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Value Co-creation in Buy Online Pickup In-store (BOPIS)

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VALUE CO-CREATION IN BUY ONLINE PICKUP IN-STORE (BOPIS)[1]

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ABSTRACT

The purpose of this study is to identify consumer attitudes toward buy online pickup in-store (BOPIS). This study examines how value perceptions change as consumers progress in the online ordering and physical pickup processes within the BOPIS channel. We use a multivariate regression and two separate multiple regression analyses to examine the differential effects of multiple constructs on BOPIS customer satisfaction. As consumers start the process by engaging with the retailer online, perceived usefulness and hedonic value online play a critical role in customer satisfaction. Consumer attitudes change as they pick up their order at the store where the degree of ease and hedonic pickup in collecting their products increases in importance in customer satisfaction. Furthermore, the study findings suggest a halo-effect for trust on BOPIS customer satisfaction. As BOPIS continues to expand into various industries, understanding the complexity of consumer value will be of importance to improve the omni-channel experience.

Keywords: buy online pickup in-store (BOPIS), omni-channel, value co-creation, click-and-collect, customer satisfaction

INTRODUCTION

Buy online pickup in-store (BOPIS) business model is a disruptive omnichannel touchpoint that has the ability to transform the retail industry by offering a quick and convenient shopping process (Owens 2022) and a new method for retailers to engage with their customers (Chen and Chi 2021). BOPIS, also known as click-and-collect, is a tool for consumers to purchase items online through an e-commerce website and then pick the items up in person at the brick-and-mortar store. Increasingly, consumers have more time-sensitive demands forcing retailers to keep adapting their touchpoints and value propositions. Unlike traditional shopping methods, BOPIS consumers do not have to deal with shipping costs, long delivery timelines, and shipping back items that do not fit or meet their expectations (Damen 2022).

While online shopping has been growing for years, the COVID-19 pandemic forced retailers into the digital space if they wanted to survive. The necessity for contactless touchpoints motivated 40% of Americans to try new shopping behaviors, and three-quarters of the consumers who have tried BOPIS expressed an interest to continue using these services post-pandemic (Ketzenberg and Akturk 2021). Consumers acclimated to omnichannel shopping experiences (Chen and Chi 2021). BOPIS presents an opportunity for retailers to integrate channels and bring more consumers back into stores in a post-COVID-19 economy.

Central to BOPIS are online platforms and brick-and-mortar stores that are used for product exchange. Integrating BOPIS into brick-and-mortar stores within the retail industry provides a

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compelling shopping experience that can bridge the gap between the convenience of e-commerce and the profitability of in-store shopping (Lee, Choi, and Field 2020). Unlike other digital channels, BOPIS offers the advantages of digital shopping and encourages customers to continue to engage with brick-and-mortar stores. Despite the heightened interest by consumers and retailers to incorporate BOPIS into omnichannel touchpoints, research about the BOPIS business model and its value proposition is sparse (Damen 2022; Ketzenberg and Akturk 2021; Shaw 2020; Kim et al. 2020) and merits further attention. Our study responds to calls to advance our understanding of BOPIS and to investigate customer attitudes toward those interactions.

Our research offers a value co-creation framework for the BOPIS process. In our framework, we decouple consumer satisfaction by separately measuring online value from in-store pickup value in a multivariate regression. Decoupling BOPIS online ordering and physical pickup allows for a more detailed examination of shopping contexts that may discover different influences on customer satisfaction. For example, retail literature suggests that BOPIS online ordering tends to be motivated by hedonic value and perceived ease of use (Childers et al. 2001; Ramayah and Ignatius 2005), whereas pickup tends to be motivated by utilitarian factors (Kim et al. 2020; Marhamat 2021).

In this paper, we address two research questions of BOPIS omnichannel touchpoint:

a.) What are consumers' attitudes toward BOPIS?

b.) What value does the BOPIS model offer to consumers?

To address the questions above, we drew from literature to develop our model. Digital and traditional factors of hedonic value, trust, perceived ease of use, and perceived usefulness are examined for their influence on BOPIS customer satisfaction. Additionally, we support our conceptual framework with the technology acceptance model (TAM). TAM (Davis 1989) has been widely accepted by omnichannel researchers (Silvia et al. 2018; Juaneda-Ayensa, Mosquera, and Murillo 2016) to assess user adoption of innovative touchpoints.

