박사학위논문

# A Study of the Impact of Hedonic Motivation, Personalization and Convenience on Customer Experience, Customer Satisfaction, Perceived Value and Repurchase Intention in Omnichannel

- Omnichannel retailer management strategy proposal through multi-group analysis -

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한 성 대 학 교 대 학 원

지식서비스&컨설팅학과

매니지먼트컨설팅전공

정         호         선

박 사 학 위 논 문
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– 멀티그룹분석을 통한 옴니채널 리테일러 경영전략 제안 –

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심사위원장 　이 동 주 　(인)


심 사 위 원 　장 우 진 　(인)


심 사 위 원 　안 현 철 　(인)


심 사 위 원 　엄 윤 성 　(인)


심 사 위 원 　이 형 용 　(인)

# ABSTRACT

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Jeong, Ho Sun

Major in Management Consulting

Dept. of Knowledge Service & Consulting

The Graduate School

Hansung University

The development of information and communication technology is changing the paradigm of the retail industry, and digital technology, which has become the core of the Fourth Industrial Revolution, is redefining the retail environment, especially through omnichannel strategies. Now, omnichannel, which integrates online and offline channels to provide consumers with a consistent shopping experience, has become an essential strategy for businesses. As consumers continue to purchase across multiple touchpoints, understanding consumer behavior in relation to the interactions between each channel is critical to the success of a retail strategy.

As the importance of omnichannel retail grows, there is a need for deeper insights into customer behavior. Companies are moving away from

single-channel optimization and focusing on ensuring consistency and connectivity across touchpoints across multiple customer touchpoints, but research on the impact of these cross-channel interactions on the customer experience is lacking. In particular, there is limited research on how hedonistic motivation, personalization, and convenience shape customer experience or repurchase intention in omnichannel environments. As a result, empirical research is needed to establish differentiated customer management strategies by channel, generation, and income, and the author of this paper, who has been working in the home appliance channel for a long time, would like to study it considerably.

This study aims to analyze the effects of hedonic motivation, personalization, and convenience on customer experience, perceived value, customer satisfaction, and repurchase intention in an omnichannel retail environment. In the retail channels of department stores and discount stores, we will empirically analyze how these factors discriminate according to various customer groups (generation, income, marital status) and contribute to the establishment of management strategies of retailers.

This study adopted a quantitative research methodology for hypothesis testing, and empirical analysis was conducted through a survey. A survey was conducted on 425 men and women nationwide who had visited and purchased online and offline channels of department stores and discount stores within the past one year, and based on this data, reliability, feasibility, suitability, and hypothesis testing were conducted.

As a result of the study, first, we identified the importance of hedonic motivation and personalization. In an omnichannel environment, customers have a better experience through enjoyment and personalized service. Second, contrary to expectations, convenience did not appear to have a significant impact on the customer experience. This suggests that in an omnichannel environment, convenience may no longer be seen as a

differentiator but as a basic requirement for some groups. Third, we found that customer experience and perceived value had a strong positive effect on customer satisfaction, and customer satisfaction had a significant impact on repurchase intention. Fourth, we verified that the influence of each factor differs according to various groups (department stores/discount stores, MZ/non-MZ generation, income level, marital status, etc.).

The academic implications of this study are, first, an integrated model that encompasses the antecedent factors (hedonic motivation, personalization, convenience) and outcome factors (customer satisfaction, repurchase intention) of customer experience and perceived value were presented and verified. Second, unlike previous studies, the study was conducted by considering customer experience and Perceived value in an omnichannel environment at the same time. Third, omnichannel convenience had a significant impact on the customer experience in the past, but now it has become a basic requirement. Fourth, by conducting a multi-group analysis, we provided a granular understanding of how the effectiveness of an omnichannel strategy varies depending on customer characteristics. Fifth, structural equation modeling and multi-group analysis were combined to validate complex customer behavior models and present a methodology to analyze differences between groups. Sixth, the study was conducted in August 2024 to reflect the latest omnichannel landscape and capture changed consumer behavior patterns to increase practical applicability at this point in time. Finally, highlighting the importance of hedonistic motivation and personalization in omnichannel. In addition, it was found that department stores, non-MZ generations, high-income groups, and married people who value time more highly are more affected by omnichannel convenience. And the relationship between customer experience, customer satisfaction, perceived value, and

repurchase intent was examined.

The practical implications is that based on the findings of the analysis, omnichannel retailers should design and deliver granular and personalized customer experiences that are tailored to the characteristics of each group. Department stores should emphasize the enjoyment of shopping, while discount stores should strengthen personalized recommendation systems and customized promotions. For the MZ generation, the approach should be centered on experience and fun, and for the non-MZ generation, the emphasis should be on convenience. High-income groups should appeal to premium convenience, and small- and medium-income groups should be provided with satisfaction-based cost-effectiveness. Unmarried people should emphasize other values as factors other than convenience, and married people should emphasize convenience-centered time-saving and efficient shopping. Second, hedonic motivation and personalization have an important impact on the customer experience, especially for department stores, Gen Z, and single-group customers. Third, since the impact of convenience on customer experience varies by group, a strategic approach is needed, especially in strategies targeting department store customers, non-MZ generations, high-income groups, and married groups. Fourth, it is necessary to strengthen communication centered on the core values of each customer segment, and to manage customer satisfaction and ensure omnichannel integration and consistency.

Despite these implications, there are limitations to the study. As a limitation point, first of all, this study was conducted on customers of department stores and discount stores, so there is a limit to generalization, so it is necessary to study other forms of omnichannel such as exclusive distribution and franchise. Second, in addition to hedonic motivation and personalization, other variables such as

practical and social motivation can also influence, so research is needed on other variables that have not been addressed. Third, 75% of the residents are concentrated in Seoul and Gyeonggi Province, and the proportion of office workers is 68%, so it is necessary to study various regions and occupations. Fourth, more detailed intergroup analyses (e.g., specific age groups, occupational groups, etc.) or follow-up studies are needed.

This study understands the characteristics that influence customer experience in an omnichannel retail environment, identifies differences in impact between different groups, and proposes practical strategies to improve repurchase intention through consistent and personalized shopping experiences. It is hoped that this study will contribute a little to the establishment of management strategies of retailers.


【Key words】 omnichannel, hedonistic motivation, personalization, convenience, customer experience, perceived value, customer satisfaction, repurchase intention

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# I. Introduction

## 1.1 Background and Issues of the Study

The rapid development of information and communication technology is bringing revolutionary changes to all areas of modern society. The spread of smart devices, especially computers and mobile devices, combined with technologies such as wireless internet and GPS, is accelerating the growth of digital media. These changes are having a powerful impact not only on IT-related industries, but also on traditionally unrelated industries, especially in the retail industry, where consumer behavior is changing.

The 4th Industrial Revolution, which is currently underway, is called the next-generation industrial revolution in which cutting-edge information technology is integrated into the economy and society as a whole, based on digital technology, which is the foundation of the 3rd industry. This is not something new, but the result of the rapid convergence of various technologies that have been developed before (Yoonkyung Lee, 2017). In the field of distribution, omnichannel and sharing economy are examples, and the Fourth Industrial Revolution and omnichannel are becoming a stepping stone for the formation of organic relationships between companies and consumers, and this convergence is having a significant impact on the marketing area.

Omni-channel is a compound word of the word omni meaning 'everything' and channel meaning 'path', and refers to a distribution strategy that combines IT and mobile technologies with existing online and offline distribution channels (Verhoef et al., 2015). In an omnichannel environment, the boundaries between traditional channels

disappear, and customers use a single, unified channel (Rigby, 2011). At the heart of this omnichannel strategy is the integration of mobile and online and offline distribution channels to provide customers with a consistent experience that does not differentiate between channels (Beck & Rygl, 2015).

Omnichannel retail aims to provide consumers with a consistent experience by integrating online and offline channels, allowing them to move seamlessly between channels to experience the shopping process (Beck & Rygl, 2015). These technological advancements are focused on improving the quality of the consumer experience and strengthening the emotional connection between consumers and brands beyond simple channel integration (Piotrowicz & Cuthbertson, 2014).

Recent research has shown that customer experience is more than just the quality of a service item, and is becoming an important component of the overall customer interaction process, including cognitive and emotional evaluation (Klaus & Maklan, 2013). In particular, the importance of consumer experience in an omnichannel environment is becoming more prominent. Consumers value digital touchpoints beyond simple physical interactions in the purchase process, and these experiences have a significant impact on purchase decisions (Gountas & Gountas, 2007).

Customers who transact in an omnichannel situation tend to switch between channels and take advantage of each channel, rather than sticking to a single channel within a particular retailer (Verhoef et al., 2007). In this omnichannel environment, customer hedonic motivation and personalized service delivery will play a significant role in consumer loyalty and satisfaction.

Hedonic motivation is one in which customers associate their purchasing behavior with positive emotions such as pleasure, joy, and

interest, rather than just economic activity (Babin et al., 1994), which plays a larger role in an omnichannel environment. Consumers expect personalized service from a variety of channels, and personalized service serves to reinforce consumers' emotional satisfaction and loyalty (Babin et al., 1994). Personalization helps to identify customer needs and provide services that are appropriate to the customer's knowledge, which in turn helps build customer loyalty (Choi et al., 2017). Convenience also has a strong impact on the customer experience, and studies have shown that it improves customer satisfaction (Bagdare, 2014). The convenience provided in an omnichannel environment creates an environment where customers can shop anytime, anywhere, which has a positive impact on customer satisfaction and repurchase intention.

A recent study (Chung et al, 2022) showed that online and offline channels influence each other, and that the salient characteristics of one channel are transferred to the evaluation of other channels. The level of quality perceived by customers in offline channels can influence customer behavior in online channels, and quality in online channels also influences decision-making in offline channels.

Digitalization is reshaping retail. These changes in retail are not only changing transaction channels, but also redefining the nature and type of exchanges, actors, products, and retail environments (Hagberg et al, 2016). The integration of digital technologies into the consumer shopping experience is enabling new means of value creation and value capture (Pantano & Viassone, 2015).

In addition, as the shopping experience in the online environment becomes more diverse, the impact of consumers' emotional responses on their purchasing behavior is becoming increasingly important. Research has shown that the enjoyment felt in the initial shopping experience can have a lasting impact on subsequent purchase decisions, which can be a

factor in amplifying positive emotions throughout the shopping journey (Menon & Kahn, 2002a).

In particular, the boundaries between mobile and offline are also being blurred through the virtual space of the metaverse, so service providers need to think about what kind of customer experience they should provide to their customers. In the omnichannel retail strategy of the future, the adoption of virtual environments such as the metaverse is seen as an opportunity to expand the customer experience in a more multidimensional and sensory way, and in this context, personalized experiences and hedonistic motivation will become even more important competitive factors.

Against this backdrop, this study aims to explore the impact of customer experience, perceived value, hedonic motivation, personalization and convenience on customer satisfaction and repurchase intention in an omnichannel environment. Through this, we aim to provide practical insights that can contribute to the effective implementation of omnichannel strategies and the improvement of customer-centric services.

## 1.2 Needs and Objectives of the Study

In recent years, the rapid development of information and communication technology has significantly changed the paradigm of the retail industry. In particular, the rise of omnichannel strategies presents new challenges and opportunities for consumers and retailers alike. Recent research has shown that there is a positive relationship between successful channel integration, corporate performance, and consumer benefits (Blom et al., 2017; Oh et al., 2012). Von Briel (2018) discusses how megatrends such as increasing demand for personalized experiences,

increased use of mobile devices, and artificial intelligence and real-time big data analytics are playing an increasingly important role in personalization efforts towards customer experiences in omnichannel retail environments. These technological changes are raising customer expectations, and consumers are demanding a higher level of personalized service.

Consumer behavior in an omnichannel environment is becoming increasingly complex, and consumers who use multiple channels seek an efficient shopping experience that leverages the strengths of multiple channels rather than sticking to a single channel within a particular retailer (Verhoef et al., 2007). In particular, the boundaries between mobile and offline are also blurring, so retailers that provide services must constantly think about what kind of experience they need to provide to consumers.

Personalization has become even more important because channel integration has great potential to provide a more personalized customer experience (Hänninen et al., 2019). However, despite increased retail spending on personalization systems, empirical research on the return on investment associated with personalization is still lacking (Kalaignanam et al., 2018). Salonen & Karjaluoto (2016) argue that the focus of personalization research should be towards incorporating psychological factors such as emotions into personalization. Psychological factors play an important role in customers' purchasing decisions, and emotional fulfillment can be a key factor in increasing customer satisfaction and loyalty.

Previous studies have mainly relied heavily on single-channel research environments for personalized interactions and customer experience in specific domains, such as mobile and online channels (Bilgihan et al., 2016; McLean et al., 2018; Rose et al., 2012). In this regard, there has

been a recent call for empirical studies on omnichannel shopping in general (Huréet al., 2017) and comparative studies on how omnichannel strategies improve the customer experience in particular (Souiden et al., 2019) and differences between types of retailers (Tyrväinen et al., 2020). In particular, it is time to have an in-depth understanding of the changes in the behavior of customers who use various channels.

Lemon & Verhoef (2016) suggest that future research should focus on the relationship between the combined effect of customer experience across multiple touchpoints and customer behavior, such as loyalty intentions. This has important implications for understanding the complex aspects of customer interactions in an omnichannel retail environment.

The study of the role of hedonic motivation is also important. In a previous study, researchers examined the role of hedonic motivation in online and brick-and-mortar stores. Scarpi et al. (2014) found that hedonic shopping motivation plays a more important role in online contexts. Shen et al. (2016) showed that consumers prefer utilitarian products in brick-and-mortar stores and hedonistic products in online stores. In an omnichannel retail environment, customers expect a consistent experience as they move between different channels, so hedonic motivation and personalization are critical factors in meeting customer expectations. In particular, hedonic motivation maximizes the pleasure and satisfaction that customers feel during the shopping process, which can ultimately have a significant impact on loyalty and repurchase intention (Evanschitzky et al., 2014).

In addition, personalization makes customers feel like they're having a special experience just for them, which makes them feel attached to your brand. This gives retailers the opportunity to drive positive interactions across the shopping path and strengthen brand loyalty. Personalized service allows consumers to create a deeper emotional connection with

retailers, which contributes to long-term relationships.

Convenience also has a strong impact on the customer experience, and studies have shown that it improves customer satisfaction (Bagdare, 2014). The convenience provided in an omnichannel environment creates an environment where customers can shop anytime, anywhere, which has a positive impact on customer satisfaction and repurchase intention.

Against this backdrop, this study aims to explore the effects of hedonic motivation, personalization, and convenience on customer experience, perceived value, customer satisfaction, and repurchase intention in an omnichannel environment. The specific objectives of this study are as follows. First, we want to determine whether hedonic motivation, personalization, and convenience have a positive or negative impact on customer experience and perceived value in the omnichannel environment under study. Second, we want to determine whether the customer experience and perceived value in omnichannel have a positive or negative impact on customer satisfaction and repurchase intention. Third, we want to determine whether there are differences in the degree of impact of hedonistic motivation, personalization, and convenience on customer experience, Perceived value, and repurchase intention by type of omnichannel retailer (department stores and discount stores, Gen Z and non-Gen Z, high-income and middle-income groups, singles and married people).

The secondary objectives of this study are as follows. First, we would like to identify whether department stores and discount stores, which are representative omnichannel, provide differentiated value to customers in terms of hedonic motivation, personalization, and convenience, and propose strategies to provide more types of experiences and experience elements to customers in each channel in the future. Second, we would like to examine whether there is a difference between the MZ generation

and the non-MZ generation, the high-income group and the middle-income group, and the singles and married people in terms of hedonic motivation, personalization, and convenience, and if so, what differentiated value should be provided to enhance competitiveness. Third, through a survey on the reasons for purchasing from offline stores, we want to find implications for what role offline stores should play in an omnichannel environment where online and offline stores must provide the same services and values without interruption. I would also like to propose how the role of offline stores can create synergy between online channels and interactions.

By comprehensively analyzing the customer experience in an omnichannel environment, this study is expected to provide retailers with the practical insights they need to create and execute effective marketing strategies. This will provide deep insight into what consumers want, which will ultimately contribute to the effectiveness of your omnichannel strategy.

## 1.3 Methods and Structure of the Study

This study aims to study how hedonic motivation, personalization, and convenience in omnichannel affect customer experience (emotional and cognitive experience) and perceived value (functional value, emotional value), and how customer experience and perceived value affect customer satisfaction and repurchase intention. Through this study, we will study the structural relationship between the effects of hedonic motivation, personalization, and convenience on customer experience and perceived value, and the effects of customer experience and perceived value on customer satisfaction and repurchase intention.

To this end, this study lays the foundation for the theoretical

background of this study through theoretical consideration and research on the customer experience and perceived value of hedonic motivation, personalization and convenience, and based on this, we will conduct an empirical analysis study by analyzing the variables of major variables to understand the mutual influence relationship of major factors. In addition, we will review various literature and previous studies to construct the measurement elements and create a specific questionnaire for them.

For the purpose of this study, 425 consumers who visited department stores and discount stores across the country, which are the main omnichannel, were selected. We surveyed consumers in their 20s and older who visited both online and offline stores in the past year, and also conducted a survey through a survey research and research organization. Through the collected data, the demographic characteristics of the consumers who responded first were analyzed, and reliability, validity, and exploratory factor analysis were performed to verify the research model of this paper. For this purpose, the analysis was carried out using the SPSS 27.0 program of the statistical package and the smartPLS 4.1 program, which is another program.

Based on the results of the statistically analyzed research through this study, academic and practical meanings and implications were derived, and the limitations and future research directions of this study were presented.

This study was conducted in five stages, and the stages are as follows. The first stage is an introduction, which examines the changes in the business environment and distribution prior to this study, and raises the issue of the current situation. In addition, the purpose of the study was described, and the method and scope of the study were presented.

In the second stage, theoretical studies on hedonic motivation,

personalization, convenience, customer experience (emotional and cognitive experience), perceived value (functional value, emotional value), customer satisfaction, and repurchase intention were presented through a literature review. The third phase presented the study design and analysis methodology. First, this research model was designed based on theoretical research and correlation analysis between each variable. Hypotheses were formulated, and questionnaire items were developed to check the influence of each variable. After conducting a survey, data were collected and analysis methods were presented.  The fourth stage is the stage in which the analysis is carried out in earnest. Reliability and validity analyses were performed between general and demographic characteristics and variables for the survey sample. Afterwards, correlation analysis and descriptive analysis, especially multigroup analysis, were conducted to present the results of testing the hypothesis in this study.  The fifth stage is the drawing of the conclusions of the study. The results of this study are summarized and its academic and practical implications and implications are described. In addition, the limitations of this study were described and directions for further research were suggested.

The contents of the above step-by-step study can be expressed schematically according to the research process as shown in [Figure 1-1].

