



Omnichannel as Strategy of Innovation in Youth Fashion Retail Industry in Brazil

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Abstract

Objective: Analyze the use of omnichannel as a strategy of innovation in a retail business focused on youth fashion in Brazil.

Method: The study design is a case analysis with qualitative approach and exploration emphasis.

Main results: The company seeks to create the buying experience for its final client and adjusts itself in anticipation of its clients' expectations. Analyzes new market trends and researches the consumer to follow behavioral changes that affect the buying decision, understands the need for integration of channels, of the creation of new formats, as well as of the adaptation of old ones. However, the omnichannel concept is used only partially.

Theoretical contributions: The main contribution of this study is to expand the theoretical knowledge about the process of omnichannel as innovation strategy in retailing, in particular in the youth fashion retailing industry in Brazil. The study highlights the relevance of internal marketing in the approach of omnichannel and retaining talent.


Relevance/Originality: Omnichannel is a novel concept developing as an extension of multichannel. Omnichannel requires a seamless and complete integration, while in multichannel it can be inexistent. Following the worldwide trend, Brazilian retailers need to understand, be prepared to use the integration of different service and sales channels (offline/online) and to know how to add value to the consumers using this innovation strategy.

Key words: Omnichannel; Retail Marketing; Retail Innovation.

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Introduction

Availability of Internet (Zhang, Farris, Irvin, Kushwaha, Steenburgh, & Weitz, 2010), international competition (Pacagnan, Rampazo, 2008) and changes in consumer's profile (Brynjolfsson, Hu, Rahman, 2013) have forced retailers to incorporate innovative strategies in order to remain in the market. This is particularly true for those working with young consumers. One of the strategies of retail is to offer different service/sales channels to customers, in the concept denominated in marketing theory as multichannel (Lionello, Slongo, & Alba, 2013). According to Motta and Silva (2006), the Internet and technological advancements has transformed business competition profiles in the retail industry. The digital revolution promoted changes in the concept of space, time, and mass, making possible to create an online retail space available anywhere and anytime. Parente and Barki (2014) observed that the Internet and the technological advancement transformed Brazilian retail business to such an extent that survival of the traditional store format is questionable.

Technology allows retail business to meet consumers' demand through both offline and online channels. These channels include physical stores, itinerant showrooms, direct marketing, e-commerce, m-commerce, and social media among others. In addition, the practicality and easy use and access of Internet at smartphones and tablets have significantly changed consumer's habits and buying behavior (Verhoef, Kannan, & Inman, 2015). Mobility and connectivity to the Internet empowered consumers allowing purchases anywhere in the world at any time (Brynjolfsson et al., 2013; Piotrowicz & Cuthbertson, 2014; Li et al., 2015). Dependency on brick-and-mortar, a local retail stores, is no longer mandatory. Online commercialization of products and services is directly affecting market strategies, and service and sales channels in the retail industry. According to Araujo and Zilber (2013), a new business model is required with implications on structure, processes, and strategies of the organization. Aubrey and Judge (2012) believe that in spite of the rapid growth of online retailing, traditional brick-and-mortar store does not cease to exist. Piotrowicz and Cuthbertson (2014) highlight that not all clients are attracted to technological advancement and that the physical store is an optional adapted to this type of consumer. However,

it is noticeable that new digital channels are transforming business models in both offline and online retailing.

According to Herhausen, Binder, Schoegel, & Herrmann (2015), recent studies provide evidence that buyers prefer a retail business with integrated channels. Kersmark and Staflund (2015) observe that clients expect an integrated buying experience that combines different channels to meet their preferences. The complexity and speed of the Internet created a dynamic and competitive environment. In this environment, a multichannel approach may not be enough. An omnichannel approach may be needed to meet consumers' wishes (Piotrowicz & Cuthbertson, 2014), and retailers' integration (Kersmark & Staflund, 2015).

Omnichannel is a novel concept developing as an extension of multichannel. According to Kersmark and Staflund (2015), the difference between the two lies in the level of integration. Omnichannel requires a continuous and complete integration, while in multichannel it can be virtually inexistent. The integrated and simultaneous approach through different marketing channels including the offline and online stores is an important innovation possibility for the retail market (Aubrey & Judge, 2012; Brynjolfsson et al., 2013; Herhausen et al., 2015, Gao, Shao, & Yang, 2017). Academic literature on omnichannel is still limited (Beck & Rygl, 2015; João & Pastore, 2017; Mirsch, Lehrer & Jung, 2016, Morais, Sarquis, Cittadin, & Hawerth, 2016; Mosquera, Pascual, & Ayensa, 2017) but studies performed in other countries show that retailers are more frequently adopting this innovative concept internationally (Gao et al., 2017; Kersmark & Staflund, 2015), and most studies agree that companies should focus on omnichannel approach (Mirsch et al., 2016). However, these studies report retailers facing a long road ahead to achieve integration of channels with countless challenges expected in the way.

Following the world trend, Brazilian retailers need to understand and be prepared to use integration of different channels of service and sales (offline and online). Brazilian retailers need to know how to add value to the consumers using omnichannel. We understand that innovations in the marketing channels of service and sales needed to add value to the consumer already born into the technological environment who are avid for information. Taking into account this modern context and the need to broaden theoretical knowledge on the subject of omnichannel, we decided

to perform the present study to answer the question: **how can the omnichannel concept be implemented in the youth fashion retail industry?**

The main objective of the study is to analyze the implementation of the concept of omnichannel as innovation strategy in a retail company that operates in the youth fashion industry. Secondary objectives of the study are: to characterize the omnichannel process in the company; verify the outcome the company is achieving; recommend improvements for the use of omnichannel as innovative strategy in the youth fashion retail industry.

Retail marketing: innovation strategies

Bernardino, Pacanowski, Khoury, and Reis (2011) define retailers as intermediates who, within the channels of marketing, make the direct link between product and the final consumer. They also define retail marketing as the marketing performed by the retailer with the goal of encompassing the whole business and to increase sales, market presence and image of the business. According to Kotler and Keller (2012), the process of retail marketing includes decisions about target-market, product assortment, atmosphere and service at the stores, as well as prices, promotions, and location. Marketing strategies assist the retailer on market placement adding value and meeting client expectations.