We extend the literature by empirically testing a conceptual framework to examine how consumer attitudes influence customer satisfaction when engaged in BOPIS usage. Most related studies on BOPIS tend to be company-centric, such as the impact on sales revenue (Shaw 2020; Katzenberg and Akturk 2021; Damen 2022), thus limiting our ability to understand BOPIS consumer usage intentions and value co-creation more precisely in the retail industry. Accordingly, our customer-centric framework provides insight into understanding consumer perceptions and attitudes toward BOPIS and its influence on customer satisfaction.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Buy Online Pickup In-Store (BOPIS)

For retailers, BOPIS is often used as part of their omnichannel strategy to increase consumer value and operational efficiency (Kim et al. 2020). The omnichannel (online, offline, and mobile channels) offers consumers a seamless shopping experience even as they may switch between channels for a single purchase transaction. In common with omnichannel literature,

BOPIS research tends to holistically examine the back office (e.g., store operations and logistics) and front office (customer experience) influences.

Researchers have discovered some operational challenges with BOPIS. For example, switching between channels may increase the probability of dropped transactions (Junbin and Xinyu 2022), mismatched inventories and order fulfillment (Peng et al. 2022; Omoruyi, Dakora, and Oluwagbemi 2022; Gallino and Moreno 2014), and inaccurate pricing strategies (Chen and Chi 2021).

However, consumers have found multiple benefits from the BOPIS integrated channel experience. The literature suggests consumers are motivated by the pleasure (Kim et al. 2020), the convenience (Vyt et al. 2022), and the decreased shopping time (Seiders, Berry, and Gresham 2000) that BOPIS offers. In addition, trust (Kim et al. 2020; Wingreen et al. 2019; Pappas et al. 2014) is a critical factor for e-commerce usage intentions and strongly influences continued loyalty towards BOPIS usage (Kim et al. 2020).

While BOPIS has been a viable shopping experience for years (for instance, Macy's launched its click-and-collect program in 2013), COVID-19 changed consumer shopping behaviors swiftly. Due to lockdowns and the fear of catching COVID-19, consumers were intensively using digital channels. Interestingly, post-pandemic shopping behaviors have not "reset" to pre-pandemic shopping habits (Chen and Chi 2021). Omoruyi, Dakora, and Oluwagbemi (2022) suggest that the continuing influence of COVID-19 on consumer shopping behavior has created a heightened sense of urgency for businesses to fix their operational back-office challenges.

In the long term, the ease of switching between channels and digital shopping convenience (Acquila-Natale et al. 2022) may motivate consumers to continue using integrated shopping channels post-pandemic, such as BOPIS. This change in consumer behavior, however, may be generational. For example, Kim et al. (2020) suggest that the millennial cohort's lifestyle, acceptance of digital technologies, and values are highly compatible with BOPIS services.

Technology Acceptance Model

The technology acceptance model (TAM) is a widely used theory that explains how users accept and use technology (Davis 1989). Essentially, an individual's behavioral intention to adopt a technology is determined by the person's attitude toward the technology. The model uses perceived ease of use and perceived usefulness as cognitive responses to predict the intention to use new technology. The TAM model provides researchers with a framework to examine multiple facets of human-computer interactions (Fernandes and Oliveira 2021) and value co-creation in service encounters (Čaić, Mahr, and Oderkerken-Schröder 2019). This is particularly interesting as the retail industry places considerable importance on digital shopping technologies like BOPIS.

Customer Satisfaction and Value

Customer satisfaction is the consequence of customer experiences during the buying process (Pereira, Salgueiro, and Rita 2016). Customer buying experiences, therefore, provide an opportunity for the retailer to develop deep brand-customer relationships to enhance satisfaction levels. The BOPIS model offers an integrated customer experience that is both virtual and

traditional. Customer motivation to use BOPIS is primarily due to the local retail store's inventory and the pick-up process's convenience (Jin, Ueltschy Murfield, and Bock 2022).

