



LAPPEENRANTA UNIVERSITY OF TECHNOLOGY
LUT School of Business and Management
Master's Degree Programme in International Marketing Management



UNIVERSITY OF ECONOMICS PRAGUE
Faculty of International Relations
Master's Degree Programme in International Business – Central
European Business Realities

MASTER'S THESIS

**MARKETING COMMUNICATION STRATEGY FOR AN ONLINE STORE
LAUNCH IN THE SANITARY, HEATING AND PLUMBING INDUSTRY:
APPLICATION ON A SMALL SLOVAK COMPANY**

1st Supervisor: Professor Olli Kuivalainen
2nd Supervisor: Post-Doctoral Researcher Heini Vanninen

Bc. Patricia Sulikova

2019

ABSTRACT

Author:	Bc. Patricia Sulikova
Title:	Marketing communication strategy for an online store launch in the sanitary, heating and plumbing industry: Application on a small Slovak company
University:	Lappeenranta University of Technology/ University of Economics, Prague
Master's Degree Program:	International Marketing Management/ International Business – Central European Business Realities
Year:	2019
Master's Thesis:	Lappeenranta University of Technology/ University of Economics, Prague 90 pages, 12 figures, 13 tables, 14 appendices
Examiners:	Professor Olli Kuivalainen, Post-Doctoral Researcher Heini Vanninen
Keywords:	Marketing communication strategy, Launch, Customer behaviour, Online store, Technology acceptance model

The purpose of this thesis is to create marketing communication strategy for an online store launch operating in sanitary, heating and plumbing (SHP) retail based on a study of the behaviour and technology acceptance of their customers. Primary quantitative research was conducted in form of a survey and 80 responses from current customers of case company were obtained. The data were analysed descriptively as well as explanatorily. Technology acceptance model (TAM) was used as adoption model and outlined relationships of the studied variables were tested by hypotheses.

The main findings of the research revealed that the behaviour of the customers of SHP retail towards the online shopping is quite neutral and based on the finding, they are not persuaded to shop online for this category products. However, they are open to learning to use the online store. Their intention to shop online is significantly influenced by the perceived usefulness and ease of use. Moreover, two new constructs, perception of benefits and perception of positive attributes of online store were disseminated to have a strong effect on intention as well. Concrete benefits and attributed should form a significant part of the launch communication message. Channels suitable for communication with customer are offline channels which seem to work better than the online. Communication strategy is based on deciding what strategy, tactics and control steps should be undertaken for a successful launch.

ACKNOWLEDGEMENTS

This thesis mirrors all the knowledge acquired during the last five years I have dedicated to the studies at university. The path was not always the easiest, nevertheless, I would not have been here, at the end of my studies, without all of the hard work and people surrounding me.

I would like to express my gratitude to my supervisor professor Olli Kuivalainen, for his valuable guidance and feedback provided which helped me to keep on the right track during the whole process of writing the thesis.

Moreover, I would like to thank doc. Ing. Ludmila Štěřbová, CSc. and Ing. Ivana Krejčí from the University of Economics, Prague for the unique opportunity to study double degree at LUT university in Finland. This experience is the most valuable lesson in my professional and personal life.

I would not be here without my parents, Jana and Juraj, and my sisters, Jana and Alexandra to whom I would like to thank for the courage, unconditional support and motivation they are giving me every day. Especially during the last year, because without them I would not be able to study at universities in foreign countries and finish my double degree master's studies.

Furthermore, I would like to thank my boyfriend, Martin, who has been the most supportive person during the whole five years of my studies, and who had always cheered me up and made me smile even in the moments of crisis, because he always believed in me and my capabilities.

I also want to thank my friends, Bibiána, Elena, Kateřina and Mária who always have stood by my side, have given me their honest opinion and constructive critics thanks to which I could move forward.

Lastly, I would like to thank the company Solidstav, and its representatives for the opportunity to work on the real case company as well as all the respondents taking part in the survey. I also want to thank to all the professors, friends and family members, who have been part of the journey which now, comes to an end.

CONTENT

1	Introduction	4
1.1	Background.....	4
1.2	Literature review.....	7
1.3	Research questions.....	9
1.4	Theoretical framework.....	10
1.5	Definitions and concepts.....	11
1.6	Delimitations.....	12
1.7	Research methodology and data collection	13
1.8	Structure of thesis	14
2	Theoretical part	15
2.1	Marketing strategy	15
2.1.1	Segmentation	16
2.1.2	Targeting	16
2.1.3	Positioning	17
2.1.4	Marketing mix	17
2.2	Marketing communication.....	18
2.2.1	Marketing communication mix	19
2.2.2	Communication strategy development.....	22
2.3	Launch strategy.....	24
2.4	Marketing research	27
2.5	Customer.....	28
2.5.1	Customer-centric communication	28
2.5.2	Click and mortar's view on customers	29
2.5.3	Customer online behaviour	32
2.6	Technology acceptance models	33
2.6.1	Theory of reasoned actions.....	33
2.6.2	Technology acceptance model	35
2.6.3	Unified theory of acceptance and use of technology.....	36
3	Hypotheses	39
4	Methodology	42
4.1	Empirical context.....	42
4.1.1	Sanitary, heating and plumbing retail industry	42
4.1.2	E-commerce in Slovakia	45
4.1.3	Company introduction.....	46
4.2	Research design	49
4.3	Data collection	50
4.4	Data analysis	53
4.5	Reliability and validity	55
5	Empirical findings	56
5.1	Descriptive analysis	56
5.2	Explanatory analysis.....	66
5.2.1	Factor analysis	66
5.2.2	Correlation analysis	68
5.2.3	Regression	69

