

Buy-Online-and-Pick-up-In-Store: Review and Insights from Adopting a Cross-Channel Strategy

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Resumo

Retailers from all over the world have recently adopted a strategy that allows customers to order and pay using the online channel, and then to choose a physical store to collect the product after a few hours or even minutes. Buy-Online-and-Pick-up-in-Store (BOPS) or Click-and-Collect is the main strategy within cross-channel retailing and, since it enables interaction between channels, it can be considered a middle ground between the siloed multi- and the seamless omnichannel retailing. In order to highlight outcomes of BOPS adoption, this paper presents a literature review and a content-analysis. Four main topics are discussed: new roles for physical stores, adoption by customers, impacts for retailers and variations of the strategy. Furthermore, questions for future studies are suggested.



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ABSTRACT

Retailers from all over the world have recently adopted a strategy that allows customers to order and pay using the online channel, and then to choose a physical store to collect the product after a few hours or even minutes. Buy-Online-and-Pick-up-in-Store (BOPS) or Click-and-Collect is the main strategy within cross-channel retailing and, since it enables interaction between channels, it can be considered a middle ground between the siloed multi- and the seamless omnichannel retailing. In order to highlight outcomes of BOPS adoption, this paper presents a literature review and a content-analysis. Four main topics are discussed: new roles for physical stores, adoption by customers, impacts for retailers and variations of the strategy. Furthermore, questions for future studies are suggested.

Key-words: Buy-Online-Pickup-In-Store; Click-and-Collect; Cross-channel; Omnichannel; Retail.

1 INTRODUCTION

In an omnichannel era, integrating channels is not a distinctive factor anymore, but rather a prerequisite for retailers to stay in competition (Grewal, Roggeveen, & Nordfält, 2017, p. 4). Allowing consumers to move seamlessly between channels on the same shopping journey makes online and offline borders less obvious, changes the focus from channel to brand and has the potential to increase customer satisfaction (Verhoef, Kannan, & Inman, 2015). However, to successfully offer a total holistic experience, retailers need to revise processes and infrastructures at strategic and organizational levels, which can be complex, costly and risky (Cao, 2014; Larke, Kilgour, & O'Connor, 2018). In this context, intermediate strategies between a siloed multichannel retailing with no integration between channels and a seamless omnichannel retailing with fully integrated channels seem to be a safe move towards the future.

According to Beck and Rygl (2015), a middle ground between multi and omnichannel is the cross-channel retailing, in which “the customer can trigger partial channel interaction and/or the retailer controls partial channel integration” (p. 175). The main cross-channel strategy is Buy-Online-and-Pick-up-in-Store (BOPS), also known as Click-and-Collect and Ship-to-Store, which has been adopted by retailers from all over the world (e.g., Ikea, Walmart, Macy’s, CVS). This fulfilment option allows the customer to order and pay on the online channel (desktop or mobile) and to choose a physical store to collect the product, typically for free. Best practices recommend that shoppers have access to view all available inventory and that retailers provide consistency through channels, including prices and services (Euromonitor International, 2018).

As reported by the National Retail Federation (2017), BOPS is the second most used retail technology by US consumers, just after mobile payment. Besides attending consumer expectations of quick and free fulfilment and reducing the high costs associated with last mile delivery, the BOPS strategy gives a new role to physical stores in value creation: stores are now hubs that connect different channels and provide convenient shopping experiences (Cao, 2014). In fact, 73% of consumers surveyed globally want to return online purchases to a retail store and 55% want to be able to reserve online for same day pick-up (Oracle Retail, 2017), two facilities provided by partial channel integration.

As a new research area, omnichannel retailing is one of marketing research top priorities (MSI, 2018) — and BOPS specifically is one of the most prominent topics in this research stream due to its broad adoption. Precisely because BOPS is already a popular strategy, we need

to understand the impacts of its implementation. Thus, the purpose of this paper is to review the growing literature on BOPS and highlight outcomes of its adoption.

To achieve this purpose, this paper presents a literature review encompassing research on BOPS from different disciplines and a content-analysis of the selected papers. The contribution of this study is twofold. First, it provides an overview of topics investigated regarding BOPS and cross-channel retailing, highlighting the findings reported to date. Second, it offers proposals for further research based on the gaps identified.