Several studies identified the retail market as complex, dynamic, competitive, and requiring constant adaptation to a changing market (Varadarajan, Srinivasan, Vadakkepatt, Yadav, Pavlou, Krishnamurthy, & Krause, 2010; Shankar, Venkatesh, Hofacker, & Naik, 2010; Bernardino et al., 2011; Miotto & Parente, 2015; Kersmark & Staflund, 2015). Technology and the Internet have caused a profound impact on these changes, transformed retail systems and the way retailers compete in the market, forcing the retail industry to promote innovations (Hübner, Wollenburg, & Holzapfel, 2016; Oh, Teo, & Sambamurthy, 2012; Zhang et al., 2010; Varadarajan, Srinivasan, Vadakkepatt, Yadav, Pavlou, Krishnamurthy, & Krause 2010). Shankar et al. (2010) noted that these new technologies allowed implementation of new business models and that the traditional sales model based on location and point of stores is changing.

According to Grewal, Roggeveen and Nordfält (2017), innovations technologies will help customer, make them feel more confident and satisfy. Retailers need to embrace the technologies (even the emerging ones - the internet of things, virtual reality, augmented reality, artificial intelligence, robots) to have more engagement from their customers and to simplify their lives. Although Miotto and Parente (2015) identified in a research performed with retailers in Brazil, that the traditional business model remains the most prevalent. They also noted that technologies can bring a more efficacious way to compete in the market. They suggest strategic and operational improvements in the variables of the marketing mix to better face the rapid changes in the market.

Kersmark and Staflund (2015) observe that to secure survival and expansion retailers find themselves pressed to be malleable and developed more creative and bolder client-focused marketing strategies. In order to attract and retain new customers, and avoid losing old ones, retailers need to promote innovations and find new technologies that create unique customer services. Retailers also need to find mechanisms of attractiveness and interactivity at the retail points, as well as increase the quality of their product mix and offer good promotions. For this, Melero, Sese and Verhoef (2016) argue that the customer must be the center. It is important to have a proper understanding of each customer and agility to offer the right product and service at the right time and channel.

New store formats arise as result of this dynamism of the retail industry, and adaptation to the needs of the market to keep up with the new consumer (Bernardino et al., 2011; Miotto, & Parente, 2015). For Bernardino et al. (2011) the new store formats can be “store-in-store” (such as snack bars within bookstores, pharmacies inside grocery stores), TV, catalogs, door-to-door, vending machines (include natural foods, books, hygiene products, nail polishes and other products), and e-commerce. The physical stores are turning into showrooms of the brand and sensorial marketing, experience and involvement to the consumer (Bernardino et al., 2011) and gives the retailer an opportunity to explore the consumer’s all senses (Broilo, Espartel, and Basso, 2014). With the changing scenarios and new technologies accessibility, the retailer's strategies evolved and the multichannel strategy is one of the firm-level strategies that have been used (Kumar, Anand, & Song 2016).

The multichannel offer opportunities for contact with the consumer through the various channels, and the Internet offer different ways to transfer information in both directions (Broilo et al., 2014). When planning their channels strategy, retailers can choose between different channels to find the one ideal for their business, including the physical and mobile stores, catalogue sales, as well as the combination of different types of channels in a multichannel format (Kersmark & Staflund, 2015). Retailers should manage all touchpoints at sales channels and all communication channels to have a better interaction with their customers and to provide a superior customer experience (Melero et al., 2016). Furthermore, they have to consider innovative channel, as mobile website channel and apps, as a sale channel to satisfy the needs of their customers (Simone, & Sabbadin, 2018). The smartphones apps are also used by customers to compare prices or even download a discount coupon (Sopadjieva, Dholakia, & Benjamin, 2017). Mobile marketing acts as a channel that facilitates the interaction and relationship with the consumer (Hansen & Sai, 2015; Shankar et al., 2010).

A survey reveals that 65% of the Brazilian population over 12 years old is on the Internet. Cell phone access has doubled in Brazil from 2013 to 2015, 87 million people access by the cell phone. Social media is present in their lives; Facebook is used by more than 84% of them and is the most common. WhatsApp has had a remarkable growth, increasing its use from less than 20% in 2013 to almost 80% in 2015 (F/Radar, 2015). The contemporary consumer relies on cell phones to gain access to social media and websites. In websites and social media they find product information, make price comparisons and purchases regardless of their physical location. The WebShoppers Report (2017) shows that sales through mobile devices grew 35.9%, and already reached a share of 24.6% of all sales in the e-commerce market. In 2014 the sales by mobile devices were 9.7% (WebShoppers Report, 2015).

Broilo et al. (2014) noted that pre-purchase of goods happens after visits to multiple stores, both offline and online and that it is influenced by the diffusion of information which is ever more accessible to consumers. Information from third parties like family and friends significantly influences buying behavior and consequently information tools utilized by retailers. Sopadjieva et al. (2017) studied the shopping behavior of customers (46,000 people) from June 2015 to August 2016 and observed that only 7% of the study participants were online-only shoppers during their shopping journey. The majority (73%) used multiple channels and 20% were store-only shoppers.

A strong predicted by the Trendwatching Report (2014) was the In-hand brand, which means serving consumers at the right place and at the right time. This trend comes as consequence of fast-paced lives, little time to spare, and desire for instantaneous results. The report suggests that brands that add resources and develop shortcuts to accelerate delivery and make themselves present, even before the consumers recognize they want them, will perform better than ones that do not. These data reveal the profile of the contemporary consumer and suggest that the traditional retail business needs to evolve and follow market trends.

The easiness of product and price comparison, the ability to monitor individual businesses and to interact with retailers, empowered consumers. They become protagonists of retailing strategies, which lead to digital market transparency (Almeida, Limongi, & Porto, 2014). However, the more access of information and big data, brought by technology, allowed the retailers to have a better customer relationship and to create additional services with great value for the customers in all channels (Simone, & Sabbadin, 2018). The retail industry needs to be prepared to serve the online customer and adapt to the challenges of the new market (Hansen & Sai, 2015; Kumar, Sunder, & Sharma, 2015; Mosquera et al., 2017).

The Internet is a strong channel for the marketing of products and services, and social media has significantly broadened the interaction between consumers and retailers by computers, cell phones and tablets (Verhoef et al., 2015). It is noticeable that the retail industry needs to find innovation strategies and that it is increasingly important to be present in other channels, as well as to recognize new challenges and create a good buying experience at any sales channel.