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[Figure 1-1] Research Flow Chart

# II. Theoretical Background

## 2.1. Omnichannel and Retailers

Omnichannel is an evolution of multichannel, allowing customers to move freely between channels while creating a single, unified experience. It distinguishes itself from multichannel in that it provides homogeneous services across channels and emphasizes simultaneous and consistent experiences (Cao & Li, 2015; Goersch, 2002). An omnichannel strategy seeks to keep customers interacting with your brand consistent by allowing them to experience a single purchase journey across online, mobile, and offline channels (Piotrowicz & Cuthbertson, 2014).

The main goal of omnichannel retailing is to provide a seamless service experience through full channel integration (Rigby, 2011; Savisaari, 2016). This means that information such as pricing, inventory, and fulfillment must be the same no matter which channel is used (Piotrowicz & Cuthbertson, 2014). Sousa & Voss (2006) pointed out that when a customer browses information on a website and then checks it out in a physical store, customer satisfaction can be lower if the product doesn't match what they see online. This suggests that integrated services are an important factor in increasing brand trust and satisfaction by providing customers with a consistent experience.

The effectiveness of omnichannel has been proven by several studies. According to Kotler, Kartajaya, and Setiawan (2016), consumers who purchase products from omnichannel have about 30% higher lifetime value compared to consumers who use a single channel. This suggests that omnichannel services have a positive impact on a company's long-term performance by expanding touchpoints with customers and

increasing customer loyalty.

Channel integration allows companies to transcend the limitations of each channel to make purchases convenient for their customers, which in turn leads to revenue generation (Gallino et al., 2017). In addition, omnichannel also exhibits a cross-selling effect. According to a study by Gallino et al. (2014), customers who purchase online often make additional purchases when they pick up their products offline.

1 of the important elements of an omnichannel strategy is the combination of mobile technology and social media. This allows consumers to search for product information, interact with other consumers, and check product reviews anytime, anywhere. Grieve et al. (2013) found that consumers share their buying experiences in real time through social media, or make their own purchasing decisions based on the experiences of others.

The role of physical stores is also important in an omnichannel strategy. Brick-and-mortar stores provide a space where customers can experience products firsthand, providing a sensory experience that customers cannot experience online. Rakhmanita et al. (2023) argue that stores are evolving beyond just a sales space into an important platform to enhance the customer experience and increase brand loyalty. In particular, the 'showroom' concept maximizes the consumer experience by providing an environment where customers can experience a product and then purchase it online.

Research on domestic omnichannel retailers is also actively underway. Lee Seung-young (2015) examined omnichannel use cases for domestic and overseas distributors, focusing on department stores and hypermarkets. Yang Ji-in (2021) proposed a way to improve the satisfaction, trust, and engagement of customers who use omnichannel in department stores. In particular, they argued that personalized shopping

services and marketing that provide a variety of customized benefits or shopping information for products and items of interest can increase customer satisfaction, trust, and engagement.

Han Sang-lin et al. (2020) studied the omnichannel use case of Lotte Department Store. Lotte Department Store offers price comparison using smartphones, location-based services, 'smart pickup', and a 24-hour locker pickup service. In addition, through Lotte's simple payment system, Lpay, it is possible to easily and conveniently pay at offline stores and receive coupons and points.

A study by Mia Lee & Lee (2019) showed that the impact of personalization and convenience on omnichannel loyalty varies by type of retail. Specifically, personalization was found to be a more important influencing factor in department stores and convenience in discount stores.

Melero et al. (2016) argue that omnichannel approaches contribute to building a strong emotional connection with a brand and, ultimately, strengthening customer loyalty and long-term relationships. Cummins et al. (2016) found that omnichannel strategies aim to unify touchpoints across channels and deliver personalized customer experiences, and consistent content and processes can create repeat intention and positive word-of-mouth.

In conclusion, omnichannel retailing provides convenience and consistency by providing customers with multiple channels, which in turn increases customer satisfaction and drives repurchase intention. Consistency of the shopping experience through channel integration is a key element of an omnichannel strategy, enabling companies to meet customer expectations and gain a competitive advantage in the marketplace.

⟨Table 1-1⟩ Examples of Retailers' Omnichannel Strategy Utilization

| Company | Industry | Features & UtilizationIT/Devices | Summary of strategy types |
|---------|----------|----------------------------------|---------------------------|
| Lotte | Department store / Discount | - Order food and daily necessities at online prices (Lotte Mart) | - On by distributor within the group. Offline Integrated operation Service |
| | | - Providing cross-pick service to pick up and return online orders offline (department stores/convenience stores, nearby stores) | - In-store and out-of-store pick-up service (smart pickup) |
| | | - Using beacons to guide the location and movement route of stores in department stores'Smart Beacon' service<br>'-Smart coupon book that can be checked on mobile such as event information | - Location-based/personalized Service |
| | | - Smart Scan - Scan the barcode with your smartphone without putting the item in the cart to pick up the product at home | - Easy purchase service |
| | | - L.pay, a mobile simple payment system: Automatic search and automatic payment service for points and coupons | - Easy payment service |
| | | - Launched 'M Coupon App' to provide 'Personalized Coupon Service' | - Personalized service |
| Shin-segae | Department store / Discount | - Integrate distribution channels within the group, such as department stores, E-marts, and traders, to build and operate a 'SSG.com'<br>- Operation of 'Magic Pickup', a store pick-up service for online purchases, | - On. Offline Channel Integrated Operation Service |
| | | - Established the 'SSG Pay' service to enable easy payment at all affiliated stores | - On. Offline Channel Integrated Operation Service |
| | | -'E-Mart App' provides mobile-based customized information and benefit services<br>- Product recommendation service | - Personalized service |
| | | - Barcode scanning to deliver to your home 'scanning service' | |
| Home-plus | Discount | - Home delivery after ordering online, kiosk service to receive store order delivery, store pick-up service after ordering online | - On. Diversification of offline order product delivery services |
| | | - Build a QR code-based offline virtual store to provide a purchasing environment that is not limited by time and place | -Establishment of a virtual pop-up store |
| | | - Personalized digital flyer service | - Personalized service |

Source: Rewritten by the researcher based on previous research

## 2.2. Hedonic Motivation

Hedonic motivation is an important concept in the study of consumer behavior, defined as a major forecast of purchase intention (Holbrook & Hirschman, 1982). Holbrook & Hirschman (1982) divided consumers' shopping motivation into practical and hedonic dimensions, with hedonic shopping motivation referring to behaviors related to the sensory stimulation aspects of fun, enjoyment, fantasy, and consumption (Babin et al., 1994). Recent studies have shown that hedonic motivation is also strongly associated with customer satisfaction and loyalty (Vieira et al., 2018).

In the context of technology, hedonic motivation is defined as the fun or pleasure that arises from the use of technology (Venkatesh et al., 2012). However, hedonic motivation varies across retail formats (Arnold & Reynolds, 2003). For example, in brick-and-mortar stores, hedonistic shoppers value pleasure, entertainment, and exploration, while online shoppers value adventure, authority, and status (To et al., 2007).

Arnold & Reynolds (2003) argued that consumers do not simply purchase products, but seek hedonic gratification through social interaction, sensory experiences, and environmental stimuli in brick-and-mortar stores. From this perspective, hedonic motivation can play a larger role in the offline shopping experience.

In the case of online shopping, hedonic motivation can be stimulated through user interface design, website aesthetics, and personalized recommendation systems (Roy et al., 2017). In particular, personalized experiences can contribute to increased customer engagement and satisfaction by reinforcing hedonic motivation (Li, 2019). Mathwick et al. (2001) argued that when users respond positively to the interactivity of a website or the in-store digital experience, they experience higher

satisfaction and emotional connection, which can lead to repurchases.

In the omnichannel retail environment, the importance of hedonic motivation becomes even more prominent. Verhoef et al. (2009) argued that hedonic motivation improves the quality of the customer experience by making consumers emotionally engaged in the retail experience, and ultimately promotes stronger consumer loyalty and repurchase intention. This means that the pleasure or satisfaction that consumers experience directly during the shopping process has a significant impact on their purchase decisions.

The shopping experience in an omnichannel environment isn't just about one channel, it's about providing a unified experience across multiple channels. In this environment, hedonic motivation allows customers to feel the same satisfaction across each channel, which can lead to customer loyalty and positive word-of-mouth (WOM) (Brakus et al., 2009). In fact, studies have shown that hedonic motivation is a key factor in the customer experience in both online and offline environments, which has a direct impact on consumers' repurchase intentions and positive word-of-mouth behaviors (Scarpi et al., 2014; Souiden et al., 2019).

In particular, it has been emphasized that in an omnichannel retail environment, hedonic motivation and personalized experiences combine to play an important role in increasing customer satisfaction and loyalty (Tyrväinen et al., 2020). An omnichannel retail strategy that provides a seamless and enjoyable experience across channels can encourage consumers to engage with the brand repeatedly, which contributes to the continued growth and development of the brand.

According to a study by Chiu et al. (2014) and Scarpi et al. (2014), the more enjoyment and satisfaction a customer feels during the shopping process, especially in situations such as impulse or spontaneous purchases,

the more likely they are to be loyal to the brand. This means that a hedon-enhanced retail environment fosters an emotional connection that keeps consumers engaged with the brand and makes them choose the brand again for future purchases.

In conclusion, in the omnichannel retail environment, hedonic motivation is considered an important factor that has a profound impact on consumer behavior. This leads consumers to pursue the pleasure of shopping beyond simply purchasing a product through the emotional satisfaction and pleasure they experience in the shopping process (Arnold & Reynolds, 2003; Bilgihan et al., 2015). Therefore, in order to maximize customer satisfaction and loyalty and enhance competitiveness, omnichannel retailers need to dig deeper into the specific factors that activate hedonic motivation and incorporate them into their marketing strategies.

## 2.3. Personalization

Personalization is an important factor in improving the quality of the customer experience in an omnichannel retail environment, and it is a strategic approach to meeting the individual needs and preferences of customers. According to Adomavicius & Tuzhilin (2005), personalization involves providing customized content and services based on customer data, while Lemke et al. (2011) explain that tailoring offers to customer needs is the key to personalization.

The application of personalization varies depending on the retail environment. A. Shen & Dwayne Ball (2009) explain that in traditional brick-and-mortar stores, personalization means providing services in a face-to-face manner to meet customer needs. On the other hand, in an online environment, as Zhang et al. (2011) points out, personalization

technology allows retailers to track customers' previous purchasing habits and modify which products are displayed and how they are displayed.

The goal of personalization, as noted by Sunikka & Bragge (2012), is to satisfy the customer by providing the most suitable product at the right time and place. This is important because, as a study by Ansari & Mela (2003) revealed, personalized products, services, and interactions attract consumers' attention, benefiting both retailers and customers.

Kalaignanam et al. (2018) explain that personalization provides transaction flexibility, more targeted banner ads and websites, and product recommendations. In particular, according to a study by Choi et al. (2017), personalization of price information through location-based systems brings financial benefits to consumers and helps them make more informed decisions.

The effectiveness of personalization has been proven by several studies. A study by Pappas et al. (2016) found that the quality and benefits of personalization increase purchase intention. Y. J. Kim & Han (2014a) argue that personalized customer experiences not only meet customer expectations, but also contribute to increased emotional satisfaction.

Personalization is becoming more important, especially in mobile shopping environments, where users can enjoy personalized experiences, anytime, anywhere. Not only does this provide real value to customers, but it also serves as an important factor in reinforcing customer loyalty and repurchase intention (Adomavicius & Tuzhilin, 2005).

In an omnichannel environment, the importance of personalization becomes even more pronounced. According to a study by Verhoef et al. (2015), in an omnichannel environment, customers expect a consistent, connected experience across channels, so providing personalized services and experiences across channels plays an important role in increasing customer satisfaction.

Bilgihan et al. (2016) argue that consistent, personalized service across each channel contributes to increased customer satisfaction and loyalty. In particular, a study by Chiu et al. (2014) explains that the ability to make items in shopping carts online available directly in brick-and-mortar stores is an important factor in increasing customer loyalty by providing customers with a unified shopping experience.

Li (2019) argues that personalization in the online environment contributes to strengthening customer relationships and increasing the intention to return by providing personalized services based on customers' previous behavior and real-time data. In addition, in the mobile shopping environment, personalization using location-based services plays an important role. These services provide customers with relevant information when they are in a particular location, making the shopping experience more convenient and personalized.

A study by Bilgihan et al. (2014) explains that personalized recommendation systems can increase customer engagement and maximize shopping pleasure by presenting products tailored to customers' tastes. This is especially effective when customers are browsing websites or using mobile apps.

Tyrväinen et al. (2020) argue that personalized services or offers can make customers feel special, which can increase their motivation to buy, especially in impulse or spontaneous buying situations. Furthermore, personalization strengthens the relationship between brands and customers, helping customers to create a positive perception of the brand and increase long-term loyalty.

Personalized experiences also contribute to stimulating customers' hedonic motivation and thus driving purchase behavior. In this context, personalization is becoming an essential element in building customer loyalty and maintaining long-term relationships (Y. J. Kim & Han,

2014a).

In conclusion, personalization is key to optimizing the customer experience and increasing customer satisfaction and loyalty in an omnichannel retail environment. This goes beyond simply providing services across individual channels, and plays an important role in building long-term relationships with customers by providing a consistent personalized experience across all channels. Based on this theoretical background, this study focused on personalization as a component of customer experience.

## 2.4 Convenience

In omnichannel retail, convenience is defined as minimizing the time, effort, and cost that consumers feel when browsing and purchasing products across multiple channels (Duarte et al., 2018). This includes reducing the time, physical, and mental burden of the entire process of creating a consistent shopping experience across multiple channels (online, offline, mobile, etc.) (Seiders et al., 2000). According to Berry et al. (2002), convenience is divided into five dimensions: accessibility, navigation, ownership, transaction, and after-service, a concept that encompasses the various stages of convenience that customers experience in the shopping process.

In omnichannel retail, convenience is a key determinant of the customer experience. Srivastava & Kaul (2014) argue that multidimensional convenience, including retail store location, operating hours, and access to various services, is directly related to the customer's shopping experience. According to a study by Shankar et al. (2021), convenience in omnichannel shopping has a direct impact on customers' intention to visit a showroom. In particular, the convenience of offline search and online

purchase encourage customers to search for information offline and make purchases online.

Modern consumers expect a multichannel experience that goes beyond simply visiting a physical store, and they value the flexibility to shop anytime, anywhere (Berry et al., 2002). In this context, the BCG report by Mercier et al. (2014) explains that options such as click-and-collect services are becoming an important convenience factor in omnichannel environments. This service combines various advantages, such as the immediacy of online shopping and the chance of physical verification of offline shopping, to provide higher value to customers.

Convenience plays an important role in customers' product evaluation and purchase decisions. According to a study by Bagdare (2014), the more convenience aspects are improved, the more satisfied and loyal customers are, which in turn leads to the intention to return to the store. Schneider & Zielke (2020) found that convenience is directly related to customer loyalty. When consumers experience products and services across multiple channels, convenience facilitates seamless transitions between these channels, which contributes to the consistency of the customer experience.

Schramm-Klein et al. (2011) point out that in an omnichannel environment where multiple channels are integrated, the question is how much consumers can reduce their purchasing effort by using retail channels. They also argue that seamless channel integration across online and offline boundaries plays an important role in strengthening customer loyalty.

Omnichannel convenience, combined with hedonic motivation, can augment a positive emotional experience for customers. According to a study by Mercier et al. (2014), customers feel more satisfied with shopping when they can get the results they want quickly and with less

effort, which is also linked to the intention to return.

In conclusion, omnichannel convenience is an important factor in helping customers enjoy a consistent experience across channels and achieve better shopping outcomes. This allows companies to increase customer satisfaction and encourage repurchases. Convenience plays an important role in increasing customers' shopping satisfaction and Perceived value, thereby driving customer loyalty and repurchase intention. This study focused on convenience as a component of customer experience.

## 2.5 Customer Experience

Customer experience is defined as a consumer's internal and subjective response to direct or indirect contact with a company (Brakus et al., 2009; Gentile et al., 2007; Meyer & Schwager, 2007). It consists of the search, purchase, consumption, and post-sale phases, which are or cannot be controlled by the retailer (Verhoef et al., 2009). The customer experience occurs when consumers search, shop, receive services, and consume products (Brakus et al., 2009).

Customer experience is not just a direct response from a customer's interaction with a brand, but also an indirect experience across multiple touchpoints across multiple channels (Verhoef et al., 2009). In omnichannel retail, it is critical to provide a consistent experience across multiple touchpoints (Piotrowicz & Cuthbertson, 2014). For example, if a customer searches for a product online and then purchases it in a brick-and-mortar store, the experience at each touchpoint works together to form the overall customer experience (Verhoef, 2009).

Gentile et al. (2007) stated that customer experience is a psychological component, which is a holistic and subjective response, and refers to customer engagement from multiple perspectives, and introduced six

components of customer experience: cognitive, emotional, sensory, practical, lifestyle, and relational. In particular, research on cognitive and emotional customer experience components is common in previous studies (Frow & Payne, 2007; Rose et al., 2012; Tynan & McKechnie, 2009).

Cognitive experience refers to the flow state that occurs during shopping (Hoffman & Novak, 2009), which refers to the state of pleasure, engagement, and concentration that leads to positive and subjective experiences (Huang, 2006). Cognitive customer experience stems from online interactions, such as reviewing incoming information (Frow & Payne, 2007) or exploring it (Novak et al., 2000). In addition, a customer's cognitive experience occurs during the process of processing new information and acquiring skills (Frow & Payne, 2007), which in turn leads the customer to learn and develop new skills (Tynan & McKechnie, 2009).

An emotional experience is a consumer's emotional response to a stimulus (Hansen, 2005). Rose et al. (2012) considered the emotional state of the customer experience as moods, feelings, and emotions generated by the customer's emotional system. These experiences make customers feel good and enrich (Lemke et al., 2011). Emotional experiences, whether positive or negative, can influence the consumer's internal formation process and build long-term associations in consumers' memories, leading to specific behaviors such as referrals (Edvardsson, 2005; Lemke et al., 2011).

In an omnichannel environment, customer experience is becoming a key factor in determining a company's competitiveness. Consumers expect consistent, positive experiences across multiple channels, and companies that meet these expectations are more likely to drive high customer loyalty and satisfaction (Klaus & Maklan, 2013). Customer experience is a better predictor of customer satisfaction and loyalty than just the

quality of a service item, which has a significant impact on customer recommendations and repurchase intention.

The omnichannel customer experience is a significant factor in customer satisfaction, loyalty, and repurchase intention. Customer experience is not just the experience while using a product or service, but also from the search stage to post-sales support, and a customer's emotional experience, whether positive or negative, influences long-term associations and behaviors (Hansen, 2005; Tynan & McKechnie, 2009).

Providing a consistent omnichannel experience is essential to meeting customer expectations and maintaining lasting relationships after purchase. This means ensuring that customers receive consistent information and service when shopping across channels.

In conclusion, omnichannel customer experience plays an important role in both cognitive and emotional aspects, allowing companies to build long-term relationships with customers and drive lasting results. Customer experience management should go beyond just providing a service and aim to provide a consistent and positive experience throughout the entire customer journey.