This paper is structured as follows: first, we present cross-channel and omnichannel conceptualization and define this paper object as a cross-channel strategy. Subsequently, we introduce the methods employed to review the literature on BOPS and to perform a content-analysis. Finally, we discuss the results, highlighting topics investigated so far, and propose questions for future research.

2 CROSS-CHANNEL AND OMNICHANNEL CONCEPTUALIZATION

Cross-channel and omnichannel retailing (sometimes cited as synonyms) have been considered an evolution of the multichannel retailing, which gained relevance with the emergence of e-commerce. Some of the studies on multichannel retailing have investigated the impacts of online channels on physical stores and catalogs, customer migration from one channel to another and shopping behavior on each channel (Verhoef *et al.*, 2015).

In this research stream, one of the most cited definitions is one of Neslin *et al.* (2006, p. 96), that have conceptualized channel as “a customer contact point, or a medium through which the firm and the customer interact”. This means that channel management is a customer-centric function, changing the traditional focus from the company and distributors to consumers. In multichannel retailing, the channels are perceived by consumers and managed by the firm as independent entities: the consumer cannot trigger channel interaction and/or the retailer does not control channel integration (Beck & Rygl, 2015; Mosquera, Pascual, & Juaneda-Ayensa, 2017).

The idea of an omnichannel (or “all channels”) retailing reflects the proliferation of contact points and purchase channels in recent years and that customers benefit from advantages of physical and online stores (Rigby, 2011). Thus, it is important to highlight a central change from multichannel retailing: the numerous channels should be integrated to provide seamless retail experiences and to optimize firm performance, that is, they should interact with each other and be used simultaneously (Verhoef *et al.*, 2015).

However, a full integrated process across channels still faces several difficulties and is the main obstacle for a real omnichannel retailing (Piotrowicz & Cuthbertson, 2014). According to Picot-Coupey, Huré and Piveteau (2016), a retailer moving to an omnichannel strategy faces two main categories of challenges: first, strategy-related challenges (organizational, cultural, managerial, marketing and resources) and then development-related challenges (retailing mix, information systems and CRM). Also, the quantity and scope of investments in information technology positively impact the retailer's capability to carry out commerce, fulfillment, and customer service across channels, which includes receiving online orders for store pick up, because IT applications are the technologies that make channel integration possible (Luo, Fan, & Zhang, 2016).

Therefore, it is not surprising that, in reality, integration is only partial for most firms, even for many who position themselves as omnichannel retailers. To clarify any confusion that may exist about the use of terms multi, cross and omnichannel, Beck and Rygl (2015) reviewed the retailing literature and conceptualized retailing by means of its channel interaction and integration. The taxonomy proposed by them classifies multiple channel retailing according to whether channel interaction can be triggered by the customer and how many channels are

considered. As previously stated, in multichannel retailing the channels coexist without interaction (from customer's viewpoint) and integration (from retailer's viewpoint). In cross-channel retailing, however, the customer can trigger partial interaction and/or the retailer can control partial integration. It means that, if the customer can trigger full interaction and/or the retailer can control full integration but not for all channels, only for some, it is considered cross-channel retailing. Finally, omnichannel retailing presupposes that customers can trigger full interaction and/or the retailer controls full integration of all existing channels — which generally means that customers can return merchandise regardless of where they bought it from and that retailers share customer, pricing, and inventory data across all channels.

According to Beck and Rygl (2015), the shopping option BOPS can be classified as cross-channel retailing, since customers can trigger partial channel interaction as they access the retailer's website or mobile app, buy the product for the price offered on the internet channel and choose one of available stores to pick it up; and retailers control partial channel integration as promotions are triggered by a physical store.

After reviewing the categorization of multiple channel retailing and positioning this research object as a cross-channel strategy, we present next the methods employed to review the literature on BOPS and to analyze the resulting body of papers in search of outcomes of its adoption. Lastly, we report the main findings and future research themes.

3 METHODS

The literature review was conducted in three stages suggested by Tranfield, Denyer and Smart (2003): I) planning the review (preparation and development of a review protocol); II) conducting the review (selection of studies, data extraction and data synthesis); and III) reporting and disseminating the findings (reports of findings and recommendations). To help on the data extraction and synthesis phase, a thematic analysis — by means of a content-analysis — was made based on selected articles, following procedures suggested by Bardin (2011) and Seuring and Gold (2012).