5.2.4	Post hoc analysis	73
6	Proposed communication strategy for online store launch	76
7	Discussion and conclusion	81
7.1	Summary.....	81
7.2	Theoretical contribution.....	86
7.3	Practical implications.....	88
7.4	Limitations and future research	89
	References	91
	Appendices	100
Appendix 1.	Onlineability matrix.....	100
Appendix 2.	Onlineability matrix for SHP products.....	101
Appendix 3.	E-commerce framework for home improvements.....	101
Appendix 4.	Logo Solidstav	102
Appendix 5.	Survey questionnaire	102
Appendix 6.	Central tendency and dispersion measures.....	108
Appendix 7.	Frequency of advertisement catching customers' attention	111
Appendix 8.	Willingness to shop online if motivated by different means.....	111
Appendix 9.	Reasons for shopping at Solidstav.....	112
Appendix 10.	Summary of factor analysis before extracting items	112
Appendix 11.	List of abbreviations used in the analysis.....	113
Appendix 12.	Summary of new constructs characteristics	114
Appendix 13.	Correlation matrix	114
Appendix 14.	Multicollinearity	115

LIST OF FIGURES

Figure 1. Theoretical framework.....	11
Figure 2. Communication development process	22
Figure 3. Theory of reasoned actions	34
Figure 4. Technology acceptance model	35
Figure 5. Unified theory of acceptance and use of technology.....	37
Figure 6. Hypotheses.....	39
Figure 7. Frequency of SHP products shopping according to the customer type.....	58
Figure 8. Online shopping experience according to the age.....	58
Figure 9. Willingness to shop online for SHP products according the customer type	62
Figure 10. Solidstav's advertisement noticed by the respondents	65
Figure 11. Solidstav defined by the customers	66
Figure 12. Summarized communication launch strategy.....	76

LIST OF TABLES

Table 1. Marketing communication mix.....	19
Table 2. Product categories of SHP products.....	43
Table 3. Survey structure	51
Table 4. Frequency distribution of demographic information	56
Table 5. Importance of attributes discouraging from online store adoption	60
Table 6. Intention to shop online	61
Table 7. Advertisement's ability to catch the attention of the customer	63
Table 8. Motivation to shop online	64
Table 9. Reasons customers shop in Solidstav	64
Table 10. Summary of factor analysis, adequacy and reliability	67
Table 11. Simple regression statistics.....	70
Table 12. Summary of multiple regression.....	74
Table 13. Effect of perceived usefulness on perceived ease of use.....	75

1 INTRODUCTION

The objective of this thesis is to develop a communication strategy for launch of an online store in sanitary, heating and plumbing industry. This introductory chapter presents the background of this study which delimitates the research gap. The preliminary literature review set bases to the research questions from which theoretical framework of this study is derived. Moreover, definitions of most important concepts, delimitations of the study, methodology and structure of the thesis are outlined in this section.

1.1 Background

The technological development from the end of 20th century and increased importance of World Wide Web led to various retailers opening online stores becoming a huge success from its beginning. Opening an online store does not require to overcome high entry barriers. Moreover, retailers' costs are lower compared to the operations in physical stores leading to increase of production or service improvements. These are some of the reasons for the major adaptation to the trends followed by the online boom. Not only new e-commerce companies emerged but also the traditional brick and mortar companies started to implement online channels additionally to their established physical stores. However, the business works only if the customers visit the stores and buy the products. The problem of new online channels was, that the customers needed to adapt to the new technologies as well, this often took much longer. It was necessary for the customer to start trusting the internet and to give up the services connected to face-to-face selling (Browne et al., 2004).

Over the years, customers started to adopt to the e-commerce trend as the statistics show, that the worldwide e-commerce sales in 2017 reached 2 304 billion USD and even though slower growth is expected it is still predicted to reach 18% in 2021 (Statista, 2019). Online shopping channel is gaining a lot of attention all around the world, however, in the European Union in 2018 only 17% on average of all the enterprises operated through online stores. Ten years earlier, companies with online stores accounted for 16% (EUROSTAT, 2019a). The growth of online channel adoption among the EU is slow. However, Western European countries such as the United Kingdom, Germany and France are the biggest online markets in Europe and were accountable for 81,5% of sales in 2017 (Enterprise Europe Network, 2018). On the other hand, in the countries of Central Europe such as Hungary, Poland and Slovakia, online channels are not as developed within the retailers as in the Western Europe. According to the statistics

(EUROSTAT, 2019a) these countries are under the average of the EU. Taking into account these facts, there is a lot of room for the companies in Central Europe to establish their online stores and gain competitive advantage from it.