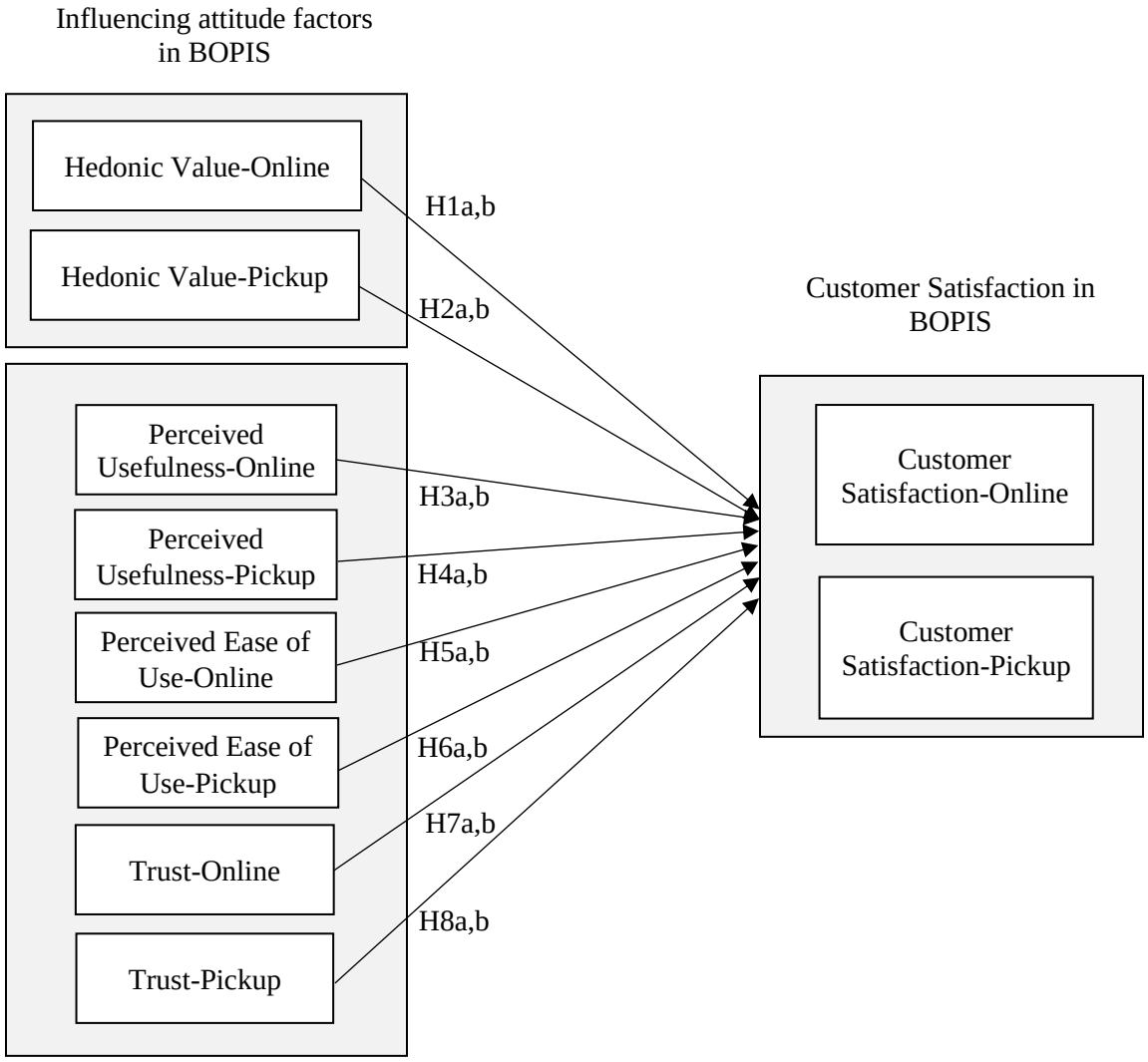
The role of value also plays a critical role in customer satisfaction with BOPIS (Carlson, O'Cass, and Ahrholdt 2015). More specifically, hedonic and utilitarian values are often examined to observe why people shop. Hedonic value involves the pleasure that consumers seek while shopping. Furthermore, hedonic emotions may help consumers feel more involved with the brand and satisfied in the shopping process. The utilitarian value is directed towards satisfying a functional or economic need (Babin, Darden, and Griffin 1994) and is goal-oriented (Ozen and Kodaz 2018). Perceived utilitarian shopping value might depend on whether the consumer can purchase the desired item successfully. The terms hedonic and utilitarian are applied to motivations and aspects of the shopping experience (O'Brien 2010). Essentially, a BOPIS shopping experience may fluctuate for both hedonic value (e.g., pleasure or entertainment) (To, Liao, and Lin 2007; Ozen and Kodaz 2018) or utilitarian value (e.g., convenience or ease of use) as customers proceed through the BOPIS process.

RESEARCH MODEL AND HYPOTHESES

Model Development

The growing use of BOPIS in stores has generated a need to understand how customers may perceive BOPIS in the retail industry. We propose an exploratory model (Figure 1) to investigate how consumer attitudes influence customer satisfaction with BOPIS. The model examines consumer perceptions based on hedonic or utilitarian values. Utilitarian value in the BOPIS model is measured by examining perceived usefulness, perceived ease of use, and trust.

