (Shi, Wang, Chen, & Zhang, 2020)	- Look for recommended offline retailers when browsing products in online channels (CCB1) - Look for products from retailers whose promotions are in sync across multiple channels (CCB2) - Seek product information from a consistent retailer across all channels (CCB3) - Look for flexibility to migrate shopping activity from one channel to another (CCB4) - Search for personalized product recommendations based on purchase history (CCB 5)
Loyalty (Hamouda, 2019)	- Convey positive things about retailers to others (L1) - Recommend retailers to others when asked (L2) - Encourage friends and relatives to shop at retailers without being asked first (L3) - Consider retailers as a priority for shopping over competitors (L4) - Do more shopping at retailers in the future (L5)

Table 2 Result of Validity and Reliability Test

Variable	R-value	Cronbach's Alpha	
Cross-channel behavior	CCB1	0,627	
	CCB2	0,732	
	CCB3	0,665	0,843
	CCB4	0,620	
	CCB5	0,613	
Loyalty	L1	0,659	
	L2	0,632	
	L3	0,610	0,831
	L4	0,621	
	L5	0,658	

Table 4 shows that the variances of both cross-channel behavior and loyalty are equal between multichannel and omnichannel shoppers. It shows that the data are in good fit. Then, the result of the t-test for equality of means of cross-channel behavior shows that the hypothesis of the research is proven. There is a significant difference between multichannel and omnichannel shoppers in performing cross-channel behavior. H1 is accepted.

From Table 5, omnichannel shoppers show cross-channel behavior more than multichannel shoppers. H2 is accepted. The result is in line with the statement from Juaneda-Ayensa, Mosquera, and Murillo (2016) that multichannel shoppers only use

several channels in parallel to shop, while omnichannel shoppers use several channels simultaneously. It means that omnichannel shoppers expect retailers to serve them more integrated so they can obtain a better customer experience through effective distribution channels (Mishra & Srivastava, 2019). The result is in line with Ieva and Ziliani (2018) that a seamless experience across online and offline touchpoints delivers a stronger overall customer experience.

The loyalty between multichannel and omnichannel shoppers is also proven to be significantly different. From Table 5, it can be seen that omnichannel shoppers' loyalty is higher than multichannel shoppers. It confirms the research of Sopadjieva et al. (2017) that

Table 3 Cross-tabulation Analysis Result

		Multichannel Shoppers	Omnichannel Shoppers
Age	17–24 years old	34,40%	29,60%
	25–40 years old	36,10%	43,30%
	41–56 years old	24,60%	24,60%
	57–75 years old	4,90%	2,50%
Gender	Male	47,50%	35,00%
	Female	52,50%	65,00%
Income	< Rp4,5 million	31,10%	26,40%
	Rp4,5–10 million	29,50%	31,80%
	> Rp10–15 million	6,60%	12,80%
	> Rp15–25 million	9,80%	13,60%
	> Rp25 million	23,00%	15,40%
Household size	1–2 persons	14,80%	17,10%
	3–5 persons	60,70%	67,90%
	> 5 persons	24,50%	15,00%

Table 4 Independent Sample T-Test Result

		Levene's Test for Equality of Variances		T-Test for Equality of Means		
		F	Sig.	t	df	Significance
Cross-channel behavior	Equal variances assumed	2,429	0,120	-19,461	339	0,000
	Equal variances not assumed			-18,207	82,577	0,000
Loyalty	Equal variances assumed	0,601	0,439	-8,807	339	0,000
	Equal variances not assumed			-7,961	80,160	0,000

Table 5 Group Statistics

Shoppers		N	Mean	Std. Deviation	Std. Error Mean
Cross-channel behavior	Multichannel shoppers	61	2,5311	0,58979	0,07551
	Omnichannel shoppers	280	4,0229	0,53176	0,03178
Loyalty	Multichannel shoppers	61	3,0131	0,81148	0,10390
	Omnichannel shoppers	280	3,9036	0,69322	0,04143

omnichannel shoppers are more loyal to the retailer where they shop. Moreover, the result also supports Machavolu and Raju (2014) that loyalty can be gained if retailers accommodate the cross-channel behavior of omnichannel shoppers. So, the possibility that they may be lured in by comparing alternatives while doing showrooming or webrooming can be reduced.