<Table 1-2> Customer Experience Components

| Customer Experience Components | Prior Papers |
|---|---|
| – Cognitive experience: An experience that is shaped by the cognitive activity of the consumer<br>– Emotional experience: an experience that is shaped by an emotional response.<br>– Sensory experience: an experience that is shaped by sensory stimuli such as sight, hearing, touch, smell, and taste<br>– Practical experience: Experience related to functionality<br>– Lifestyle Experience: An experience tailored to the consumer's values and lifestyle.<br>– Relational experiences: experiences that are formed through interaction with others. | Gentile et al., 2008 |
| –Sensory experience: an experience that is shaped by sensory stimuli such as sight, hearing, touch, smell, and taste<br>– Emotional experience: an experience that is shaped by an emotional response<br>– Cognitive experience: An experience that is shaped by the cognitive activity of the consumer<br>– Behavioral experience: The experience that is formed in the process of a consumer taking a certain action | Brakus et al., 2009 |
| – Social environment: interaction with other customers.<br>– Service Interface: Interaction with customer service<br>– Physical environment: store design and atmosphere<br>– Product-related factors: quality and variety of products<br>– Price: The price level of the product and service | Verhoef et al., 2009 |
| – Cognitive experience: The experience associated with the consumer's cognitive activity<br>– Emotional experience: an experience that is shaped by an emotional response<br>– Behavioral experience: the experience that is formed in the process of taking a certain action<br>– Sensory experience: an experience that is shaped by sensory stimuli | Lemon and Verhoef., 2016 |
| – Cognitive experience: cognitive engagement and learning in the shopping process<br>– Emotional experience: emotional response during the shopping process. | Rose et al., 2012 |
| – Emotional experience: an experience that is shaped by an emotional response<br>– Cognitive experience: an experience that is shaped by the cognitive activity of the consumer. | Olli Tyrväinen et al, 2020 |

## 2.6 Perceived Value

Perceived value is defined as the value that consumers get when evaluating a product or service by comparing the costs they have paid for and the benefits they have received. This is a combination of various factors such as product quality, price, and service, and consumers evaluate these factors comprehensively to determine the value (García-Fernández et al., 2018).

There are various opinions among researchers regarding the classification of perceived value. Sheth et al. (1991) categorized perceived values into five categories: functional, emotional, social, cognitive, and conditional. Rakhmanita et al. (2023) categorized them into four categories of functional, emotional, social, and cognitive values, while Sweeney & Soutar (2001) divided them into three categories: functional, emotional, and social values.

The main types of values are as follows:

Functional value is a factor related to the quality of a store's products, the functionality of a facility, and the value for money of a brand, and refers to the perceived quality of a product and the utility derived from its expected performance. It is a value associated with the attributes of a product or service to achieve a functional or physical purpose (Sweeney & Soutar, 2001).

Emotional value refers to the emotional state caused by the customer's ability to choose a product in the course of the omnichannel experience, and is related to the feelings and emotions that the product generates (Sheth et al., 1991). Social value includes the expectation of social recognition or reputation that consumers gain by purchasing goods or services.

In the process of service, the perceived value, including human service

item quality, physical goods, convenience, price, etc., occurs in the customer's purchase process and has a positive and direct impact on consumer behavior (Grewal et al., 2003). This perceived value plays an important role in increasing customer satisfaction and repurchase intention. Especially in an omnichannel environment, this can be further strengthened by providing a consistent experience across multiple channels.

In an omnichannel strategy, the optimization of perceived value is a key factor in brand success. It's important to maximize the functional, emotional, and social value of each channel to increase customer loyalty and maintain long-term relationships. This will enable companies to achieve sustainable growth and strengthen their competitiveness.

In conclusion, effectively managing and optimizing perceived value is a key strategy for the success of an omnichannel strategy, which is essential for the long-term success of a brand. In an omnichannel environment, a differentiated value proposition that takes into account the characteristics of each channel, along with consistent value delivery, can improve the overall experience of customers and ultimately lead to improved corporate performance.

## 2.7 Customer Satisfaction

Customer satisfaction is an important psychological outcome of the interaction between consumers and businesses, which is shaped by the perception of the cost paid by the customer and the experience of exceeding expectations (Oliver, 1980). This is not just a direct emotional response that consumers feel while using a product or service, but rather a comprehensive evaluation of the overall consumption experience (Klaus & Maklan, 2013).

Soojung Nam and Hyunjung Yoo (2007) defined customer satisfaction as a customer's overall evaluation that includes the customer's emotional satisfaction in addition to the positive outcome of the experience of purchasing a product. Fornell (1992) saw customer satisfaction as a holistic construct that is obtained after the purchase of an overall product/service, and argued that it can be influenced by a company's marketing mix activities and corporate image.

In an omnichannel retail environment, experiences across multiple channels work together to have a significant impact on customer satisfaction (Verhoef et al., 2009). For example, customer satisfaction can be significantly increased when the online and offline buying experience is consistent (Piotrowicz & Cuthbertson, 2014). When customers have a consistent, positive experience at each touchpoint, customer satisfaction increases, which is strongly linked to repurchase intention (Lemon & Verhoef, 2016).

Personalized service plays an important role in customer satisfaction. When customers receive services tailored to their preferences, this leads to a positive experience and increases customer satisfaction (Ballantine et al., 2010). Personalized interactions are especially effective when combined with hedonic motivation, which contributes to reinforcing repurchase intention by providing customers with satisfaction beyond what they expected (Venkatesh et al., 2012). In addition, personalized experiences have a positive impact on customer purchase intention as well as long-term loyalty (Venkatesh et al., 2012).

Hedonic motivation also plays an important role in customer satisfaction. Hedonic motivation plays an important role in increasing the satisfaction experienced by the customer, thereby providing unexpected pleasure, thereby reinforcing the customer's intention to repurchase (Arnold & Reynolds, 2012).

Therefore, in order to effectively create customer satisfaction in omnichannel retail, it is important to provide services that combine personalized experiences and hedonic elements that exceed customer expectations (Bilgihan et al., 2016). Maximizing customer satisfaction through an omnichannel strategy is essential for modern retailers (Verhoef et al., 2009), and it plays a key role in long-term success and competitiveness.

## 2.8 Repurchase Intention

Repurchase intention is the customer's desire to repurchase a product or reuse a service provided by a company, which is an individual judgment about repurchasing a service made by the same company, taking into account current and possible future circumstances (Hellier et al., 2003). Rose et al. (2012) describe this as the likelihood of engaging in repurchase behavior, while Chiu et al. (2014) define it as the subjective probability that a customer will purchase a product from the same retailer. This represents the subjective likelihood that a customer will continue to purchase products from the same seller or purchase a product/service from the same company again (Bilgihan et al., 2016; Chiu et al., 2014; Rose et al., 2012; Verhagen & Van Dolen, 2009).

Repurchase intention in an omnichannel environment refers to a customer's willingness to make a repurchase from the same brand or retailer based on an integrated service experience provided through various channels (brick-and-mortar stores, online shopping malls, mobile apps, etc.) (Choi et al., 2017). In this environment, the integration of the customer experience is critical, and repurchase intention is strengthened when customers receive a consistent, positive experience across all channels, including online and offline (Ilyas et al., 2020).

If a customer feels highly satisfied with a particular product or has trust in the brand, they are more likely to return to the same brand or product (Bilgihan, 2016). This means that the customer experience encompasses all the emotional and cognitive responses that customers have when using a product or service, and the more positive the experience, the stronger the intention to repurchase (Rose et al., 2012).

In omnichannel retail, a customer's satisfaction with a consistent experience across multiple channels has a significant impact on repurchase intention, especially when digital and offline channels are seamlessly integrated (Piotrowicz & Cuthbertson, 2014). For example, once a customer has searched for a product online and purchased a product in a brick-and-mortar store, the more seamlessly integrated the experience between these channels, the more trust and satisfaction the customer has with the retailer, which in turn strengthens their repurchase intention (Lemon & Verhoef, 2016).

Repurchase intention is essential to a company's long-term success and is an important factor in keeping customers coming back to a product or service (Gountas & Gountas, 2007). This intention is reinforced through the positive emotions and cognitive evaluations experienced by customers, which ultimately lead to customer loyalty (Rose et al., 2012). In addition, repurchase intention reflects more than just satisfaction, it is an expression of loyalty that makes customers feel a lasting sense of value for the brand or product and chooses that brand over other alternatives (Kumar & Reinartz, 2016).

In particular, when hedonistic motivation and personalized experiences are combined in an omnichannel retail environment, customers experience value that exceeds their expectations, which leads to stronger repurchase intention (Venkatesh et al., 2012). For this reason, companies need to develop strategies that positively

reinforce both emotional and cognitive experiences in order to drive customer repurchase intention (Bilgihan et al., 2016).

Repurchase intention is an important indicator of the longevity of the customer's relationship with the brand, which is directly linked to long-term sales growth (Hellier et al., 2003). In an omnichannel retail environment, the more a customer repeatedly experiences a positive experience across multiple channels, the more likely they are to repurchase (Verhoef et al., 2009). In this environment, delivering a consistent experience that exceeds customer expectations is critical, which is key to increasing customer loyalty (Lemon & Verhoef, 2016).

In conclusion, repurchase intention is a direct result of customer experience and customer satisfaction, and to maximize this, integrated channel experiences and personalized service delivery are essential (Verhoef et al., 2009; Lemon & Verhoef, 2016). Increasing customer intention to repurchase through an omnichannel strategy is a key factor in the success of modern retailers. Repurchase intention is conceptualized as a component of customer loyalty, as is WOM (Zeithaml et al., 1996), and it plays an important role in the continued growth and development of a company.

## 2.9 MZ Generation

MZ generation is a combination of the Millennial (M) generation, born from the early and mid-1980s to the early 2000s, and Generation Z, born until 2010, and refers to the "younger generation" (Sohee Hong & Min Kim, 2021). They are a generation that grew up in digital technology and the internet, and they are tech-friendly and adept at quickly acquiring and sharing information (Hanhee Lim & Yuri Koo, 2022).

MZ generation is leading the latest social and cultural trends and is emerging as a powerful consumer power group in the future. They are a group with very distinct values and lifestyles, seeking tangible and compelling experiences, and emphasizing engagement and sharing-based relationships (Lim Han Hee & Koo Yoo Ri, 2022).

In particular, Z generation is the generation born after 2001 and is called Digital Native. They are born with the digital environment and are very adaptable and sensitive to new technologies. They are more familiar with smartphones than PCs and are more active in online activities than offline (Lee, Kyu Hong & Chung. Sungeun, 2022).

The consumption characteristics of the MZ generation are as follows.

1. They show consumption behavior that emphasizes practicality and fun (Lim Han-hee & Koo Yuri, 2022).

2. They communicate through social media and are active in online communities, and exchange information using various digital platforms.

3. They have a strong preference for customized products and services, and value emotional connection through personalized experiences.

4. Emphasis is placed on experience over physical possessions.

5. We value ethical and eco-friendly consumption, and respond to products or services that reflect social values in the process of consumption (Lee, Kyu Hong & Chung. Sungeun, 2022).

Regarding the shopping behavior of MZ generation, it was found that they enjoy shopping offline as well as online. However, offline shopping is different from previous generations in that they visit stores not for the purpose of purchasing goods, but for the purpose of experiencing things themselves, seeking differentiated and tangible experiences, or for social interaction with others (Kim Kyungmin, 2020).

MZ generation prefers an omnichannel shopping environment that crosses online and offline, and expects the same customer experience

anytime, anywhere. They actively use online platforms in the process of consumption, and visit offline stores mainly for the purpose of physical experience and social interaction (Kim Kyungmin, 2020).

Considering the characteristics of the MZ generation, it is very important to understand their characteristics from a company's strategic perspective. Building relationships through unique and tangible spatial experiences will be the key to determining future competitive advantage (Lim Han Hee & Koo Yoo Ri, 2022). When establishing an omnichannel strategy for the MZ generation, it is effective to focus on experiential marketing and providing personalized services. MZ generation tends to form an emotional bond with brands, which can lead to increased brand loyalty (Hanhee Lim & Yuri Koo, 2022; Lee, Kyu Hong & Chung. Sungeun, 2022).

# III. Study Design and Methods

## 3.1 Research Model

This study aimed to determine the relationship between hedonic motivation, personalization and convenience on customer experience in omnichannel. Customer experience was divided into emotional and cognitive experiences, and perceived values were divided into functional values and emotional values. We sought to understand the structural impact relationship between customer experience and perceived value, which are parameters, and how customer satisfaction affects the dependent variable, repurchase intention. In addition, in this influence, department stores, A multi-group analysis was conducted to determine whether there is a difference between the type of channel of the discount store, whether there is a difference between the MZ generation or not, and whether there is a difference between high-income and medium-income groups, and between single and married people. Based on the various hypotheses in this study, the research model was constructed as shown in [Figure 3-1] based on the previous studies identified above to verify them.

[Figure 3-1] Research Model

## 3.2 Research Hypothesis

### 3.2.1. Impact of Hedonic Motivation on Customer Experience

Several studies in the past have shown the importance of hedonic motivation in a customer's shopping journey. Researchers have examined the effects of offline browsing behavior (Arnold & Reynolds, 2003), time spent browsing online stores (S. Kim & Eastin, 2011; Menon & Kahn, 2002b), demonstrating this relationship in the context of intention to use mobile retail services (Shaw & Sergueeva, 2019).

Hedonic motivation is one of the key elements of the customer experience, representing the consumer's motivation to have fun and enjoy (Holbrook & Hirschman, 1982). This serves as a driving force for customers to go beyond purchasing products and pursue pleasure in shopping itself. According to Childers et al. (2001) and Mathwick et al.

(2001), hedonic motivation deepens the customer's engagement during the shopping process, reinforcing the positive experience.

In online and omnichannel environments, hedonic motivation has been shown to have a strong impact on both cognitive and emotional experiences, leading consumers to make frequent unplanned purchases, reinforcing customer loyalty and repurchase intention (Scarpi et al., 2014; Hubert et al., 2017). Dholakia (1999) explains that hedonic motivation is particularly pronounced in online shopping environments, allowing consumers to express their individuality and enjoy shopping in creative ways.

Verhoef et al. (2015) and Scarpi (2012) argue that hedonic motivation allows customers to freely switch between channels in an omnichannel environment, thereby amplifying their sense of engagement and interest. This means that a multi-channel approach is an important factor in maximizing customer satisfaction.

The relationship between hedonic motivation and customer experience has been studied in retail contexts and individualistic and collectivist consumer cultures (Arnold & Reynolds, 2003; Evanschitzky et al., 2014; Izogo & Jayawardhena, 2018; O'Brien, 2010). Evanschitzky et al. (2014) have shown that hedonic motivation influences flow experience, and a study by Arnold & Reynolds (2012) found that consumers searching for hedonic experiences generally seek hedonic motivation.

Carroll & Ahuvia (2006) emphasized that recognizing shopping as an enjoyable activity can increase overall satisfaction and customer loyalty. Furthermore, Jones et al. (2006) found that hedonic motivation increases emotional engagement and reinforces positive brand experiences, leading to long-term customer loyalty.

Based on the above discussion, the following hypothesis is proposed:

H1. Hedonic motivation will have a positive and direct impact on the

customer experience.

This hypothesis will test that hedonic motivation enriches consumers' shopping experience, which in turn has a positive impact on repurchase intention.

### 3.2.2. Impact of Hedonic Motivation on Perceived Value

Hedonic motivation is recognized as an important factor in consumer behavior research, with particular attention being paid attention to its effect on perceived value. Various studies have demonstrated a positive relationship between hedonic motivation and perceived value in several contexts.

According to a study by Sojung Kim et al. (2011), hedonic motivation is a factor that seeks fun and enjoyment in shopping, and it plays an important role in increasing perceived value. They found that hedonic shopping motivation induces exploratory behavior and has a positive effect on purchase frequency. This suggests that hedonic motivation can go beyond mere pleasure and lead to actual buying behavior.

Chung-Hsien Lin et al. (2012) argued that hedonic motivation is closely related to emotional components and the pursuit of pleasure, and that this has a positive effect on perceived value, which in turn increases repurchase intention. This study shows that hedonic motivation can contribute to building long-term customer relationships through emotional satisfaction for consumers.

The role of hedonic motivation in the mobile environment is also attracting attention. According to a study by Young Hoon Kim et al. (2013), hedonic motivation had a significant impact on perceived value and satisfaction among mobile users' motivations for participation. This is a major factor that keeps users engaged in mobile activities. The results

of this study suggest that it is important to consider user enjoyment when designing mobile platforms.

In the context of online shopping, Heather Lynn O'Brien (2010) argues that hedonic motivation plays an important role in the formation of users' perceived values. In particular, when users want to find pleasure in online shopping, the visual design and interactivity quality of a website have a great influence on the formation of perceived value. This emphasizes the need for online retailers to consider the hedonistic factor when designing user interfaces.

These various findings show that the positive effects of hedonic motivation on perceived values are consistent across multiple contexts. Hedonic motivation has been identified as an important factor that goes beyond simply providing pleasure and influences consumers' perception of value, satisfaction, and ultimately purchase behavior.

Based on these previous studies, the following hypotheses were formulated in this study:

H2: Hedonic motivation will have a positive and direct effect on perceived value.

This hypothesis will reaffirm the impact of hedonic motivation on perceived value in an omnichannel retail environment, and provide important guidance for companies in shaping their marketing strategies. Marketing strategies that effectively utilize the hedonic element can increase customers' perception of value, which in turn can lead to increased customer satisfaction and loyalty, and ultimately strengthen the company's competitiveness.

Future research needs to explore in more depth how hedonic motivation influences perceived value through interactions between various channels in an omnichannel environment, and how these effects interact with other factors (e.g., pragmatic motivation, social motivation, etc.).

How these relationships vary across different product categories and customer segments could also be studied.

### 3.2.3. Impact of Personalization on Customer Experience

Personalization is a key enabler of the customer experience and drives customer retention and purchase intention in today's omnichannel retail environment. Personalization for customers helps retailers meet customer needs, which will have a positive impact on repurchase intention (Ha et al., 2010; Lemke et al., 2011).

Personalization is positively associated with customer experience (Bilgihan et al., 2016; Mclean et al., 2018; Pappas et al., 2016; Rose et al., 2012), and also has a positive effect on customer loyalty (Bakhshandeh et al., 2023). This is because it is essential for companies to leverage personalization and develop products and services according to customer tastes and needs in order to survive and remain competitive.

Bilgihan et al. (2016) found that recommendation systems with personalization can engage customers in online stores. In addition, Mclean et al. (2018) examined the relationship between personalization and customer experience within retail mobile applications and suggested that personalization has a direct impact on customer experience.

Rose et al. (2012) studied the relationship between webstore customization and the affective component of the customer experience and found that providing personalized and relevant content can evoke positive customer emotions, which can affect the emotional customer experience component. In addition, personalization increases the customer's sense of control and engages them in the creation of the experience (Chang et al., 2010), all of which have an impact on the cognitive customer experience.

Personalization has been shown to reduce customers' search and product evaluation costs and, as a result, increase customer loyalty, and also reduce customers' shopping efforts (Kim & Baek, 2018; Zhang et al., 2011). Personalization, especially in the mobile shopping environment, is reported to improve the quality of the experience by influencing the perceived value of customers (Tongxiao Zhang et al., 2011; Mclean et al., 2018).

