

**Topic: Price Setting for Multi-Channel Management of Sales Primarily Online Selling
and Distribution Platform**



Abstract

The thesis is about the price setting for multi-channel management of sales primarily online selling and distribution platform. Price-setting is one of the important aspects associated with the success of a business. The primary aim of an effective pricing strategy is to ensure the fact that all the objectives are conveniently achieved, and the consumers are provided with the desired quality of services at reasonable pricing. The new business venture is an online dried fruit business based in Germany which uses different distribution channels to provide the customers with the products. The prominent channels that are used in this regard are online sales through a third party, retail and wholesale, website, and by utilizing the chain of different stores in Germany. This is a hypothesis-testing study, which has been used to investigate the effect of client conduct towards internet shopping and the era of customer loyalty. Variables are being taken from the present work of researchers. A sample from german grocery stores selling dried fruits taken has been used to acquire the results of the research and to compare them with the hypothesis. This study was significant since it allowed the researchers to find the best potential price-fixing mechanism for a** multi-channel distribution structure.

Keywords: Price-setting, online shopping, dried fruit, premium product, online sales



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1 Introduction

Price setting is a term that refers to the development of pricing mechanisms for a particular set of products and services. Pricing strategies are defined as the methodologies and processes employed by businesses for setting prices for their services as well as products. It is one of the most important things that are to be considered by business organizations because the success of the business depends upon the kind of pricing that the company sets to provide its products and services to the consumers (Wolk and Ebling, 2010). The discussion is based on the development of effective pricing frameworks for a business in Germany that is based on the provision of high-quality dried fruits to the consumers. The business uses four different channels to reach the targeted customers, due to which it will attract maximum customers towards the products and services offered by the company. Moreover, the price-setting is decided in such a way that all the channels are incorporated effectively, and the company attains fruitful outcomes from all the channels (Cavallo, 2017). The most prominent channels that the company utilizes to promote the products and services effectively are the online sales model, website, retail, and wholesale, and with the help of a chain of stores across the country. The research is conducted to identify the best possible methods that can be used for the development of a favorable mechanism for the consumers of all the channels and consumers are also getting satisfied with the pricing and the quality of the services (Güsken, Janssen and Hees, 2019). This research is based on the recognition of the price-setting that will be feasible for all the channels of distribution and can prove to be a viable option within the market of Germany.

Usually, product purchases, such as dried fruits, are typically made by a comprehensive range of specialty distributors or importers, particularly by medium and small stores and foodservice providers. Many of the wholesalers retain product stocks in their warehousing storage so that customers may obtain them promptly. However, in rare situations of extensive orders, wholesalers might purchase directly from vendors and deliver the product

to their customers, to avoid the high costs of warehousing (Matsui, 2018). Just the largest German discounter chains or supermarkets prefer to import straight from the manufacturer, primarily in large volumes with their own corporate-labeled products.

Thirty-five enterprises that market and process dried fruits buy them in bulk from the manufacturer and usually import them to charge skimming prices countrywide. In some cases, if the foreign supplier cannot appropriately package and distribute their items for the German market, then supplying products in bulk is a viable option. This is due to two factors: first, supermarkets are increasing their private-label penetration, and second, German processors have a better understanding of local standards of quality along with how to effectively promote the product, particularly in the German market and target German customers. However, supplying in bulk has the disadvantage of a lower profit margin and significantly lower price (Wolk and Ebling, 2010). Private-label businesses in Germany depict different selling and distribution trends comprising various trade processes that are executed and combined by a single operator to ensure the convenience of customers. Businesses involved in importing dried fruits are not merely importers; rather, they usually act as processors, consultants, marketers, and wholesalers, and if the companies deal with organic expertise, they usually act as quality inspectors. Due to the unification of such services, it becomes straightforward and simple for customers to establish their own brands with private labels.

In Germany, dried fruits, along with seeds and nuts, are one of the most costly snack categories. As Germans are such frugal customers, the most mainstream brands are ones that offer value for money. Supermarket, Seeberger, and discounter own-labels including REWE's line REWE Best Choice, Belbalke, Lidl's lines Alesto and Belbalke, EDEKA's line EDEKA, and Southern Grove of ALDI, are the primary market leaders in the German dried fruits sector (Güsken, Janssen and Hees, 2019). The price levels of such product lines are identical; however, discounter-owned labels tend to be relatively less expensive. Moreover,

other prominent dried fruit brands offer organic products, including BIO Company, Morgenland, Dorrwerk, and Rapunzel. The organic businesses of dried fruits seem to have significantly premium levels of price, but there exist extensive variations, with Morgenland being priced identical to general dried fruit products. On the other hand, Rapunzel and Sothern Grove of ALDI are quite expensive (Kimpel and Friedrich, 2015).

Furthermore, organic claims and brands hold significant importance in this research as they both are the primary factors that account for price variations, but other elements also play a vital role (Steffen, 2018). Fruit sold type is considered as the most crucial determinant of price. Common types of dried fruits like raisins and sultanas have minimum prices that range from €8 to €10 per kg. Bananas, apricots, plums, cranberries, dates, apples, and figs have substantially higher prices that range from €9 to €25 per kg. Cherries, pineapples, superfruits, ginger, mangoes, physalis, goji berries, and strawberries are the least popular dried fruits with premium prices ranging from €30 to €70 and even more per kilogram (Matsui, 2018). Generally, organic dried fruits could be 3 or 4 times higher than regular dried fruits with prices beyond €80 per kilogram, specifically for high-quality organic brands. In terms of setting per unit price, small packaging sizes seem to be extremely expensive. In Germany, many dried fruits businesses sell organic food in snack-sized pieces packed in little bags of plastic with 50 grams snack sized packs comprised of the premium price per unit and 500 grams snack-sized packs with the least price per unit. If products are being distributed in bulk or multipacks, per unit price is quite lower that is followed by Amazon (Cavallo, 2017).

In Germany, the development and trend of online shopping have been hindered by some key factors, such as the intense density of small grocers and a strong influence of discounters, which were not traditionally involved in online selling. In 2018, online grocery sales in Germany accounted merely for 1.9 percent of the aggregate grocery sales (Górska-Warsewicz *et al.*, 2018). On the other hand, in the United Kingdom, the share of online grocery sales was

8.1 percent. Although online shopping still represents a minor proportion of gross retail grocery sales in Germany, compared to other European nations, it is growing rapidly due to the aforementioned time-saving features and convenience aspects. According to estimates, roughly 16 percent of German consumers acquired more than half of their stuff online in 2018. This share is expected to rise in the next 5 years, with 30% of consumers anticipating doing that in the defined time period.