Integration – from multichannel to omnichannel

Traditional retailers have evolved and conquered the Internet space working in a multichannel way, as companies that make products available to consumers through more than one channel (Zhang et al., 2010). The multichannel operation is more complex and challenging (Carvalho, & Campomar, 2014; Cao, 2014; Hansen, & Sai, 2015). However, the use of different channels has the capacity to influence and respond to client expectations with each channel

compensating for the weakness and fragility of another. The retailer can start with one channel and progress to others without business interruption (Zhang et al., 2010).

The Internet allows the traditional retailers to complement their offers through online channels improving operational efficiency and increasing benefits to the client. Besides, online stores offer interactivity, a wider selection of products, convenience to buy where and when wanted, a research of products, as well foster a feeling of personal safety in the place they buy from, often with lesser prices. And physical stores have the benefit of offering a social experience with personal service, the ability to use all five senses to evaluate the product and allow immediate purchases (Broilo et al., 2014; Zhang et al., 2010).

Consumers tend to research a product using one channel then buy using another (Broilo et al., 2014; Dias, 2014; Okada, Almeida, Coelho, & Porto, 2014; Pantano, & Viassone, 2015). More than 80% of USA retailers report sales through multiple channels and that searching for better financial performance is the motivation that moves retailers to evolve to other channels of sale (Zhang et al., 2010). Through a combination of channels, retailers can satisfy client needs exploring the benefits of each channel and overcoming their specific deficiencies. Also, the integration of multiple channels can provide consumers with the unique buying experience they seek (Dias, 2014; Piotrowicz, & Cuthbertson, 2014; Vanheems, Kelly, & Stevenson, 2013; Zhang et al., 2010). In addition, Piotrowicz and Cuthbertson, (2014) observed that clients seek a highly integrated buying experience and no longer feel satisfied with retailers that operate with isolated sales channels. According to them, the consumer wants to combine the various channels according to their preferences. For Melero et al. (2016), the channels can no longer be managed individually and separately.

Evidence revealed that the impact of online and offline channel integration provides synergism between channels and contributes to a competitive edge in retailing, and not to the cannibalization of the channels (Herhausen et al., 2015; Simone, & Sabbadin, 2018). The online channels are complementary and not substitutes for the physical channels (Aubrey, & Judge, 2012; Dias, 2014; Herhausen et al., 2015), the online and offline's world are converging (Grewal et al., 2017). Buyers expect an integrated and uniform buying experience regardless of the channel of service or sales (physical, online and mobile) made available (Zhang et al., 2010; Langway, 2014; Piotrowicz, & Cuthbertson, 2014). Additionally, the Forrester Consulting study of 2014 revealed

that 71% of consumers expect to be able to see the inventory of goods in the online store and 50% of them expect to be able to purchase online and pick up the product at the physical store. However, only 1/3 of retailers operate the most basic updates to provide the full omnichannel experience to clients.

The potential impact of omnichannel on the buying experience in the retail industry is still in its infancy (Frazer, & Stiehler, 2014; Mosquera et al. 2017). Its concept is quite new and there is limited academic literature on the subject, with most research starting as recent as 2012 (Beck, & Rygl, 2015; Mirsch et al., 2016; João, & Pastore, 2017). Ailawadi and Farris (2017) noticed that omnichannel marketing brought more convenient for consumers to shopping and buying, but it is more complicated to manage for retailers.

Omnichannel strategy is an evolve of multichannel retail brought by the technological devices as smartphones, tablets, and laptops (Piotrowicz, & Cuthbertson, 2014; Kersmark, & Staflund, 2015) and requires integration of all channels available, creating a seamless experience to the customer (Cao, 2014; Dias, 2014; Frazer, & Stieher, 2014; Mosquera et al. 2017). However, to be available to clients, it is important for the retailer to be present in the channels clients prefer to use (Kersmark & Staflund, 2015). This strategy is starting to be more implemented by retailers (Gao et al., 2017; João, & Pastore, 2017) and these retailers are creating new employee positions such as omnichannel manager, omnichannel developer and omnichannel analyst (Kersmark & Staflund, 2015). An omnichannel experience should enable the transaction within more than one channel. The customer buys online and pick-up at the brick-and-mortar or buys in the store and receive their purchases by delivery services (Frazer, & Stieher, 2014; Herhausen et al., 2015; Mosquera et al. 2017; Sopadjieva et al., 2017).

Gao et al. (2017) identified the retailers can obtain advantages, as not losing sales in case of no stock at a store, if they allow the customers place an order in store and get their purchases shipped. In addition to the click-and-collect, the omnichannel involves click-and-reserve, the return of goods to a channel different from where was bought (Herhausen et al., 2015; Hübner et al. 2016; Mosquera et al. 2017) and the possibility to verify product availability at the physical store through the internet (Herhausen et al., 2015). These delivery options can offer an opportunity to retailer make cross-sell or up-sell sale while the customer is at the store and also offer convenience to the

customer. Besides, the online channel can be a virtual shelf extension, expanding the retailer assortment variety (Hübner et al. 2016).

The retailer needs to design the buying experience and building the relationship with customers by adapting the best practices of the online and offline (Brynjolfsson et al., 2013). To a successful omnichannel strategy is important to get closer to customers, understanding their channel preferences and enables them to use their preferred communication channels to maintain a long-lasting relationship (Melero et al., 2016). The Internet channel offers the opportunity to collect data on transactions and on online searches by consumers, that enables the multichannel retailer have strategic advantage of directing marketing activities accordingly, and applying it to the other channels (Zhang et al., 2010; Mosquera et al. 2017).

Payne, Peltier, e Barger (2017) says that Integrated Marketing Communications (IMC) has an important role at omnichannel to unify messaging, engage the customers and form a profitable relationship. Omnichannel requires a consistent communication in all channels and touch-point as physical store, online channel, mobile channel and social media (Mosquera et al. 2017). The findings of Yumurtaç, Galipoğlu, Kotzab (2017) study reveals that at omnichannel integration the social commerce (social media and online shops), local commerce (digital offers and in-store application, shop finder, location-based online presence, local fulfillment) and mobile commerce (mobile apps, mobile payment, QR scan-retail), named as “SO-LO-MO”, should be adopted according to the internet penetration rate, consumer preferences and demographic variables of the market.

The mobile commerce is being considered an independent business channel and retailers are developing app version of their websites for smartphones because of their convenience, accessibility, instant access to price comparison and other buyers’ ratings and comments while still in the physical store (Piotrowicz, & Cuthbertson, 2014). For Sopadjieva et al. (2017) each app, digital tool, and shopping venue is a specific channel. The omnichannel customers use all sorts of combinations and places of the retailers’ touchpoints, and they are enthusiastic about in-store digital tools such as a tablet, price-checker or interactive catalog.