Figure 1. Antecedents and perceptions of customer satisfaction in the online and pickup components of BOPIS



Attitudes towards BOPIS

Hedonic Value

Hedonic value is defined as the value a customer receives based on the subjects' experience of fun and playfulness while shopping (Babin, Darden, and Griffin 1994). It has been described as happiness, fantasy, awakening, sensuality, and enjoyment. Hedonic shopping may be where consumers may enjoy an emotionally satisfying experience related to the shopping activity regardless of whether a purchase was made (Kim 2006). Additionally, hedonic value in shopping can help generate long-lasting customer relationships (Carpenter and Moore 2009). The enjoyment found in the shopping experience may help build loyal customers. In this sense, hedonically rewarding shopping experiences are not akin to a negative connotation of "work." (Babin, Darden, and Griffin 1994).

Research in both online and traditional shopping formats suggests that motivation arising from enjoyment and other hedonic considerations contribute toward overall satisfaction (Anand et al. 2019). Therefore, while we expect that hedonic value will strongly influence online activities, we pose that hedonic value in the BOPIS shopping experience may also positively influence customer satisfaction for BOPIS pickup activities (Evelina et al. 2020). Therefore:

H1. *Hedonic value-online* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

H2. *Hedonic value-pickup* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

Utilitarian Value

Perceived Usefulness

Perceived usefulness is the user's belief about a traditional or digital channel that can enhance shopping efficiency (Eneizan et al. 2020). In a shopping context, perceived usefulness in the BOPIS system is essential in determining if the system will be chosen or not. Consumers need to perceive that BOPIS will assist them in their shopping activities (Davis 1989). In an e-commerce study, Keni (2020) found that perceived usefulness positively impacted customer satisfaction. Similarly, Shah and Attiq (2015) suggest a positive relationship between perceived usefulness and customer satisfaction. Furthermore, Keni (2020) suggests that consumer attitudes regarding the difficulty of learning an innovative technology, such as BOPIS, could affect their satisfaction with the system. With BOPIS, consumers have a slight learning curve as they already have shopping experience in brick-and-mortar and digital channels. As demonstrated by the continued BOPIS usage beyond COVID-19 pandemic restrictions, consumers find value in the BOPIS shopping channel (Chen and Chi. 2021). As a result, consumers are more likely to have positive attitudes toward BOPIS customer satisfaction. Therefore:

H3. *Perceived usefulness-online* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

H4. *Perceived usefulness-pickup* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

Perceived Ease of Use

Perceived ease of use is the user's belief that shopping channels are easy to use and require simple effort (Eneizan et al. 2020). Literature has widely accepted a new innovative channel perceived to be easier to use than its predecessor and may be more likely to be accepted by users (Davis 1989; Manser Payne, Peltier, and Barger 2018; Lee, Choi, and Field 2020). For BOPIS, consumers may evaluate perceived ease of use separately for online ordering and physical pickup activities. Gefen, Karahanna, and Straub (2003) argue that the ease of use of a commercial website plays a critical role in why consumers intend to use and return to a retailer's website. Consumers may also perceive a favorable feeling of satisfaction with useful and easy technology (Shah and Attiq 2015). Lee, Choi, and Field (2020) determined that consumers who perceive BOPIS pickup

as easy and convenient will rate BOPIS customer satisfaction positively. Conversely, pickup failures may lead to negative customer satisfaction levels. Thus:

H5. *Perceived ease of use-online* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

H6. *Perceived ease of use-pickup* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

Trust

Trust refers to accepting the purchasing process, the retailers, and the products' integrity (Kim et al. 2020). Trust in a retailer is a complex judgment (Basso et al. 2001) and plays a crucial role in the buying process. Furthermore, consumers seek credence in the qualities of goods or services (Grabner-Kraeuter 2002). Therefore, lacking trust in a company's website may hinder e-commerce adoption (McKnight, Choudhury, and Kacmar 2002). Additionally, Kim, Ferrin, and Rao (2009) found a positive relationship between trust and customer satisfaction and that trust has a long-term impact on future relationships (i.e., e-loyalty). This may imply that trust in digital channels affects a consumer's immediate purchase decision and the longer-term relationship (Pappas et al. 2014).

Trust in traditional channels that use service employees received considerable attention from researchers (Orth, Bouzdine-Chameeva, and Brand 2013; Jin, Ueltschy Murfield, and Bock 2022). Additionally, trustworthiness in BOPIS pickup relies on cues based on the retailer's ability and the integrity of the employees (Wingreen et al. 2019). Essentially, BOPIS trust is transferred from a digital context (online purchase) to a human-engagement context (physical pickup) as an indicator of service quality (Jin, Ueltschy Murfield, and Bock 2022). Accordingly, the higher positive perceptions of trust in the BOPIS process may lead to higher levels of BOPIS usage, increasing customer satisfaction. Thus:

H7. *Trust-online* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

H8. *Trust-pickup* will positively impact (a) customer satisfaction-online and (b) customer satisfaction-pickup.