Pappas et al. (2017) suggest that personalization stimulates customers' emotional responses, leading to positive experiences. This means that personalized interactions attract the attention of customers, and as interactions increase, customers become more engaged, leading to higher levels of satisfaction and loyalty.

Based on the above discussion, the following hypotheses were set up for empirical verification:

H3. Personalization will have a positive and direct impact on the customer experience.

This hypothesis will test how personalization improves the customer's shopping experience, meets customer needs through personalized service delivery, and generates positive emotions. The research design will analyze the impact of personalization on the customer experience across multiple channels, and specifically examine how personalization strategies play into customer engagement and experience, particularly in omnichannel.

### 3.2.4. Impact of Personalization on Perceived Value

Personalization is recognized as a key factor in enhancing the consumer experience in the modern digital environment, and its impact on perceived value is particularly noteworthy. Various studies have demonstrated a positive relationship between personalization and perceived value in

different contexts.

In the realm of mobile commerce, Norman Shaw et al. (2019) found that providing personalized experiences plays an important role in increasing perceived value through saving consumers time and effort. This suggests that personalization in the mobile environment can lead to real value creation beyond just convenience.

A study by Fred Lemke et al. (2011) argues that personalized services improve the quality of information provided to users, providing higher perceived value. This, in turn, has been shown to have a positive impact on user experience and purchase behavior. The study highlights that personalization goes beyond simply providing personalized information and contributes to improving the overall quality of the customer experience.

The effectiveness of personalization has also been demonstrated in learning environments. According to a study by Juliana Sutanto et al. (2013), personalized content delivery helps learners gain a deeper understanding of local issues, which in turn leads to a greater sense of value. Personalized learning has been shown to increase learning activity by increasing learners' understanding of local content. This suggests that personalization can also be an effective strategy to increase perceived value in the field of education.

In the area of public services, the importance of personalization is also being emphasized. A study by Changlin Wang et al. (2020) found that personalization in mobile government services improves perceived value by providing services tailored to the needs of users. This is explained by the fact that it can provide dynamic information according to the characteristics of the individual using the mobile device. The study also shows that in the field of public services, personalization can play an important role in increasing citizens' awareness of the value of services.

The effectiveness of personalization in an omnichannel retail environment was confirmed in a study by Neeru Sharma et al. (2024). They argue that personalization is a key element of an omnichannel retail platform, and that it has a direct impact on the perceived value of customers. Further, this improved perceived value has a positive impact on omnichannel usage. This suggests that personalization strategies play a key role in creating customer value and increasing channel utilization in an omnichannel retail environment.

Taken together, these various findings show that the positive effects of personalization on perceived value are consistent across multiple contexts. Therefore, in this study, the following hypotheses were established:

H4: Personalization will have a positive and direct impact on perceived value.

This hypothesis will reaffirm the impact of personalization on perceived value in an omnichannel retail environment and provide important guidance for companies in establishing marketing strategies. Effective implementation of personalization strategies will increase customer perception of value, which in turn will lead to increased customer satisfaction and loyalty, and ultimately a company's competitiveness. Future research needs to take a closer look at these relationships and explore their applicability in a variety of industries.

### 3.2.5 Impact of Convenience on Customer Experience

In the omnichannel retail landscape, convenience is recognized as a key factor shaping the customer experience. According to a study by Srivastava & Kaul (2014), multidimensional convenience factors such as retail location, operating hours, and service accessibility are directly related to the customer's shopping experience. This suggests that

convenience is not just an added benefit, but an important determinant of the customer experience.

Berry et al. (2002) define convenience as the ability to reduce non-monetary costs (time, energy, effort) for consumers, and emphasize that it plays a very important role in the shopping experience. From this perspective, the more convenient it is, the less effort consumers can put into completing their shopping, which directly improves the quality of the customer experience.

In an omnichannel context, the importance of convenience becomes even more prominent. Bagdare & Jain (2013) argue that convenience in omnichannel retail facilitates consumers' switching between channels and enhances the overall shopping experience. This means that convenience facilitates the freedom of movement between offline and online shopping channels, improving consumers' access to shopping, which in turn improves overall customer satisfaction and experience.

The effects of this convenience have been consistently seen in various studies. A study by Seiders et al. (2007) and Jin & Kim (2003) reported that different types of convenience have a positive impact on customer satisfaction and future purchase intentions. In particular, in the discount store shopping environment, facilities, services, and convenience of shopping were emphasized as important dimensions. This suggests that convenience doesn't just enhance the customer experience, but also plays an important role in building long-term customer relationships.

Furthermore, a study by Bagdare (2014) found that store convenience plays a relatively larger role in shaping the experience compared to store atmosphere. This suggests that consumers may value the practical aspects of the shopping process more than the emotional ones, suggesting that retailers should pay special attention to convenience when designing the customer experience.

Taken together, the positive impact of convenience on the customer experience seems clear. Therefore, in this study, the following hypotheses were established:

H5. Convenience will have a positive and direct impact on the customer experience.

This hypothesis will serve as an important basis for improving the customer experience in an omnichannel retail environment. By empirically validating the impact of convenience on the customer experience, retailers will be able to create and execute more effective omnichannel strategies. In addition, it can serve as an important guideline for customer-centered service innovation and competitive advantage in the future.


### 3.2.6 Impact of Convenience on Perceived Value

Convenience is a significant factor influencing the purchasing decisions and experiences of modern consumers, and its relationship with perceived value has been demonstrated through several studies. The role of convenience in the omnichannel retail environment is becoming more important, and it is a key factor in shaping customers' perceived value.

A study by Shilpa Bagdare (2014) found that convenience is one of the important forecast variables of retail customer experience. According to this study, factors related to customer shopping convenience increase perceived value and improve the overall shopping experience. This suggests that convenience is not just an added benefit, but a key factor that directly affects customers' perception of value.

A study by Jerónimo García-Fernández et al. (2017) further clarified this relationship. According to their findings, convenience has a direct impact on perceived value, which in turn leads to customer satisfaction. This shows that convenience is an important factor that increases overall

satisfaction through customer value perception.

The role of convenience in omnichannel environments has been further refined through the research of Amit Shankar et al. (2021). According to the study, the convenience that customers experience offline and the convenience of buying online increases customers' showrooming intentions. Furthermore, this showrooming behavior ultimately has a positive impact on the perceived value of the customer. This suggests that in an omnichannel strategy, the integration of convenience between offline and online channels plays an important role in creating customer value.

A recent study, by Jusuf Zeqiri et al. (2023), further expands on this relationship. Their research found that perceived convenience affects perceived value, which in turn influences repurchase intention. In particular, in the context of online shopping, convenience and perceived value were found to have a significant impact on repurchase intention. This shows that convenience plays an important role not only in short-term purchase decisions, but also in building long-term customer relationships.

Taken together, these various findings show that the positive effects of convenience on perceived value are consistent across multiple contexts. This further highlights the importance of convenience in an omnichannel retail environment and suggests that companies should consider convenience as a key factor in customer experience design.

Therefore, in this study, the following hypotheses were established:

H6: Convenience will have a positive and direct impact on perceived value.

This hypothesis will reaffirm the impact of convenience on perceived value in an omnichannel retail environment and provide important guidance for companies in establishing marketing strategies. Effective implementation of convenience strategies will increase customer perception

of value, which in turn will lead to increased customer satisfaction and loyalty, and ultimately a company's competitiveness.

Future research needs to explore the differential effects of different dimensions of convenience (e.g., accessibility, search, evaluation, transaction, post-convenience) on perceived value in omnichannel environments. In addition, the study of the complex effects of the interaction between convenience and other factors (e.g., personalization, hedonic motivation) on perceived value could also be a meaningful topic of follow-up research.

### 3.2.7. Impact of Customer Experience on Customer Satisfaction

Customer experience is recognized as a key determinant of customer satisfaction in the modern business environment. Various studies have demonstrated in many contexts the close relationship between customer experience and customer satisfaction, which plays an important role in helping companies gain a competitive advantage.

According to a study by Jain et al. (2017), customer experience management is essential for creating value, differentiating customers, increasing satisfaction, increasing loyalty, and gaining competitive advantage. This suggests that customer experience is more than just a one-time transaction, it's a key factor that impacts a company's overall performance.

Dalla Pozza (2014) emphasizes the multifaceted nature of customer experience and identifies that customer experience, which encompasses sensory, emotional, cognitive, behavioral, and relational aspects, is an important driver of overall customer satisfaction in the pre-purchase, purchase, and post-purchase stages. This shows that customer experience impacts customer satisfaction throughout the entire purchase journey.

In the context of online shopping, a study by Rose et al. (2012) found that emotional and cognitive experiences have a positive effect on customer satisfaction. This shows that even in the digital environment, the different dimensions of the customer experience play an important role in shaping satisfaction.

A study by Guests Daly Paulose et al. (2021) found that customer loyalty and satisfaction are consistently positively influenced by perceptions of value and service experience. This suggests that customer experience plays an important role not only in short-term satisfaction, but also in building long-term customer relationships.

In the context of brand experience, a study by Brakus et al. (2009) showed that the more consumers experience a brand, the more satisfied they are with the brand. This means that providing a consistent, positive brand experience can be a key strategy for improving customer satisfaction.

Khan & Rahman's (2015) qualitative study focused on the customer experience in a retail setting. According to their research, the retail experience is shaped by a variety of retail factors, including packaging, sales, and associates, which in turn affect customer satisfaction. This emphasizes the importance of careful management of customer touchpoints in a retail environment to improve satisfaction.

A study by Morgan-Thomas & Veloutsou (2013) on digital brand experiences found that positive experiences with online search engine brands increase satisfaction. This shows that even in a digital environment, customer experience management is a key factor in improving satisfaction.

Taken together, these findings suggest that positive experiences from well-integrated, multi-channel systems increase satisfaction, while negative experiences caused by friction between channels reduce satisfaction. This

reinforces the importance of an omnichannel strategy and emphasizes the need to deliver a consistent customer experience.

Based on the above discussion, the following hypotheses were formulated in this study:

H7. Customer experience will have a positive and direct impact on customer satisfaction.

This hypothesis seeks to reaffirm the relationship between customer experience and customer satisfaction, which has been proven in a variety of contexts in an omnichannel retail environment. This will help companies recognize the importance of customer experience management and create effective customer satisfaction strategies.

Future research needs to explore in greater depth the differential impact of different dimensions of customer experience (e.g., sensory, emotional, cognitive, behavioral, and relational) on customer satisfaction in omnichannel environments. In addition, a comprehensive analysis of the impact of customer experience on other important marketing performance variables such as loyalty, purchase intention, and word-of-mouth intention beyond satisfaction could be a meaningful research topic.

### 3.2.8. Impact of Perceived Value on Customer Satisfaction

Perceived value is one of the key antecedents of customer satisfaction, and its importance has been proven in various studies. In several contexts, a positive relationship between perceived value and customer satisfaction has been identified, which has important implications for the establishment of a company's marketing strategy.

A study by Ying-Feng Kuo et al. (2009) found that perceived value has a positive effect on both customer satisfaction and post-purchase intention. This study suggests that perceived value can lead to actual

purchasing behavior, not just increased satisfaction. In addition, it was confirmed that customer satisfaction has a positive effect on post-purchase intention, suggesting a chain relationship leading to perceived value-customer satisfaction-purchase intention.

The study of Margee Hume et al. (2010) further refines this relationship. According to their research, repurchase intention is primarily based on customer satisfaction, which is adjusted based on perceived value. This suggests that perceived value not only indirectly influences repurchase intention through customer satisfaction, but also plays a role in regulating the level of customer satisfaction itself.

The role of perceived value in the digital environment has been confirmed through a study by Shih-Chih Chen et al. (2015). They found that customer experience and perceived value not only directly affect blog satisfaction and intention to continue use, but also indirectly affect customers/citizens' sustainable social relationships with blogs through the mediation of customer satisfaction and continued use intention. This shows that perceived value also plays an important role in shaping customer relationships on online platforms.

A study by Pouyan Khodadadi et al. (2016) suggested a chain relationship between customer purchase experience, perceived value, satisfaction, and loyalty. According to their research, the customer purchase experience influences perceived value, which in turn influences satisfaction. Furthermore, customer satisfaction has been found to influence loyalty. This suggests that perceived value plays an important role in building long-term customer relationships beyond customer satisfaction.

A study by Jerónimo García-Fernández et al. (2017) emphasized that perceived value plays an indispensable role in customer satisfaction. This reaffirms that perceived value is a key factor in shaping customer

satisfaction, suggesting that companies should focus on creating customer value.

These various studies show a strong and consistent relationship between perceived value and customer satisfaction. Perceived value is not just a factor influencing customer satisfaction, but it plays a key role in shaping the overall customer experience and building long-term customer relationships.

Based on the above discussion, the following hypotheses were formulated in this study:

H8. The perceived value will have a positive and direct impact on customer satisfaction.

This hypothesis seeks to reaffirm the relationship between perceived value and customer satisfaction, which has been demonstrated in a variety of contexts, in an omnichannel retail environment. This will help companies recognize the importance of creating customer value and create effective customer satisfaction strategies.

Future research needs to explore in greater depth the differential impact of different dimensions of perceived value (e.g., functional value, emotional value, and social value) on customer satisfaction in an omnichannel environment. In addition, it would be a meaningful research topic to comprehensively analyze the impact of perceived value on other important marketing performance variables such as brand attachment and word-of-mouth intention beyond customer satisfaction.

### 3.2.9. Impact of Customer Satisfaction on Repurchase Intention

Customer satisfaction is a key determinant of repurchase intention, especially in an omnichannel retail environment. According to Piotrowicz & Cuthbertson (2014), in omnichannel retail, a customer's satisfaction

with a consistent experience across multiple channels has a significant impact on repurchase intention. This is especially true when digital and offline channels are organically integrated.

Verhoef et al. (2009) and Lemon & Verhoef (2016) argue that repurchase intention is a direct result of customer experience and customer satisfaction. They emphasize that to maximize repurchase intention, integrated channel experiences and personalized service offerings are essential. This suggests that the core of an omnichannel strategy is to increase repurchase intention through customer satisfaction.

The positive relationship between customer satisfaction and repurchase intention has been consistent across studies. Belanche et al. (2012) explain that high satisfaction with a product or service leads to continued use. This is because satisfied consumers are more likely to reuse the company's products and are less likely to find replacements.

A study by Kuo et al. (2009a) found that perceived value and customer satisfaction had a direct and positive effect on purchase intention. This shows that customer satisfaction is more than just an evaluation of current purchases, it can be an important predictor of future buying behavior.

Yi & La (2004) found that customer satisfaction has a direct impact on the repurchase intentions of loyal groups. This suggests that customer satisfaction plays an important role not only in short-term buying behavior, but also in building long-term customer relationships.

Recent studies support this relationship. MUSTIKASARI et al. (2021) and Ilyas et al. (2020) argue that customer satisfaction is an important factor influencing repurchase intention. In particular, this relationship was also confirmed in online-to-offline (O2O) platforms, and according to a study by Y. B. Zhang & Kim (2021), consumer satisfaction on O2O platforms had a significant effect on reuse intention, with the highest

total effect value being the variable.

Taken together, the positive impact of customer satisfaction on repurchase intention seems clear. Therefore, in this study, the following hypotheses were established：

H9. Customer satisfaction will have a direct and positive impact on repurchase intention.

This hypothesis reaffirms the importance of customer satisfaction in an omnichannel retail environment and will provide important guidance for companies in establishing marketing strategies. By empirically validating the impact of customer satisfaction on repurchase intention, retailers will become more aware of the importance of customer experience management and improving the quality of their service items, which will enable them to build sustainable business models.

### 3.2.10. Multigroup Analysis

In an omnichannel environment, consumer behavior is influenced by a complex interplay of a variety of factors. In particular, the effects of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction have been highlighted in several studies. In addition, recent studies have shown that these effects differ between different consumer groups.

A study by Ana Mosquera et al. (2018) showed that there is a difference between Gen Z and non-Gen Z when it comes to the impact of smartphone use on purchase intention in omnichannel experiences. This study provided adequate evidence for a cross-generational comparative analysis of the effects of hedonic motivation or convenience. This is an important finding that shows how differences in technology

adoption and usage patterns between digitally native Gen Z and non-digital natives are reflected in omnichannel experiences and purchase intention.

Gender differences are also noteworthy. Cristina, Olarte-Pascual et al. (2018) analyzed the impact of interactive technologies on purchase intention in an omnichannel environment, divided between men and women. As a result, fitting room technology had a stronger impact on women, while in-store technology had a greater impact on men. The study provided a basis for analysing differences in customer experience and convenience by gender. This suggests that an omnichannel strategy may require a gender-differentiated approach.

Consumers' personal characteristics also play an important role. A study by Cheong Kim et al. (2020) found that there is a difference between the groups that pursue a lot of novelty and those who pursue less in omnichannel terms of gamification and the tendency to seek novelty on repurchase intention. This study provided useful evidence for exploring the relationship between hedonic motivation and repurchase intention, depending on the group of consumers.

A recent study, by Yang Li et al (2023), presented a more granular analysis of mobile usage in omnichannel. They showed that perceived preference appropriateness, perceived enjoyment, and perceived inspiration mediate the impact on mobile usage (IMU) customer purchases. Particularly noteworthy is the fact that the positive effect of mobile usage (IMU) on perceived preferences was stronger for competing types of customers than for loyal customer types. This suggests that the effects of personalization and convenience can vary depending on the type of customer.

These various findings show that the impact of hedonic motivation, personalization, and convenience on repurchase intention through

customer experience, perceived value, and customer satisfaction is not simply one-size-fits-all, but can vary across a variety of consumer characteristics and contexts. This means that an omnichannel strategy requires a more granular and targeted approach.

Based on the above discussion, the following hypothesis was formulated:

H10. The effects of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will vary between groups.

H10a: The impact of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will differ between department stores and discount store groups.

H10b: The impact of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will differ between Gen Z and non-Gen Z groups.

H10c: The effects of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will differ between highand middle-income groups.

H10d: The effects of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will differ between single and married groups.

This hypothesis aims to compare the complex effects of various factors influencing consumer behavior in an omnichannel retail environment among different consumer groups. This will contribute to the establishment of a more sophisticated and effective omnichannel strategy.

In future studies, it will be necessary to explore the causes of these differences in more depth and propose customized strategies for each group. In addition, as technology advances and consumer behavior changes, emerging factors (e.g., AR/VR technology, voice shopping, etc.) will continue to investigate how these relationships are affected.

### 3.2.11. Summary of Research Hypotheses

A total of 10 hypotheses are 6 direct effects, 3 mediating effects, and 1 moderating effect, and the research hypotheses are summarized as shown in ⟨Table 3-1⟩.