According to Ishfaq, Defee, Gibson and Raja (2016), the stores are assuming a bigger role at omnichannel in order fulfillment and delivery, and their study found that retailers are seeking for benefits of scale integrating their store and distribution center inventories. Omnichannel

assumes an integrated inventory. Hübner et al. (2016) recognized that this integration brings flexibility and allocation driven for demand, as well as cross-channel picking process, and a strong indication that its positive effects exceed the cost of complexity for picking across channels.

The research of Juaneda-Ayensa, Mosquera, & Sierra Murillo (2016), which analyzed how the drivers of technology acceptance and use among omnichannel consumers affect purchase intention, found that they are influenced by personal innovativeness (omnishoppers seek to experiment new technologies and to be the first to try it), effort expectancy (they are more accustomed to using multiple channels, and using different channels or technologies to look for better prices or maximize convenience), and performance expectancy (they have perceived that the use of different channels or technologies bring benefits). The habit, hedonic motivation, social influence, and perceived security (Broilo et al., 2014) are not the drivers for these consumers, contradicting their hypotheses and some previous literature.

Sopadjieva et al. (2017) identify that omnichannel retailer's customers spent an average of 4% more in the store, and 10% more online than the customer that buys from a single channel. These shoppers tend to spend even more money in the store with every additional channel they used when compared to those who use only one (9% more who used four or more channels). In addition, the omnichannel shoppers were more loyal than a single-channel. They reported 23% more repeat shopping purchases to the retail store within six months after an omnichannel shopping experience and would probably recommend the brand to family and friends. The omnichannel strategy increase sales by a more efficient operation and allows the retailers to reach higher profits (Simone, & Sabbadin, 2018).

Piotrowicz and Cuthbertson (2014) observed that implementation of omnichannel increases the level of operational complexity due to structural differences between channels. Each channel requires different logistics and each one has different—and channel-specific— client behavior. Implementation of channel integration incurs in organizational changes, operational evolutions, and extra costs associated with new technologies and processes (Herhausen et al., 2015; Simone, & Sabbadin, 2018). The study by Mirsch et al. (2016) confirm that channels integration is an obstacle for many companies because it is necessary to change the IT infrastructure, establish an omnichannel mentality and develop this consciousness and commitment, and have a greater

financial investment. It is important to not maintain the silo mentality as at multichannel because it is crucial to share data to providing personalized consumer experiences. Also requires implementing an entirely new system with setting omnichannel capabilities and not simply adding a new channel.

Simone and Sabbadin (2018) present a theoretical framework, based on literature review, theoretical background, and some managerial insights, with key drivers, new challenges and potential outcomes for adopting the omnichannel as an innovative strategy in marketing. The key drivers that have stimulated retailers to develop an omnichannel strategy are technological development and digital disruption, the rise of the Internet channel, the power of mobile, and omnichannel customer demand. The challenges that the retailers have to face are channel integration, change in channel management, investment and implementation of technology, customer centricity, optimization of the physical channel and payment system. For results are growth in sales and profits and omnichannel loyalty. They identify that the retailers need to renew the physical stores to create a valuable shopping experience for customers, offer wireless communication technologies, payment by mobile devices and innovations technologies (virtual mirrors-fitting rooms, intelligent self-service kiosks, and displays, QR codes, RFID technologies). Furthermore, omnichannel retailers need to create an omnichannel loyalty with rewards and loyalty programs that engage and retain customers.

The omnichannel presents some challenges to the retailers and the total integration of channel is difficult to fully achieve (Mosquera et al., 2017). Consequently, only a few of them have been able to adhere to the omnichannel concept. However, in spite of these challenges, it may be necessary to develop a strategy to increase integration in order to secure a competitive edge over other retailers.

Methodological procedures

This study has a qualitative approach (Cresswell, 2010), with the goal of understanding the use of omnichannel as an innovation strategy in the retail marketing. It was performed in the format of one case study, as recommended by Yin (2015), to allow for in-depth analysis of a real life

phenomenon. The study object is a youth fashion retailer in the state of Rio Grande do Sul (Brazil). The retailer was chosen for the following reasons: in August 2014, they launched a new e-commerce to offer clients a similar experience to buying at one of their 39 physical stores, and because in 2015, to take the product where the consumer is, they included the concept of seasonal itinerant stores at beach vacation areas. The Gang Store has received multiple awards including the Top of Mind award for most remembered brand from the *Amanhã Magazine*, and award of 'Brands of Those Who Decide' from *Jornal do Comércio*, a well-established Brazilian publication in circulation since 1933, for most remembered and preferred youth fashion brand. The mobility of this particular retailer and its commitment to the incorporation of novel ways to reach the consumer demonstrate their interest in retail innovation and familiarity with the omnichannel concept. The unit of analysis is the omnichannel process in the company.

Primary data was collected using observation and an in-depth interview (Vergara, 2012). The in-depth interviews were applied in a personal and individualized manner at the organization's environment, recorded and guided by an interview script. The research was performed with people involved in the process of implementation of omnichannel: marketing manager (Interviewee #1), store manager (Interviewee #2) and purchase manager (Interviewee #3). Also were interviewed two multichannel clients (Interviewee #4 and Interviewee #5). The subjects discussed were: the omnichannel process in the company, how is this concept being applied in the stores, marketing actions implemented to adhere to this concept, contributions to the innovation strategy the managers perceive as due to the omnichannel approach, effects on the company, and recommend improvements for the use of omnichannel as innovative strategy. The interview script was drawn up from the Kersmark e Staflund (2015), Verhoef et al. (2015) and scale Omni-Channel Maturity Self-Assessment developed by Retail Systems Research (RSR, 2015). The field research was performed in November 2015 (company members) and in February 2018 (clients).

Direct observation was used to complement the interviews. Observation was performed in a structured non-participative format, meaning that there was no involvement of researchers with the situations being observed (Vergara, 2012). Direct observations occurred in physical stores, verifying the sales team/structure and customer buying process. Secondary data were obtained by documental research (Flick, 2009) made available by the retailing company, such as *As 100 Marcas*

magazine, published by the Instituto do Amanhã of Rio Grande do Sul; The Retail Company’s Own Internal Magazine; the catalogue *Conheça a História da Marca* (2015); the book *Quem somos hoje?* that reports a survey with youth. The Company’s own website and the social media (Facebook, Instagram and YouTube) were searched to gather additional information.