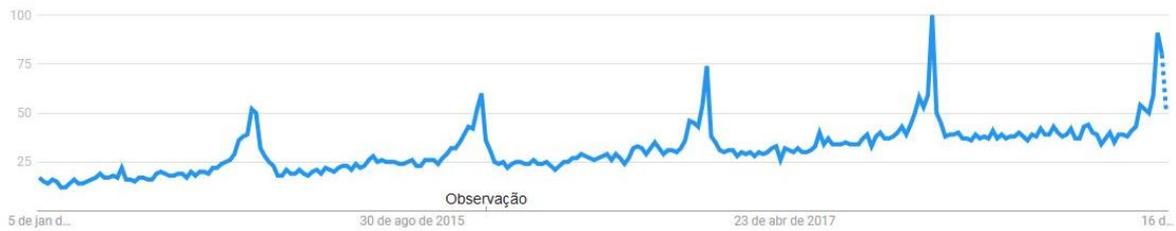
Even though literature evaluation is a common procedure in any research endeavor, a systematic literature review is an excellent opportunity to explore deeply what is already known and where the gaps in a given area are. To make it even more rigorous, Seuring and Gold (2012) argue that literature reviews could be combined with content-analysis: “its structured and rule-governed procedure makes (qualitative) content-analysis also a powerful tool for generating highly valid and reliable findings from literature reviews” (p.547).

3.1 Literature search and paper selection

The first step of the literature review was to identify the terms commonly used to define “buy-online-and-pick-up-in-store” strategy. To do so, we first browsed retailers' sites, specialized blogs and market research reports, and then searched for new terms in the articles found in the initial exploration.

Besides BOPS, we also found the following terms: “Click-and-collect”, “Ship-to-store” and “In-store-pickup”. “Click-and-collect” has 27 million Google results and is most searched in the United Kingdom, Australia and Canada, according to Google Trends data from January 2019. “Ship-to-store” and “In-store-pickup” have almost 16 million Google results each and are most searched in the United States. “Buy-online-and-pick-up-in-store” has around 6 million Google results and is most searched in US and Canada. Figure 1 presents interest in the last five years for “Click-and-Collect” topic on Google. The peaks correspond to Black Friday and Christmas season, between November and December. The trend for the other terms is quite similar.

Figure 1. Interest in the last five years for “Click-and-Collect” topic



Source: Google Trends (2019)

After listing the most common terms for BOPS, we searched the following keywords in social sciences and engineering databases: “buy online and pick up in store” OR “buy online pick up in store” OR “click and collect” OR “click & collect” OR “ship to store” OR “in store pickup”. According to Cassundé, Barbosa and Mendonça (2018), the main databases used in business and management bibliometric studies in Brazil are: Emerald Insight, Engineering Village, Periódicos Capes, ProQuest, SciELO - Scientific Electronic Library Online, Science Direct, Scopus, Spell - Scientific Periodicals Electronic Library, Web of Science and Wiley Online Library. Due to the interdisciplinary character of cross-channel research, we surveyed the literature without focussing on specific journals and categories. Also, no data frame has been defined. Figure 2 shows the search criteria and the number of results in each platform.

Figure 2. Searched databases and results

Database	Search Criteria	Results
Scopus	Title, abstract, Keywords	28
Science Direct	Title, abstract, Keywords	24
Web of Science	Topic	22
Periódicos Capes	Subject	12
Engineering Village	Subject, title, abstract	9
Emerald Insight	Abstract	3
Wiley Online Library	Abstract	1
ProQuest	Anywhere except full text	0
SciELO	Subject	0
Spell	Abstract	0

Source: the authors

Results from all databases were opened in a Microsoft Excel spreadsheet and organized by authors, title, year, source, DOI, abstract, keywords and document type. Duplicates and articles written in languages other than English were excluded — we limited the collection to papers in English because of our language proficiency —, resulting in 29 papers. Then, title, abstract and keywords were examined, and five papers were excluded because they were not

clearly related to the topic of the review, resulting in 24 papers. Finally, other three results were excluded because they were not fully available.