METHODOLOGY

Sample and data collection

An online survey was developed to test the research model. We adapted construct scales available from the literature. Customer satisfaction-online and customer satisfaction-pickup are measured by using original scales. All items are measured with a 5-point Likert agreement scale. We invited 590 individuals to partake in the survey. Respondents were prescreened with a qualifying question asking whether they used BOPIS for their shopping needs. Of the 567 respondents, 509 were qualified. We were able to obtain 476 usable responses. The response rate was 96.10%, and the completion rate was 84.0%. The sample was primarily undergraduate

students who agreed to participate for extra credit. The demographic characteristics of the respondents are shown in Table I.

Table I

Descriptive Statistics of the Respondents (n = 476)

		Frequency	**Percent**
Gender	Male	206	43.3%
	Female	263	55.3%
	Non-binary/third gender	3	0.6%
	Prefer not to say	4	0.8%
Age	18 - 24 years old	343	72.0%
	25 - 40 years old	60	12.6%
	41 - 54 years old	57	12.0%
	55+ years old	16	3.4%

Measures and the measurement model

To identify the exploratory measurement model, the following procedures were performed. A review of relevant literature and a pilot study were used to develop the survey instrument. Appropriate changes were made to the survey to address issues discovered in the pilot stage. After changes were made in the pilot stage for item clarity, we were left with 46 items representing the measurement model. An exploratory factor analysis was conducted using Varimax rotation in SPSS to reduce the initial set of items and gain parsimony (Churchill 1979). Items dropped had factor loadings less than .6 or loaded on other dimensions greater than .4. The internal reliability was examined by the coefficient alphas. All were well above the acceptable level of .70 (Nunnally 1978) and ranged from 0.82 to 0.93. The measurement model had Kaiser-Meyer-Olkin (KMO) significant results above .80 and Bartlett's Test for Sphericity for significant results was below 0.05 (Hair et al. 1998). A confirmatory factor analysis was conducted for model fit and unidimensionality of the measures. Items that indicated high correlation were dropped. The overall model fit exceeds the thresholds recommended by Hu and Bentler (1999) and Hair et al. (2006) (χ^2 = 748.205, d.f. = 331, CMIN/d.f. = 202, p = .000; GFI = .91; CFI = .95; NFI = .92; TLI = .94; RMSEA = .05). Convergent and discriminant validity were established by each construct achieving an AVE above .50, with MSV< AVE and ASV < AVE, and, as recommended by Fornell and Larcker (1981), the square root of the AVE exceeded all paired correlations shown in the diagonal of the correlation matrix in Table II. We further evaluated for common method variance. Harman's single factor test indicated that the total percentage of the variance explained was only 26.29%, suggesting that common method variance is not a problem in the measurement model (Podsakoff et al. 2003). From the initial set of 46 items, the scale validation process resulted in a 29-item scale. Appendix A presents the construct and measurement items.

Table II. Correlations

	EUP	PUO	HP	TRP	TRO	PUP	EUO	HO	CSP	CSO
Perceived ease of use-pickup (EUP)	**0.842**									
Perceived usefulness-online (PUO)	0.051	**0.859**								
Hedonic value-pickup (HP)	.103*	0.039	**0.849**							
Trust-pickup (TRP)	.360**	.184**	.330**	**0.815**						
Trust-online (TRO)	.254**	.346**	0.047	.304**	**0.822**					
Perceived usefulness-pickup (PUP)	.107*	.234**	.316**	.181**	0.028	**0.795**				
Perceived ease of use-online (EUO)	.371**	.221**	-0.023	.316**	.376**	-0.004	**0.841**			
Hedonic value-online (HO)	0.055	.256**	.191**	.146**	.255**	-0.078	.267**	**0.902**		
Customer satisfaction-pickup (CSP)	.426**	0.056	.531**	.478**	.203**	.305**	.153**	.252**	**0.781**	
Customer satisfaction-online (CSO)	.241**	.410**	.125**	.326**	.482**	0.071	.475**	.531**	.352**	**0.873**

Notes. * Significant at $p < 0.05$; ** Significant at $p < 0.01$. **Bold** values are the squared root of the AVE.

Regression results

To gain a more robust understanding of BOPIS causal paths, we decouple its online ordering and physical pickup shopping contexts using a multivariate regression. This approach allows us to detect a joint explanation (a holistic view of BOPIS customer satisfaction pathways) and a more granular explanation of customer satisfaction relationships based on its two distinct shopping contexts.