⟨Table 3-1⟩ Research Hypothesis Summary

| Variable | Hypothesis |
|---|---|
| H1 | Hedonic motivation will have a positive and direct impact on the customer experience. |
| H2 | Hedonic motivation will have a positive and direct effect on perceived values. |
| H3 | Personalization will have a positive and direct impact on the customer experience. |
| H4 | Personalization will have a positive and direct impact on perceived value. |
| H5 | Convenience will have a positive and direct impact on the customer experience. |
| H6 | Convenience will have a positive and direct impact on perceived value. |
| H7 | Customer experience will have a positive and direct impact on customer satisfaction. |
| H8 | The perceived value will have a positive and direct impact on customer satisfaction. |
| H9 | Customer satisfaction will have a positive and direct impact |

| | |
|---|---|
| | on repurchase intentions. |
| H10 | The effects of hedonic motivation, personalization, and convenience on repurchase intention through customer experience, perceived value, and customer satisfaction will vary between groups.(Group: H10a. department stores/discount stores, H10b. MZ generation/non-MZ generation, H10c. income group 1/income group 2, H10d. singles/married) |

## 3.3. Operational Definition of Variables

### 3.3.1 Hedonic Motivation

Hedonistic motivation refers to the pleasure or pleasure felt from the use of an inducement or technique to initiate an action in pursuit of pleasure or pleasure (Venkatesh et al., 2012). In this study, 4 questionnaire items were derived based on previous studies to measure the variables of hedonic motivation, and it was measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

### 3.3.2 Personalization

Personalization refers to the customization of content and services to the personal interests or preferences of buyers (Pappas et al., 2014). In this study, 5 questionnaire items were derived based on previous studies to measure the variables of personalization, and they were measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

### 3.3.3 Convenience

Convenience refers to the degree to which consumers save time and effort on shopping (Duarte et al., 2018, Chung et al., 2022). In this study, 3 questionnaire items were derived based on previous studies to measure the variables of convenience, and they were measuredon a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

### 3.3.4 Customer Experience

Among customer experience, emotional customer experience refers to the consumer's emotional response to a stimulus and the degree of fun and enjoyment (Brakus et al., 2009). In this study, three survey items were derived based on previous studies to measure the variables of emotional customer experience, and measured on a 7-point Likert scale (from not at all (1) to very much (7)). In addition, metacognitive customer experience is a state of flow that occurs during shopping, where flow is a state of enjoyment, engagement, and concentration that leads to positive and subjective experiences (Brakus et al., 2009). In order to measure the variables of cognitive customer experience, this study derived five survey items based on previous studies and measured them on a 7-point Likert scale (from not at all (1) to very much so (7)).

### 3.3.5 Perceived Value

Among Perceived values, functional value refers to the value associated with the attributes of a product or service to achieve functional and physical objectives (Sweeney & Soutar, 2001). In this study, two questionnaire items were derived based on previous studies to measure the

variables of possible value, and they were measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points). Among Perceived values, emotional value refers to the values associated with the feelings and emotions that a product generates (Sweeney & Soutar, 2001). In this study, 3 questionnaire items were derived based on previous studies to measure the variables of emotional value, and it was measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

### 3.3.6 Customer Satisfaction

Customer satisfaction refers to a customer's comprehensive evaluation of the customer's emotional fulfillment in addition to the positive outcome of the experience of purchasing the product (Wei Gao & Hua Fan, 2021, Mitxel Cotarelo et al., 2021, Ying-Feng Kuo et al., 2009). In this study, two questionnaire items were derived based on previous studies to measure the variables of customer satisfaction, and it was measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

### 3.3.7 Repurchase Intention

Repurchase intention is the likelihood of engaging in repurchase behavior, which refers to the subjective probability that a customer will purchase a product from the same retailer (Chiu et al., 2014). In this study, three questionnaire items were derived based on previous studies to measure the variables of repurchase intention, and they were measured on a Likert 7-point scale (not at all (1 point) ~ very much (7 points).

## 3.3.8 Summary of Operational Definitions

Theoperational definitions of the above variables are summarized as shown in 〈Table 3-2〉.

〈Table 3-2〉 Operational Definitions of Variables

| Variable | | Operational definitions | Prior research |
|---|---|---|---|
| Hedonic Motivation | | The inducement or inducement to initiate an action in pursuit of pleasure or pleasure, or the pleasure or fun felt from the use of technology | Venkatesh et al. (2012) |
| Personalization | | Tailor content and services to the buyer's personal interests or preferences | Pappas et al. (2014) |
| Convenience | | How much time and effort do consumers save on shopping | Paulo Duarte et al. 2018, Kyunghwa Chungetal.,2022 |
| Customer Experience | Emotional Customer Experience | Consumers' emotional response to stimuli and their degree of fun and enjoyment | Brakus et al. (2009) |
| | Cognitive Customer Experience | The state of the flow that occurs during shopping. Flow is a state of enjoyment, participation, and focus that leads to positive and subjective experiences | Brakus et al. (2009) |
| Perceived Value | Functional Value | Value associated with the attributes of a product or service to achieve a functional or physical purpose | Sweeney & Soutar, 2001 |
| | Emotional Value | Value associated with the feelings and emotions that the product generates | Sweeney & Soutar, 2001 |
| Customer Satisfaction | | In addition to the positive outcome of the experience of purchasing the product, | Wei Gao & Hua Fan, 2021, |

| | | thecustomer'scomprehensiveevaluationincludesthecustomer'semotionalfulfillment | Mitxel Cotarelo etal.,2021, Ying-FengKuo et al.,2009 |
|---|---|---|---|
| Repurchase Intention | | The likelihood of engaging in repurchase behavior, the subjectiveprobabilitythatacustomer willpurchaseaproductfromthesameretailer | Chiu et al. (2014) |

## 3.4 Measurement Tool Configuration and Research Method

### 3.4.1 Research Method and Data Collection

The purpose of this study is to investigate how the hedonic motivation, personalization and convenience that customers feel while visiting omnichannel or making an omnichannel purchase affect the customer experience and perceived value, and how this customer experience and perceived value affect customer satisfaction and ultimately repurchase intention.

Data were collected through Google form, acquaintances, and R, a research institute. The omnichannel program was conducted by selecting department stores such as Lotte, Hyundai, and Shinsegae, which have a large number of stores nationwide, and discount stores such as E-Mart, Homeplus, and Lotte Mart. Since it is a study on omnichannel, it was conducted on customers who had visited both online and offline channels and had the experience of making a purchase. In addition, a survey was conducted among men and women in their 20s and older nationwide who had visited and purchased the omnichannel within the past year. The items of the questionnaire were composed based on previous research, and some items were changed or added to meet the purpose of

this study.

Data were collected through a screening test conducted for 15 days from August 21 to September 4, 2024, and 485 people were surveyed. Excluding inconsistent or insincere surveys, the analysis was based on data from 425 people. The general anthropographic characteristics of the collected samples were identified, and the frequency analysis and cross-analysis of the statistics were carried out for analysis.

Prior to the hypothesis testing of this study, confirmatory factors were performed to test the validity. In addition, for the feasibility evaluation, two types of analysis were performed using statistical techniques: reliability analysis and Average Variance Extracted (AVE). Finally, structural equation model verification was carried out to identify and verify the path coefficients for the fit and causality of the research hypothesis and model. For all of the above analyses, we used the statistical package SPSS Ver 27.0 and smartPLS 4.1.

〈Table 3-3〉 Sample and Survey Design

| Sample Population | Men and women in their 20s and older nationwide (for consumers who have visited and purchased omnichannel in the last 1year) |
|---|---|
| Specimen Frame | For consumers who visited and purchased both department stores and discount stores online and offline channels nationwide |
| Sample Channel | Department stores (Lotte, Hyundai, Shinsegae, etc.), discountstores(E-Mart,Homeplus,LotteMart,etc.) |
| Methodology | Surveys (self-filling) |
| How to distribute the questionnaire | 485 people surveyed online |
| Scope of | All regions of the country |

| | | |
|---|---|---|
| Investigation | | |
| Sample Size | 425 out of 485 copies (87.6% valid sample rate) | |
| Survey Period | August 21 to September 4, 2024 (15 days) | |

## 3.4.2 Composition of the Survey

On data collected from previous studies and related literature, this study focused on the relationship between the hedonic motivation of omnichannel visitors and purchasers, the effects of personalization and convenience on the customer experience, and the effect of the customer experience on perceived value and repurchase intention. With the exception of items identifying general demographic characteristics, all included variables were measured using a Likert 7-point scale.

All the items included in the questionnaire were written in sentences that can be easily understood by the average general public, and they were revised and supplemented based on the items and contents whose reliability and validity had already been verified in previous studies.

〈Table 3-4〉 Composition of the Questionnaire

| Key Variables | | Number of Survey Questions | Source | Scale |
|---|---|---|---|---|
| Hedonic Motivation | | 4 | Olli Tyrvainen, 2020; Arnold,M.J.,&Reynolds, K.E.2003 | Likert 7-point scale |
| Personalization | | 5 | Y.J. Kim, J. Han, 2014 | |
| Convenience | | 3 | Paulo Duarte et al. 2018 | |
| Customer | Emotional | 3 | Olli Tyrvainen, 2020; | |

| | | | | |
|---|---|---|---|---|
| Experience | Customer Experience | | Rahmawatietat.2022 | |
| | Cognitive Customer Experience | 5 | Olli Tyrvainen, 2020; ImranKhanetal,2017 | |
| Perceived Value | Functional Value | 2 | Shih-Chih Chen et al., 2015; LesleyLeddenetal.,2007; JuanCarlosFandosRoigetal,2006 | |
| | Emotional Values | 3 | Shih-Chih Chen et al., 2015; LesleyLeddenetal.,2007; JuanCarlosFandosRoigetal,2006 | |
| Customer Satisfaction | | 2 | Ying-Feng Kuo et al, 2009 Minh-TriHA,2021 | |
| Repurchase Intention | | 3 | Olli Tyrvainen, 2020, GhasemBakhshandehetal, 2023 | |
| Demographics | | 8 | | |
| Total number of survey questions | | 38 | | |

# IV. Research Results

## 4.1 General Characteristics of the Surveyed Subjects

In this study, 425 valid samples recovered from the survey were used to analyze the results of the study. Frequency analysis of the characteristics of the respondents used in the analysis was carried out, and the results were as follows 〈Table 4-1〉. Demographic characteristics included age, gender, region of residence, marital status, family size, educational background, monthly household income, occupation, and MZ generation.

〈Table 4-1〉 Demographic Characteristics

| Category | | Frequency | Percent |
|---|---|---|---|
| Gender | man | 253 | 60% |
| | woman | 172 | 40% |
| Age | 20s | 50 | 12% |
| | 30s | 117 | 28% |
| | 40s | 155 | 36% |
| | 50s | 92 | 22% |
| | 60s | 11 | 3% |
| Where you live | Seoul | 197 | 46% |
| | Gyeonggi-do | 124 | 29% |
| | Incheon | 18 | 4% |
| | Chungcheong-do | 29 | 7% |
| | Jeolla-do | 4 | 1% |
| | Gangwon-do | 3 | 1% |
| | Gyeongsang-do | 50 | 12% |
| Marital status | Single | 122 | 29% |
| | Married | 303 | 71% |
| Number of family members | 1 person | 61 | 14% |

| | Category | Frequency | Percent |
|---|---|---|---|
| | 2 persons | 73 | 17% |
| | 3 persons | 127 | 30% |
| | 4 persons | 141 | 33% |
| | 5 or more people | 23 | 5% |
| Sum | | 425 | 100% |

| Category | | Frequency | Percent |
|---|---|---|---|
| Education | High school graduates or less | 9 | 2% |
| | College Graduate | 21 | 5% |
| | University Graduates | 268 | 63% |
| | Graduate School and above | 127 | 30% |
| Vocation | Student | 10 | 2% |
| | White-collar jobs | 291 | 68% |
| | Self-Employed/ Freelancer | 30 | 7% |
| | Professions | 61 | 14% |
| | Services | 9 | 2% |
| | Housewife | 16 | 4% |
| | etc | 8 | 2% |
| Monthly Household Income | Less than 2,000,000 won | 5 | 1% |
| | KRW 201-3,000,000 | 16 | 4% |
| | KRW 301-4,000,000 | 43 | 10% |
| | KRW 401-5,000,000 | 39 | 9% |
| | KRW 501-6,000,000 | 69 | 16% |
| | KRW 601-7,000,000 | 48 | 11% |
| | More than 7,010,000 won | 205 | 48% |
| MZ Generation | MZ Generation | 195 | 46% |
| | Non-MZ Generation | 230 | 54% |
| Sum | | 425 | 100% |

## 4.2 Omnichannel Usage

In this study, consumers who experienced both online and offline

channels of department stores and discount stores were surveyed. In addition, among them, the reasons for purchasing from offline stores were additionally investigated in order to be used for future channel strategy.

⟨Table 4-2⟩ Visiting Channels and reasons for Purchase in Offline Stores

| Category | | Frequency | Percent |
|---|---|---|---|
| Survey Respondents' Proportion of Visit Channels | Department stores (Lotte, Hyundai, Shinsegae,etc.) | 201 | 47% |
| | Discount Mart (E-Mart, Lotte Mart, Homeplus, etc.) | 224 | 53% |
| Reasons for offline purchase | Check out the product for yourself | 248 | 58% |
| | Product try-on and experience | 106 | 25% |
| | Compare Purchases | 24 | 6% |
| | Easy to return/service | 9 | 2% |
| | Detailed explanation and consultation | 6 | 1% |
| | Shopping Pleasure | 28 | 7% |
| | etc | 4 | 1% |
| Sum | | 425 | 100% |

As for the reason for purchasing from offline channels, the proportion of 'direct product checking' was the highest at 58%. This shows that most consumers have a high intention to purchase products after checking them in the store. The second highest proportion was 'product experience and experience', which accounted for 25%.

In this paper, we tried to identify the characteristics of online and offline channels among the intentions of analyzing customer experience in omnichannel retail. It was found that consumers have a strong purpose to check the products by looking at them in offline stores, and to try and experience the products. This has important implications for the need for the continued operation of offline stores and the differentiation strategy of offline stores.

## 4.3 Reliability and Feasibility Analysis

This study uses SmartPLS Ver4.1 based on Partial Least Square (PLS) rather than LISREL or AMOS, which is based on IBM SPSS Statistics 27.0 covariance. Reliability, Convergent Validity, and Discriminant Validity were analyzed.

To be reliable and valid, the factor load value that indicates the degree of correlation between the latent variable and each item must first be greater than 0.5 (Bagozzi & Yi, 1988; Seungho Lee & Kiyoung Kwahk, 2018). For reliability analysis, Cronbach's $\alpha$ of 0.7 or higher is used to check internal consistency 〈F. Hair Jr et al., 2014; Kwahk, 2019). In addition, the composite reliability (CR) of the measured variable is used together with the factor loading value (outer loading) of the measurement variable for the analysis of the concentration validity, and the reliability of the latent variable is considered to be secured if it is more than 0.7 (Bagozzi & Yi, 1988; Kwak, 2019). In addition, if the Average Variance Extracted, which refers to the average explanatory power of the observed variable for the latent variable, is more than 0.5, it is judged that the reliability has been secured (Kwak, Ki-Young, 2019).

In this study, exploratory factor analysis was performed to analyze whether the factor structure of each analyzed measure variable is valid.

The results of the factor analysis are shown in ⟨Table 4-3⟩ below. As a result of this study, only variables with a factor load of 0.7 or higher were adopted. For each factor, the reliability was 0.8 or higher for Cronbach's alpha, which was meaningful for reliability. Composite reliability (CR) was greater than 0.8 and Average variance extracted was greater than 0.6. Internal consistency and concentration validity meet the significance criteria, indicating that the selection of these variables is appropriate.

⟨Table 4-3⟩ Exploratory Factor Analysis Result

| Category | | Survey Items | Factor loading | Cronbach's α | CR | AVE |
|---|---|---|---|---|---|---|
| Hedonic Motivation | | Hedonic Motivation 1 | 0.791 | 0.871 | 0.884 | 0.721 |
| | | Hedonistic Motivation 2 | 0.891 | | | |
| | | Hedonistic Motivation 3 | 0.874 | | | |
| | | Hedonistic motivation4 | 0.837 | | | |
| Personalization | | Personalization1 | 0.847 | 0.914 | 0.917 | 0.745 |
| | | Personalization2 | 0.892 | | | |
| | | Personalization3 | 0.884 | | | |
| | | Personalization4 | 0.834 | | | |
| | | Personalization5 | 0.857 | | | |
| Convenience | | Convenience1 | 0.838 | 0.816 | 0.848 | 0.726 |
| | | Convenience2 | 0.851 | | | |
| | | Convenience3 | 0.868 | | | |
| Customer Experience | Emotional Customer Experience | Emotional Customer Experience1 | 0.841 | 0.782 | 0.810 | 0.694 |
| | | Emotional Customer Experience2 | 0.882 | | | |
| | | Emotional Customer Experience5 | 0.773 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Cognitive Customer Experience | Cognitive Customer Experience1 | 0.824 | 0.902 | 0.903 | 0.718 |
| | | Cognitive Customer Experience2 | 0.822 | | | |
| | | Cognitive Customer Experience3 | 0.849 | | | |
| | | Cognitive Customer Experience4 | 0.857 | | | |
| | | Cognitive Customer Experience5 | 0.884 | | | |
| Perceived Value | Functional Value | Functional Value4 | 0.914 | 0.795 | 0.796 | 0.830 |
| | | Functional Value5 | 0.908 | | | |
| | Emotional Values | Emotional Values3 | 0.840 | 0.832 | 0.837 | 0.749 |
| | | Emotional Values4 | 0.896 | | | |
| | | Emotional Value5 | 0.860 | | | |
| Customer Satisfaction | | Customer Satisfaction4 | 0.934 | 0.848 | 0.848 | 0.868 |
| | | Customer Satisfaction5 | 0.930 | | | |
| Repurchase Intention | | Repurchase Intention2 | 0.872 | 0.855 | 0.857 | 0.775 |
| | | Repurchase Intention3 | 0.881 | | | |
| | | Repurchase Intention4 | 0.887 | | | |

## 4.4 Discriminant Validation

Finally, the Fornell & Larcker reference value was checked for discriminant validity. If the value of the AVE (Mean Variance Extraction) square root shown in the diagonal column of the following ⟨Table 4-4⟩ exceeds the value of the correlation coefficient with other factors on the left or down of the variable, the significance of the discriminant validity is evaluated as having been secured (Fornell & Larcker, 1981; Byung-Joon Heo & Hyung-Yong Lee, 2021). In other words, the

variance that one factor shares with itself (AVE) must be greater than the variance it shares with another factor (correlation squared). As shown in ⟨Table 4-4⟩, the diagonal values are larger than the left and bottom values, so the criteria requirements are met. If this criterion is met, each factor can be interpreted as having a unique concept that can be distinguished from other factors, so the measurement variables in this research model were judged to be suitable for the analysis of this structural model.