3.2 Content-analysis procedures

The papers selected from literature review were added to the reference manager Mendeley, and information about title, abstract and keywords were carefully reexamined. Then, the data was exported to NVivo 11 software for content-analysis procedures.

According to Bardin (2011), the content-analysis has three stages: I) pre-analysis (selection of documents, hypothesis formulation and development of indicators for data treatment), II) exploration (data coding); and III) interpretation.

The first stage was conducted in the literature search and paper selection phase, when databases were widely searched and all relevant papers meeting the criteria were selected. This procedure allowed the rules of completeness and non-selectivity to be respected. Also, this first step is in accordance with the one suggested by Seuring and Gold (2012): definition of the unit of analysis (articles) and assessment of the formal characteristics of the material to provide background for the subsequent descriptive analysis. The distribution of the papers across various journals and other background information are presented in the subsequent chapter.

The second stage (exploration) comprised the data coding; that is, the selection of analytic categories to be applied to the collected material. Following Seuring and Gold (2012), this procedure was carried out as a two-step-process: 1) establishing a basic frame of categories on basis of existing theory and 2) inductively refining the categories during the coding process. The final categories and their definition are presented in Figure 3.

Figure 3. Analytic categories and their definition

Categories	Definition
Aim of the research	Overall topic/objectives of the paper
Research theme	Reported keywords
BOPS concept	Reported definition of the BOPS strategy
Multiple channel retailing category	Category as reported by authors (multi, cross, or omnichannel retailing)
Methods	Reported methods used to achieve the aim of research
Findings	Main results discussed by authors

Source: the authors

In order to present an overview of topics investigated regarding BOPS and cross-channel retailing, each of the selected papers was analyzed by six categories. Aim of the research was operationalized as the purpose of the paper, according to the procedure used by Seuring and Gold (2012) to evaluate literature reviews. Complementing the aim of the research, the research theme was operationalized as the keywords of the paper, if presented.

Also, it was important to access the BOPS conceptualization of each article and verify if there is consistency in the literature. So, BOPS concept was operationalized as the principal definition of the Buy-Online-and-Pick-up-in-Store strategy cited in the article. Then, considering that conceptual boundaries between multi, cross and omnichannel may be blurred (Beck & Rygl, 2015), multiple channel retailing category was operationalized as the category

used by authors (multi, cross, or omnichannel); methods, as the research methods used to achieve the aim of research; and findings, as the main results reported and discussed by authors.

Finally, the third stage of content-analysis (interpretation) comprised the evaluation of the material according to the analytic dimensions presented above. The results are discussed in the next chapter.

4 RESULTS

In this chapter, we discuss the results of the literature review and thematic analysis. First, an overview of papers is presented. Then, the main themes that have emerged from the literature are highlighted. Finally, topics for future research in BOPS are suggested.