When it comes to the European customers using online channels for buying, they adopted to the new technology little bit faster than the companies. In average 60% of the EU population aged 16 to 74 shop online (EUROSTAT, 2019b). The adoption of online channels by customers seems to be faster as the percentage of online buyers doubled in the last ten years. Customers from Western countries are again ahead with approximately 75% of customers shopping online, however the Central European countries are close to the average (ibid). The lowest number of online channel users represented the customers from Eastern Europe.

European Statistical Office (EUROSTAT, 2019c) studied the goods purchased according to the demographic selection of the customers. The office divided the customers into three groups according to their age to 16 – 24, 25 – 54, and 55 – 74. The three groups have the major share of purchases in clothes and sport equipment followed by travel and accommodation, and household goods. Comparing the groups, in addition to the previously mentioned product categories the youngest customers are the ones who shop the most for video games, software (31%) and film and music (29%). The age group 25 – 54 has the highest proportion of buying household goods, tickets for the event and groceries accounting for 50%, 41% and 28% respectively. The oldest group, 55 – 74, are dominant in buying magazines, books (34%) and medicine (19%) online. 54% of both groups, aged 25 – 54 and 55 – 74, shop online for travel and accommodation (EUROSTAT, 2019c).

It is defined by the United Nations (2017) that the products such as sanitary ware, plumbing and heating fixtures, which are studied in this research, are included in the household goods. Therefore, it is assumed, that the potential customers of the online store from SHP industry will be from the age group 25 – 54 years old. However, toys, decorations and furniture fall under the category of household goods, as well. There is little evidence on customers shopping for products from SHP industry online and offline. This fact creates a room for customer behaviour and online store adoption study in this particular industry.

More than 20 years had passed from the big dot-com boom in 1990s and when looking at the reasons, why customers do not want to shop online, these are the same from the research conducted in 2004 and statistical data from 2018. The first reason listed is the inability to see

and touch the product before the purchase, followed by the trust issues towards the payment. In 2018 the lack of internet knowledge accounting for almost 20% was considered as a reason number three (Browne et al., 2004; EUROSTAT, 2019c). Even though the e-commerce sales revenues grow, customers are still holding back, and therefore, the benefits as well as safety of the online payments need to be communicated to attract customers who have not shopped online yet.

The company, which wants to transform itself from brick and mortar to click and mortar firm, has to take into account the situation of the market and the adaptability of its consumers to the innovation, in this research particularly the launch of an online store. The companies' adoption of new online channels in Central Europe is under the average of the EU, and therefore the room to success is present. It is crucial for the companies to develop a marketing strategy focusing on attraction and adoption of the new purchase channel by customers. The essential for doing so, is to get to know the customers, and recognize the drivers which would make consumers buying products from internet. This research focuses on sanitary, heating and plumbing industry, which products are in statistics included under the household goods. Consumers and their adaptability to innovations have not been studied in this industry context. According to the research provided by Roland Berger (2013) the customers of SHP retailers are divided into three groups installers, specialized retailers and end customers, meaning, that they are operating B2B with the other retailers and installers, and B2C selling to the end customers.

Understanding the types of customers, their needs and motivation enables companies to prepare marketing communication for new online store launch and its adoption by customers. This step should benefit both, the company and the customers. This research will have a closer look at the behaviour and technology adoption motivators of the customers. Based on the gathered information a marketing communication strategy will be proposed to launch an online store. This research should benefit all the small and medium enterprises operating as brick and mortar companies in SHP industry who want to enlarge their selling channels and need to attract customers to it. The aim of this thesis is to create theoretical background of the customers' adoption of new technologies in SHP industry and contributing to the management of the industry by developing a marketing communication strategy to attract customer to the firms' online stores.

1.2 Literature review

Marketing strategy is considered as an essential tool for conducting successful business activities (Knight, 2018; Paley, 2000). This thesis elaborates on marketing communication strategy for companies enlarging their operations by launching an online store for their customers, clients of the sanitary, heating and plumbing retailers. Preliminary literature research was conducted for better perception of concepts needed for this research. It primarily outlines marketing strategy, click and mortar businesses, customer-centric marketing, technology adoption models, drivers attracting customers to use online channels and short overview of the current situation of e-commerce in Slovakia and in sanitary, heating and plumbing industry.

Concept of marketing strategy was outlined by Oxenfeldt (1958) defining its two parts, definition of target markets and the composition of a marketing mix. This division was later adopted by many researchers in marketing field (Shaw, 2012). To develop marketing strategy, it is necessary incorporating many aspects of the business. Kotler and Keller (2012) state that the initial step is to define a clear measurable objective to monitor progress. They also claim, that all marketing strategies begin with segmentation, targeting and company's positioning. Strategy formation continues with, what is a core of the marketing strategy for Fifield (1998), the marketing mix consisting of commonly used McCarthy's four Ps (Product, Price, Place and Promotion). When designing a marketing strategy in addition to the mentioned elements, according to Paley (2000) it is eligible to make an analysis of external forces, concretely of customers, competitors, industry and environment. Different authors named these forces environmental factors and divided them regarding the level they influence to micro and macro factors (Kotler et al., 1999).