⟨Table 4-4⟩ Discriminant Feasibility Analysis Results
(Fornell & Lacker Criterion)

| Category | Cognitive Customer Experience | Conveni -ence | Emotional Customer Experience | Emotional Values | Functional Value | Hedonistic Motivation | Personali -zation | Repurchase Intention | Customer Satisfaction |
|---|---|---|---|---|---|---|---|---|---|
| Cognitive Customer Experience | 0.848 | | | | | | | | |
| Convenience | 0.299 | 0.852 | | | | | | | |
| Emotional Customer Experience | 0.587 | 0.271 | 0.833 | | | | | | |
| Emotional Values | 0.521 | 0.436 | 0.609 | 0.866 | | | | | |
| Functional Value | 0.394 | 0.390 | 0.437 | 0.665 | 0.911 | | | | |
| Hedonistic Motivation | 0.346 | 0.413 | 0.393 | 0.473 | 0.376 | 0.849 | | | |
| Personali -zation | 0.514 | 0.415 | 0.522 | 0.524 | 0.437 | 0.425 | 0.863 | | |
| Repurchase Intention | 0.423 | 0.621 | 0.392 | 0.567 | 0.438 | 0.437 | 0.485 | 0.880 | |
| Customer Satisfaction | 0.468 | 0.468 | 0.453 | 0.547 | 0.491 | 0.377 | 0.535 | 0.669 | 0.932 |

* The diagonal value is the square root of the AVE (Mean Variance

Extraction), and the non-diagonal values are the correlation coefficients between the variables.

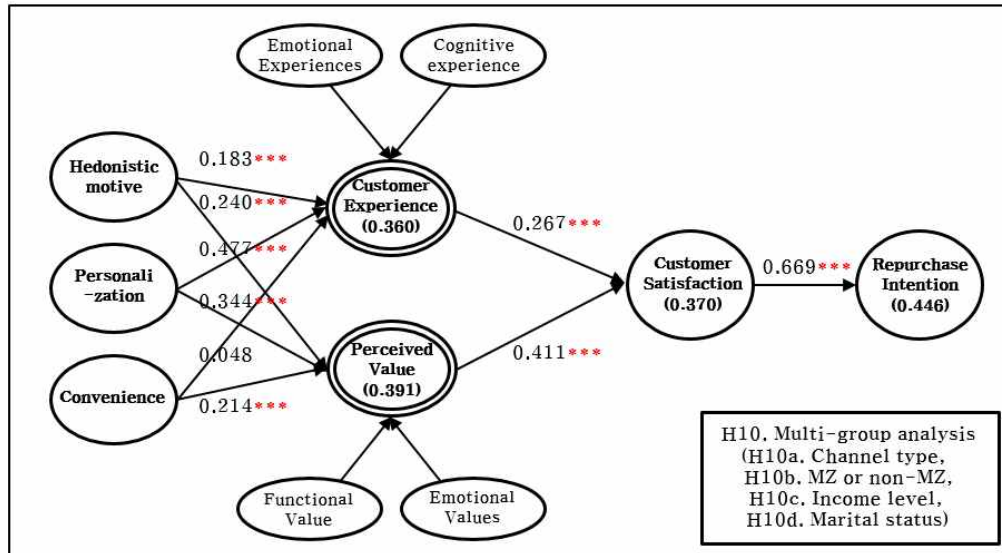## 4.5 Testing of Research Hypotheses

### 4.5.1 Validation of Research Model

In order to verify the theoretical model established in this study, the analysis was conducted through Structural Equation Modeling (SEM). In this analysis, a number of potential factors that cannot be measured directly are measured indirectly through measurement variables. It is a statistical technique that then conducts a theoretical causal analysis between potential variables. In addition, this study used the Second Order Factor Model, which is a hierarchical component model, to test the hypothesis. In this study, the variables "customer experience" and "perceived value" were used as secondary models.

Constructing variables in the form of a 2nd order is used in research to analyze higher-order concepts more effectively. In particular, complex concepts such as "customer experience" are often difficult to explain with a single metric or dimension. The method of dividing this into lower dimensions, such as emotional experience and cognitive experience, and then integrating them again at the higher level is 2nd order modeling. In conclusion, the 2nd order model provides advantages such as clearly structuring complex concepts, reflecting the relationships between sub-dimensions, and increasing predictive power. In structural equation models such as smart PLS, this approach can be particularly useful.

Based on the results of statistical analysis, the path coefficients for each factor can be shown as shown in [Figure 4-1] and 〈Table 4-5〉.

[Figure 4-1] Standardized Path Coefficient of Theoretical Model



⟨Table 4-5⟩ Significance of Path Coefficients

| Hypothe-sis | Path | Path Factor | t-value | p-Values | 95% Confidence intervals | Result |
|---|---|---|---|---|---|---|
| H1 | Hedonistic Motivation →Customer Experience | 0.183 | 4.331 | 0.000 | [0.099, 0.265] | Adoption |
| H2 | Hedonic Motivation →Perceived Value | 0.240 | 4.051 | 0.000 | [0.121, 0.354] | Adoption |
| H3 | Personalization →Customer Experience | 0.477 | 10.124 | 0.000 | [0.381, 0.564] | Adoption |
| H4 | Personalization → Perceived Value | 0.344 | 5.699 | 0.000 | [0.222, 0.459] | Adoption |
| H5 | Convenience →Customer Experience | 0.048 | 1.012 | 0.311 | [-0.043, 0.144] | Rejected |
| H6 | Convenience →Perceived Value | 0.214 | 3.723 | 0.000 | [0.107, 0.326] | Adoption |

| | | | | | | |
|---|---|---|---|---|---|---|
| H7 | Customer Experience → Customer Satisfaction | 0.267 | 3.964 | 0.000 | [0.136, 0.397] | Adoption |
| H8 | Perceived Value →Customer Satisfaction | 0.411 | 6.000 | 0.000 | [0.275, 0.538] | Adoption |
| H9 | Customer Satisfaction → Repurchase Intention | 0.669 | 21.492 | 0.000 | [0.604, 0.725] | Adoption |

## 4.5.2 Hypothesis Test Results

The purpose of this study was to investigate the impact of hedonic motivation, personalization, and convenience on customer experience, Perceived value, and repurchase intention in omnichannel.

H1. Hedonic motivation will have a positive and direct impact on the customer experience.

As a result of verifying the effect of hedonic motivation on customer experience in omnichannel, it was analyzed with a path coefficient of 0.183, a t-value of 4.331, and a P-value of 0.000. This hypothesis was adopted, and it was shown that hedonic motivation has a positive and direct effect on the customer experience. Consistent with previous studies (Arnold and Reynolds, 2003; Arnold and Reynolds, 2012; Evanschitzky et al., 2014; Izogo and Jayawardhena, 2018; O'Brien, 2010), this study found the same results.

H2. Hedonic motivation will have a positive and direct effect on perceived values.

As a result of verifying the effect of hedonic motivation on perceived

value in omnichannel, it was analyzed with a path coefficient of 0.240, a t-value of 4.051, and a P-value value of 0.000. This hypothesis was adopted, and it was shown that hedonic motivation has a positive and direct effect on perceived value. Consistent with previous studies (Sojung Kim et al., 2011; Chung-Hsien Lin et al., 2012; Young Hoon Kim et al., 2013), this study found the same results.

H3. Personalization will have a positive and direct impact on the customer experience.

As a result of verifying the impact of personalization on customer experience in omnichannel, it was analyzed with a path coefficient of 0.477, a t-value of 10.124, and a P-value of 0.000. This hypothesis has been adopted, and it has been shown that personalization has a positive and direct impact on the customer experience. Consistent with previous studies (Bilgihan et al., 2015; McLean et al., 2018; Pappas et al., 2017; Rose et al., 2012), this study found the same results.

H4. Personalization will have a positive and direct impact on perceived value.

As a result of verifying the effect of personalization on perceived value in omnichannel, it was analyzed with a path coefficient of 0.344, a t-value of 5.699, and a P-value value of 0.000. This hypothesis was adopted, and it was shown that personalization has a positive and direct effect on perceived value. Consistent with previous studies (Norman Shaw et al., 2019; Fred Lemke et al., 2011; Changlin Wang et al., 2020), this study found the same results.

H5. Convenience will have a positive and direct impact on the customer experience.

As a result of verifying the effect of convenience on customer experience in omnichannel, the path coefficient was 0.048, the t-value was 1.012, and the P-value value was 0.311. This hypothesis was rejected, suggesting that convenience does not have a positive and direct impact on the customer experience. Previous studies (Srivastava & Kaul, 2014; Bagdare & Jain, 2013; Berry et al., 2002; Seiders et al., 2007; Jin and Kim, 2008; Shilpa Bagdare, 2014) have found that convenience in omnichannel retail has an impact on customer experience, but this study found no impact.

H6. Convenience will have a positive and direct impact on perceived value.

As a result of verifying the effect of convenience on the perceived value in omnichannel, it was analyzed with a path coefficient of 0.214, a t-value of 3.723, and a P-value value of 0.000. This hypothesis has been adopted, and it has been shown that convenience has a positive and direct effect on perceived value. Consistent with previous studies (Shilpa Bagdare, 2014; Jerónimo García-Fernández et al., 2017; Amit Shankar et al., 2021), this study found the same results.

H7. Customer experience will have a positive and direct impact on customer satisfaction.

As a result of verifying the impact of customer experience on customer satisfaction in omnichannel, it was analyzed with a path coefficient of 0.267, a t-value of 3.964, and a P-value of 0.000. This hypothesis has been adopted, and it has been shown that customer experience has a positive and direct impact on customer satisfaction. Consistent with previous studies (DallaPozza, 2014; Susan Roseet al., 2012; Guests Daly Paulose etal, 2021), this study found the same results.

H8. The perceived value will have a positive and direct impact on customer satisfaction.

As a result of verifying the effect of the perceived value on customer satisfaction in omnichannel, it was analyzed with a path coefficient of 0.411, a t-value of 6.000, and a P-value value of 0.000. This hypothesis was adopted, and it was shown that the perceived value had a positive and direct effect on customer satisfaction. Consistent with previous studies (DallaPozza, 2014; Susan Roseet al., 2012; Guests Daly Paulose etal, 2021), this study found the same results.

H9. Customer satisfaction will have a positive and direct impact on repurchase intentions.

As a result of verifying the effect of customer satisfaction on repurchase intention in omnichannel, it was analyzed with a path coefficient of 0.669, a t-value of 21.492, and a P-value value of 0.000. This hypothesis was adopted, and it was found that customer satisfaction had a positive and direct effect on repurchase intention. Consistent with previous studies (Piotrowicz & Cuthbertson, 2014; Belanche et al., 2012; Ying-Feng Kuo, 2009), this study found the same results.

### 4.5.3 Multigroup Analysis Validation Results

### 4.5.3.1 Multigroup Analysis between Department Stores and Discount Stores

The calculation to determine whether there is a difference in the path coefficient value between the department store and discount store groups was presented by Chin et al. (2003) and referred to the previous study

by Keil et al. (2000). The results of the comparison analysis of the differences between the department store and discount store groups through the Bootstrap Multigroup Analysis (MGA) of smartPLS Ver4.1 are shown in ⟨Table 4-6⟩. For the between-group comparison, there was a difference between the groups for Hypothesis H3 (impact of personalization on customer experience) at the 95% significance level, and for Hypotheses H6 (impact of convenience on perceived value) and H8 (impact of perceived value on customer satisfaction) at the 90% significance level. Hypothesis H10a is therefore accepted. We can see that personalization has a greater impact on customer experience in discount stores.

Discount stores are a channel that emphasizes a practical and efficient shopping process, and customers often make planned and repetitive purchases. In this context, the impact of personalized services on the customer experience during shopping seems to be greater. This is likely due to the fact that department stores are a premium channel for high-value products, and as such, customers are more likely to value the value of the product or service they receive as a result of their purchase. These results provide useful implications for future channel-specific marketing strategies.

⟨Table 4-6⟩ Comparative Analysis of the Difference between Department Store and Discount Store Groups

| Hypothe-sis | Path | Path Factor | | p-Value |
| --- | --- | --- | --- | --- |
| | | Department store | Discount Store | Department Stores vs. Discount Stores |
| H1 | Hedonistic | 0.207 | 0.182 | 0.756 |

| | | | | |
|---|---|---|---|---|
| | Motivation → Customer Experience | | | |
| H2 | Hedonistic Motivation → Perceived Values | 0.197 | 0.292 | 0.402 |
| H3 | Personalization → Customer Experience | 0.336 | 0.550 | 0.023 |
| H4 | Personalization → Perceived Value | 0.304 | 0.342 | 0.738 |
| H5 | Convenience → Customer Experience | 0.133 | 0.003 | 0.155 |
| H6 | Convenience → Perceived Value | 0.321 | 0.138 | 0.098 |
| H7 | Customer Experience → Customer Satisfaction | 0.244 | 0.283 | 0.739 |
| H8 | Perceived Value → Customer Satisfaction | 0.519 | 0.305 | 0.087 |
| H9 | Customer Satisfaction → Repurchase Intention | 0.678 | 0.668 | 0.879 |

The results of the individual significance analysis for each group of department stores and discount stores are shown in ⟨Table 4-7⟩. Hypotheses H5 and H6 In terms of the impact of convenience on customer experience and perceived value, department stores were affected, but discount stores were not. Therefore, department stores should pursue a strategy centered on convenience and value. Department stores should

further strengthen premium brand and quality control, and provide differentiated services to increase the value perceived by customers. Discount stores need to pursue a personalization strategy. Strengthen the customized product recommendation system based on customer data, Personalized promotion should be strengthened through the analysis of purchasing patterns.

〈Table 4-7〉 Analysis of Individual Significance by Department Store and Discount Store Group

| Hypothe -sis | Path | Department Store | | Discount Store | |
|---|---|---|---|---|---|
| | | t-value | p-value | t-value | p-value |
| H1 | Hedonistic Motivation → Customer Experience | 3.583 | 0.000 | 3.043 | 0.002 |
| H2 | Hedonistic Motivation → Perceived Values | 2.785 | 0.005 | 3.373 | 0.001 |
| H3 | Personalization → Customer Experience | 5.025 | 0.000 | 8.424 | 0.000 |
| H4 | Personalization → Perceived Value | 4.552 | 0.000 | 3.662 | 0.000 |
| H5 | Convenience → Customer Experience | 2.004 | 0.045 | 0.044 | 0.965 |
| H6 | Convenience → Perceived Value | 4.511 | 0.000 | 1.642 | 0.101 |
| H7 | Customer Experience → Customer Satisfaction | 3.599 | 0.000 | 2.843 | 0.004 |
| H8 | Perceived | 8.069 | 0.000 | 2.834 | 0.005 |

| | | | | | |
|---|---|---|---|---|---|
| | Value → Customer Satisfaction | | | | |
| H9 | Customer Satisfaction → Repurchase Intention | 14.747 | 0.000 | 15.868 | 0.000 |

## 4.5.3.2 Multigroup analysis between MZ and Non-MZ generations

Multigroup analysis was conducted to determine whether there was a difference in the path coefficient value between the MZ and non-MZ generation groups. The results of the comparison analysis of the differences between the MZ and non-MZ generations through the Bootstrap Multigroup Analysis (MGA) of smartPLS Ver4.1 are shown in Table ⟨Table 4-8⟩.

In the comparison between groups, there were differences between groups in hypothesis H6 (effect of convenience on perceived value) and hypothesis H8 (effect of perceived value on customer satisfaction) at a significance level of 95%. Hypothesis H10b was adopted. In the non-MZ generation, convenience had a greater effect on perceived value, and in the MZ generation, convenience did not affect the perceived value. This is judged to be more valued by the non-MZ generation due to the difference in the degree of adaptation to digital technology. In addition, the perceived value of the non-MZ generation had a greater impact on customer satisfaction.

For the MZ generation, an approach centered on experience and fun is necessary, and for the non-MZ generation, an approach centered on convenience and practical values will be more effective. Therefore, for the MZ generation, the intrinsic value and meaning of products and services should be emphasized rather than convenience. It is necessary to create

and share value through brand social responsibility (CSR) activities, and to promote marketing that emphasizes fun and enjoyment by strengthening experience-based marketing. In addition, content such as interactive content, gamification, brand experience spaces, or pop-up store operations should be created and provided. For the non-MZ generation, it is necessary to enhance the value of convenience by enhancing convenience. User-friendly UI/UX should be designed to improve accessibility to digital channels and provide a one-stop shopping experience. In addition, we need to promote perceived value-based marketing. For example, you need to create content that emphasizes the practical value of products and services, and promote marketing that emphasizes price-performance ratio.

〈Table 4-8〉 Comparative Analysis of Pathway Coefficient Differences between MZ and Non-MZ Generation Groups

| Hypothe-sis | Path | Path Factor | | p-Value |
|---|---|---|---|---|
| | | MZ Generation | Non-MZ Generation | MZ Generation vs Non-MZ Generation |
| H1 | Hedonistic Motivation → Customer Experience | 0.196 | 0.167 | 0.751 |
| H2 | Hedonistic Motivation → Perceived Values | 0.298 | 0.141 | 0.152 |
| H3 | Personalization → Customer Experience | 0.481 | 0.480 | 0.983 |
| H4 | Personalization → Perceived Value | 0.308 | 0.386 | 0.493 |
| H5 | Convenience | 0.050 | 0.046 | 0.973 |

| | | | | |
|---|---|---|---|---|
| | → Customer Experience | | | |
| H6 | Convenience → Perceived Value | 0.104 | 0.333 | 0.038 |
| H7 | Customer Experience → Customer Satisfaction | 0.331 | 0.208 | 0.330 |
| H8 | Perceived Value → Customer Satisfaction | 0.258 | 0.541 | 0.029 |
| H9 | Customer Satisfaction → Repurchase Intention | 0.654 | 0.680 | 0.664 |

The results of the individual significance analysis for each group of MZ and non-MZ generations are shown in ⟨Table 4-9⟩. In the group-by-group analysis, there were different results between the two channels in terms of the effect of hypothesis H6 convenience on perceived value. The effect was not significant in the MZ generation, but there was a significant effect in the non-MZ generation.

⟨Table 4-9⟩ Analysis of Individual Significance by MZ and Non-MZ Generation Groups

| Hypothe -sis | Path | MZ Generation | | Non-MZ Generation | |
|---|---|---|---|---|---|
| | | t-value | p-value | t-value | p-value |
| H1 | Hedonistic Motivation → Customer Experience | 3.139 | 0.002 | 2.726 | 0.006 |
| H2 | Hedonistic Motivation | 3.356 | 0.001 | 2.233 | 0.026 |

| | | | | | |
|---|---|---|---|---|---|
| | → Perceived Values | | | | |
| H3 | Personalization → Customer Experience | 6.832 | 0.000 | 7.542 | 0.000 |
| H4 | Personalization → Perceived Value | 3.151 | 0.002 | 7.068 | 0.000 |
| H5 | Convenience → Customer Experience | 0.769 | 0.442 | 0.648 | 0.517 |
| H6 | Convenience → Perceived Value | 1.140 | 0.254 | 6.073 | 0.000 |
| H7 | Customer Experience → Customer Satisfaction | 3.120 | 0.002 | 3.148 | 0.002 |
| H8 | Perceived Value → Customer Satisfaction | 2.262 | 0.024 | 8.760 | 0.000 |
| H9 | Customer Satisfaction → Repurchase Intention | 14.638 | 0.000 | 15.763 | 0.000 |

## 4.5.3.3 Multigroup Analysis between Income Group1 and Income Group2

The results of the comparison analysis of the differences between income group 1 (monthly income of 7 million won or more) and income group 2 (monthly income of 7 million won or less) through the bootstrap multigroup analysis (MGA) of smartPLS Ver4.1 are shown in ⟨Table 4-10⟩.