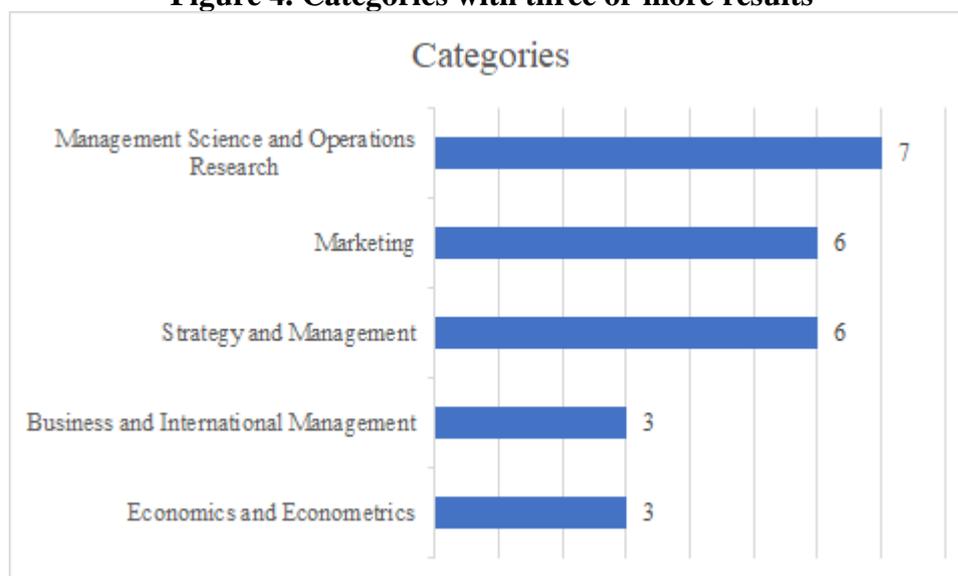
4.1 Overview of papers

The distribution of the 21 papers over the years shows that BOPS is gaining attention among researchers, especially in the last two years, when 13 articles were published. Only one paper (Hays, Keskinocak & López, 2005) was published more than 7 years ago. It discusses the higher success potential of the partnership between brick-and-mortar and pure-play online — which is the essence of BOPS — as a business model over pure-play online and brick-and-mortar going online.

The papers were published in 19 journals, books or conference proceedings — only Management Science has published three works. The areas of journals are also diverse as shown in Figure 4; the main ones are Management, Operations, Marketing and Strategy. The categories of each journal were verified at SCImago Journal & Country Rank.

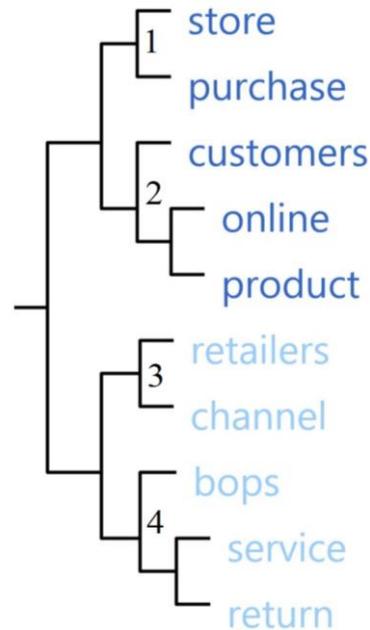
To assess the impact of the papers, the number of citations each article received was retrieved from Google Scholar. The average number of citations per article was 28.5 (55.2 std) and the average yearly citation per article was 7.7 (13.8 std). Although it was expected that the most highly-cited articles per year would appear in journals with higher H-index scores at SCImago — which quantifies scientific impact —, this was not the case. For example, the most cited paper per year (Beck & Rygl, 2015) was published in Journal of Retailing and Consumer Services, which has 57 as H-index. On the other hand, the second most cited paper per year (Gallino & Moreno, 2014) was published in Management Science, which has 209 as H-index.

Figure 4. Categories with three or more results



Source: the authors

Figure 6. Dendrogram of the most frequent words elaborated in Nvivo software



Source: the authors

4.2.1 The new role of the physical store

In multiple channel retailing, digital and physical are complementary rather than competitors (Rigby, 2011; Fornari, Fornari, Grandi, Menegatti, & Hofacker, 2016). So, implementing a BOPS strategy changes the role of the brick-and-mortar store in the structure of the retailer, which requires a number of adaptations.

Some of these transformations are subject of the case presented by Cordón, Leleux and Lennox (2017), which discuss omnichannel implementation in Adidas Russia, including Click-and-collect (C&C) in 380 stores. One of the highlights was the training and support of experienced store managers who have acted as change agents in each store at the launch of the program, which included a new return-to-store capability, that is, customers now could return to stores the online purchases received at home for immediate refund. Before, customers had to try the item on while the delivery person waited, in case they wanted to return it. It is not surprising that C&C has become a popular alternative in Russia, accounting for 70% of e-commerce sales. Moreover, stores started processing 25% of home-delivery orders, which have drastically reduced delivery time and costs.

In the same vein, Jones and Livingstone (2018) highlight the halo effect — online sales reinforced by in-store sales — experienced by Britain’s leading retailers that have adopted click-and-collect. The benefit is observed especially for retailers with stores in shopping centers located out of town, because of more convenient collection locations with parking lots. Besides that, executives interviewed by researchers emphasize the importance of physical retail experience and strong customer service in a competitive retailing environment. Based on interviews with experts about hypermarkets in France, Vyt, Jara, and Cliquet (2017) also found that retailers develop pickups as means to strengthen local positions and optimize territorial coverage.