In addition to the marketing strategy the literature review of the thesis will have a deeper look at click and mortar businesses. Specifically, the implication of the e-commerce operations to the established physical business model. These hybrid or multichannel models are based on synergy of both online and offline channels and therefore create higher customer value (Adelaar et al., 2004). According to Molesworth and Suortti (2002) firms are integrating the e-commerce strategies to attract customers, reduce costs and leverage company's assets. Trenz (2015) defines three types of multichannel integration - coordination concerning organizational and supply chain matters, information and its flow between the company and customers, and services improving customers' buying experience.

As the information technologies expanded and the organizations started to implement new innovative channels, it was essential for the companies that the customers adopt them. Many researches were conducted to tackle the issue of the acceptance of new technologies and various theoretical models were created. One of the basic ones is Theory of reasoned actions (TRA) based on social psychology used to predict behaviour in different contexts (Davis et al., 1989). Technology acceptance model (TAM) is the most applied model studying perceived usefulness and perceived ease of use. This model was shown valuable in many contexts and was extended by Venkatesh and Davis (2000) who added to the original one, social influence and instrumental processes specifying usefulness and ease of use. After a detailed comparison of eight models concerning technology adoption researchers formulated new model Unified theory of acceptance and use of technology (UTAUT) combining their most relevant factors, four determinants of intention and usage, and four moderators of relationships (Venkatesh et al., 2003).

In the recent two decades researchers focused their attention to various reasons of consumers' purchasing channel choice. Gupta et al. (2004) identify factors influencing the choice of channel as risk perception, price, search effort, evaluation effort and delivery time. Yang et al. (2013), on the other hand, studied only the impact of service quality. To structure the findings of number of authors Trenz (2015) in his research divided factors influencing customers' decision to use either online or offline channels for their purchase into four groups: channel determinants, purchase specifics, external influences and individual differences. In the category of channel determinants author incorporates, among others, the price, service quality, ease of use and convenience as well as negotiation and purchase decisions. Purchase specifics represent diverse purchase circumstances such as types and categories of products. Marketing communication and social connections are part of the external influences. The last group, individual differences, is determined by demographics, geographic, internet use, and previous experience of customers.

Globalization, which led to the fast expansion of the world digitalization, empowered customers in the business. Authors Kotler and Keller (2012) and Sheth et al. (2000) agree that the customers have nowadays an easy access to information which unable marketers to use product centric marketing. There is a need to create marketing strategies around the customer, in other words develop customer-centric marketing strategy. It is essential for companies to understand and meet needs and resources of individual customer instead of masses. Kotler and

Keller (2012) therefore state that to retain the customers, companies need to “map customer path to purchase”, comprehend touchpoints across the way and concentrate the attention on those that matter. Authors emphasize the necessity to increase communication, improve presence among multiple channels, enhance customer relationship and exploit customer peer-to-peer connectivity (Kotler and Keller, 2012).

The industry context being sanitary, heating and plumbing industry has not been studied in terms of customers adoption of online channel until now. Consultant company Roland Berger (2013) conducted a study of the impact of the growing online market in mentioned industry in Germany, Netherlands, United Kingdom and Belgium. Online SPH market in studied countries in 2012 accounted for 1-3% and was expected to rise to 7% in 2017. According to Roland Berger’s study SHP merchants’ customers are installers representing the majority followed by specialized retailers and end users. The expected growth of the online market is due to systemic drivers, price transparency as the internet creates more transparent environment where prices are easily compared, and simplicity of the product. The major increase was expected in the sanitary segment.

When it comes to the context of e-commerce adoption in Slovakia, only 15,3% of all the enterprises are offering products through online channels. However, the percentage of enterprises purchasing through online channels is slightly higher representing 24,8% in 2016 (Ballek et al., 2017). B2B e-commerce is more developed. According to the statistics from 2016 products from the category “households’ goods”, where SHP products are incorporated, account for the 43,8% of the all purchases Slovaks made in the previous 12 months (Vlačuha et al., 2016). This category is the third most shopped for after the apparel and sport goods. The adoption of online channels by companies and by the customers is still in the ongoing process.

1.3 Research questions

The world of e-commerce has developed dramatically quickly and become a trend in many industries. That is also the case of the sanitary, heating and plumbing industry studied in this research. Many of the companies adapting the online store in addition to physical store are, however, not able to bring their customers online. The objective of this research is to create a marketing strategy to communicate an opening of online store in the sanitary, heating and plumbing industry. This research should help any company in selected industry targeting

differentiated customers such as another businesses and end customers to develop their own marketing communication strategy on launching an online store.

The research questions are designed to help achieve the objective of the thesis, and therefore concern the creation of marketing strategy and deeper study of the customers. The main research question is:

How to create marketing communication strategy for launching an online store operating in sanitary, heating and plumbing industry?