After Amazon expanded its grocery operations effectively in the market, primarily with the introduction of Amazon Grocery in 2016 and Amazon Fresh, an online supermarket, in 2018, the trend in German shopping patterns continued to take off. Similarly, online grocery sales are also increasing, due to retailers such as Edeka and Rewe extend their e-commerce operations along with some startups (Górska-Warsewicz *et al.*, 2018). All grocery categories, including dry fruits, have revealed substantial growth, but premium foods, non-alcoholic beverages, and alcoholic beverages have depicted the explicit growth pattern. Specialty items are frequently purchased online because they are not widely available in nearby retailers. This demonstrates why specialized online retailers like Gourmondo are quite popular. The ROBO effect, or the principle of "researching online, buying offline," is causing grocery merchants to pay attention to their online presence.

In Germany, conducting online research and comparing prices among different distribution channels has become increasingly trendy before accessing a stationary retail outlet to acquire the crucial value for money. Furthermore, consumers can even participate in ROPO activities using their smartphones while shopping (Kowalczyk, 2018). Based on a Deloitte poll, about 39 percent of regular online customers in Germany revealed online product research before going to the supermarket, and another 30% reported that they researched online while being in the retail outlet (Matsui, 2018). This research concept is known as "multichannel commerce," which has led to low levels of brand loyalty and high demands, particularly among

Gen Zers and Millennials who find it easy to switch brands and stores when they are dissatisfied.

2 Research Questions

The research is composed of different questions that have been asked from the consumers of Germany regarding their preferences about the distribution channel and what their expectations are from the company in terms of pricing and quality of the products. The following are the major questions that have been asked in this regard.

- Which channel is preferred by the consumers?
- Are they willing to pay high prices for quality products?
- What kind of price settings will be recommended by the customers?
- Which settings have been previously successful in Germany?
- Which stores should be selected to display the products of the company?
- Are the customers well equipped with the latest technology if the company primarily focuses on the online channel?
- What are the competitive prices of dried fruits in the German market?
- Which price setting will attract the most number of consumers?

2.1 Significance of Research

This research is of great significance as it has provided the researchers with an opportunity to identify the best possible price-setting mechanism that can be used for a multichannel distribution framework. Moreover, the researchers have also been able to comprehend the nature of consumers in Germany and how they can adopt different strategies to attain satisfaction from the consumers (Kimpel and Friedrich, 2015). The research is based on the exploration of different price settings that have been previously utilized by the organizations and how they can prove to be beneficial to impose a significant impact on the

German market. The company will ensure that the dried fruits are of the highest quality, along with the necessary considerations regarding the perfect pricing strategies to add more value to the quality of the services. Not only this research is beneficial for this new business venture, but it will also be beneficial for the startups based on multiple distribution channels (Kowalczyk, 2018). The corporate organizations will be able to get an in-depth insight regarding the price setting and improvise their strategies accordingly to accomplish the targeted aims and the desired competitive advantage within the market.

Selling online brings an array of benefits over engaging in selling using traditional methods. Such advantages incorporate savings in operational costs as well as set-up costs. Dried fruit businesses worldwide that use online selling platforms do not require paying high rent and salaries to shop assistants, thus saving costs (Güsken, Janssen and Hees, 2019). Similarly, it also results in diminishing order processing costs as customer orders could directly come into the business orders database from the corporate website. Also, businesses can reach out to an extensive customer base globally, thus leading to a large volume of sales revenue opportunities. The dried fruit business in Germany cannot just compete in the German market but beat competitive rivalry in the overall European dry fruit market by employing appropriate channels of distribution aligned with the suitable pricing strategies in terms of financial perspectives. Businesses can run operations 24/7 to cater to the demand of customers and are able to clear payments promptly from engaging in online transactions (Wolk and Ebling, 2010).

Additionally, the business can enhance its offerings by employing data collection to track customer purchase history and online reviews. Moreover, the e-commerce marketing mix would function substantially if businesses have a well-defined blend of services and products that could be easily sold without human interference in the process of sales. It even requires a fixed pricing strategy for each existing and potential customer type. Lastly, delivery of

products and services could be arranged within a defined lead time to avoid additional costs and boost profitability.

2.2 Timeframe

The research process has been completed in six months, where the first two months were for data collection from all the sources. The next two months were composed of the execution of surveys and interviews, which involved all the selected participants of the research. The remaining period focused on the analysis of the data collected during the research. The analysis also highlighted the selection of the best possible price setting for the new business venture discussed in this research. Some useful recommendations are also presented at the end of the research.

3. Literature Review

This section will explore different kinds of price settings that the researchers have previously explored. This will also be helpful for the future researchers to understand the effectiveness of different pricing settings for different channels.

Wolk and his fellow researchers have thoroughly investigated the effectiveness of price differentiation strategy for a business that uses multiple channels (Wolk and Ebling, 2010). The study has thoroughly explored the organizations' need to utilize price differentiation for different channels. The findings have revealed that organizations tend to utilize price differentiation mechanisms to attain maximum profits. As this framework allows the organizations to treat both offline and online consumers differently, it proves to be quite beneficial to attract consumers belonging to different segments, which adds value to the set of services offered by the company (Steffen, 2018). Therefore, price differentiation can be

considered as one of the most viable options to be utilized by the new business venture in this regard.

Matsui (2018) has also conducted comprehensive research in this regard to identify the suitable price settings that can be used for a multi-channel distribution mechanism. The researcher has investigated the optimal timing of pricing and how retailers can use different mechanisms for maximum profit generation. The findings have revealed that the suppliers must set the same prices to distribute their products to different retailers, whereas the retailers must also look to set suitable prices and suitable timings to attract the targeted segment towards the products and services offered by the company. The major theme of the research is based on the fact that it is not only the price that matters for the success of the multichannel mechanism but the timings are also important (Cavallo, 2017). These considerations can prove quite helpful for the new business venture and can be used to better the business in the future.