The data collected were organized and analyzed using the method of content analysis, in the qualitative approach and with thematic categorization (Flick, 2009). The Table 1 show the categories and subcategories of data analyzed, defined previously from the selected theoretical framework.

Table 1 - Categories and subcategories of data analyzed

Categories	Subcategories	References
The omnichannel process	How is this concept being applied in the stores; what marketing actions were implemented to adhere to this concept.	Kersmark e Stafflund (2015); Verhoef et al. (2015); RSR (2015)
The outcome achieved	What contribution to the innovation strategy the managers perceive as due to the omnichannel approach, whether or not this has had positive effects on the company.	
The recommended improvements	Recommend improvements for the use of omnichannel as innovative strategy in the youth fashion retail industry.	

Source: Prepared by the authors (2017)

The interviews were transcribed and submitted to the systematization method using the Atlas TI software.

Results and discussion

Company characterization (study object)

Founded in 1976, Gang is a retailing company that deals with the clothing and accessories industry targeting the youth public. The Company’s target-population is characteristically the Z generation, who is composed by people born after 1995, into a digital world, focused on innovation and influenced by smart devices (Constantinos-Vasilios, Stylos, & Fotiadis, 2017). In 2013 the Company was bought by the Lins Ferrão Corporation, which infused a new business vision. The Company gained strength and increased presence in the market. The Gang started working with

owned stores. Later it took the opportunity to expand its business through the multi-brand, and in 2010 it launched a virtual store. In 2018 Gang owned 42 physical stores, 160 authorized multi-brands, and an e-commerce offering different channels of service and sales, operating them within the strategy of multichannel marketing (Lionello et al., 2013). Gang also operates with itinerant channels that sell some of the products' mix, as The Beauty Truck, a Kombi (car) that park at shopping malls and other pre-determined lots, and a summer street vendor cart (Carrocinha de Verão) that in 2015 paraded the beach sands of the Southern Brazilian coast. In 2018 it has the PiCOOLé an event at stores and beaches giving free popsicles with prize vouchers surprises to be used in physical and virtual stores. The goal of the events and itinerant channels, rather than sales, is the brand promotion.

Characteristics of the omnichannel process in the company

Omnichannel was implemented in the company as a novel marketing strategy with the goal of bringing the buying experience to the client. The process involved several levels, including gathering information about the consumer, reshaping the brand, increasing department integration, re-evaluating products, and renovating the e-commerce, as well as internal disclosure of actions and optimization of the new channels experience.

According to the interviewees, the client has a new vision of the store thanks to the new experimental actions, especially the Kombi and the Summer Street Cart. This indicates that the retailer is following the trend of "In-hand brand", as pointed out by Trendwatching (2014), performing changes to follow the consumer through new formats (Bernardino et al., 2011, Miotto & Parente, 2015), and integrating channels to offer a service experience that is independent from the specific channel in use (Melero et al. 2016; Piotrowicz, & Cuthbertson, 2014).

Another aspect stressed by interviewees is the integration between online and offline, highlighting that the client does not perceive this difference. We identify in the company a commitment to focus on the final client, as recommended by Melero et al. (2016). All interviewees mentioned the client's importance several times and stressed that the actions taken the consumer in mind. Their goal is to create an experience that makes the client feel good. The company works

to impress the client and create followers that remember the brand, in addition to attract new clients. This commitment requires the development of bolder marketing strategies focused on the client, aligned with Kersmark and Staflund (2015), and Payne et al. (2017). According to the interviewees, Gang must be the expression of youth behavior, and more than a fashion brand or the seller of products, it has to be committed to the experiences and behavior of this generation.

Interviewee #2 stated that the store must have the product at the time the client wants it, stressing the consumer's power (Brynjolfsson et al., 2013; Piotrowicz & Cuthbertson, 2014; Li et al., 2015). To achieve it, the company studies its target-population behavior and is constantly analyzing the product at the point of sales. In their research on youth behavior, Gang identified the collective and cooperative vision of this population. To cater to this vision, it strengthened the bonds between its public and its brand, its media, and its channels (Melero et al., 2016; Mosquera et al., 2017; Payne et al., 2017). One example is the co-creation campaign titled "Like a Boss" in which adolescents stamp billboards and other modes of advertisement, and directly contribute to the conception and creation of goods.

With the same vision, the company runs three programs in its internal TV featuring the youth themselves, and broadcasts them in the physical stores and on Gang's Youtube channel. The programs are called "Chutando o Balde" (which has a meaning similar to "I don't care, I'm doing it my way"), "Com que roupa eu vou" ("what clothes will I wear"), and "Falando Sério" (Seriously Speaking). Combined with other virtual media and actions at the physical stores, it aims to show that the company sees no differences between the virtual (online) and real (offline) channels, as proposed by Grewal et al. (2017). Besides that, the company is present in social media and has more than 420 thousand "likes" on Facebook, 4,907 subscribers of its YouTube channel, 42.6 thousand followers on Instagram, and 7,368 on Twitter. In addition, its website hosts a space where customers can post their own pictures with the hashtag #MySelfieGang, the "Gang radio" with a playlist tailored to specific moments, and the GangApp to listen to your playlists offline music with no cost or advertisement. The two clients interviewed (Interviewee #4 and Interviewee #5) perceive that the Gang utilizes technology and innovation as tools to compete in the market, attend the target-population, and increase relationship with its clients.

To answer to the integration of channels and create the buying experience, physical stores are being restructured (Simone, & Sabbadin, 2018). The layout redesign of physical stores being

made based on behavioral research on the target population, the need of innovation and, for the survival of the traditional format (Parente, & Barki, 2014). The new stores are built with the participation of artists from each region (from tattoo artists to graffiti artists). In the beginning, the e-commerce actually posed a conflict between channels and some believed that it could cannibalize the sales. However, after the company's process of acquisition, and the internal marketing work, they started to understand that these channels do not compete, but complement each other, as pointed out by Aubrey and Judge (2012), Grewal et al. (2017) and Simone and Sabbadin (2018). Interviewee #2 argues that one-channel assists the other in creating access of clients from different cities and states and allows contributes to the desire to visit the physical stores. He mentioned as example an online client from Cuiabá city, state of Mato Grosso, who visited the store while in Porto Alegre city, state of Rio Grande do Sul. This vision indicates that several opportunities exist through contact with the consumer.