The main research question is supplemented by following sub-questions:

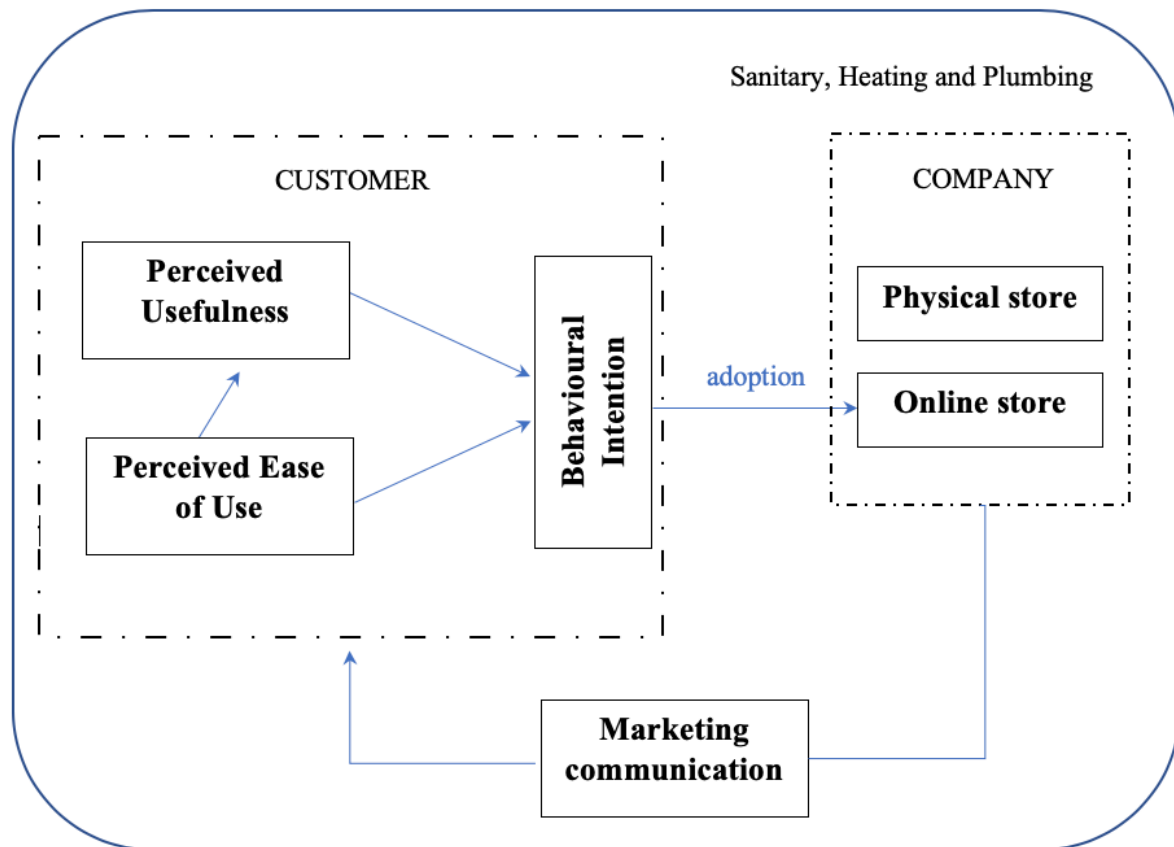
- 1) *What are the elements of the marketing communication strategy?*
- 2) *What are the key drivers that influence customers to choose online channel for their purchase?*
- 3) *How does the customer's perception of usefulness and ease of use of the online store influence the intention to use it?*

1.4 Theoretical framework

The theoretical framework of this study is supported by the theory of marketing strategy and the technology adoption model. In order to develop a marketing strategy for launching an online store it is necessary to understand the adoption process of new information technologies, in this case online store, by the customers, for which the Technology acceptance model (TAM) will be used. TAM is designed to measure the customers' intention to use the new information technology based on their perceived usefulness as well as on the perceived ease to use of the technology, the expectation of effortless use. Furthermore, customers behaviour and their responsiveness to the communication activities will be studied as an external factor.

Figure 1. presents the research outline which is based on the interaction of the customers and the company, where the customers' intention to use online store is defined by the perceived usefulness and perceived ease of use. It is assumed that marketing communication of the company affects customers' perception as well. This thesis will study the effect of the perceived usefulness and perceived ease of use and will also try to understand what other drivers, which can be used by the company's communication, can have a positive effect on the consumers adopting new online store.

Figure 1. Theoretical framework



Source: Author

1.5 Definitions and concepts

Adoption is defined by Kotler and Keller (2012) as person's decision to accept and start using a product in regular bases. They specify the factors influencing the process of adoption to readiness of person to try a product, personal influence, differing rates of adoption and readiness of an organization. Davis (1989) also adds to the factors the influence of the culture.

Click and Mortar business is a multi-channel business selling its products through both online and offline channels. The customers can buy products or services in physical stores or in online stores by ordering them through the internet. This type of business is very often between the retailers (Cambridge Dictionary, 2019).

Electronic commerce also known as e-commerce, arose in 1991 including all the business activities of sales cycle. It is a business operated on internet which involve selling, buying and interchanging products, services and information (Mourya and Gupta, 2014).

Launch is an event of a new product or service introduction to the public. Launch strategy are therefore activities needed for product to enter the market and start generating revenue (Hultink et al., 1997).