When it comes to convenience buying, the online distribution channel is quickly becoming the most popular option in e-commerce. It is a type of electronic commerce that allows people to shop directly through the internet. When it comes to online purchasing via the internet, technological and environmental factors impact the motives, attitudes, and intents of consumers (Smoluk-Sikorska, 2019). Gaining customers' trust for shopping online is a difficult task for most suppliers, particularly for newly created companies. However, online reviews serve as an important source of information for potential clients, who frequently consult them before purchasing on the internet. The study investigates the relationship between three dependent variables: 1) customer happiness and loyalty, 2) online reviews, and 3) initial consumer trust, and how these three dependent variables are influenced by consumer behavior when purchasing online (Kimpel and Friedrich, 2015). As a result, evaluating additional prospective moderators such as unfavorable reviews to verify the agility of the results would be a fascinating experience.

The engagement of customers in composing online reviews is the central point of the study carried out by Manss, which also examines how newly established websites can establish initial trust and loyalty with potential customers, particularly in developed countries like Germany. The study also examines how newly established websites can develop initial trust and loyalty with potential customers, particularly in European countries (Manss, Kurze, and Bornschein, 2020). In particular, research highlights some crucial factors, including online shopping experience, purchase intentions, initial trust, and overall customer satisfaction. The literature review also examines the ad hoc relationship between online buying and customer retention when paying for online distribution channels.

Researchers employed correlation analysis to examine the relationship between offline conditions and online sales performance. The information was gathered between 2008 and April 2010 from OrganicKids.com, an Internet business with its headquarters in Burlington, which sold organic toys. According to the research, niche brand strategy is an important aspect of online distribution channels because it provides a competitive advantage over traditional brick-and-mortar retailers (Wagner, Schramm-Klein and Steinmann, 2020). Furthermore, researchers have utilized correlation analysis to analyze the impact of internet music downloads on offline sales of Korean music. They have also collected data on album-specific and artist-specific qualities of Korean music by employing various pricing techniques, which they have embedded in their research (Cavallo, 2017). It was determined that high former sales did not imply high present sales after considering the time-lag effect. In addition, another study employed a correlation approach to determine the relationship between CSI values and propensity ratings for shopping online with grocery. The information was gathered from a sample of 156 students enrolled in a Social Sciences program at Arcada University of Applied Sciences in Helsinki (Finland), who completed a questionnaire in 2016 and provided their answers (Smoluk-Sikorska, 2019). According to the findings, there was a significant positive link between

grocery frequency ratings and four out of eight CSI measurements (brand consciousness, fashion consciousness, impulsiveness, and recreational shopping consciousness).

Güsken and fellows have explored numerous factors associated with structural equation modeling and have obtained useful results in their research. In addition, Structural Equation Modeling (SEM) has been applied, with the results indicating that task-technology fit and task environment fit have an impact on shopper incentives, respectively aligned with the pricing strategy (Güsken, Janssen and Hees, 2019). The findings of another study conducted by Zaharia, which employed enhanced consumer panel data for London, were successful in demonstrating that virtual alternatives are currently an attractive option for large basket shopping, particularly among early adopters from high-income groups (Zaharia, 2019). It has become a source of income for many people, allowing them to manage their own enterprises and earn money. The number of people who prefer to purchase online continues to grow, as seen by the various articles that have been published. Shoppers are gradually discovering more benefits to doing their shopping online.

When a study by Wagner was conducted on the subject of young people purchasing clothing online, it was discovered that those who were brand conscious and fashion-conscious were more likely to purchase items online and pay competitive prices (Wagner, Schramm-Klein and Steinmann, 2020). This was eventually proven to be true not only for young people but also for all individuals who were brand and fashion-conscious in general (regardless of their age). Additionally, factors such as product qualities, situational considerations, an individual's experience while shopping online, consumer characteristics, and whether or not consumers genuinely believe the information that is available online were taken into consideration. When a customer shops online or in a physical store, they are frequently in a different frame of mind than when buying elsewhere. When compared to traditional shopping, it has been discovered

that online shopping seems more comprehensive in terms of satisfying the customers' demand as compared to traditional shopping (Kowalczyk, 2018).

Customers also shop online because of the savings they receive on shipping and handling fees. It has been discovered that many things are cheaper online when compared to purchasing items from physical places. This has been discovered as a result of improvements in online settlement security. The fact that more people are purchasing goods online is also causing shops to execute the act of "quick fashion" online, which is becoming more popular. But even with the numerous benefits of online shopping, there are many individuals who are either unaware of them or have not tried them out yet. There are also individuals who have not acquired trust in internet buying as a result of their personal experiences with the disparity in quality. Alternatively, for many, the rationale for not purchasing online is that shopping is considered a leisure activity by many people worldwide (Trenz, Veit, and Tan, 2020). In certain studies, data was not collected for a specific brand in order to increase clients' ability to concentrate on their brand selection. As a result, data was gathered in a random manner.

Various sources have provided the information for such research, such as a study conducted by Smoluk-Sikorska performed a survey in Mumbai and delivered 1500 questionnaires to participants. Additionally, another research study created a poll and collected data from Yelp to analyze the impacts of using multi-price strategies for various channels of distribution, which covered the period from October 2004 to December 2015. In order to analyze their data, these studies used regression analysis and structural equation modeling (SEM) with SPSS AMOS 20 software (Smoluk-Sikorska, 2019). However, some researchers used sensitivity analysis to examine the impact of projected customer valuation on their findings. The findings of these research studies point to a clear conclusion: the number of people who prefer to purchase online is growing at an alarming rate every day (Sun and Liang, 2020).

Businesses employ different distribution channels for product price-setting aligned with the 4 Ps of the integrated marketing mix. Various multinational firms such as Walmart sell dried fruits using multi-channel strategies. It has been observed that Walmart has been engaged in a predatory pricing strategy against the accusation it has been committed to complying with laws and regulations of food safety. These regulations are applicable to its worldwide business chains and provide access to secure and qualitative foods (Cavallo, 2017). The global food safety compliance management team of Walmart is comprised of safety experts in every foreign market where it operates. So, the provision of effective food safety standards is a crucial ethical strategy behind the success of Walmart and its pricing strategy. The price-setting method of Walmart in Germany is aligned with its food safety management system that is comprised of food handling methods, training and education about food safety, external food safety audits, and other policies (Sotgiu and Ancarani, 2004).

Hence, the company is successfully gaining a high market share in the dried fruit sector and also charging high prices for offering such a premium quality. The research depicts that this brand is the perfect example of the business that is appropriately following the integrated marketing mix. It not only offer high-quality dried fruits with skimming prices through online distribution channel rather the customer info gathered by Walmart is protected by the data protection policy and just used to give an exceptional shopping experience to its customers using online platform. The personal info is used for supporting business functions including marketing, fraud prevention and other legal operations. The company has recognized the significance to maintain the security of personal info of customers by using substantial security measures such as administrative, physical and technical protection to safeguard consumer ethics.