Using factor scores, the multivariate regression and two separate multiple regression analyses examined the relationships between the eight constructs and the two dependent variables: customer satisfaction-online and customer satisfaction-pickup. We used Wilks' lambda to test the multivariate regression (Ho, 2014). The multivariate regression analysis showed that all the dimensions significantly contributed to the joint explanation of the dependent variables. For the individual regression analyses, four independent variables were significant in both models (*hedonic value-online*, *perceived ease of use-pickup, trust-online,* and *trust-pickup*). In contrast, the remaining four independent variables were significant in only one of the two models (*hedonic value-pickup, perceived usefulness-online, perceived usefulness-pickup,* and *perceived ease of use-online*).

In the customer satisfaction-online model, six dimensions were significant predictors ($R^2 = 0.457$, $F = 51.021$, $p < 0.001$), with all the significant relationships in the hypothesized direction. In terms of the relative impact of the significant dimensions on customer satisfaction-online, *hedonic value-online* had the most decisive influence (H1a, $\beta = 0.319$, $p < 0.001$), followed by *trust-online* (H7a, $\beta = 0.233$, $p < 0.001$), *perceived usefulness-online* (H3a, $\beta = 0.199$, $p < 0.001$), *trust-pickup* (H8b, $\beta = 0.148$, $p < 0.001$), *perceived ease of use-online* (H5a, $\beta = 0.147$, $p < 0.001$), and *perceived ease of use-pickup* (H6b, $\beta = 0.057$, $p < 0.05$). On the other hand, hedonic *value-pickup* (H2b) and *perceived usefulness-pickup* (H4b) were insignificant.

Six of the eight dimensions were significant predictors in the customer satisfaction-pickup model ($R^2 = 0.425$, $F = 44.931$, $p < 0.001$), with all the significant relationships in the hypothesized direction. Interestingly, *hedonic value-pickup* had the most substantial impact on customer satisfaction-pickup (H2b, $\beta = 0.288$, $p < 0.001$). Also significant were *trust-pickup* (H8b, $\beta = 0.223$,

p < 0.001), *perceived usefulness-pickup* (H4b, β = 0.158, *p* < 0.001), *perceived ease of use-pickup* (H6b, β = 0.170, *p* < 0.001), *hedonic value-online* (H1a, β = 0.150, *p* < 0.001) and *trust-online* (H7a, β = 0.070, *p* < 0.05). On the other hand, *perceived usefulness-online* (H3a) and *perceived ease of use-online* (H5a) were not statistically significant. Table III contains the multivariate and individual regression results. Table IV presents a review of the hypotheses.

Table III. Multivariate and multiple regression results

Variables	Multivariate	Customer Satisfaction Online			Customer Satisfaction Pickup		
	Test: Wilks' Lambda	Standard β	t-value	*p*-value	Standard β	t-value	*p*-value
Intercept	0.042 (p = 0.000)	1.875	75.858	<0.001	2.033	84.808	<0.001
HI: Hedonic value-online	0.724 (p = <0.001)	**0.319**	12.878	<0.001	0.150	6.232	<0.001
H2: Hedonic value-pickup	0.763 (p = <0.001)	0.033	1.329	n.s.	**0.288**	11.984	<0.001
H3: Perceived usefulness-online	0.865 (p = <0.001)	0.199	7.996	<0.001	-0.029	-1.186	n.s.
H4: Perceived usefulness-pickup	0.917 (p = <0.001)	0.030	1.21	n.s.	0.158	6.485	<0.001
H5: Perceived ease of use-online	0.929 (p = <0.001)	0.147	5.928	<0.001	0.014	0.568	n.s.
H6: Perceived ease of use-pickup	0.906 (p = <0.001)	0.057	2.238	0.026	0.170	6.917	<0.001
H7: Trust-online	0.840 (p = <0.001)	**0.233**	9.378	<0.001	0.070	2.913	0.004
H8: Trust-pickup	0.822 (p = <0.001)	0.148	5.941	<0.001	**0.223**	9.223	<0.001

Notes: Customer Satisfaction-Online (F =51.021, p < 0.001, R^2 0.457); Customer Satisfaction-Pickup (F = 44.931, p < 0.001, R^2 0.425); **bold** values indicate the most significant predictors; n.s. = not significant

Table IV. Review of hypotheses

	Dependent variable Customer satisfaction-online		Dependent variable Customer satisfaction-pickup	
Construct	Hypothesized direction	Hypothesis supported?	Hypothesized direction	Hypothesis supported?
H1: Hedonic value-online	+	Yes	+	Yes
H2: Hedonic value-pickup	+	No	+	Yes
H3: Perceived usefulness-online	+	Yes	+	No
H4: Perceived usefulness-pickup	+	No	+	Yes
H5: Perceived ease of use-online	+	Yes	+	No
H6: Perceived ease of use-pickup	+	Yes	+	Yes
H7: Trust-online	+	Yes	+	Yes
H8: Trust-pickup	+	Yes	+	Yes

DISCUSSION

As the BOPIS business model continues to gain momentum, it is essential to understand how the BOPIS touchpoints may impact customer satisfaction within this complex channel. To this end, we seek to identify consumers' attitudes towards BOPIS and investigate what value the BOPIS model may offer consumers.