Online store is an internet shop where people can purchase products or services without visiting physical store. The payment can be realized in advance through the web page with credit or debit card, after the delivery arrives or at the physical store when picking up the product.

Perceived usefulness is person's expectation of the extent to which the information technology improves his/her job performance. Based on the perceived usefulness, people tend to adapt and use new technology or not. This concept is studied together with perceived ease of use in the Technology acceptance model (Davis, 1989).

Perceived ease of use is the comprehension of the amount of effort person needs to make to use the new technology. Easier it is for person to use the technology, higher is the chance of adopting it. Perceived ease of use is a second factor studied in the Technology acceptance model right after perceived usefulness. Perceived ease of use is tightly related with the learning as many people are motivated by "learning by doing" and learn to work with new technology by using it rather than study the manuals (Davis, 1989).

Sanitary, Heating and Plumbing industry is closely related with building materials and equipment industry as both are providing products for basic house arrangements. SHP market is a retail market for sanitary products such as taps and showerheads, sinks and toilets, bathroom furniture, showers and baths as well as related accessories. Different types of products are sold in the heating section for example heaters and boilers, radiators, floor heating and their accessories. Under the plumbing section belong pipes, valves and fittings and others.

1.6 Delimitations

To obtain better and more exact picture about the acceptance of new technology, the online store in SHP industry, is this research limited only on the retail sector which will be studied. Moreover, the study is restricted to small and medium enterprises and can hardly be generalized on the larger companies as these often have different organization structure, processes, resources and relationship with customers. The study is conducted on company based in

Slovakia, and therefore the findings will not be applicable to companies outside of Central European region. This is due to the differences between the customers' habits in Central Europe, where Slovakia culturally belongs, and the other parts of the world with different culture and consumer behaviour. Distinctions between Western and Central European customers' habits of online purchasing are outlined in previous section.

Due to the absent research in similar context, this study will be conducted on general level and will tackle the requirements of the company used as a sample being the adoption of online store by customers enhanced by the marketing communication. The research will be conducted on the sample of current customers from the company's database or visiting customers only and will not give any insight of the potential customer behaviour.

1.7 Research methodology and data collection

For the purpose of this study a quantitative research is selected. The research is conducted applying descripto-explanatory design to obtain a clear picture of the situation and the explanation behind it. Data are collected in certain period of time on a particular phenomenon, therefore the cross-sectional approach is applied. Combination of deductive and inductive method is undertaken where, deductive method studies the TAM in the new context of online store adoption in SHP industry whereas inductive method is used to investigate the unstudied drivers, affecting online store adoption. Survey strategy is chosen for data collection due to its controllability and low costs. Selected combination of the methods and designs enable more exact and precise results of the study for better understanding of the online store acceptance by customers in SHP industry and the motivation by which the company can attract them.

The survey will have a form of a questionnaire and will be conducted among the current customers visiting the physical store or the web page of the company the research is applied on. Questionnaire will be shared with the customers online and offline. Online through e-mail to current customers. Offline survey will be conducted in the physical store where the customers will be asked to fill in the questionnaire. The questionnaire will be in the native language of the customers, in this case Slovak language and will be divided in two parts - one gaining information about the constructs of the TAM and second one studying customers, their motivation to shop and perception of marketing activities. Based on the collected data descriptive and explanatory analysis will be conducted based on which marketing

communication strategy will be developed. The data will be collected for three weeks from 7.4.2019 to 3.5.2019.

1.8 Structure of thesis

The structure of the thesis is divided in introduction, theoretical part, methodology, empirical part and conclusions. The introduction outlines the background of the research, preliminary literature review based on which aim of the research supplemented by the research questions were formed. The research is outlined in the theoretical framework.

The theory chapter discusses in more detail the concepts necessary for successful research. In this case the chapter covers the marketing strategy where the emphasis is given to the marketing mix as is follows by the marketing communication part and launch strategy. Marketing research is another concept tackled continuing with the subchapter discussing consumers their online behaviour as well as the drivers of customers to shop online. Theory chapter is followed by the theory on technology acceptance, where three models are discussed TRA, TAM and UTAUT. The last part of this chapter is formed by the hypotheses formation for the analysis.

Methodology part introduces the context of the study as well as the company used as a case company. Moreover, the design on the study, the process of data collection and analysis together with the research validity and reliability analysis.

Empirical part is divided in descriptive and explanatory analysis of the collected data. Descriptive analysis covers the background, central tendencies as well as variability of the questions enlarged by the cross tabulations performed to study multiple relationships. Descriptive part mainly covers the questions related to the marketing activities and customers perception of those. Explanatory analysis studies in more detail relationships outlined by the TAM which is enlarged by two constructs benefits and positive attributes of the online store. Multiple analyses and test were conducted to answer the hypotheses outlined in theory chapter. Moreover, based on the conducted analysis the marketing communication strategy fot online store launch is proposed.

The very last part of the thesis discussed the outcome of the research and summarises the answers to the set research questions. Furthermore, limitations and suggestions for further study are presented.

2 THEORETICAL PART

This section of the thesis gives deeper understanding of the concepts discussed in the introduction chapter. The theoretical part covers the most significant researches, divided into three main parts characterizing marketing strategy, customer and technology acceptance models necessary for conducting the following empirical part of the thesis and meeting the set objectives.