Similarly, Target Corporation (TGT) is another example of an integrated marketing mix which is operating around 1,800 stores in the U.S. Target has high-profit margins as compared

to Walmart's profitability, but it is exploiting its customers through charging premium prices. The skimming pricing strategy of Target is considered unethical because Walmart offers similar products at low prices (Trenz, Veit and Tan, 2020). Therefore, Target has lower revenues but greater margins of profit. Walmart is inclined towards selling products in compliance with product safety. This approach is helpful for customers in preserving their loyalty and provides high-quality products at low prices. Its marketing strategy has taken a holistic approach to product standards and promotes safety standards worldwide.

Similarly, another research study on Costa Coffee reflects that the prices of Costa Coffee are relatively high, that is why working individuals take a larger portion of customers compared to students despite their parallel using hour. This research study is aligned with the price-setting channel of Costa that proved quite useful for the researchers during the research. University students also fall under such demographic who could easily afford to pay for Costa Coffee cups. The brand directly approaches customers who can eagerly spend on the coffee beverage. In contrast to profitability, the customer loyalty rate of Costa Coffee is quite high due to its exceptional taste and quality offered to consumers. The brand vastly values its loyal customers by offering substantial rewards to them. Customers could pick up and instigate using a Club card of Costa Coffee at any participating outlet. With each purchase, the card is swiped, earning 10 points for each £1 spent on drinks and food. Points could be converted against purchases of a coffee cup at a single 1 point rate. Through a loyalty program, Costa Coffee also conducts testing of new menu items along with developing product categories, including breakfast (Zaharia, 2019). The brand incorporates the data of loyalty cards to identify combinations of products bought by customers, build new offerings, and create up-selling and cross-selling strategies. Costa coffee could tailor an array of offers for various consumer segments, including double points on their subsequent visit, bonus points' fixed amount, and more. These offers are personalized using multiple rules that consider different characteristics of the customer, such as

visit and spend frequency. So, customers merely have to click on a link shared in the mail to get the offer that rewards customer engagement.

Moreover, Coca-Cola thoroughly understands the needs of its customers by implementing a unique strategy compared to its competitors. The brand is substantially concerned about the customers' preferences and choices and aims to deliver the best for them (Trenz, Veit and Tan, 2020). Coca-Cola introduces new products regularly to cater to the variable tastes of customers. The ingredients used in products are approved by food regulatory authorities and comprehensively safely tasted. This crucial element of health and safety plays a key role in maintaining customer loyalty to the brand as customers prefer to buy hygienic products despite the premium prices. Even though targeting the major 18 to 45 years old customers' market segment, Coca-Cola even considers professional and social class levels. It has divided the potential customers into certain age brackets for adjusting the choices accordingly. For example, adults usually prefer carbonate drinks because it is the best stimulant for keeping adults alert and active at work. On the other hand, teenagers may have a preference for juices as they like consuming sweet-tasting beverages. The brand offers diversified products range using different price-setting tactics to target multiple market segments. The company is globally well-reputed for its unique products, first-rate service, exceptional quality and its strong determination for ensuring it. Consequently, it is successfully maintaining customer loyalty and earning high profits.

Another example includes Starbucks that targets young adults aged 18 to 25 years through its acquisition program, primarily of the upper and higher middle class being its market segment. The key reason for choosing this particular type of customer segment is the premium prices of Starbucks that are beyond the reach of the lower middle class. The brand's commitment to satisfy customers' needs enables them to realize the true cost generated with offering such improved products (Sun and Liang, 2020). Thus, the cost usually does not deter customers from

pursuing their satisfaction and pleasure at Starbucks. Its prices are relatively high; however, they are offset by exceptional quality and discerning rates. Another reason for making this choice is to boost profitability by targeting the adults of upper-class segments. The Starbucks brand signifies excellence and luxury, so young adults of elite classes are substantially willing to pay a high price for a coffee cup.

The introduction of digital technology to a conventional business will increase the overall efficacy of the business, and the processes will be carried out in a more efficient manner. The digital transformation covers four basic areas of operations aligned with price-setting and these prominent areas include the technology, process, data, and organizational change. Hence, businesses need to consider these key elements while setting the pricing for their products (Sotgiu and Ancarani, 2004). The primary example of digital transformation is the introduction of artificial intelligence into the business industry. So, it is of great significance that the companies must be aware of the usage of digital technology in their businesses because it can prove to be quite advantageous in order to maintain the overall productivity of the organizations.

The research by Kowalczyk designed the digital orchestra framework for the implementation of digital technologies intending to accomplish a successful transformation that must also result in organizational transformation. For digital transformation, it focuses on key areas within the organizational pricing channel (Kowalczyk, 2018). These areas involve organizational culture, IT potential for digital capabilities, business processes such as price digitization, organizational structure for digital capabilities, and partner ecosystem that is enabled digitally. Some of the other areas include digital engagement with customers, digital engagement with employees (employee motivation, skills, and digital knowledge), digitized services and/or products, e-commerce, wholesale, retail, value drivers, and digital strategy.

This framework will be applied to German dried fruit business for examining the current level of digital business agility across the three factors (pricing strategy, distribution channel,

informed decision-making, and hyperawareness), to explore the required degree of digitisation, to assess the current state of digitalisation of business and to assess efforts of dried fruit business at the digital business transformation in ten years. It will also help explore the capabilities and resources required to guide future transformations and consider necessary changes. Finally, it will also guide what kind of value must be created and strategic options for accomplishing it. It will also cover the significant interests and structure of online business in a manner that a valuable tool will be presented by it for coordinating the reinvention through digitalisation.

According to existing literature, new methods of pricing must be established, new expertise must be built, and a new strategic focus must be pursued by successful digital reinvention organisations (Ahmed and Sathish, 2015). It includes rethinking partner and customer relations from a perspective of fundamental consumer aspiration, use, or need. The framework also has argued that a fundamental bottom-up reinvention of technology, operations, and marketing mix strategy must be pursued for the organisation to adopt digital business transformation. Thereby, this framework will be perceived in the study to propose, analyse, and focus a path to accomplish. For instance, Tesco as the digitally transformed organisation through an experienced-first approach that will focus upon the adoption of digital technologies or digital drivers like IoT, Block chains, mobile analytics and cognitive, and cloud computing and charge premium prices for its products (Zaharia, 2019). It will also help in creating a foundation of three key priorities of Tesco, including new ways to work (actionable insights, responsive operations), new focus (customer/market activation, business models), and new expertise (orchestrated ecosystem and human resources). It will also help Tesco Plc in creating a compelling and unique experience for its stakeholders (employees, partners, and customers). It will also help create new expertise to digitise processes and services to help Tesco re-define the customer experience. In order to acquire a competitive advantage, a more holistic method of

carrying out risk assessments will be developed by the business and new methods of financing and new methods of monetising and realising business models and value.

