

TABLE OF CONTENTS

| | |
|--|----|
| Preface | |
| <i>Fabrizio Losa and Chiara Landini, TCC</i> | XI |

CHAPTER 1 OMNICHANNEL MARKETING: THE CLIENT IS AT THE HEART OF DISTRIBUTION

Sandro Castaldo and Monica Grosso

| | | |
|-----|---|----|
| 1.1 | Moving toward a new channel scenario | 1 |
| 1.2 | Value creation from an omnichannel perspective | 2 |
| 1.3 | Customer centricity as the foundation of omnichannel marketing | 3 |
| 1.4 | Omnichannel impact on retail practices to boost customer satisfaction and loyalty | 4 |
| 1.5 | Loyalty management from a digital and omnichannel perspective | 8 |
| 1.6 | The structure of the book: Digital Loyalty | 10 |

CHAPTER 2 THE GREAT TRANSFORMATION OF RETAIL IN A FRAGILE SCENARIO

Emanuele Acconciamesa and Sandro Castaldo

| | | |
|-------|--|----|
| 2.1 | A fragile market amid global tensions, technology, loyalty, and disillusionment | 13 |
| 2.2 | The structural dynamics of Italian large-scale grocery retail: from operational resilience to new value proposition strategies | 15 |
| 2.2.1 | Large-scale grocery retail in Italy: resilience and polarization | 16 |
| 2.2.2 | Rationality, disenchantment, and new drivers of loyalty among consumers | 21 |
| 2.3 | From global context to retail integration: 360° digital | 24 |
| 2.3.1 | Algorithmic cultures, trust, AI and how they relate to digital | 24 |
| 2.3.2 | Digitalization in retail: integrated technology, relationships, and new models | 26 |
| 2.3.3 | Digital and loyalty: the new frontier of digital marketing | 29 |

| | | |
|-------|--|----|
| 2.4 | Digital as an enabler of loyalty measurement | 30 |
| 2.4.1 | KPIs: Going beyond measuring buying behavior | 30 |

CHAPTER 3

DIGITAL TOUCHPOINTS FOR LOYALTY BUILDING

Alice Mantovani, Andrea Ciacci, and Generoso Branca

| | | |
|-------|---|----|
| 3.1 | Introduction | 33 |
| 3.2 | Methodology | 34 |
| 3.3 | Descriptive results | 35 |
| 3.4 | Touchpoints | 36 |
| 3.4.1 | Website and e-commerce | 36 |
| 3.4.2 | Conversational touchpoints | 39 |
| 3.4.3 | Loyalty programs | 40 |
| 3.4.4 | Omnichannel/multichannel | 42 |
| 3.4.5 | Apps | 44 |
| 3.4.6 | Platforms | 46 |
| 3.4.7 | Other touchpoints | 49 |
| 3.5 | Toward a synthesis of digital touchpoints in building loyalty | 50 |

CHAPTER 4

THE ENABLING FACTORS OF LOYALTY IN DIGITAL CONTEXTS

Alice Mantovani, Andrea Ciacci, and Generoso Branca

| | | |
|-------|--|----|
| 4.1 | Introduction | 53 |
| 4.2 | Enablers | 54 |
| 4.2.1 | User experience | 54 |
| 4.2.2 | Customer engagement | 57 |
| 4.2.3 | Brand connection | 58 |
| 4.2.4 | Customer satisfaction and perceived quality | 59 |
| 4.2.5 | Trust | 60 |
| 4.2.6 | Price and cost | 61 |
| 4.2.7 | Gamification | 61 |
| 4.2.8 | Personalization | 62 |
| 4.3 | A synthesis of the role of enablers in driving loyalty | 63 |
| 4.4 | Designing loyalty in a digital world: a touchpoint-enabler framework | 63 |
| 4.5 | Conclusions and future research directions | 64 |
| 4.5.1 | Avenues for future research | 65 |
| 4.5.2 | Managerial takeaways | 66 |

CHAPTER 5
QUALITATIVE ANALYSIS OF LOYALTY AND TRUST
IN THE CONTEXT OF DIGITAL TRANSFORMATION:
METHODOLOGICAL PROFILES

Lara Penco and Ginevra Testa

| | |
|--|----|
| 5.1 Qualitative empirical analysis and how it relates to previous stages of research | 67 |
| 5.2 Qualitative research design | 69 |
| 5.3 The research tool: compiling the questionnaire | 70 |
| 5.4 Selecting informants and collecting data | 76 |
| 5.5 Analyzing the data and validating the research protocol | 79 |

CHAPTER 6
LOYALTY IN THE CONTEXT OF DIGITAL TRANSFORMATION:
PERSPECTIVES AND EVOLUTIONARY TRENDS EMERGING
FROM INFORMANTS