Furthermore, Cliquet and Voropanova (2016) state that a click-and-collect system appears to be an effective solution for a problem faced by franchisees in France when an online transactional channel is opened: e-encroachment. In this situation, without opening new outlets, the franchisor captures sales from franchised outlets via internet — territorial encroachment is when a franchisor approves a new location which is close enough to an existing location so it

draws away some of the customers. In this sense, click-and-collect could help to reduce the conflict of interest by facilitating profit-sharing, which could mean sharing the margin of online sales according to the home address of the buyer.

4.2.2 Customers using BOPS

On the customer perspective, one of the main issues is the value of BOPS strategy, along with the benefits perceived by them, when they would use it and which products they would purchase.

Value for customers

To help answering some of these important questions, Sun and Oh (2012) examine the factors that influence intention to use BOPS. Based on the Behavioral Reasoning Theory (BRT), they found that intention to use BOPS was impacted directly by social influence (informational and normative) and by reasons against using it. Conversely, reasons for using BOPS had almost no effect on individuals' intention to use it, even though they have an impact on the formation of a favorable attitude, which is an intention predictor. Considering these results, the authors stated that many consumers will not use BOPS if the overall gains are not superior over delivery by traditional logistics companies. Also, they highlighted the importance of information as an influence driver. This finding is in line with Gallino and Moreno (2014), who found that BOPS increases the value that customers derive from the inventory information shown online.

Specifically, about the value of BOPS for customers, Vyt, Jara and Cliquet (2017) suggest that experiential benefits are key factors, but also relational benefits, a conclusion that sheds light on the sensory pleasure and cognitive stimulation at pickup stations, and enhances the new role of the physical store. The authors argue that functional benefits could not be sufficient for value creation because they become basic requirements in a mature retail format. Deepening the issue, Jara, Vyt, Mevel, Morvan, and Morvan (2018) found that customers' relations with employees, the website and the pickup station are the most important factors creating value in all three click-and-collect models analyzed (they will be discussed further). In addition, they found that functional benefits create less value than experiential and relational benefits.

Considering BOPS service a type of innovation, Kim, Park, and Lee (2017) found that the following characteristics are antecedents of the intention to use it: (1) relative advantage perceived over online-only and offline-only; (2) complexity, that is, finding BOPS complicated to use; (3) compatibility with one's needs, preferences, and lifestyle; and (4) risks of online shopping, like being unable to check the physical product before purchasing it. One important moderator is the pickup location, which enhance relative advantage and compatibility, while reducing complexity. Another moderator is product involvement: when buying a high-involvement product, consumers are more willing to make the effort to visit an offline store for pickup. In line with these antecedents are purchase convenience, enjoyment of the shopping process in multiple environments and monetary savings, all cited by Öztürk and Okumuş (2018) as motivators of cross-channel purchase intention in Turkey.

Besides that, a personal trait that could influence BOPS adoption is the need for control. Ma, Su, and Oh (2014) found that the degree of consumers' need for control impact their level of service convenience expectations for using BOPS, especially post-benefit convenience. So, it is important for retailers under the BOPS mode to really solve customer's complaints and provide thoughtful follow-up services.

Suitable products

Gao and Su (2017) investigated the types of product more profitable for BOPS system and argue that this strategy may not be recommended for products that sell well in stores. Although the strategy can boost the sales of products that were previously not selling well by attracting online customers to the store, customers will not visit the store if they realize, via real-time inventory information, that the desired item is out of stock.

Another effect of sharing availability information online could harm BOPS strategy: Akturk, Ketzenberg, and Heim (2018) found that instead of buying online and picking up at a store, many potential BOPS customers go directly to the store, because they have confidence that the item is available. This occurs mainly for high-value items, which is related to product involvement. So, they found that customers who actually used BOPS service were the ones who bought low-value items, which might be viewed as a strategy failure since the retailer has to absorb shipping costs for these customers. However, the cross-channel impact on the physical store cannot be ignored, as the BOPS introduction generated store foot traffic of high-value store customer and provided new sales opportunities for customers that were returning products.

Besides that, Yan, Hua, and Bian (2018) argue that products with high return rate are not suitable for BOPS for traditional brick-and-mortar retailers because the return rate in BOPS is higher than in physical channel, which generates also a higher return cost for retailer. This finding is especially important for apparel retailers, who already face high return rates.