Understanding the subject of the dynamics of digital transformation within an organisation is the key motive behind this conceptual framework. According to this framework, a central concept of implementation of digitalisation within the organisation, privatisation, and entire coordination must be served by digital transformation (Sun and Liang, 2020). The four dimensions, such as financial aspects, structured changes, changes in value creation, and use of technologies, must be aligned closely for digital transformation. Thereby, this study will be considering all of these four dimensions as part of understanding for future digital transformation. It will also help in the understanding attitude of Tesco towards new technologies along with the capability of exploiting these technologies, the strategic role of IT for Tesco, and its future technological objectives (Brusch and Stüber, 2014). Secondly, it will help examine the variations of the organisational setup of Tesco, specifically the placement of new digital activities within the organisational structure. Besides, changes in value creation will be implied to recognise how the new technologies will be used, for example, opportunities to enrich and expand the current services and products portfolio. Finally, the core of this model financial aspect is exploring the financial capability of Tesco to a digital transformation endeavour.

4. Methodology

This is a hypothesis-testing study, which has been used to investigate the effect of client conduct towards internet shopping and the era of customer loyalty. Variables are being taken from the present work of researchers. A sample from German grocery stores selling dried fruits taken has been used to acquire the results of the research and to compare them with the hypothesis. The research is based on the utilization of both the qualitative method as the questionnaire will require answers from the consumers both in a descriptive and elaborative manner (Hamilton and Finley, 2019). The major participants of the research were the consumers

of the country along with the experienced retail and wholesale dealers who are present in the market for many years. The consumers were provided with a questionnaire that had been consisted of the above-mentioned questions to get their answers and in-depth insight regarding what should be considered as the best pricing setting for the multi-channel mechanism of distribution.

Our study on setting the right price for Multi-channel management - A financial perspective on the price-setting process for different sales channels, especially online distribution channels, is a descriptive study, which means that we are only interested in learning about the pricing elements that encourage customers to shop online. There are two sorts of frequently used research methods such as qualitative and quantitative (Lo, Rey-Martí and Botella-Carrubi, 2020). This research demonstrates the mixture of qualitative and quantitative method as it seems more appropriate approach to set multiple channel pricing. However, time is a critical consideration when deciding on the most appropriate research methodology. Since our research is being conducted for academic purposes and is time-constrained, we will opt to use a quantitative technique rather than a qualitative approach in our research. We have chosen to use the convenience sampling strategy for the purpose of data collection because of the constraints of time and resources available.

We had used a primary data gathering approach that contained a questionnaire from consumers to determine what factors drive customers to make online purchases (Stratton, 2021). Because our study is focused on German internet buyers, we believe it was simple for us to conduct a survey in a university setting by distributing a questionnaire and then analyzing the results of the survey (Sun and Liang, 2020). Using a 5-point Likert scale, we were able to analyze our data more effectively. Known as the Likert scale, it is a rating scale that is frequently used in surveys and is particularly useful in survey research. We are also doing survey-based research, which makes it simple for us to understand the results of the study. This research is

predicated on a hypothetical framework (Stratton, 2021). The examination of data aids in the recognition of the relationship between the variables. Correlation is a statistical test that is used to determine whether or not a relationship exists between two variables. For example, if consumers are encouraged to purchase online, they would naturally become loyal to the retailer if they obtain what they want. This example demonstrates the beneficial relationship that exists between online buying and customer loyalty.

4.1 Questionnaire

This was the primary method that was used for the investigation of the research subject as it was quite helpful in obtaining a thoroughly exclusive insight regarding the actions that can be taken by the organization in the future (Hamilton and Finley, 2019). The consumers were the main participants that were provided with the questionnaire and their answers had been used for conducting a comprehensive analysis about the fact that which kind of price setting was efficacious if the company is looking to utilize multiple channels for the distribution of its products.

4.2 Interviews

This method was applicable for the second group of participants, which is the group of retail and wholesale dealers. Some interviews were conducted with these dealers and they were asked regarding the suitable techniques that can be used by the new business venture to sustain within the competitive market and to ensure that the price-setting is feasible for all the decided channels.

This study depends on the hypothetical testing structure. Analysis of data assists in recognizing the relationship among the variables. Correlation is used as the statistical test for checking the association among the variables. For example, if people are motivated towards

premium quality online grocery shopping channels, it will naturally result in their loyalty and paying higher prices if they get whatever they desire (Ahmed and Sathish, 2015). This example shows the positive alliance of online distribution channels and price-setting mechanism.

Our research questions depict different responses from the target sample that are aligned with this research, but the most common responses of each question are summarized below:

Which channel is preferred by the consumers?

An extensive e-commerce market exists in Germany embedded with well-populated shoppers who are savvy, smart as well as well acquainted with new trends of online shopping. Hence, online channel is highly preferred by the Germans as Germany is a mature hub of open market, revealing partial growth. However, its infrastructure, advanced e-commerce state and size are attracting sellers worldwide. Consumers primarily prefer online shopping because Germany is extensively populated state with an immense rate of internet penetration so thousands of customers make online transactions on a daily basis (Sotgiu and Ancarani, 2004). Germany belongs to the primary European markets in terms of population, purchasing power of consumer and usage of internet. Security, familiarity, trust, quality and loyalty are core values of consumer in this country. Authorized and reliable local retailers are preferred, dry fruit business must aim to develop a localized website along with the area domain to target a large customer base.

Are they willing to pay high prices for quality products?

Traditionally, Germans were renowned for their price sensitivity but now they have become eager to paying premium prices for high-quality products. The recent research survey demonstrates crucial insights into trends of shopping from more than 50 states such as Germany where customers are willing to pay high prices for the premium quality products and services (Brusch and Stüber, 2014). Thus, responses gathered from our primary data collection exhibits that Germans are prepared to pay for quality products and spend more to satisfy their wants. It

has become increasingly significant for customers to achieve the best potential outcomes for their spending in terms of good price and performance ratio. So, Germans cannot compromise on quality at any cost even if they purchase private-labelled goods.