2.1 Marketing strategy

Marketing strategy is developed in accordance with the overall business strategy and the context of organizational decisions. The definition of marketing strategy is very incoherent among the researchers. One perspective was taken by Porter (1996) and Day et al. (1990) concerning marketing strategy to be represented by activities the firm is performing. They have, however, distinct view at the relations marketing strategy has on competitive advantage. Porter (1996) claims the competitive advantage is an effect of outperforming activities over the competitors, on the other hand, Day et al. (1990) perceive marketing strategy as all activities which lead to sustaining competitive advantage. Moreover, Day et al. (1990) consider marketing strategy a statement providing direction of the activities.

A different approach was taken by a group of authors Hofer and Schendel (1987) and Walker et al. (2006) who defined marketing strategy as an allocation of resources dedicated for marketing to meet companies' overall goals. Cravens (2000) and Slater and Olson (2001) provided a more concrete insight when defining marketing strategy as decisions and actions built to satisfy the expectations of customers. Both studies understood marketing strategy as the process of determining the segments, targets and positioning strategy the company wants to follow. Kotler and Keller (2012) see it similarly when stating that strategy sets target markets as well as the value proposition for the customers based on prior analysis of the opportunities. Furthermore, Slater and Olson (2001) specified, that the decisions of segmentation, targeting and positioning are developed based on the agreement made on marketing mix, the 4Ps - product, price, place and promotion. Varadarajan (2010) combined all of the above-mentioned positions toward the definition of marketing strategy and developed one stating that marketing strategy is a set of decisions regarding targeted segments, marketing activities and the way of operating these activities as well as decisions about budget allocation. These concrete

decisions lead to product or service formulation concerning the delivered value to the customer which is, as follows, exchanged with the company.

The provided definition looks at the marketing strategy from the general perspective serving as a direction for marketing activities conducted by the firm. Crawford and Di Benedetto (2010) frame their definition to specific situation such is a new product launch. They divided the decisions into two groups of strategic and tactical launch decisions. Strategic decisions concern the general direction of the product which was based on the segmentation, targeting and positioning. The tactical decisions are connected with marketing mix and tactics of the strategy application. Following sub-chapters examine these components of marketing strategy in more detail.

2.1.1 Segmentation

Segmentation is a marketing tool which divides big heterogenous market of customers into smaller groups called segments according to some specifics the members of the segments share (Kotler et al., 1999; Paley, 2000). Segments are, therefore, small specific groups sharing some similar characteristics. Based on the analysis of the segments, the company can choose segment or segments of customers which will target and adjust its marketing strategy accordingly. Single focus of the company can provide more suitable offerings for the customers and improve the communication efficiency. It is claimed to be more convenient, for the companies, to focus on different needs of the segments, than targeting every customer by producing only one product (Kotler et al., 1999; Paley, 2000). Kotler (1999) claims, that buying customers behave differently, they have different needs and perceptions. Lancaster and Reynolds (2002) in addition to customer's variety look also on different factors causing the need for segmentation. Those are defined as the increasing competition, empowerment of customers who are more informed and educated, and persistent changes in demand. And therefore, segmentation helps companies define the customers which make the best use of their product or service. The segments are usually defined based on geography, demography, psychography and behavioural variables of customers (Dibb and Simkin, 2013; Kotler et al., 1999; Paley, 2000).

2.1.2 Targeting

Next step in developing consistent marketing strategy is making targeting decisions. Targeting erodes from the previously defined segmentation. Once the customers are grouped into the

segments, it is necessary for the company to decide, which segments are the ones the company should satisfy (Kotler et al., 1999; Lancaster and Reynolds, 2002). According to Kotler et al. (1999) when selecting the segment to focus on, the company must take into consideration two aspects, the segment attractiveness and the company fit. A decision on segment attractiveness is made by analysing many financial attributes, such as the size, growth, buying power, the competitors and the suppliers. These aspects must be considered when calculating the overall profitability of the segments. When it comes to the business fit, it also needs to be evaluated prior selecting a segment to target. Kotler et al. (1999) and Dibb and Simkin (2013) suggest that the companies have to take into account their objectives and resources as well as the possible effects on environment, politics or other macro-environmental aspects. Only after precise evaluation of the mentioned aspects, the segments which will the company focus on in their strategy can be wisely selected.

2.1.3 Positioning

The last element of the strategic decisions, after defining segmentation and targeting, is the positioning. Kotler and Keller (2012) define positioning to be company's attempt to create a customers' perception of its distinctive offering and image. Hawkins and Mothersbaugh (2010) use a concept of brand image in relation to positioning which is, in their perception, set of decisions leading to invoking a desired feeling about the brand of the targeted customers. Positioning leads to better differentiation from competitors operating in the same field and is conducted through the marketing mix which builds the desired perception. Perceptual map is a recommended tool (Hawkins and Mothersbaugh, 2010; Kotler and Keller, 2012) to evaluate the positioning of the competitors and selecting the company's own. It is done by illustrating the market situation and customers perceptions displayed on different dimensions. By analysing the perceptions and customers' inclination, the blind spots can be located and a new positioning opportunity found (Dibb and Simkin, 2013; Kotler and Keller, 2012).