Customer satisfaction-online

Our results show that the traditional TAM variables of *perceived usefulness-online*, *perceived ease of use-online*, and *perceived ease of use-pickup* play a key role in customer satisfaction-online. Regarding *perceived usefulness-online*, this may have to do with the convenience of the omnichannel (Silva et al. 2018), where consumers can purchase products anywhere at any time. A possible explanation for the *perceived ease of use-online* is based on the technical attributes of a company's website or mobile app (Yoon 2010). Nowadays, consumers may be more comfortable using technology for their purchases. Interestingly, *perceived ease of use-pickup* also significantly influenced customer satisfaction-online. This positive evaluation may be explained by user experience using BOPIS (Taylor and Todd 1995). Previous TAM studies suggest that the less experienced users were with omnichannel shopping, the higher the effects of *perceived ease of use-pickup*. COVID-19 introduced new consumers to the BOPIS shopping experience. In time, the impact of *perceived ease of use-pickup* in customer satisfaction-online may diminish as consumers gain more familiarity with BOPIS.

Moreover, the results confirm the positive impact of *hedonic value-online*, *trust-online*, and *trust-pickup* on customer satisfaction-online. As we hypothesized, *hedonic value-online* had the strongest effect on the research model. This supports past studies (Babin, Darden, and Griffin 1994; Childers et al. 2001; Ramayah and Ignatius 2005) that consumers need to feel some pleasure and enjoyment during the online shopping experience. As with other digital touchpoints in the retail industry, *trust-online* (Gefen, Karahanna, and Straub 2003; Pappas et al. 2014) significantly impacted customer satisfaction-online as personal information is entered to purchase items. Also of interest, *trust-pickup* was significant. One explanation could be that consumers think of the future risk expectations in the pickup stage of BOPIS (e.g., will the retailer get my order correct or shortchange me?) while they are engaged in online purchasing activities (Sweeney, Soutar, and Johnson 1999). *However, hedonic value-pickup* and *perceived usefulness-pickup* did not play a significant role in customer satisfaction-online.

Customer satisfaction-pickup

As expected, *perceived usefulness-pickup* and *perceived ease of use-pickup* were found empirically significant in influencing customer satisfaction-pickup. These utilitarian factors suggest that consumers may find value in efficiently completing the shopping task (Babin, Darden, and Griffin 1994). Interestingly, our research indicates that *hedonic value-pickup* most strongly influences customer satisfaction-pickup. This suggests that the shopping experience while picking up the purchases at the store is more than a transactional activity. Consumers may feel a sense of adventure and enjoy engaging with store employees while receiving their purchases.

Additionally, our study supports the literature (Wingreen et al. 2019; Jin, Ueltschy Murfield, and Bock 2022) that the role of *trust-pickup* impacts customer satisfaction-pickup. By using store environmental and risk cues, consumers may develop a positive perception of *trust-pickup* in the BOPIS process. Furthermore, both *trust-online* and *hedonic value-online* were found to be significant in influencing customer satisfaction-pickup. In an omnichannel environment, consumers may view risk-taking and pleasure-seeking activities holistically (Brill, Munoz, and Miller 2019). *However, perceived ease of use-online* and *perceived usefulness-online* did not significantly influence customer satisfaction-pickup.

MANAGERIAL IMPLICATIONS

From a managerial point of view, our research offers insights regarding consumer attitudes toward the BOPIS business model. Marketing strategies should focus on the customer experience (Lemon and Verhoef 2016) to build a customer-centric, competitive advantage. Specific to the online touchpoint, consumers are seeking convenience when ordering products online. The mobile app and company website should be easy to navigate. During the online process, consumers should be given information on how to pick up their purchases. This is important, especially for consumers new to the BOPIS process. Specific to the pickup touchpoint, retailers should develop a pickup process that is easy for consumers to understand and navigate. Consumers seek both efficiency and enjoyment in the pickup process. Furthermore, this is an opportunity to engage directly with consumers. Store employees should be trained in customer service that is quick and friendly. Retailers should consider marketing the pickup touchpoint as a fun and helpful shopping experience.