What kind of price settings will be recommended by the customers?

The responses obtained through our questionnaires show that different price settings are recommended by the customers. Generally, prices of food in Germany are considered low, particularly in contrast to its neighboring states including Italy, Belgium, Sweden and Austria, where eatables seem to be quite expensive. It is primarily true in case of wine, meat, bread, vegetables, cheese and beer; extensively as Germany itself is engaged in the production and growth of its own food within German advanced agriculture sector. Some variations in price might exist for regional dried fruits items but raisins are cheaper when purchased close to where they are produced. The major price differences are not among various cities rather among small towns and large cities where customers are probable to paying a premium price for purchasing in a city center.

Which settings have been previously successful in Germany?

Traditionally, German businesses have been engaged in direct selling. The food brands such as dried fruit businesses sold their organic food products through direct selling. The reason was that they were potentially aware of large stocks for extensive time periods that seem plausible. In the direct selling, producers directly sell to stores without the involvement of distributor or agent. Also, previously many businesses worked with consultants when choosing upon such distribution channel.

Which stores should be selected to display the products of the company?

Germany is entirely equipped with supermarkets to shop variety of goods, so the obtained results depict that supermarkets seem more reliable for displaying the products of the firm. Customers can find anything they are looking for in the aisles of Edeka or Aldi ranging

from health food experts to organic food supermarkets. Denn's Biomarkt is the largest organic supermarkets chain in Germany that has more than 300 outlets in the country. These stores have a reasonable products selection but consumers have to pay skimming prices for their shopping. Similarly, Alnatura is another organic supermarket with more than 100 stores across the Germany (Trenz, Veit and Tan, 2020). So, customers are able to acquire all kinds of organic sourced products.

Are the customers well equipped with the latest technology if the company primarily focuses on the online channel?

More than 80 percent responses revealed that customers are well equipped with the advanced technology when businesses particularly focus on the online channel. Germans are inclined towards chatbots which is considered the key digital marketing trend in the current era. Also, technology based on artificial technology is making use of swift messaging to enhance chat with clients along with site visitors. The basic purpose is to ensure effective communication with customers by auditory or textual methods. Customers are eager to use the advanced technology such as voice assistants, artificial intelligence, and chatbots and so on to get their online shopping done. Also, businesses such as dried fruits firm must stay with times by adapting to such modern technologies to attract large number of customers and become successful.

What are the competitive prices of dried fruits in the German market?

The results of our research survey reveal that in the German market, there are multiple competitive prices of dried fruits such as farmers' price i.e. raw material price, FCA or FOB price, Wholesale price including value added tax, CIF price, and Retail price with 250 g of average packaging. The entire market of dried fruits is comprised of various products, so margins indication based on the final retail prices for dried fruit and edible nuts seem not to be precise. 40 percent of sample demonstrated that the prices vary among producing states and

related to nut or fruit variety, product quality, and type (Sun and Liang, 2020). Consequently, German exporters could merely have a limited general knowledge of the price setting and development. It is estimated that the CIF (Cost, Insurance and Freight) price shows around 30 percent to 50 percent of the market price for a retail pack of edible nuts and dried fruit. The substantial option for price monitoring is comparing offer of producer with the offer from the market competitors. Hence, if the value is incorporated by the farmers in their production by means of differentiated quality, certification food safety as well as processing steps, then their price of organic food could be higher. For instance, Fairtrade and organic certification, sun-drying, shelling and sorting, controlled drying might add high value to the products.

Which price setting will attract the most number of consumers?

Our last question of research survey focuses on the most popular price setting that would attract a large customer base and more than 70 percent obtained responses depict mutual results. So, penetration pricing is the most desirable price setting preferred by the customers that will bring huge profits and revenue for the dried fruits business. It is a marketing strategy employed by enterprises for attracting customers towards a new service or products in order to penetrate the market along with capturing the market share away from competitors.

3 Conclusion and Recommendations

The study is consist of a series of questions presented to German consumers about their preferences for distribution channels and what they expect from the company in terms of pricing and product quality. The sample has been collected from the primary participants in this study including country's consumers, as well as experienced retail and wholesale dealers who have been in the market for many years (Trenz, Veit and Tan, 2020). Consumers were the primary participants who will be given the questionnaire, and their responses were utilized to conduct a detailed study of which price-setting strategy was most effective if the company wants to distribute its products through different channels. Dealers were interviewed and questioned

about the best tactics that the new business venture may use to stay afloat in a competitive market and guarantee that the pricing setting is viable across all channels. This study was significant since it allowed the researchers to find the best potential price-fixing mechanism for a** multi-channel distribution structure.

Furthermore, the researchers had appreciate the nature of German consumers and how they might employ various techniques to achieve consumer happiness (Ahmed and Sathish, 2015). One of the most essential factors that contribute to a firm's success is the formulation of its pricing policy. The major goal of a successful pricing strategy is to ensure that all of the objectives are conveniently fulfilled while also providing the consumers with the desired level of quality at a fair price, which is the primary goal of any pricing plan (Sotgiu and Ancarani, 2004). There were several distribution routes used to distribute the products to customers through the new business venture, which will be situated in Germany. Sales through third-party websites, retail and wholesale websites, and the chain of different locations in Germany are some of the most notable channels that will be utilized in this respect.

The retail pricing panorama seems to be a partial murkier as a result of technological advancement and trends such as price-check and Omnichannel applications. Retailers must now determine how to engage in pricing products across multiple channels including whether or not to match competitor prices, and what strategy they need to adopt when customers are equipped with smartphones that is a critical challenge for their in-store strategies (Yan, 2010). Pricing indicates the value charged by the business for its products, and product pricing strategy reflects how the business determines the particular value for the service or product being offered to the customers. There exist multiple pricing strategies to incorporate a value of product and some of them include dynamic pricing, penetration pricing, price skimming, value-based pricing, economy pricing and competitive pricing (Wagner, Schramm-Klein and Steinmann, 2020).

