

New Ways to Deal with Omni-Channel Services: Opening the Door to Synergies, or Problems in the Horizon?



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Agenda:

1. Introduction
2. Methodology
3. Results
4. Conclusions



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Introduction

Channels and Services?

Virtual Channels



Virtual Service “pure information component of a customer’s service experience provided in an automated fashion through a given virtual channel”
Sousa and Voss (2006)

Physical Channels



Physical Service “portion of a customer’s service experience provided in a non-automated fashion, requiring some degree of human intervention, either through a virtual or physical channel”
Sousa and Voss (2006)



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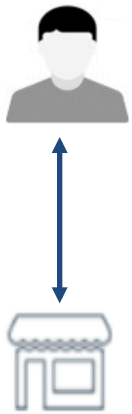


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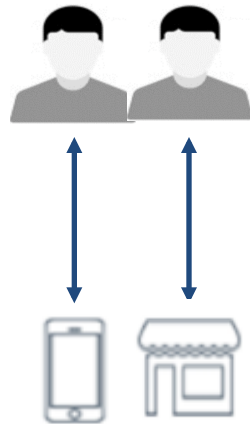
International Conference on
Exploring Service Science
24-26 May 2017. Rome, Italy

Introduction

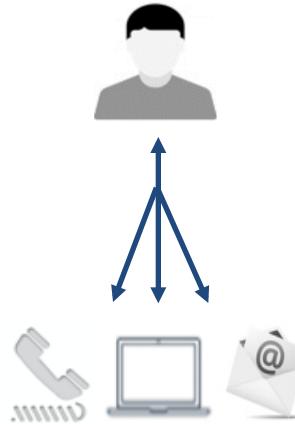
Channel Strategies, differences?



Single Channel



Multi Channel



Cross Channel



*Omni Channel
(Brand Experience)*



New Trends



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Methodology

Systematic Literature Review

Criteria	Scopus Search	
	Filters	Documents
Keyword	Omni-channels	67 documents
	Restrictions	
Document type	Article, book chapter and conference paper	57 documents
Source type	Journals, books, conference proceedings	45 documents
Language	English	44 documents

- This paper is based on a search made in **December 2016** using **Scopus** database
- Keyword is “**omni-channels**” in the title, abstract and keywords – found 67 documents
- The review process was based on the **application of successive filters** to exclude irrelevant papers (figure on the left)
- The **case study research** aimed at further understanding and corroborating the findings from the literature review



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Methodology

Case study

- **Qualitative** methodology
- **Exploratory**
- **Multiple data** collection methods from a retail bank
 - ✓ Semi-structured interviews
 - ✓ Direct observations
 - ✓ Official documents
- **Data analysis**
- **Data triangulation** and **corroboration**



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Results

1- Moving from a Marketing to an Operations Management Perspective

- **Airline Sector**
(from paper-based ticketing to e-ticket)
Basole and Rouse(2008)
- **Banking Sector**
(online account opening)



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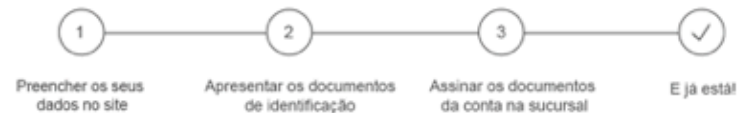



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[Help](#)

Abertura de Conta Online

Aqui consigo abrir conta de forma simples e rápida
 Conheça as [vantagens de ser Cliente Millennium bcp](#).

Antes de começar, [saiba que documentos tem de ter consigo](#).



1. Já é Cliente do Millennium bcp?

- Sim
- Não, mas quero ser

Next

Para confirmar as suas respostas



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PRECISA
 DE AJUDA?
 Click to Call

Results

2- Synergies Between Companies: Systematic Literature Overview

Decathlon and **Zara** introduced **new communication channels** to interact with their customers

Decathlon with a mobile application facilitate contact between customers who practice the same sport (customer reviews) and Zara achieved a leading position on social networks, where customers can interact with the company.



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Starbucks Canada

is implementing **mobile payments through an app**, enabling customers to make virtual payments of their purchases in **any store of its network**.

Pastoll *et al.* (2014)



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Do organizations have to do their work by their own?



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Results

3- Basic and Complex Synergies? Case Study Analysis

Basic Synergy

Ebay.com

proposed **pickup points at Argos stores** in the United Kingdom, because retailers have found themselves forced to compete for customer attention like never before.

Online retailers are expanding their research by partnering companies that already have stores and service establishments

Notomi *et al.* (2015)



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Results

3- Basic and Complex Synergies? Case Study Analysis

Basic Synergy

Rumbo and Edreams

add several airline agents to their search engines providing the cheapest available prices and the lowest waiting time to their customers.

Companies can also interact with each other to optimize their services.