Lara Penco and Ginevra Testa

| | |
|--|-----|
| 6.1 Section 1 - From paper-based to digital loyalty programs: transiting and combining different tools | 83 |
| 6.1.1 Evolution of loyalty programs | 83 |
| 6.1.2 Digital tools for loyalty | 87 |
| 6.1.3 Integration or separation between physical and digital? | 88 |
| 6.1.4 Factors that enable/hinder the adoption of digital loyalty tools | 89 |
| 6.1.5 The advantages and disadvantages of digitalization | 90 |
| 6.2 Digital transformation of loyalty and trust | 91 |
| 6.2.1 Digitalization of loyalty programs and consumer engagement during the shopping experience | 91 |
| 6.2.2 Loyalty and trust: building and consolidating trust in the consumer journey | 96 |
| 6.2.3 How does the digitalization of loyalty programs reinforce trust? | 99 |
| 6.2.4 Potential mistrust arising from the digital transformation of loyalty programs | 103 |
| 6.2.5 Digitalization: impacts on the balance between store and brand loyalty | 104 |
| 6.3 Business intelligence and predictive analysis from digital data from loyalty programs | 105 |
| 6.3.1 Decision making and digital data from loyalty strategies and programs | 105 |

| | | |
|-------|---|-----|
| 6.3.2 | Some concrete examples | 106 |
| 6.3.3 | Digital data from loyalty programs and predictive models | 107 |
| 6.3.4 | Predictive capabilities and areas for potential improvement | 108 |
| 6.4 | New frontiers and digital developments in loyalty | 109 |
| 6.4.1 | Artificial intelligence | 110 |
| 6.4.2 | Gamification | 113 |
| 6.4.3 | Retail media and apps | 113 |
| 6.4.4 | New strategic perspectives for digital technology | 115 |
| 6.5 | Conclusion | 116 |

CHAPTER 7

THE STRATEGIC ADDED VALUE OF DIGITAL IN LOYALTY MANAGEMENT AN OVERVIEW OF NOTEWORTHY CASES

Antonella Pirro Ruggiero

| | | |
|-------|---|-----|
| 7.1 | Introduction and definition of the research scope | 119 |
| 7.2 | Overview of best practices in digital loyalty programs | 120 |
| 7.2.1 | Innovation as a positioning objective | 121 |
| 7.2.2 | Nurturing the customer relationship: rewarding interaction to optimize customer experience and achieve true personalization | 122 |
| 7.2.3 | Educating consumers on virtuous behaviors in the name of environmental, social, and economic sustainability | 126 |
| 7.2.4 | Community as an objective | 128 |
| 7.2.5 | Simplicity above all | 132 |
| 7.2.6 | Fun and gaming, challenges and badges, dynamic rewarding | 133 |
| 7.3 | Focus on digital loyalty programs in industry/retail partnerships | 135 |
| 7.3.1 | Nike with Zalando and JD Sports | 135 |
| 7.3.2 | Samsung Rewards with MediaWorld CLUB | 136 |
| 7.3.3 | Summary table and conclusions | 137 |

CHAPTER 8

DIGITAL AND LOYALTY: NEW CAMPAIGNS FOR CURRENT SHOPPERS AND RETAILERS

Generoso Branca, Andrea Ciacci, Damien Katris and Alexandro Ezan

| | | |
|-------|--|-----|
| 8.1 | A shifting scenario | 141 |
| 8.2 | TCC's answer | 141 |
| 8.3 | From framework to field: anonymized campaign snapshots | 143 |
| 8.3.1 | Designing omnichannel campaigns that perform better | 143 |
| 8.3.2 | Integrating gamified challenges into community campaigns | 143 |

| | | |
|-------|--------------------------------------|-----|
| 8.3.3 | Gamified loyalty with instant wins | 144 |
| 8.3.4 | Main takeaways | 145 |
| 8.4 | A focus on the Italian scenario | 145 |
| 8.4.1 | Participation mechanics | 145 |
| 8.4.2 | Participation frequency | 146 |
| 8.4.3 | Future avenues for Italian retailers | 147 |
| 8.5 | Conclusion | 148 |

CHAPTER 9

CONCLUSIONS AND MANAGERIAL IMPLICATIONS

*Emanuele Acconciamesa, Generoso Branca, Sandro Castaldo,
Andrea Ciacci, Monica Grosso, Alice Mantovani, Lara Penco,
Antonella Pirro Ruggiero and Ginevra Testa*

| | | |
|-------|---|-----|
| 9.1 | Introduction | 149 |
| 9.2 | The pillars of loyalty in the digital context | 150 |
| 9.2.1 | Touchpoints and enablers for customer loyalty in the digital age | 151 |
| 9.2.2 | Gamification and apps as digital loyalty hubs | 152 |
| 9.2.3 | Simplicity, personalization, and predictive capabilities | 153 |
| 9.2.4 | Digital relationships that promote trust and transparency around product quality, organizational values, and sustainability | 154 |
| 9.2.5 | Organizational coordination and data management | 154 |
| 9.3 | Managerial implications | 155 |
| 9.3.1 | Strategic digitalization: from technology to experience as a lever of perceived value | 155 |
| 9.3.2 | Organizational coordination: integrating roles and skills to enable digital innovation | 155 |
| 9.3.3 | Digital culture: transforming internal resistance into an engine of continuous change | 156 |
| 9.3.4 | Multidimensional engagement: activating mind, emotions, and actions for deeper loyalty | 157 |
| 9.3.5 | Digital experience: integrating touchpoints and enablers to generate effective relationships | 157 |
| 9.3.6 | Customer journey: associating tools and channels with key moments of the relationship | 158 |
| 9.3.7 | Integrated omnichannel: building experiential continuity between physical and digital environments | 158 |

| | | |
|-------|--|-----|
| 9.3.8 | Strategic loyalty: measuring, valuing, and managing loyalty as a competitive asset | 159 |
| 9.3.9 | The phygital relationship: harmonizing technology and human capital to build trust | 160 |
| 9.4 | Digitalization and Loyalty: a shared agenda for research and management | 160 |
| | REFERENCES | 163 |
| | AUTHORS | 175 |