Many businesses rely on acquisition for expansion of their corporate operations, but research indicates that slight adjustments in pricing could increase or decrease revenue by 30 to 50 percent. Apart from this, just about 5 percent of Fortune 500 organisations have divisions focused on determining the best potential price. In the corporate sector, there is a squandered prospect to achieve immediate success with little investment (Sun and Liang, 2020). Since many companies invest fewer than 20 hours annually considering the pricing, there seems to be a lot of improvement path in how much business charge. In fact, deciding on the optimal pricing strategy is a more effective growth mechanism compared to acquiring new customers. It could be up to 8 times more effective than acquirement in some scenarios. Therefore, an appropriate pricing strategy is highly useful in solidifying the position of a business and creates customer loyalty and trust along with satisfying the goals of a business.

The newly venture of dried fruit should focus on online distribution channel and charge competitive prices. To ensure successful operations, this business should use CRM (customer relationship management software) in future which is a software tool developed to assist companies improves their relationships with their customers (Dewicka, Trziszka and Ziomek, 2019). CRMs provide options to offer segmentation and campaign management features to target specific customers according to the demographic and psychographic categories. It is essential for marketers to use specific features for targeting the right target audience to enhance their sales. However, it is also used to improve the products and services according to the interests and tastes of the customers (Girchenko, Ovsiannikova and Girchenko, 2017). Dried fruit business should develop its CRM programme to target customers of higher middle class as its market segment. The business should segment a list of CRM systems that excel at market segmentation.

However, it also has an opportunity to get more options to improve the marketing campaigns and customer-business relationships. The interaction and development of a

relationship with customers help a company develop their CRM strategies. It includes the collection of customer data, processing the information extracted from the data, analyzing the history of consumer interactions and relations to improve services and develop healthy and improved relationships with the customers to enhance the sales and generate more revenue. It is mandatory to develop a proper CRM strategy to be managed the information regarding customer segmentation and marketing campaigns (Trenz, Veit and Tan, 2020). Otherwise, it would be difficult to keep track of all the interactions company has with its client. However, the development of a healthy relationship with customers leads to increased sales, more revenue and improved brand image of the company. Many German businesses particularly use the SAP CRM applications that have been integrated on-premises customer relationship management software manufactured by SAP SE which focuses on the requirements marketing, sales and supply chain management. This tool can be implemented for selective marketing, exact business partners need to be defined to ensure customer-oriented spreading. This can be attained by identifying a target market that shares specific attributes due to adapting your marketing activities respectively (Yan, 2010). Attributes are one of the most significant factors that are described business partners or products to be used as criteria during the segmentation process. Attributes that are created in CRM can be combined by attribute sets.

Moreover, master data extracted from the SAP warehouse can be used to achieve a high number of sales through processing the data and extraction of knowledge. However, usually, CRM programme includes several programs that are used to improve relationships of customers such as loyalty program, initialed action among consumer service workforces and the customer (Dewicka, Trziszka and Ziomek, 2019). It also offers the feature to modify the product to match the precise requirements of the customers. When the needs and the demands of customers are fulfilled, enhances their satisfaction level. Therefore, businesses can gain customer loyalty and customer retention by considering and prioritizing their needs and demands.

SAP CRM is quite useful for dried fruits businesses for centralizing, optimizing and streamlining the communication as the brand can acquire comprehensive knowledge about its target customers that lead to strengthening relationships with them. SAP CRM enables business to break down its market segment data by criteria to easily focus on the lists. In this way, the sales and marketing team can organize several customer marketing campaigns to analyze the sales process as well as a lead pool (Charoensukmongkol and Sasatanun, 2017). Despite being a crucial asset to explore and nurture the potential customers of a particular adult segment, SAP CRM is even a substantial tool for business to retain its existing customers ranging from upper and higher middle class.

SAP CRM designed by German supermarkets incorporates two vital incentives such as engagement and data capture to boost healthier relationships with customers. The engagement will be enhanced through recurring, triggered and scheduled communications across various platforms (Brusch and Stüber, 2014). Nevertheless, this is specifically an outbound marketing based extensively on transactional data. The loyalty earned employing profitable behaviour builds a robust bond between a consumer and a brand. The loyalty program of supermarkets offers the significant ability to create sustainable two-way relationships and influence customer engagement. Hence, SAP CRM is a hurdle-free data capture tool for business as the captured data informs CRM initiatives, the value proposition and the communications experienced by customers to drive sophisticated customer engagement (Güsken, Janssen and Hees, 2019). Another CRM incentive involves data capture that enables an enriched understanding of the interests of customers. This captured info is beneficial for gaining preliminary insight into preferences along with initial emotional drivers. With CRM, business can determine what drives customers' interest, action and intent to engage and acquire. Costa can also personalize particularly to drive spend using such data.

Besides, the SAP CRM programme of German superstores selling dried fruits should use Nimble and Zoho media tools to attract customers of target market segment. Nimble social customer relationship management functions in tandem with the MS (Microsoft) family. It includes integration of Facebook, Foursquare, Twitter, Google+ and AngelList. Nimble automatically identifies and connects the customers' social accounts and incorporates their social data to enhance the details of contact within the SAP CRM. Nimble has numerous smart search functions to sort contacts by connectivity status (Charoensukmongkol and Sasatanun, 2017).

Similarly, Zoho is another crucial medium that business should employ in the SAP CRM programme for attracting an extensive audience base of its adult target customers. Zoho is linked to Twitter, Google+ and Facebook; however, Zoho CRM is also integrated with other platforms of the workplace such as Zapier, Zendesk and Slack. This app enables users to sift over venues of social media to manually extract potential customers' data and store their contact details into the basic platform (Brusch and Stüber, 2014). Zoho has an automated function that focuses on lead acquisition and identifies premium leads exhibiting specific characteristics like demographics, tastes and preferences. Therefore, SAP CRM is highly a crucial tool for dried fruit business to acquire the target customers by maintaining loyalty and retention.



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Appendix A

Part I, Price Setting and price Strategies

Price Setting

1. Please Define the importance level you assign to the following orientations when setting the price:

	Very High	High	Medium	Moderate	None
Cost Orientation					
Competition Orientation					
Customer Orientation- Willingness to pay					

2. Which method do you resort to when setting the price?

- ☐ mark up pricing (direct costing)
- ☐ cost plus pricing (full costing)
- ☐ break even analysis
- ☐ competition-oriented pricing
- ☐ discount price
- ☐ premium price
- ☐ customer value analysis
- ☐ other (Please describe)

3. Do you systematically measure the value perceived by the customers in order to set your price?

- ☐ Yes
- ☐ No

If yes, which method do you use?