As a result of comparing the differences between the two groups, there was a difference between the groups in hypothesis H5 (the effect of convenience on customer experience) and hypothesis H9 (the effect of

customer satisfaction on repurchase intention) at a significance level of 90%. Therefore the hypothesis H10c was adopted. In income group 1, convenience had a greater impact on the customer experience. However, in income group 2, convenience did not affect the customer experience. It can be seen that people with higher incomes value their time more highly. In income group 2, customer satisfaction had a greater impact on repurchase intention.

It can be seen that income group 1 needs to provide a high-quality experience by enhancing premium convenience, and income group 2 is effective in inducing repurchases by improving customer satisfaction through cost-effectiveness and practical factors. For income group 1, premium convenience should be enhanced. Exclusive convenience services should be introduced for VIP customers. For example, it is necessary to operate a private shopping assistant, implement a priority reservation system, and design a high-end omnichannel experience (e.g., online reservation followed by offline customized service). For income groups2, we need to strengthen our lineup of products and services that offer high value for money. You need to strengthen your customer support services before, during, and after purchase. You should also consider running personalized remarketing campaigns based on satisfaction.

〈Table 4-10〉 Comparative Analysis of Path Coefficient Differences
between Income Group 1 and Income Group 2

| Hypothe-sis | Path | Path Factor | | p-Value |
|---|---|---|---|---|
| | | Income Group 1 | Income Group 2 | Income Group 1 vs Income Group 2 |
| H1 | Hedonistic Motivation → Customer Experience | 0.184 | 0.180 | 0.959 |
| H2 | Hedonistic Motivation → Perceived | 0.175 | 0.315 | 0.223 |

| | | Values | | | |
|---|---|---|---|---|---|
| H3 | Personalization → Customer Experience | 0.476 | 0.502 | 0.767 | |
| H4 | Personalization → Perceived Value | 0.373 | 0.335 | 0.749 | |
| H5 | Convenience → Customer Experience | 0.130 | −0.038 | 0.073 | |
| H6 | Convenience → Perceived Value | 0.262 | 0.150 | 0.337 | |
| H7 | Customer Experience → Customer Satisfaction | 0.180 | 0.337 | 0.210 | |

The results of the individual significance analysis of income group 1 and income group 2 are shown in Table 〈Table 4-11〉. In the group-by-group analysis, hypothesis H5 (the effect of convenience on customer experience) was significant in income group 1 but not significant in income group 2 at a significance level of 90%. For high-income groups, convenience has a greater impact on the customer experience. This suggests that high-income groups are more sensitive to convenience and are more likely to create a positive customer experience. When targeting high-income groups, it may be especially effective to emphasize convenience.

〈Table 4-11〉 Analysis of Individual Significance by Income Group 1 and Income Group 2

| Hypothe -sis | Path | Income Group 1 | | Income Group 2 | |
|---|---|---|---|---|---|
| | | t-value | p-value | t-value | p-value |
| H1 | Hedonistic | 3.197 | 0.001 | 2.724 | 0.006 |

| | | | | | |
|---|---|---|---|---|---|
| | Motivation → Customer Experience | | | | |
| H2 | Hedonistic Motivation → Perceived Values | 2.603 | 0.009 | 3.434 | 0.001 |
| H3 | Personalization → Customer Experience | 7.801 | 0.000 | 7.235 | 0.000 |
| H4 | Personalization → Perceived Value | 5.182 | 0.000 | 3.670 | 0.000 |
| H5 | Convenience → Customer Experience | 1.864 | 0.062 | 0.607 | 0.544 |
| H6 | Convenience → Perceived Value | 2.953 | 0.003 | 2.043 | 0.041 |
| H7 | Customer Experience → Customer Satisfaction | 2.169 | 0.030 | 3.604 | 0.000 |
| H8 | Perceived Value → Customer Satisfaction | 4.732 | 0.000 | 4.416 | 0.000 |
| H9 | Customer Satisfaction → Repurchase Intention | 11.349 | 0.000 | 20.834 | 0.000 |

## 4.5.3.4 Multigroup Analysis between Single and Married

The results of the comparative analysis of the differences between married and single groups through the Bootstrap Multigroup Analysis (MGA) of smartPLS Ver4.1 are shown in 〈Table 4-12〉. Comparison of differences between the two groups As a result of the analysis, there was no difference between the remaining hypotheses, but there was a difference between the groups in hypothesis H5 (the effect of convenience

on customer experience) at a significance level of 90%. Therefore, hypothesis H10d was adopted. It can be seen that convenience has more impact on the customer experience in married people. However, in the single, convenience did not affect the customer experience. Married people have more time and effort constraints. Therefore, it seems to be more affected by the convenience of omnichannel.

For the married group, it is necessary to improve the customer experience and deliver value centered on convenience, and for the single group, it is expected that the emphasis on other value factors such as the quality of products, service items, and products in addition to convenience will be effective. For the married group, a convenience-oriented strategy should be pursued. 'Save time' and 'Shop efficiently' should be the key messages. It is necessary to introduce a reward system that emphasizes easy payment, fast delivery, and convenience (e.g., automatic accumulation, easy use). For the unmarried group, it is necessary to strengthen factors other than convenience, highlight other value factors such as product and service quality, design, and brand image, and improve services that focus on improving the quality of customer experience.

⟨Table 4-12⟩ Comparative Analysis of Pathway Coefficient Differences between Single and Married Groups

| Hypothe-sis | Path | Path Factor | | p-Value |
|---|---|---|---|---|
| | | Single | Married | Single vs Married |
| H1 | Hedonistic Motivation → Customer Experience | 0.265 | 0.148 | 0.235 |
| H2 | Hedonistic Motivation | 0.175 | 0.254 | 0.530 |

| | | | | |
|---|---|---|---|---|
| | → Perceived Values | | | |
| H3 | Personalization → Customer Experience | 0.395 | 0.512 | 0.325 |
| H4 | Personalization → Perceived Value | 0.481 | 0.293 | 0.168 |
| H5 | Convenience → Customer Experience | −0.087 | 0.106 | 0.080 |
| H6 | Convenience → Perceived Value | 0.069 | 0.281 | 0.107 |
| H7 | Customer Experience → Customer Satisfaction | 0.250 | 0.273 | 0.865 |
| H8 | Perceived Value → Customer Satisfaction | 0.366 | 0.432 | 0.681 |
| H9 | Customer Satisfaction → Repurchase Intention | 0.621 | 0.689 | 0.376 |

The results of the individual significance analysis for each married and unmarried group are shown in 〈Table 4-13〉. In the group-by-group analysis, hypotheses H5 (the effect of convenience on customer experience) and H6 (the effect of convenience on perceived value) were affected among married people, but not on singles.

〈Table 4-13〉 Analysis of Individual Significance by Single and Married Groups

| Hypothe-sis | Path | Single | | Married | |
|---|---|---|---|---|---|
| | | t-value | p-value | t-value | p-value |

| | | | | | |
|---|---|---|---|---|---|
| H1 | Hedonistic Motivation → Customer Experience | 3.066 | 0.002 | 3.178 | 0.001 |
| H2 | Hedonistic Motivation → Perceived Values | 1.675 | 0.094 | 3.581 | 0.000 |
| H3 | Personalization → Customer Experience | 3.637 | 0.000 | 10.573 | 0.000 |
| H4 | Personalization → Perceived Value | 4.119 | 0.000 | 4.688 | 0.000 |
| H5 | Convenience → Customer Experience | 0.940 | 0.347 | 1.981 | 0.048 |
| H6 | Convenience → Perceived Value | 0.620 | 0.535 | 4.642 | 0.000 |
| H7 | Customer Experience → Customer Satisfaction | 2.299 | 0.022 | 3.362 | 0.001 |
| H8 | Perceived Value → Customer Satisfaction | 2.874 | 0.004 | 5.482 | 0.000 |
| H9 | Customer Satisfaction → Repurchase Intention | 9.028 | 0.000 | 20.643 | 0.000 |

## 4.5.3.5 Summary of Multigroup Analysis Results

The results of the multigroup analysis are summarized as follows

<Table 4-14> Summary of Multigroup Analysis Results

| Group | Hypothe-sis | Path | Path Factor Difference | p-value | Results |
|---|---|---|---|---|---|
| Depart-ment Store vs. Discount Store | H10a | Hedonic Motivation → Customer Experience | 0.025 | 0.756 | Rejected |
| | | Hedonic Motivation → Perceived Values | −0.094 | 0.402 | Rejected |
| | | Personalization → Customer Experience | −0.214 | 0.023** | Accepted |
| | | Personalization → Perceived Value | −0.037 | 0.738 | Rejected |
| | | Convenience → Customer Experience | 0.130 | 0.155 | Rejected |
| | | Convenience → Perceived Value | 0.183 | 0.098* | Accepted |
| | | Customer Experience → Customer Satisfaction | −0.039 | 0.739 | Rejected |
| | | Perceived Value → Customer Satisfaction | 0.214 | 0.087* | Accepted |
| | | Customer Satisfaction → Repurchase Intention | 0.009 | 0.879 | Rejected |
| MZ Genera-tion vs. | H10b | Hedonic Motivation → Customer Experience | 0.028 | 0.751 | Rejected |
| | | Hedonic | 0.156 | 0.152 | Rejected |

| | | | | | |
|---|---|---|---|---|---|
| | | Motivation → Perceived Values | | | |
| | | Personalization → Customer Experience | 0.001 | 0.983 | Rejected |
| | | Personalization → Perceived Value | −0.078 | 0.493 | Rejected |
| Non-MZ Genera-tion | | Convenience → Customer Experience | 0.004 | 0.973 | Rejected |
| | | Convenience → Perceived Value | −0.228 | 0.038** | Accepted |
| | | Customer Experience → Customer Satisfaction | 0.123 | 0.330 | Rejected |
| | | Perceived Value → Customer Satisfaction | −0.283 | 0.029** | Accepted |
| | | Customer Satisfaction → Repurchase Intention | −0.026 | 0.664 | Rejected |
| Income Group1 vs Income Group2 | H10c | Hedonic Motivation → Customer Experience | 0.004 | 0.959 | Rejected |
| | | Hedonic Motivation → Perceived Values | −0.139 | 0.223 | Rejected |
| | | Personalization → Customer Experience | −0.026 | 0.767 | Rejected |
| | | Personalization → Perceived Value | 0.038 | 0.749 | Rejected |

| | | | | | |
|---|---|---|---|---|---|
| | | Convenience → Customer Experience | 0.168 | 0.073* | Accepted |
| | | Convenience → Perceived Value | 0.112 | 0.337 | Rejected |
| | | Customer Experience → Customer Satisfaction | −0.157 | 0.210 | Rejected |
| | | Perceived Value → Customer Satisfaction | 0.023 | 0.842 | Rejected |
| | | Customer Satisfaction → Repurchase Intention | −0.119 | 0.053* | Accepted |
| Single vs Married | H10d | Hedonic Motivation → Customer Experience | 0.116 | 0.235 | Rejected |
| | | Hedonic Motivation → Perceived Values | −0.080 | 0.530 | Rejected |
| | | Personalization → Customer Experience | −0.116 | 0.325 | Rejected |
| | | Personalization → Perceived Value | 0.188 | 0.168 | Rejected |
| | | Convenience → Customer Experience | −0.193 | 0.080* | Accepted |
| | | Convenience → Perceived Value | −0.211 | 0.107 | Rejected |
| | | Customer Experience | −0.024 | 0.865 | Rejected |

|  |  | → Customer Satisfaction |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Perceived Value → Customer Satisfaction | −0.067 | 0.681 | Rejected |
|  |  | Customer Satisfaction → Repurchase Intention | −0.068 | 0.376 | Rejected |

*p<0.1, **p<0.05, ***p<0.01

# V. Conclusion

## 5.1 Summary of Research Results

Therefore, this study aimed to examine how hedonic value, personalization, and convenience in omnichannel affect customer experience, perceived value, and repurchase intention among consumers who visited and purchased stores in Korea's major omnichannel stores such as department stores and discount stores within the last one year.

To this end, we set up the hypothesis that hedonic motivation, personalization, and convenience have a positive and direct effect on customer experience and Perceived value, and tried to verify this through empirical analysis. The customer experience was composed of emotional and cognitive experiences, and the perceived values were composed of functional and emotional values. We set up the hypothesis that customer experience and perceived value have a positive and direct impact on customer satisfaction and repurchase intention, and tried to verify this through empirical analysis.

In order to conduct an empirical study, this study conducted surveys and research on consumers across the country, including Seoul, Gyeonggi, and provinces. After confirming the reliability, validity, and suitability of this research model with a final sample of 425 people, five hypotheses were tested. The results of this study can be summarized as follows.

First, we identified the importance of hedonic motivation and personalization in an omnichannel environment. Hedonic motivation and personalization have been shown to have significant positive effects on customer experience and perceived value. This means that in an omnichannel environment, customers have a better experience through enjoyment and personalized service. In particular, personalization has been

shown to have a greater impact on the customer experience than hedonistic motivation, highlighting the importance of personalization in omnichannel strategies.

Second, contrary to expectations, convenience did not appear to have a significant impact on the customer experience. This suggests that in an omnichannel environment, convenience may no longer be seen as a differentiator but as a basic requirement for some groups.

Third, we identified the correlation between customer experience, perceived value, customer satisfaction, and repurchase intention. Customer experience and perceived value had a strong positive effect on customer satisfaction, which in turn had a significant impact on repurchase intention. This suggests that in an omnichannel environment, a good customer experience and perceived value can lead to increased satisfaction and ultimately repurchases. It has been found that customer experience and perceived value have a positive impact on customer satisfaction and repurchase intention, and that customer experience and perceived value play an important mediating role in repurchase intention.

Fourth, through the results of multi-group analysis, it was verified that differences appeared according to the group, such as channel type, MZ generation status, income group, and marital status. The influence of each factor differed according to different groups (department stores/discount stores, MZ/non-MZ generation, income level, marital status). Department store customers were more sensitive to hedonistic motives and convenience, while discount store customers were more sensitive to personalization. In terms of the effect of convenience on perceived value, there was an effect on the non-MZ generation, but not on the MZ generation. In terms of the impact of convenience on customer experience, high-income groups were affected, but small and medium-income groups were not. In terms of the effect of convenience

on customer experience and perceived value, there was an effect on married people but not on unmarried people.

## 5.2 Implications of the Study

### 5.2.1 Academic Implications

The academic implications of this study are as follows.

First, this study comprehensively analyzes customer behavior in an omnichannel environment. Most of the existing studies have been individual studies of customer experience in omnichannel and perceived value, both antecedents (hedonic motivation, personalization, convenience) and outcome factors (customer satisfaction, repurchase intent). This study examines an integrated model that encompasses the antecedents (hedonic motivation, personalization, convenience) and outcome factors (customer satisfaction, repurchase intent) of customer experience and perceived value.

In addition, the effects of three major factors — hedonic motivation, personalization, and convenience — on customer experience and perceived value were empirically tested.

Second, the experiential value and utility value in the omnichannel environment were considered at the same time. Traditional omnichannel research has focused primarily on one aspect of customer experience or perceived value. However, this study considered both the experiential value in the shopping process (customer experience) and the utility value in the shopping outcome (perceived value). The differential effect of each of the two variables was empirically tested. This provided a more comprehensive and realistic understanding of omnichannel customer behavior.

Third, it was confirmed that convenience in omnichannel is converted into a basic requirement (Hygiene Factor). Previous studies (Srivastava & Kaul, 2014, et al.) showed that convenience had a significant effect on customer experience, but this study rejected them. 'Anytime, Anywhere Shopping', which was the core value proposition of omnichannel in the early days, is now recognized as a basic service rather than a differentiator. With most retailers adopting omnichannel, seamless channel integration and convenient shopping experiences are now standardized. In an omnichannel environment, we can see that customers' attention is shifting beyond simple convenience to personalization ($\beta = 0.477$, $p < 0.001$) and hedonic motivation ($\beta = 0.183$, $p < 0.001$). This suggests that omnichannel is evolving beyond simple channel integration into a platform for customer value creation (sophisticated personalization, shopping pleasure, and differentiated experiences). Retailers must now go beyond simple channel integration and convenience to develop hyper-personalization services powered by AI and big data, enhance omnichannel entertainment, and design consistent experiences throughout the customer journey.

Fourth, previous studies (Mosquera et al., 2018, etc.) only compared differences between individual groups, such as men and women, MZ/non-MZ generations, and income levels. However, in this study, a multi-group analysis was conducted for four groups (department store/discount store, MZ/non-MZ generation, income level, and marital status). This provided a granular understanding of how the effectiveness of omnichannel strategies varies depending on customer characteristics. This is an important academic contribution that empirically shows that the effectiveness of omnichannel strategies can be adjusted according to customer characteristics and groups.

Fifth, they made research methodological contributions. By combining

structural equation modeling and multigroup analysis, we presented a methodology to validate complex customer behavior models and analyze the differences between groups. This provided a methodological framework that could be used in similar studies in the future.

Sixth, the timeliness of the research and the possibility of practical application are high. Most of the previous studies were conducted before COVID-19 and used data from before the acceleration of digital transformation. However, this study will be conducted in August 2024 to reflect the latest omnichannel environment and capture the changed consumer behavior patterns, so it can be said that it has a high possibility of practical application at the present time.

Finally, it emphasized the importance of hedonic motivation and personalization. It was revealed that hedonic motivation also plays an important role in an omnichannel environment, emphasizing the importance of emotional and enjoyment elements in the shopping experience. Personalization has been shown to have a greater impact on the customer experience than hedonistic motivation, highlighting the importance of personalization in omnichannel strategies. We also identified differences between groups in terms of convenience. We found that department stores, non-MZ generation, high-income groups, and married people who value time more are more affected by omnichannel convenience. We also examined the relationship between customer experience, customer satisfaction, perceived value, and repurchase intention. In an omnichannel context, we examined the mechanisms by which customer experience influences repurchase intention through customer satisfaction and perceived value.

## 5.2.2 Practical Implications

The practical implications of this study are as follows.

First, it is necessary to pursue a granular customer experience strategy. It is necessary to design and provide a customized customer experience that suits the characteristics of each group (department store/discount store, MZ/non-MZ generation, income level, marital status). To do this, you need to conduct sophisticated segmentation through customer data analysis, create and analyze segment-specific customer journey maps, and optimize segment-specific strategies. For example, department stores should emphasize the enjoyment of shopping (experiential stores, events, etc.), while discount stores should strengthen personalized recommendation systems and customized promotions. Generation Z needs an approach that increases experience and fun (interactive content, experiential space, etc.), while non-MZ generation needs to emphasize convenience more (user-friendly UI/UX, one-stop shopping). Income group 1 (monthly income of 7 million won or more) needs to strengthen premium convenience (priority reservation, private shopping assistant, etc.), and income group 2 (monthly income less than 7 million won) needs to strengthen the product/lineup that provides satisfaction-based cost-effectiveness. The single group should emphasize other values as factors other than convenience, while the married group should emphasize convenience-centered time-saving and efficient shopping (easy payment, fast delivery, automatic savings, etc.).