Some influencing factors are essential to both touchpoints. As hedonic value is highly appreciated throughout the BOPIS experience, by increasing the fun and enjoyment throughout the BOPIS process, retailers should see a higher rate of return on customer satisfaction. Firms can boost entertainment and hedonic value in retail by increasing interactiveness within BOPIS applications with tools such as enhancing aesthetics, adding animation, and personalized messages. Customer satisfaction could also be enhanced with initiatives that address perceptions of trust throughout the BOPIS process.

LIMITATIONS AND FUTURE RESEARCH

First, our study would benefit from a more extensive examination that included multiple generations to enhance the generalizability of the results. While our research sample did consist of people of various age demographics, most of the sample was generation Z. Second, other factors may induce consumers to use BOPIS that were not addressed in this study. For example, future research could explore security, privacy, time efficacy, or product involvement. Third, the BOPIS business model is still evolving. BOPIS strategy varies as retailers explore pickup options (e.g., the customer waits in the car or picks up the products through an in-store kiosk), further limiting traditional service quality engagements. These variations of the BOPIS model may interest customer service or retail researchers due to its impact on customer-employee engagement and interactions.

CONCLUSION

BOPIS has become an increasingly strategic business model for the retail industry, so it is important to understand consumers' attitudes toward this new omnichannel. By testing hedonic and utilitarian influences on customer satisfaction, this study established differences in how consumers perceive value and how value changes with the customer experience within the BOPIS channel.

Appendix A

Constructs and Measurement Items	Loadings	Reference
Hedonic Value-Online α = .93; CR = .93; AVE = .81; MSV = .32; ASV = .08		Kim et al. (2020)
Online ordering is fun.	0.913	
Online ordering is enjoyable.	0.898	
Online ordering is entertaining.	0.856	
Hedonic Value-Pickup α =88; CR = .87; AVE = .72; MSV = .38; ASV = .08		
Physical pickup is enjoyable.	0.890	Kim et al. (2020)
Physical pickup is entertaining	0.868	
Physical pickup increases my mood.	0.811	
Perceived Usefulness Online α = .89; CR = .89; AVE = .74; MSV = .20; ASV = .07		
Online ordering enhances my effectiveness in my daily life.	0.876	Davis and Venkatesh (1996), Venkatesh et al. (2012), Kim et al. (2020)
Online ordering increases my productivity.	0.866	
Online ordering improves my performance in everyday life	0.852	
Perceived Usefulness-Pickup α = .84; CR = .84; AVE = .63; MSV = .12; ASV = .05		
Physical pickup helps me accomplish things more quickly.	0.890	Davis and Venkatesh (199 Venkatesh et al. (2012), Kim et (2020),
Physical pickup increases my productivity.	0.839	
Physical pickup is useful in my everyday life.	0.783	
Perceived Ease of Use-Online α = .89; CR = .88; AVE = .71; MSV = .26; ASV = .10		
Online ordering is clear.	0.877	Davis (1989), Venkatesh et al. (2012)
Online ordering is understandable.	0.852	
Online ordering is fast to learn	0.778	
Perceived Ease of Use-Pickup α = .82; CR = .83; AVE = .71; MSV = .26; ASV = .09		
Physical pickup is clear.	0.880	Davis (1989), Venkatesh et a (2012)
Physical pickup is fast to learn.	0.837	
Trust-Online α = .86; CR = .86; AVE = .68; MSV = .28; ASV = .10		
Online ordering is honest.	0.862	Pappas et al. (2014), Kim (2020)
Online ordering is fair.	0.853	
Online ordering has integrity.	0.764	
Trust-Pickup α = .86; CR = .86; AVE = .67; MSV = .31; ASV = .12		
Physical pickup has integrity.	0.856	Pappas et al. (2014), Kim (2020)
Physical pickup is fair.	0.816	
Physical pickup keeps its promises to customers.	0.795	

Customer Satisfaction-Online α = .89; CR = .91; AVE = .76; MSV = .32; ASV = .16		
I am pleased with my online ordering experience.	0.807	Original items
I am satisfied with my online ordering experience.	0.771	
I am happy with my online ordering experience.	0.749	
Customer Satisfaction-Pick up α = .88; CR = .82; AVE = .61; MSV = .38; ASV = .16		
I am satisfied with the quality of the pickup services.	0.808	Original items
I am satisfied with my physical pickup experience.	0.727	
I am pleased with my physical pickup experience.	0.644	

Notes: α = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted; MSV = maximum shared variance; ASV = average shared variance

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