- ☐ top management evaluations
- ☐ measurement of the importance of the product/service attributes
- ☐ conjoint analysis
- ☐ other (Please describe)

Price strategies

1. Do you resort to price discrimination strategies?

- ☐ Yes
 - ☐ No
2. The main discrimination criteria you use are?
- ☐ customers
 - ☐ Product/service destination
 - ☐ territorial areas
 - ☐ timing and financial conditions
 - ☐ other (Please describe)
-

3. Do you resort to price bundling and price unbundling?

	Always	Often	Quite often	Rarely	Never
Price bundling					
Price Unbundling					

4. When launching a new product/service, do you prefer a skimming or penetration strategy?
- ☐ Skimming
 - ☐ Penetration

Part II : Defining and managing the price on the internet

1. Have you recently adopted to a specific online pricing strategy on the web?
- ☐ Yes
 - ☐ No

If not,

- ☐ you are going to adopt in the short run
- ☐ you will adopt in the long run
- ☐ you are not going to adopt it

If you answered yes, please go to the next questions.

If you answered no, please go to the end of this questionnaire.

2. Do you adopt a different price strategy on the internet in comparison with the one you use in traditional environment?
- ☐ Yes
 - ☐ No

If yes, which are the main differences:

- ☐ lower price
- ☐ the opportunity to increase dynamic pricing

- ☐ the opportunity to set the price on the basis of the customer perceived value
 - ☐ different prices for different clusters of customers
 - ☐ other (Please describe)
-

3. Please define the level of importance you attribute to the following orientations when setting the price online:

	Very High	High	Medium	Moderate	None
Cost Orientation					
Competition orientation					
Customer orientation-willingness to pay					

4. Do you think that, as regards your pricing strategy, Internet?

- ☐ increase the recourse to price bundling strategies
 - ☐ increase the recourse to price unbundling strategies
 - ☐ increase the recourse to price versioning strategies
 - ☐ increase the recourse to segmentation strategies
 - ☐ it does not have an impact at all
 - ☐ other (Please describe)
-

5. On the internet, when launching a new product/service, do you prefer a skimming or penetration strategy?

- ☐ Skimming
- ☐ Penetration

6. Do you perceive that Internet pricing allows your first to increase the customer perceived value?

- ☐ Yes
- ☐ No

7. Which of the following e-pricing mechanism do you adopt?

- ☐ Negotiations
- ☐ auctions
- ☐ reverse auctions
- ☐ digital marketplaces
- ☐ set prices
- ☐ other (Please describe)

Part III: Your point of view on the Internet Pricing:

Which is your perception about the importance of cost orientation in Internet Pricing:

Which is your perception about the importance of competition orientation in Internet Pricing:

Which is your perception about the importance of customer orientation-willingness to pay in Internet Pricing:

Appendix B

Customer's preferred shopping platform for multichannel F & B sales company

What is your age?

- ☐ 15-20
- ☐ 21-30
- ☐ 31-40
- ☐ Above 40

Which one the following shopping channels do you mostly use?

- ☐ In-store shopping
- ☐ online
- ☐ both

Part I, Variables (Location, Price, delivery charges)

Imagine your desired product is available in in-store and online platform of a multichannel sales company, Let's see together how changes in each scenario would affect your preference in the way of shopping.

Senario1: Location & Delivery charges vary:

Your desired product is available in the store close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are same in both platforms?

- ☐ Online – no delivery charges
- ☐ In-store

Your desired product is available in the store close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are same in both platforms?

- ☐ Online – with delivery charges
- ☐ In-store

Your desired product is available in the store **not** close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are same in both platforms?

- ☐ Online – no delivery charges
- ☐ In-store

Your desired product is available in the store **not** close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are same in both platforms?

- ☐ Online – with delivery charges
- ☐ In-store

Senario2: Price & Delivery charges vary

Your desired product is available in the store close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are **not** same in both platforms?

- ☐ Online if cheaper
- ☐ In-store if cheaper
- ☐ In-Store regardless of the price
- ☐ Online regardless of the price

Your desired product is available in the store close to where you live as well as on the internet, which one of the following xxx do you choose assuming that prices are **NOT** same in both platforms?

- ☐ Online if cheaper and no delivery charges
- ☐ In-store if cheaper
- ☐ In-Store regardless of the price
- ☐ Online regardless of the price and delivery charges

Thanks for bearing with us 😊 Can you tell us now what matters to you the most?

- ☐ Price
- ☐ The most Convenient way of shopping
- ☐ both

If online,

1. Do you choose online because it allows you to browse through a large selection of products at once?

- ☐ Yes
- ☐ No (Please Describe)

2. Do you choose online because it allows you to read the review of other customers?

- ☐ Yes
- ☐ No (Please Describe)

3. Does the geographical location affecting your decision to choose shop on the internet over traditional in-store shopping?

- ☐ Yes
- ☐ No

1. Does the customer support after your online purchase effect's your decision in choosing online shopping over in-store?

- ☐ Yes
- ☐ No

Ex; Are you loyal to any brand?

- ☐ Yes, because of the design
- ☐ Yes, because of the quality
- ☐ Yes because of customer support
- ☐ No

4. Are you willing to pay high price for quality products on the Internet?

- ☐ Yes, as long as the quality is better than in-store products
- ☐ No, online should be always cheaper than in-store regardless of the quality

- ☐ Online and in-store should carry the same price

5. Are you willing to pay more for a product when you buy online because it is more convenient for you?

- ☐ Yes
- ☐ No, online should be always cheaper than in-store regardless of the location
- ☐ Online and in-store should carry the same price

If In-store,

1. Do you choose in-store because of the temptation to buy and spend more than planned in online shopping?

- ☐ Yes
- ☐ No

2. Do you choose in-store because of trust issue in online shopping?

- ☐ Yes
- ☐ No

3. Do you choose in-store to save money on delivery?

- ☐ Yes
- ☐ No

4. Do you choose in-store because of a habit of traditional shopping?

- ☐ Yes
- ☐ No

5. Are you willing to pay more for a product when you buy in-store because you can see the desired quality of the product?

- ☐ Yes, as long as the quality is better than online products
- ☐ No, In-store should be always cheaper than online regardless of the quality
- ☐ Online and in-store should carry the same price

6. Are you willing to pay more for a product when you buy online because it is more convenient for you?

- ☐ Yes
- ☐ No, in-store should be always cheaper than online regardless of the location
- ☐ Online and in-store should carry the same price

7. Do you prefer in-store because of trust issue in terms of storing your data in online shopping?

- ☐ Yes
- ☐ No