Second, the hedonic element and personalization must be reinforced. Hedonistic motivation and personalization have a significant impact on the customer experience. In particular, the hedonic element should be emphasized for department store customers, the MZ generation, and the unmarried group. It is necessary to strengthen the offline experience

through interactive content, providing shopping experiences using gamification elements, developing AI-based hyper-personalization services, and experiential stores and pop-up stores.

Third, Convenience should be used strategically. The impact of convenience on the customer experience varies by group, requiring a strategic approach. In particular, convenience should be emphasized in marketing strategies targeting department store customers, non-MZ generation, high-income groups, and married groups. It is necessary to use cutting-edge technologies such as building an integrated service platform that provides a one-stop shopping experience, implementing simple payment & fast delivery, AI chatbots, and voice-activated shopping.

Fourth, it is necessary to strengthen value-based communication and induce repeat purchases by improving customer satisfaction, and to ensure omnichannel integration and consistency. It is necessary to develop and propose core values for each customer segment and deliver value-oriented messages through various channels such as social media and email marketing. Customer satisfaction has a big impact on repeat purchase intentions, especially among discount store customers, low-income people, and married groups. In addition, it is necessary to secure a 360-degree view of customers through the establishment of an integrated CRM system, which requires seamless linkage between channels and integrated customer data management.

## 5.3 Limitations of the Study

Although this study has many academic and practical implications, it has some limitations.

First, this study was conducted on customers who have experienced

omnichannel in department stores and discount stores, so it is not possible to generalize it to all retailers and consumer groups. In addition, depending on the consumer group or distribution type, additional research is needed on other forms of omnichannel, such as exclusive distribution (home appliances, automobiles, etc.) and franchises. Through this, there is a need to establish differentiated strategies that fit the characteristics of each channel.

Second, while it deals with the impact of hedonic motivation and personalization on the customer experience, other motivations (e.g., practical, social, cognitive, etc.) or psychological factors (e.g., cognitive, social, brand loyalty, etc.) may also have an impact. In addition to cognitive and emotional experiences, customer experience also includes other experiential factors, such as behavioral, sensory, relational, and practical experiences. Therefore, studies that consider the possibility of other variables not covered in the study having an effect on the outcome are needed.

Third, 75% of consumers who have experienced omnichannel experience live in Seoul and Gyeonggi Province, and the proportion of office workers is high at 68%. The form and experience of omnichannel may vary from region to region and may vary by profession. Further research will be needed to diversify the regional distribution and to identify specific occupations, such as housewives and students.

Fourth, this study divided the groups based on several criteria (e.g., MZ generation status, income level, marital status, etc.), but did not analyze the differences between more detailed groups (e.g., specific age group, occupational group, etc.). As a result, important differences between groups may have been missed, so future studies will need to take this into account.

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# Appendix: Questionnaire

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**A Study on the Effects of Pleasure Motivation, Personalization, and Convenience in Creating Customer Experience, Customer Satisfaction, Perceived Value and Repurchase Intention in Omni Channel Retail**

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Hello, thank you very much for taking the precious time to respond to the survey of this study even though you are busy. This questionnaire is designed to gather basic data to analyze the effects of hedonistic motivation and personalization in creating customer experience, customer satisfaction, and repurchase intentions in an omnichannel environment for customers who have recently visited online/offline channels.

The purpose of this survey is to study customer experience and repurchase intentions in omnichannel, and to collect basic data necessary to derive the results.
Your responses will be anonymous, and they will be strictly protected, and the information collected will be kept confidential and used only for statistical purposes.
Please respond honestly to what you have felt about your recent omnichannel retailer.
Thank you very much for taking the precious time to respond to our survey.
※ The survey response may take about 10 minutes.

2024. 7.

Advisor : Hyoung-Yong Lee
Researcher : Hosun Jeong

A.Where is your residential area? Please check one.

1. Seoul Metropolitan City, 2. Busan Metropolitan City, 4. Daegu Metropolitan City, 5. Gwangju Metropolitan City, 6. Daejeon Metropolitan City, 7. Ulsan Metropolitan City, 8. Sejong Special City 9. Gyeonggi-do, 10. Gangwon-do, 11. Chungcheongbuk-do 12. Chungcheongnam-do 13. North Jeolla Province, 14. South Jeolla Province, 15. North Gyeongsang Province, 16. South Gyeongsang Province, 17. Jeju Island

B. What is the most recent online/offline channel you visited and purchased to purchase the product below? Please check one.
(Item: clothing, fashion accessories and miscellaneous goods ⟨bags, shoes, etc⟩, cosmetics, books, computer related goods, home appliances, sports equipment, groceries, etc.)
① Department stores (Lotte, Hyundai, Shinsegae, etc.)
② Discount marts (E-Mart, Lotte Mart, Homeplus, etc.)

C. Have you experienced both online and offline channels of the channel you visited and purchased for the purchase of the products you responded to above?
① Yes ② No

D. Which channel did you visit and purchase to purchase the product you recently responded to above? Please check 1 channel only.
① Online ② Offline ③ Both online and offline

E. How often is the retail channel visited online/offline?
① At least once a month ② once a three-month period ③ once a six-month period ④ Once a year ⑤ Other (     )

F. Here are your general questions. Please mark V where it is.

1. Gender : ① Man ② Woman

2. Year of birth (　)

3. Academic history
① High school graduates ② junior college graduates ③ junior college graduates ④ graduate school or higher

4. Marital status
① unmarried ② married

5. Occupation
① Student ② office job ③ self-employed / freelancer ④ professional job
⑤ Service industry ⑥ housewife ⑦ others

6. Monthly household income
① 2 million won or less ② 2-3 million won ③ 3-4 million won
④ 4-5 million won ⑤ 5-6 million won ⑥ 6-7 million won
⑦ More than 7 million won

7.The number of families
① 1 person ② 2 people ③ 3 people ④ 4 people ⑤ 5 people or more

8. Reason for offline store purchase
① Check product firsthand ② Product experience and experience
③ Comparative Purchase ④ Ease of return/service
⑤ More Description and Consultation ⑥ Shopping Pleasure
⑦ Other

G. Check the box that corresponds to you for the following questionnaire.

| Variable Name | Item Name | Survey Items |
|---|---|---|
| Hedonic Motivation | HED1 | It's fun to shop at these retailers (online/offline). |
| | HED2 | Shopping at this retailer (online/offline) is a pleasure. |
| | HED3 | Shopping at this retailer (online/offline) is very pleasant. |
| | HED4 | Shopping at this retailer (online/offline) is a fun and enjoyable activity for me. |
| | HED5 | Shopping at this retailer (online/offline) gives me a sense of enjoyment and escape from my daily routine. |
| Personali -zation | PER1 | I feel that the information from this retailer (online/offline) is tailored to me. |
| | PER2 | I feel that the information from this retailer (online/offline) is tailored to my interests and situation. |
| | PER3 | I feel that the information from this retailer (online/offline) is customized for my intended use. |
| | PER4 | I feel that the information from this retailer (online/offline) is provided to me in a timely and appropriate manner. |
| | PER5 | I feel that the information from this retailer (online/offline) matches my preferences or tastes. |
| Conveni -ence | CON1 | I can shop at this retailer (online/offline) anytime I want. |
| | CON2 | I can order products from this retailer (online/offline) wherever I am. |
| | CON3 | I can easily get the information I need to make a purchase decision from this retailer (online/offline). |
| | CON4 | It doesn't take me long to make a purchase decision at this retailer (online/offline). |
| | CON5 | This retailer (online/offline) quickly solves my problems. |

| | | |
|---|---|---|
| Emotional Customer Experience | EMO1 | I feel taken care of during my visit to this retailer (online/offline). |
| | EMO2 | I feel welcome while visiting this retailer (online/offline). |
| | EMO3 | I feel understood during my visit to this retailer (online/offline). |
| | EMO4 | I feel at ease while visiting this retailer (online/offline) (Forexample,duetoproficientcustomerservice,youfeelcomfortableinshippingandreturning products.) |
| | EMO5 | I feel respected during my visit to this retailer (online/offline). |
| Cognitive Customer Experience | COG1 | I get inspiration and new ideas when I visit this retailer (online/offline). (e.g., get store window displays, product displays and tips from store staff, etc.) |
| | COG2 | This retailer (online/offline) sparks my curiosity and desire for knowledge. (e.g., it makes you want to try new products and services). |
| | COG3 | This retailer (online/offline) makes me think a lot. |
| | COG4 | This retailer (online/offline) stimulates my thoughts and problem solving. |
| | COG5 | This retailer (online/offline) has me thinking and inspiring a lot. |
| Functional Value | FUN1 | This retailer (online/offline) offers me a wide range of product or service options. |
| | FUN2 | This retailer (online/offline) offers me better quality and more benefits. |
| | FUN3 | At this retailer (online/offline), they offer better value than the cost. |
| | FUN4 | The quality of products and services of this retailer (online/offline) has always been well maintained. |
| | FUN5 | The products, services, and information received from this retailer (online/offline) were as expected. |
| Emotional Values | EMV1 | Getting information from this retailer (online/offline) gives me pleasure. |
| | EMV2 | The products and services of this retailer (online/offline) make me feel good. |
| | EMV3 | The employees of this retailer |

| | | |
|---|---|---|
| | | (online/offline) make me feel positive. |
| | EMV4 | The products and services of this retailer (online/offline) make me feel like I want to use them. |
| | EMV5 | The products and services of this retailer (online/offline) give me peace of mind. |
| Customer Satisfaction | SAT1 | I am satisfied with the products and services offered by this retailer (online/offline). |
| | SAT2 | I think this retailer (online/offline) has been successful in offering itsproductsandservices |
| | SAT3 | I am happy with my decision to use this retailer (online/offline). |
| | SAT4 | The products and services of this retailer (online/offline) are better than expected. |
| | SAT5 | My experience with this retailer (online/offline) has met my expectations that is all. |
| Repurchase Intention | REP1 | I would like to continue to purchase products from this retailer (online/offline)inthefuture. |
| | REP2 | I will choose this retailer (online/offline) first when I trade in the future. |
| | REP3 | I think I will continue to purchase items from this retailer (online/offline)inthefuture. |
| | REP4 | I would be willing to recommend this retailer (online/offline) to myfriendsandacquaintances. |
| | REP5 | I intend to visit this retailer (online/offline) again in the future. |

# 국문 초록

## 옴니채널에서 쾌락적 동기, 개인화와 편리성이 고객 경험, 지각된 가치, 고객 만족과 재구매 의도에 미치는 영향에 관한 연구
### – 멀티그룹분석을 통한 옴니채널 리테일러 경영전략 제안 –

한 성 대 학 교 대 학 원

지 식 서 비 스 & 컨 설 팅 학 과

매 니 지 먼 트 컨 설 팅 전 공

정            호            선

　　　　정보통신기술의 발전은 소매업의 패러다임을 변화시키며, 4차 산업혁명의 핵심이 된 디지털 기술은 특히 옴니채널 전략을 통해 리테일 환경을 재정의하고 있다. 이제 온라인과 오프라인 채널을 통합하여 소비자에게 일관된 쇼핑 경험을 제공하는 옴니채널은 기업에게 필수적인 전략으로 자리 잡았다. 소비자가 여러 터치포인트에서 구매 활동을 이어가는 현상에서 각 채널 간의 상호작용과 관련된 소비자 행동을 이해하는 것은 리테일 전략의 성공을 위한 중요한 요소이다.

　이처럼 옴니채널 리테일의 중요성이 커짐에 따라, 고객 행동에 대한 심층적인 통찰력이 필요해졌다. 기업들은 단일 채널 최적화에서 벗어나 여러 고객 접점의 터치포인트 간의 일관성과 연결성을 확보하는 데 주력하고 있지만, 이러한 채널 간 상호작용이 고객 경험에 미치는 영향에 대한 연구는 부족한 실정이다. 특히 쾌락적 동기, 개인화, 편리성이 옴니채널 환경에서 고객 경험이나 재구매 의도를 어떻게 형성하는지에 대한 연구는 제한적이다. 이에 따라, 채널별, 세대별, 소득별로 차별화된 고객 관리 전략을 수립하기 위한 실증적

연구가 필요한 상황이며, 가전 채널에서 오랜 기간 일하고 있는 본 논문의 작성자도 상당히 연구하고 싶은 분야이다.

본 연구는 쾌락적 동기, 개인화, 편리성이 옴니채널 리테일 환경에서 고객 경험, 지각된 가치, 고객 만족, 재구매 의도에 미치는 영향을 분석하고자 한다. 백화점과 할인점이라는 리테일 채널에서 이러한 요인들이 다양한 고객군(세대, 소득 수준, 결혼 여부)에 따라 어떻게 차별적으로 작용하는지 실증적으로 분석하여 리테일들의 경영 전략 수립에 기여하고자 한다.

본 연구는 가설 검증을 위한 정량적 연구 방법론을 채택하였으며, 설문 조사를 통해 실증 분석을 수행하였다. 최근 1년 내 백화점 및 할인점 온오프라인 채널을 방문 및 구매한 경험이 있는 전국의 남녀 425명을 대상으로 설문 조사를 실시하였고, 이 데이터를 기반으로 신뢰성, 타당성, 적합성 검토 및 가설 검증을 진행하였다.

연구 결과로, 첫째, 쾌락적 동기와 개인화의 중요성을 확인했다. 옴니채널 환경에서 고객들은 즐거움과 맞춤화된 서비스를 통해 더 나은 경험을 한다는 것을 의미한다. 둘째, 예상과 달리, 편리성은 고객 경험에 유의미한 영향을 미치지 않는 것으로 나타났다. 이는 옴니채널 환경에서 편리성이 일부 그룹에서는 더 이상 차별화 요소가 아닌 기본적인 요구사항으로 인식될 수 있음을 시사한다. 셋째로, 고객 경험과 지각된 가치는 고객 만족에 강한 긍정적 영향을 미쳤으며, 고객 만족은 다시 재구매 의도에 유의미한 영향을 미쳤다는 것을 확인했다. 넷째로 다양한 그룹(백화점/할인점, MZ/비MZ세대, 소득 수준, 결혼 여부 등)에 따라 각 요인들의 영향력이 다르게 나타나는 것을 검증했다.

본 연구의 학문적 시사점은 첫째, 고객 경험과 지각된 가치의 선행 요인(쾌락적 동기, 개인화, 편리성)과 결과 요인(고객 만족, 재구매 의도)을 포괄하는 통합적 모델을 제시하고 검증했다는 것이다. 둘째, 선행 연구와는 달리 옴니채널 환경에서의 고객 경험과 지각적 가치를 동시에 고려하여 연구를 진행했다. 셋째, 옴니채널에서의 편리성이 과거에는 고객 경험에 유의한 영향을 주었으나 이제 기본 요구 사항으로 전환됨을 확인하였다. 넷째, 멀티그룹분석을 실시함으로써, 옴니채널 전략의 효과가 고객 특성에 따라 어떻게 달라지는지에 대한 세분화된 이해를 제공했다. 다섯째, 구조방정식 모델링과 멀티그룹분

석을 결합하여 복잡한 고객 행동 모델을 검증하고, 그룹 간 차이를 분석하는 방법론을 제시했다. 여섯째, 2024년 8월에 연구를 진행하여 최신 옴니채널 환경을 반영하고, 변화된 소비자 행동 패턴을 포착하여 현재 시점에서의 실무적 적용 가능성을 높였다. 마지막으로, 옴니채널에서의 쾌락적 동기와 개인화의 중요성을 부각했다. 또한 시간의 가치를 더 높이 평가하는 백화점, 비MZ세대, 고소득층, 기혼층에서 옴니채널에서의 편리성에 더 영향을 크게 받는다는 것을 확인했다. 그리고 고객 경험, 고객 만족, 지각된 가치, 재구매 의도 간의 관계 검증했다.

실무적 시사점으로는, 먼저 분석을 통해 발견된 결과에 따라 옴니채널 리테일러들은 각 그룹의 특성에 맞는 세분화된 맞춤형 고객 경험을 설계하고 제공해야 한다. 백화점은 쇼핑의 즐거움을 강조하고, 할인점은 개인화된 추천 시스템 및 맞춤형 프로모션 강화해야 한다. MZ세대에는 경험과 재미 중심의 접근, 비MZ세대는 편리성을 강조해야 한다. 고소득군은 프리미엄 편의성을 어필하고, 중소소득군에는 만족도 기반의 가성비를 제공해야 한다. 미혼은 편리성 이외 요소로 다른 가치를 부각하고, 기혼은 편리성 중심의 시간 절약과 효율적 쇼핑을 강조해야 하겠다. 둘째, 쾌락적 동기와 개인화가 고객 경험에 중요한 영향을 미치는데, 특히 백화점, MZ세대, 미혼 그룹 고객을 대상으로 쾌락적 요소를 강조해야 한다. 셋째, 편리성이 고객 경험에 미치는 영향이 그룹별로 상이하므로 전략적 접근이 필요한데, 특히 백화점 고객, 비MZ세대, 고소득층, 기혼 그룹을 대상으로 한 전략에서 편리성을 강조해야 한다. 넷째, 고객 세그먼트별 핵심 가치 중심으로 커뮤니케이션 강화하고, 고객 만족도에 대한 관리와 옴니채널 통합 및 일관성을 확보하는 노력이 필요하다.

이러한 여러 시사점에도 불구하고 연구의 한계점도 존재한다. 한계점으로 먼저, 본 연구는 백화점, 할인점의 고객을 대상으로 진행했기에 일반화하기에는 한계가 있기에 전속유통, 프랜차이즈 등 다른 형태의 옴니채널에 대한 연구가 필요하다. 둘째로, 쾌락적 동기와 개인화 외에 실용적, 사회적 동기 등 다른 변수도 영향을 미칠 수 있기에 다루지 않은 다른 변수들에 대한 연구가 필요하다. 셋째로, 거주 지역이 서울과 경기 지역에 75%가 몰려있고, 사무직의 비중이 68%로 다양한 지역과 직군에 대한 연구가 필요하다. 넷째, 보다

더 세부적인 그룹간 분석(예 : 특정 연령대, 직업군 등)이나 후속 연구가 필요하다.

　본 연구는 옴니채널 리테일 환경에서 고객 경험에 영향을 미치는 특성을 이해하고, 다양한 그룹별 영향도 차이를 확인했으며, 일관되고 맞춤형의 쇼핑 경험을 통해 재구매 의도를 향상시키기 위한 실질적인 전략을 제안한다. 본 연구가 리테일러들의 경영전략 수립에 조금이나마 기여를 했으면 하는 바램이다.

【주요어】 옴니채널, 쾌락적 동기, 개인화, 편리성, 고객 경험, 지각된 가치, 고객만족, 재구매 의도