The company's strategic orientation is to keep all brand management in the Marketing Department creating an identity, that is whole and a clearer view of all channels, allowing specific and targeted communication through different channels. It became clear that the company believes it needs to explore each channel according to its particular characteristics, logistics, and specific behavior of the clients along with the integration of channels that provide a unique experience to the clients regarding promotion and the mix of products offered, as shown in the study by Brynjolfsson et al. (2013), Piotrowicz and Cuthbertson (2014) and Melero et al. (2016). The company also understands that this should be exploring the benefits of each channel and overcoming its deficiencies, as recommended by Zhang et al. (2010) and Mosquera et al. (2017).

The efforts in structuring and processes of each sales channel to serve the youth with the company's brand, is clear wherever the Gang is. The intrinsic benefits of the online channel and the physical store are well explored in an integrated way. In addition, online retailing offers the opportunity to collect information about clients and buying behavior, confirming the findings in the study of Zhang et al. (2010) and Mosquera et al. 2017. Although one channel reinforces the other, and even making use of different communication and market channels and media (Payne et al., 2017), the integration is not total because the company does not manage the multi-brand. Products are bought according to each multi-brand, and no matter how hard Gang works to direct

products, the reseller has the final say on choices and the company can't control their stock of products or sales. Development of products for this channel is based on previous buying and on characteristics of the environment, but they cannot be too assertive and cannot make an integration of all channels. It is another group within Gang, the BBR, which sells to multi-brands. Products bought at the virtual or physical store can't be exchanged through this channel (multi-brand) and products don't have the same tag price.

Understanding client's needs within each channel, the company adapts its products and its product mix to each one, as recommended by Kersmark and Staflund (2015), Melero et al. (2016), and Piotrowicz and Cuthbertson, (2014). The result was not an exclusive development of channels, but adjustments that bring better directives and a better understanding of the client. According to interviewee #1, it's not an individual development of each channel, but rather a plan tailored each one with specific buying strategies for each, and with attention to supply and logistics. Interviewees believe that the stock being offered to meet consumer's desire. To interviewee #2 the product has suffered a face change, with more fashion information. Just as the physical store is undergoing a reformulation, which includes reduction of the mix of products, but leaving them more appropriate and desired by the target audience, to lend more impact to product display and improve exposure meeting the characteristics of each store. According to the interviewees, this reduction in the product mix was mainly aimed at aligning the product portfolio with the profile and needs of the company's target customers, and did not affect the immediate availability of products (only those products of low turnover and poor sales performance were reduced).

The reduction of product mix at physical stores was met with resistance from store owners in the beginning. The prevailing culture was that stores had to be full of products and that these products had to be all exposed—which lead to overcrowded equipment. Visual merchandising and product management had to address to change this old culture. Interviewee #2 noted that the old format was easier to sellers, but not to shoppers. With internal reformulation, new rules for product organization and better understanding of the new concept, it was possible to work within the new format.

The retailer understands that the integration of channels requires integration of departments and teams, as recommended by Mirsch et al. (2016). According to interviewee #3, although department management is independent, different areas have to “talk” to one another, resulting in

a cohesive work. All interviewees stressed this cooperative interaction. Internal marketing is considered paramount to education of company partners: “[...] engage the internal public first and later work with the external public” (interviewee #1). According to the interviewee #2, internal marketing is strong and makes partners feel like part of the business.

According to interviewee #1, several investments and structural changes were made to implement the omnichannel, even though no new specific job positions were created. This phenomenon was also noted by Herhausen et al. (2015), Mirsch et al. (2016), and Simone and Sabbadin (2018). But changes were performed in a well-planned, gradual and structured way. The retailer saw this process as repositioning the brand to attend the target-population through differentiated channels, and developed courageous marketing strategies and improves invitational aspect at the point of sales, resulting in greater quality of the product mix, as discussed by Kersmark and Staflund (2015). Evidence of the process involved in omnichannel strategy and at integration's channel process is showed in Table 2.

Table 2 - Evidence on the omnichannel process

Process involved	Data source
Information about the consumers (focus on the final client) "We have to answer him (the client), understand him, and bring him into the store" (E3).	Book: Quem somos hoje?; Folder Conheça a História da Marca; Interviewed
Brand repositioning "[...]Gang needs to refresh, it needs to reposition itself with the youth, with the thinking of the youth; hence the group acquisition and repositioning of the brand. With it is obvious that we can't avoid speaking of experience. Thus, many actions such as the Beauty Truck and the Street Car came directly from adolescents. [...]" (E1)	Interviewed; Store observation; Website, Facebook, Instagram
Increasing department integration "Marketing ("VM") and product, and buying, [...]is very much in line with marketing and sales personnel. [...]. Then, all projects will always have someone from "VM" and someone from product, so things are tied together assuring maximum delivery to the client". (E1) "We have a lot of this here, it's like we are the "Gang Nation" and like Gang is our shield and we and we defend it with all our might" (E2). "Today we have a very active internal marketing program that truly works [...] I think that the greatest uniqueness that Gang has today is the valorization of its internal public". (E1)	Interviewed
Re-evaluating products "[...] we started to define clusters and sizes [...]. There's this feeling of loss or that sales won't happen because there are less products [...], we will not send everything to everybody. [...] today we understand that we have to work in different ways to meet specific needs. The physical stores need to work not with the whole mix, and some with different mix than others". (E3)	Interviewed; Store observation
Renovating the e-commerce "When I think of retail, I feel that it is almost indispensable to have e-commerce. In the physical store we can't read the client, recognize who are the better ones, who is not, who buys, who doesn't buy" (E3)	Interviewed; Website
Integration channels	Data source
New channels - new e-commerce, itinerant stores (The Beauty Truck, a Kombi, street vendor cart), special promotions in event at stores and beaches, Facebook, YouTube channel (TV Gang), Instagram, Twitter, GangApp, and "Gang radio" . "[...]to speak of omnichannel I need first to speak of what interests the youth. [...]. Then everything surfaces: not only the sale channels, but the channels of experience, as is the Gang TV and the Gang Radio and all our itinerant operations that can also be considered as channels" (E1) "[...] everybody expect to go to the store and served, nobody imagines having a store there (Kombi and Street cart) to fulfill an immediate need. [...] it is a way to be nearer to the client. to be able to surprise them, [...] but also with the buying experience" (E2)	Facebook, Instagram Website Interviewed
Integration online and offline/Seamless experience to client (all channel, including media): "...Sometimes they come uncertain like: hum..can I exchange it? Then I tell the guys: we have to do all the post-sale work right now, we have to receive the client, show him that yes we do the exchange and nothing is separated, that we can do the exchange so that he feels he is in the Gang, not in the virtual Gang or in this or that physical Gang, but that it is an integrated channel" (E2). "[...] to client: "what is your behavior on buying online and offline? And he says: "What?" They don't understand the question because they can't think of the two separately, it is old fashion to think of it separately." (E1) "I see as aggregate value to development [...]. The physical and virtual stores and vice-versa, and a lot of different exchanges happen, like the Channel conflict: "..., felt that the e-commerce was going to compete with them" (E1)	Interviewed Facebook, Instagram, YouTube
Channel conflict: "..., felt that the e-commerce was going to compete with them" (E1) "Today we have the service related to the brand, for example, in the Marketing there's a person, a partner, that takes care only of the branding to the reseller (multi-brand), then we have a page specific for the reseller, so that he can have the content but does not use the Gang's slogan, because we don't want the consumer to become confused, [...] there's one Gang that is a franchise. Then there's content generation so that he can share the correct slogan, with the brand, with all the brand identity. (E1) "The virtual store has to work with everything. [...] (multi-brand) already has a limiting factor because the client has to resell the product [...]. In each business, today's difficulty is for us is to organize and understand the needs of the client of every Gang's business." (E3) "All channels work with the same prices but multibrands establish their own prices, with the adjunct intent to avoid the characterization of a relationship". (E1).	Interviewed