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Results

3- Basic and Complex Synergies? Case Study Analysis

Complex Synergy

MB Way

a functionality that allows customers to connect a bank to several retail companies. This solution allows customers to combine an act of physical purchase and virtual payment, by making a mobile payment for a service or product purchase in a retail store. This kind of synergy is complex because customers can use the payment function across a network of companies, and also combines several types of services (physical and virtual).



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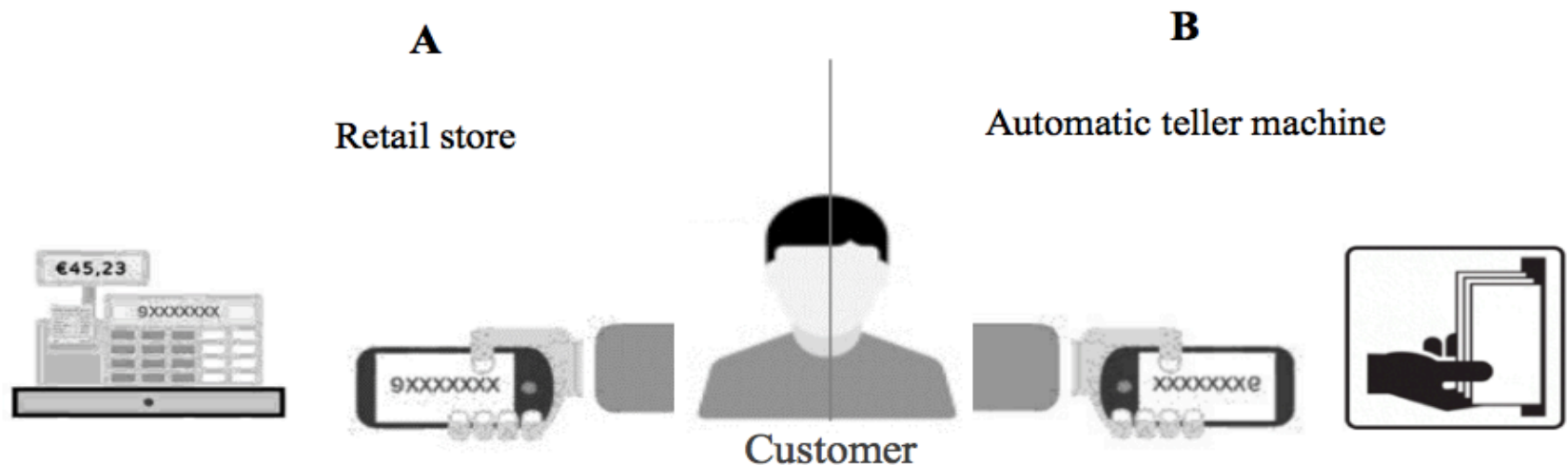


Results

3- Basic and Complex Synergies? Case Study Analysis

Complex Synergy

MB Way functionality



Customers can make a payment across a network of companies, and also combines several types of services (physical and virtual).



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Results

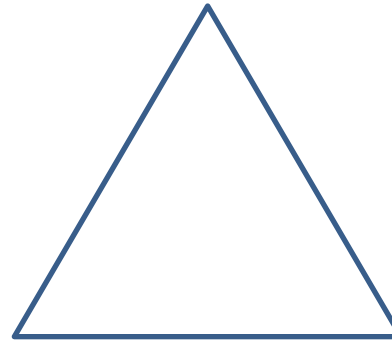
4- Opening the Door to Synergies or Problems in the Horizon?

Opportunity

Multi-brand experience

**Involvement of two or more companies
in partnership**

(e.g., bank, retail company)



**Combination of more than
one channel**

(e.g., Internet, point of sale)

**Combination of more than
one service**

(e.g., bank transaction, customer support by a human agent)



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Results

4- Opening the Door to Synergies or Problems in the Horizon?

Challenges

Operations Management Challenges

The **network of channels** of a partnership **transcends** the channels of a **single organization**. Thus, customers may have to choose over a portfolio of channels of different organizations, which will certainly **bring new operations management challenges**.

The transition from multi- to omni-channel services require process change, but in this new development stage a paradigm shift is also needed - from a single company to a network of companies, and an overall portfolio of channels.



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Conclusions

NEW

In the current service delivery contexts, where companies can rely on multiple channels to support different interactions with customers, **organizational synergies** call for a conceptualization that is **beyond the omni-channel concept**.

PRACTITIONERS

It attempts to identify new trends that may be relevant to organizations so as to gain competitive advantages.

ACADEMY

Shows that the omni-channel concept may need to be adapted to be in line with developments in real-world practice.



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Discussion



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**Disclosing paths for multi-channel service research:
A contemporaneous phenomenon and guidelines for future investigations**



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