The research proves a significant difference in cross-channel behavior and loyalty between multichannel and omnichannel shoppers. Moreover, the results state that omnichannel shoppers display more cross-channel behavior than multichannel shoppers and have a higher loyalty score. It can be said that cross-channel behavior is proven to affect loyalty in the context of omnichannel retail. The result is in line with the argument from Hamouda (2019) that cross-channel behavior handled well by retailers can positively affect customer loyalty. According to Van Bommel, Edelman, and Ungerman (2014), successful companies in omnichannel marketing are more likely to effectively use digital touchpoints to create breakthroughs in customer experience leading to customer loyalty.

Based on Table 6, the indicators scores of omnichannel shoppers are higher than multichannel shoppers. However, CCB5 (search for personalized product recommendations based on purchase history) and CCB2 (look for products from retailers whose promotions are in sync across multiple channels) are the most dominant behavior performed by multichannel and omnichannel shoppers. Therefore, retail shoppers in Indonesia expect retailers to help them to shop more efficiently and offer consistent promotions across channels. The industry players should consider the results in developing their omnichannel platforms.

In addition, CCB1 (look for recommended offline retailers when browsing products in online channels), CCB3 (seek product information from a consistent retailer across all channels), and CCB4 (look for flexibility to migrate shopping activity from one channel to another) are also essential to be noticed by the retailers. The indicators scores are not much

different in the context of omnichannel shoppers. It can be said that omnichannel shoppers in Indonesia are already familiar with the omnichannel concept. They are used to do showrooming and webrooming simultaneously. It confirms the statement of PwC (2017) that omnichannel retail in Indonesia is growing rapidly.

From Table 6, the scores of loyalty indicators in the context of omnichannel shoppers are not too varied. So, omnichannel shoppers whose cross-channel behavior can be well-accommodated by the retailers will perform all loyalty indicators. However, L2 (recommend retailers to others when asked) and L5 (do more shopping at retailers in the future) are the most dominant indicators. The result reaffirms that the industry players should be serious in developing their omnichannel strategy to gain customer loyalty to ensure their future sales and acquire new customers from the recommendations of omnichannel shoppers. Interestingly, although L2 has the highest score in multichannel and omnichannel shoppers, L3 has the lowest score in both types. It means that shoppers in Indonesia are not reluctant to tell others about the retailers they are loyal to when asked. However, the willingness to recommend the retailers without being asked is still low. The result informs the industry players to make more effort to encourage their customers to initiatively recommend them to others.

## CONCLUSIONS

There are several research conclusions. First, millennial and female customers are the most potential segment at this time to be targeted in the context of omnichannel retailing. Both multichannel and omnichannel shoppers are dominated by them with income less than Rp4,5 million–Rp10 million and 3–5 people in their household. Second, the cross-channel behavior of multichannel and omnichannel shoppers is proven to be significantly different. It also leads to a difference in their loyalty to the retailers. Omnichannel shoppers show cross-channel behavior and loyalty

Table 6 Cross-channel Behavior and Loyalty Indicators Scores of Multichannel and Omnichannel Shoppers

		Multichannel Shoppers	Omnichannel Shoppers
Cross-channel behavior	CCB1	2,57	3,8
	CCB2	2,62	4,16
	CCB3	2,48	4,11
	CCB4	2,2	3,88
	CCB5	2,79	4,16
Loyalty	L1	2,97	3,96
	L2	3,28	4,12
	L3	2,44	3,5
	L4	3,15	3,93
	L5	3,23	4,01

more than multichannel shoppers.

With the results, the research, in the end, can provide the answer that Indonesian omnichannel shoppers who perform cross-channel behavior are more loyal to the retailers than multichannel shoppers. The finding confirms the importance of retailers in Indonesia focusing more on implementing an omnichannel strategy if they do not want to lose their customers due to cross-channel behavior that is not accommodated properly. In other words, the industry players should focus on their omnichannel development. They can consider the aspects of cross-channel behavior discussed. Then, it will increase the omnichannel shoppers' loyalty and drag them to adopt omnichannel behavior. Hence, they can sustain themselves in the long term.

The research also provides a socio-demographic profile of omnichannel and multichannel shoppers in Indonesia. It points out the specific difference between both groups in the context of cross-channel behavior and loyalty. However, the research is limited to the supermarket industry only. Hence, the same research also should be done in other industry types to give a more comprehensive picture of the rise of omnichannel behavior in Indonesia. Moreover, the research does not produce an associative model. It is suggested to form the loyalty model in the omnichannel context. So, the antecedent variables can be known in further research. Besides that, the research investigates consumer behavior in an omnichannel context. So, research in an information system is needed to help retailers to develop the omnichannel platform based on the discussed cross-channel behavior aspects.

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