Source: Prepared by the authors (2017)

Results achieved with the omnichannel

Even with the omnichannel not completely implemented, positive results from its implementation can be seen. The company did not disclose revenue numbers or data on sales growth, but the interviewees (interviewee #1, interviewee #2 and interviewee #3) reported to be very satisfied with the results, suggesting that the company has likely grown above market rate, confirming the findings of Simone and Sabbadin (2018) and Sopadjieva et al. (2017). In 2015, even

though it was considered a bad year for the economy, the company had 189 new hires, four store openings and two reforms, as mentioned by interviewee 1 and also reinforced by #2 and #3. In 2016, Gang rank was 49% at “Top of Mind” in the category of Youth Fashion Store, which represents a two-fold increase in recognition in a two years’ period.

Gang, present at physical, virtual and multi-brand channels considers the empowerment of clients through the experience and engagement through spaces to express opinions, to be of substantial benefit to the client. Data collected later with two clients interviewed (interviewee #4 and interviewee #5) confirm that improvements in the shopping experience and the involvement of customers were perceived, including the availability of more channels to express opinions and suggestions for improvements. Actually, the presence in multiple channels is considered one of the reasons for the company’s success, and well as for the ability to retain talent and foster personal growth, as noted by interviewee #2, who indicated that internal capacitation creates a competitive edge. Conform Mirsch et al. (2016), this internal capacitation serves to establish an omnichannel mentality and develop the consciousness and commitment.

Technology has strong influence on retail innovation. Gang is present in social media to increase consumer interaction with stores and their customers, as proposed by Verhoef et al. (2015) and Yumurtac et al. (2017), and pursuits new retail formats to adapt to market changes and to changes in the young target-population (Miotto & Parente, 2015; Sopadjieva et al., 2017; Yumurtac et al., 2017). As proposed by Zhang et al. (2010) and Mosquera et al. (2017), the company is evolving, gaining space in the Internet, and exploring all benefits from each of its channels to satisfy the needs and wishes of its clients. Clients interviewed (interviewee #4 and interviewee #5) mentioned that they had noticed the evolution of the company in the use of electronic channels, especially the virtual store and social networks, which made it possible to increase the actions of communication and interaction with retailers and final consumers. Consumers tend to research a product using one channel and buy it with another (Broilo et al., 2014; Pantano, & Viassone, 2015; Sopadjieva et al., 2017). Using several service channels Gang creates a strategic advantage (Zhang et al., 2010; Herhausen et al., 2015). The company’s studies on consumer’s profile resulted define sales and service channels to be implemented. The innovative formats, as Beauty Truck and Street Car, allow immediate and mobile service to consumers, at the right place and the right time, as in

the new In-hand Brand trend Trendwatching Report (2014). Strategically placed, the itinerant stores are present where youth presence is concentrated.

Among Gang's goals is to offer the unique experience through the integrated channels (Piotrowicz & Cuthbertson, 2014, Herhausen et al., 2015, Kersmark & Staflund, 2015, Mosquera et al. 2017). Even without having the omnichannel concept entirely implemented or present at all levels of the company, its basic principles are in alignment with the marketing vision. Mobile technology is changing consumer's behavior and is being considered an independent business channel, making the market more competitive (Brynjolfsson et al., 2013; Piotrowicz & Cuthbertson, 2014; Sopadjieva et al., 2017; Yumurtaç et al., 2017). Gang has a responsive mobile site, but its own mobile app is just for music. Therefore, Gang can partially fulfill the demand for convenience and accessibility that makes possible for clients to combine online and offline purchasing.

The company implemented a partnership with a School of Advertisement and Marketing in Brazil. Through the partnership, the company opened its doors as study field to graduating students enrolled in Communication and Media Planning, who returned papers with briefings on the company's defined position. Gang was reviewing these papers and planned to use in the 2016 Company Plan. This is another evidence that Gang seeks consumer-focused innovation and improvement. Evidence on the performance of the omnichannel is showed in Table 3.