4.2.3 Retailers operating BOPS

One of the main interests regarding BOPS is its impact on sales. Several researchers investigated issues related to this and the results are somewhat counterintuitive. One might think that BOPS would increase online sales, since it removes delivery fees and decreases delivery time, and also brick-and-mortar sales, since it increases foot traffic and provides new selling opportunities. But the results indicate a different pattern: a decrease in online sales.

Using transactional data from a jewelry retailer, Akturk *et al.* (2018) found that online sales decreased after the service was introduced, partially because buyers of high-value items switched from online to physical stores, increasing store traffic and brick-and-mortar sales. The authors argue that this movement could be explained by the availability information provided online and by the comfort customers might feel with their own preferences after performing a search on the website. Moreover, they found that BOPS increased the return-to-store of online purchases, which presents additional selling opportunities for the physical channel — 28% resulted in new sales. The findings are in line with Fan and Liu (2017), who argue that BOPS is more profitable if the consumer inconvenience in adopting it is low and additional sales of consumers visiting stores are large.

Specifically about availability information, Gallino and Moreno (2014) found that sharing inventory data with customers is associated with a decrease in online sales and an increase in store sales and traffic. In line with researches cited above, they argue that the results can be explained by cross-selling effect and channel-shift effect. As Akturk *et al.* (2018), the authors used in their investigation products that have an experiential component. Because shopping in the store is a pleasant experience for these items, this could enhance the shift from online to brick-and-mortar.

Furthermore, Gallino, Moreno and Stamatopoulos (2017) found that BOPS increased sales dispersion, which represents the degree of equality in the sales contribution of different products. This means that sales shares shifted from high-selling items (generally what is available in stores, given space constraints) to medium- and low-selling products, since more options can be offered under BOPS. This shift did not affect total sales volume in their research. The authors argue that, since many consumers choose accessibility over preference and BOPS makes items more accessible, consumers have less incentive to substitute products. This finding

might be important for retailers that are looking for ways to expand their offerings but face constraints on physical space.

Another important topic regarding BOPS implementation is its revenue allocation across channels. Considering a retailer who operates online and physical channels, Gao and Su (2017) argue that BOPS revenue should be shared between physical and online stores if the channels are managed separately. In another context, Chen, Liu, and Wan (2016) present a model for consignment between one online retailer and another offline retailer.

About the service coverage area, Mahar, Wright, Bretthauer, and Hill (2014) state that not all stores should offer BOPS option. They conclude that the strategy is more suitable for stores with excess capacity — that is, where the fixed cost of maintaining the capability is low — and stores far from the central warehouse. Complementing this topic, Jin, Li, and Cheng (2018) argue that retailers need to set a recommended service radius to fulfill both online and offline customers in one order cycle, and not allow anyone from anywhere to choose to pick up the order at any store. According to them, the ratio of unit inventory cost to BOPS customers' arrival speed to the store determine the size of service area.

4.2.4 Variations in the BOPS strategy

The category “BOPS concept” in the content-analysis provided important insights not only on variations of the BOPS term, like “click-and-collect” and “in store pickup”, but also different business models related to this cross-channel strategy.

Jara *et al.* (2018) considered three different click-and-collect models: the drive-out, which has no physical store, just warehouses as collect points; the drive-in, in which the customer order online then pull up at their local store to grab their order (prepared in a specific warehouse) at least two hours later; and the in-store picking, in which the online orders are prepared within the store. The authors argue that the three models create value in different ways, but the in-store picking model is the one that satisfy all needs because its relational and experiential components are superior to others, in line with Vyt *et al.* (2017). The age of customers is an important moderator of the perceived benefits of each model.

Another model that emerged from this category is the reserve-online-pick-up-and-pay-in-store (ROPS) or reserve-and-collect. A key difference from BOPS is the moment of payment: customers make orders online, touch and feel the products at physical store and then pay for them. Generally, they can cancel the order at store without charges, while under BOPS they may have to incur in costs due to cancellation policy. Jin *et al.* (2018) found that ROPS is more profitable if BOPS has a strict cancellation policy (no cancellation is allowed) or a liberal cancellation policy (full refund). Under a moderate cancellation policy (partial refund), they both have the same profitability. Hence, ROPS could be a good alternative on emerging markets, where in-store payments have relatively higher preference (Öztürk & Okumuş, 2018). Furthermore, the potential success of ROPS strategy and its payment postponement might be related to the finding that preorders in BOPS are not necessarily beneficial to the retailer (Shi, Dong, & Cheng, 2018).