Table 3 - Evidence on the performance of the *omnichannel*

Results after omnichannel implatation	Data source
"Sales are great [...] we are floating above [...]. We already have good results [...], all we have to do is remain above the crowd" (E2).	Interviewed
"[...] in this year 2015 [...], Gang had 189 new hires, 4 store openings, 2 reforms." (E1)	Interviewed; store observation; Facebook
"[...] for decades it can be said, the leader in the young fashion category, and after the acquisition, we had 29% growth. We have 49% Top of Mind [...]" (E1)	Interviewed; Top of mind Revista AMANHÃ

Source: Prepared by the authors (2017)

Recommendations for improvements to the use of omnichannel as an innovative strategy

The retailer does not offer the possibility to buy a product online and pick up at the physical store, which is considered as the true omnichannel experience (Frazer, & Stiehler, 2014; Herhausen

et al., 2015; Mosquera et al. 2017; Sopadjieva et al., 2017). However, already accepts exchanges offline of products purchased online, which is one of the integration activities identified in the study by Herhausen et al. (2015). Gang does not yet offer the option to check online for product availability at physical stores for offline purchase as recommended by Herhausen et al. (2015) and Mosquera et al. (2017). It would be desirable to offer the possibility of buying online for pick up at store, and to buy online in-store, for not losing sales in case of no stock at the store (Gao et al., 2017), integrate the inventory transforming physical store as a delivery center (Ishfaq et al., 2016), a central point (Cao, 2014) creating a valuable shopping experience for customers (Simone & Sabbadin, 2018) or working as a showroom for restricted markets or for where the square-footage is too expensive to larger physical stores, taking advantage of the sensorial marketing, without requiring the mix of products to be physically available (Bernardino et al., 2011). At the time we completed this study, only seven physical stores had had their layout changed to translate the company's new vision. It would be important to adapt the other stores too.

In line with the mobile commerce (Yumurtac et al., 2017), the Gang could have mobile payment, and the mobile app could offer more convenience and interaction to consumers, as price comparison, download discount coupon, other buyers' ratings and comments (Piotrowicz, & Cuthbertson, 2014; Sopadjieva et al., 2017), fashion suggestions and tips. Also, could have in-store digital tools such as a tablet, displays, interactive catalog, virtual mirrors-fitting rooms, QR codes, RFID technologies, offer wireless communication technologies (Sopadjieva et al., 2017; Simone & Sabbadin, 2018) and systems with the internet of things, virtual reality, augmented reality, artificial intelligence (Grewal et al., 2017) to be closer to your target audience who is focused on innovation. We recognize that there are multiple logistic challenges, and extra costs associated with new technologies and processes, as pointed out by Cao (2014), Herhausen et al. (2015), Ishfaq et al. (2016) and Simone and Sabbadin (2018), nonetheless, we would recommend studies of viability to allow these innovations.

The company minimizes challenges to integration with the multi-brand channel by using client purchase analysis (reseller) and identifying the best multi-brands' clients and giving them personalized attention. Examples of this treatment are receptions and special merchandising days at the physical stores, which double as opportunities to lend expertise and personnel for

improvements. Gang's Department of Purchase Analysis is responsible for adapting products to historical purchases. This is a very complex channel because Gang does not manage it. Therefore, the tighter the relationship between the company and its clients (Melero et al., 2016), the more on-target the new collections will be, and the more possibilities of integration will be identified in the future.

The offline channel doesn't make available the same information that is available online (Zhang et al., 2010; Broilo et al., 2014; Mosquera et al. 2017), forcing the company to search for client registration tools capable of building its purchase database. To address this issue and have information of consumers purchasing behavior, Gang created its own credit card in 2017, which offers exclusive discounts and ease of purchase, as mentioned by two clients interviewed (interviewee #4 and interviewee #5) With this improvement, the Customer Relationship Management (CRM), which currently works only sporadically and based only on records kept by the store managers, will work more efficiently and in a more integrated way. It will also allow a better understanding of the client profile of each channel.

Final Considerations

The main objective of our study was to analyze the use of omnichannel as innovation strategy in a retail company working in the Youth Fashion Industry. Our results show that the case studied seeks to create the buying experience for its final client, and adjusts itself in anticipation to its clients' expectations. The company analyzes new market trends and researches the consumer to follow behavioral changes that affect the buying decision. The company understands the need for integration of online and offline channels, of creation of new formats, as well as of the adaptation of old ones. Our findings revealed that the company focuses on its target audience through sales and communication channels, offering innovation, convenience, and comfort. The presence of social media (Facebook, Instagram, and YouTube) shows synchrony between company and a youth that interacts actively with these media.

We also observed the presence of several unattended voids when it comes to implementation of the omnichannel concept. The buying experience is not uniform and not entirely

integrated because the company doesn't make its product inventory available online and it doesn't support online purchase for store pick up. A significant challenge faced by the company is associated to the resale channel been managed by an outside company. The company has not adopted new technologies as the internet of things, virtual reality, augmented reality, artificial intelligence, robots (as proposed by Grewal et al., 2017) or mobile payment, QR scan-retail, digital offers and in-store application, shop finder, location-based online presence (pointed out by Yumurtac et al., 2017). We observed that the retailer uses the omnichannel concept as innovation strategy but only partially.

As in the omnichannel literature, the company adopted market strategies repositioning its brand, increasing market share to be more profitable (Kumar et al. 2017), getting closer to its customers and understanding their preferences (Melero et al., 2016), having a consistent communication in all channels (Mosquera et al. 2017), unifying messages, engaging the customers with an IMC (Payne et al., 2017), increase the quality of its product mix (Kersmark, & Staflund, 2015), and starting to renew the physical stores (Simone, & Sabbadin, 2018). However, the company focused its work on internal marketing and talent retention. This internal marketing is in line with the consciousness and commitment mentality and development as Mirsch et al (2016) suggest, but there is no literature that delves into this issue for the omnichannel since technology, logistics, and consumers are much more approached.

The main contribution of this study is to expand the theoretical knowledge about the process of omnichannel as innovation strategy in retailing, and in particular in the youth fashion retailing industry. Our study also can potentially contribute to better understanding of implementation of omnichannel in the textile industry of youth fashion, and to identify actions that can be improved in companies to achieve the goal of channel integration, including the need to work on internal marketing. Managerial implications of our study include the observation that there isn't a thorough understanding of the omnichannel concept nor of the creation of a real buying experience, and that there are limitations and logistic and technologies challenges inherited to its implementation. There are also challenges associated with the multi-brand channel. We noticed that even without fulfilling the omnichannel's entire potential, the company is having good results. Therefore, we suggest that retailers could study the viability of adjusting to the use of this strategy.

Limitations of this study are associated to being restricted to only one retailer - which is focused exclusively on youth fashion-, and to the inability to interview the personnel responsible for the e-commerce, logistics of the company and from multi-brand, or even collect more deeply and more customers about the process of omnichannel in the company. As final recommendations, we suggest to increase the number of studies and include other sectors of retailing servicing different demographics. We also recommend the study of logistics and fiscal implications of implementation omnichannel in Brazil, a surveying the technology needs and system requirements to implement the omnichannel concept, as well as the importance of the internal marketing for the implantation of the omnichannel.

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