5 FUTURE RESEARCH

Despite the discussion on the differences between multi-, cross- and omnichannel retailing and the proposed taxonomy by Beck and Rygl (2015), few of reviewed articles conceptualize BOPS as a cross-channel strategy or even discuss why to use multi- or omnichannel instead. The exceptions are Sun and Oh (2012), Ma, Su and Oh (2014), Gallino *et al.* (2017), Jara *et al.* (2018), and Shi *et al.* (2018). This shows the need to clarify concepts within the literature of multiple channel retailing and for researchers to adopt a common vocabulary.

Some articles analyzed suggest that BOPS strategy is based on the idea that customers use one channel to research and another to buy, a behavior known as research shopping (Verhoef, Neslin, & Vroomen, 2007). In fact, Gallino and Moreno (2014) attribute the customer shift online→offline to an increase in the most common form of research shopping: ROPO (research online, purchase offline), also called webrooming (Arora & Sahney, 2017). According to Gallino and Moreno (2014), an increase in research shopping is one of the effects of sharing inventory information with consumers under BOPS. But what if the prices were the same across channels, as recommended in a truly omnichannel model (Huré, Picot-Coupey, & Ackermann, 2017)? One could expect that the customers motivation to engage in ROPO would decrease (Ailawadi & Farris, 2017). Then, what would be the impact of relational and experiential drivers to keep them using BOPS? We must gain understanding on the main reasons that drive customers' channel option and channel shift in order to compare fulfilment options.

Moreover, the evidences on BOPS research to date are sparse and based on few retailers, despite the fact that papers applied varied research methods: theoretical model development, secondary data analysis, survey and semi-structured interview. As a growing research stream, BOPS and cross-channel strategies hopefully will benefit from more comprehensive investigations and data from different industries, but also different types of customer.

Furthermore, we need to broaden the scope of cross-channel strategies investigated in the studies. Findings so far suggest that ROPS may be a good alternative for BOPS, and buy-online-return-in-store is cited as an ally of BOPS because it presents additional selling opportunities. Besides that, a solution that really facilitates the return of products bought online is pointed out as a factor of differentiation in omnichannel retailing (Bernon, Cullen, & Gorst, 2016). So how do these models interact and in what scenarios do they reinforce each other?

Beyond that, we need to consider fulfilment options in a context of rapid technological developments (e.g., robots, drones, Internet of Things) and its impact on the future of in-store experiences and operational efficiencies (Kumar, Anand, & Song, 2017). For the future of last mile delivery, McKinsey & Company (Joerss, Schröder, Neuhaus, Klink, & Mann, 2016) projects significant changes over the next 10 years in developed countries and state that three delivery models are likely to dominate: autonomous vehicles with lockers, drones and bike couriers. The company argue that consumers are becoming more open to automation; however, they are still highly price sensitive. Thus, costs can be a major barrier postponing the future.

6 CONCLUSION

This article aimed to offer an overview of the growing literature on Buy-Online-and-Pick-up-in-Store (BOPS), which is currently the main cross-channel service adopted worldwide. In a continuum of multiple channel retailing, cross-channel strategies are situated between a siloed multichannel retailing and a seamless omnichannel retailing. As one of the notorious research topics in marketing science, this transformation from one end to another attracted researchers from various disciplines. Thus, the purpose of this paper was to gather what has already been researched and highlight gaps that still need to be investigated. To do so, we performed a literature review and a content-analysis.

The review showed that the themes addressed so far can be divided in four streams: (1) changes in the role of physical store as it starts to fulfill online orders; (2) reasons for customers to choose BOPS as a delivery option and which products are most suitable for it; (3) impacts of BOPS adoption for retailers, particularly its repercussion on sales; and (4) variations of BOPS models, like reserve-online-pick-up-and-pay-in-store (ROPS). As in a new research area, there are many questions to be answered, from how different cross-channel models interact to why consumers use more than one channel simultaneously.

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