2.1.4 Marketing mix

Tactical marketing decisions are mirrored in marketing mix formulation. Marketing mix is formed by four elements described by McCarthy's 4Ps - product, price, place and promotion (Chaffey and Smith, 2017). These are considered the tools for marketer to follow the set strategy and achieve the goal. The product refers to the object or service the firm is selling to

the customers. Price defines the amount customers pay for the purchased product or service. Place means the location where the product can be bought, and promotion is the communication prepared by the marketing teams to make customers aware about the offering. Under the communication the advertising, public relations, personal selling and sales promotion are understood (ibid).

Over the years, the marketing mix gained different perspectives according the situation and needs on the market. The common model replacing 4Ps was introduced by Lauterborn (1960) and is known as the 4Cs - the customer, cost, convenience and communication, which are oriented more around the customer due to the increased focus on customer while defining the marketing strategy (Chaffey and Smith, 2017). In this model customer replaces product as the product should be derived from the customers' needs. Cost refers to the price the company has to pay for the ownership of the customer. Convenience does not focus on the location where the product can be found but rather on easiness to find it, buy or find information about it. The last but not least important "C" represents the communication between the company and the customer in any form (Wani, n.d.).

With the development of technology and shift towards the online marketing a need for another improvement of 4Ps emerged. Rothery (2008) developed a model called 4Es – experience, everyplace, exchange and evangelism (Chaffey and Smith, 2017). Experience is replacing the product as the customers are keener on the experience, they get from using the product rather than the product itself. Everyplace represents the use and experimentation with new distribution channels instead of the traditional ones. When it comes to the price, this is replaced by the term of exchange which is understood as a value provided by the company for the customers' money. Evangelism is the last concept referring to the positive experience of the customer generating emotions and spreading them with the others. According to Wani (n.d.) the 4Es model has not been implemented in practice yet, and therefore it cannot be proven, however many businesses are taking it into consideration (Talonen, 2019).

2.2 Marketing communication

Marketing communication or promotion is one of the elements of marketing mix covered by the 4Ps model of McCarthy. Schultz (1991) emphasizes the importance of common objective in marketing communication, and therefore introduces the concept of integrated marketing communication (IMC). This is defined as a procedure of creation of all the material about the

product or service which the customers can be encountered with, to be persuasive and influence the customers' purchase behaviour under one set objective. Communication should not be conducted through separate channels without a common objective due to the lower effectiveness and higher costs. The effective communication tools are later followed to maintain customers' loyalty.

Kotler et al. (1999) defines the communication as a management of customer journey, from pre-selling through selling, consumption and post-consumption stage. A decade later, Kotler and Keller (2012) state, that marketing communication is a set of actions undertaken by the company to make contact with the customer in a way that it informs, persuade and reminds him the company's business. The communication can be driven by the company either directly or indirectly. This contact is essential for creating a relationship with customers. Marketing communication can also be beneficial for the customers as it educates them in the product use, in production processes or in the company which stands behind.

2.2.1 Marketing communication mix

Marketing communication mix represents a toolkit of the marketing communication. The traditional communication mix contained five promotion tools - advertising, sales promotion, personal selling, public relations and direct marketing. This model is continuously evolving as the technology development creates new media to which the communication has to be adapted. Table 1. summarises five traditional units of marketing communication mix enlarged by three additional tools, events and experiences, interactive marketing (merged with direct marketing) and word-of-mouth marketing defined by Kotler and Keller (2012). The Table 1. contains the specific communication platforms used. Furthermore, the model is adjusted to the current situation and platforms such as online customer review (Chen and Xie, 2008) or social media (Mangold and Faulds, 2009) which are included.

Table 1. Marketing communication mix.

Advertising	Print and broadcast ads Packaging Cinema Brochures and booklets Posters and leaflets Directories	Reprints of ads Billboards Display signs Point-of-purchase displays DVDs
-------------	---	--

Sales promotion	Contests, games, sweepstakes, lotteries Premiums and gifts Sampling Fairs and trade shows Exhibits Demonstrations	Coupons Rebates Low-interest financing Trade-in allowances Continuity programs Tie-ins
Events and experiences	Sports Entertainment Festivals Arts	Causes Factory tours Company museums Street activities
Public relations and publicity	Press kits Speeches Seminars Annual reports Charitable donations	Publications Community relations Lobbying Identity media Company magazine
Direct and interactive marketing	Catalogues Mailing Telemarketing Electronic shopping TV shopping	Fax E-mail Voice mail Company blogs Web sites
Word-of-mouth marketing	Person-to-person Chat room Blogs	Online customer review Social media
Personal selling	Sales presentations Sales meetings Incentive programs	Samples Fairs and trade shows

Source: Adapted from Chen and Xie (2008); Kotler and Keller (2012); Mangold and Faulds (2009)

Advertising is a paid tool by which masses are reached and the costs per exposure are low, however the overall production and media space is very expensive. It can be used for building an image or to increase sales rapidly. Advertising is very impersonal and one-directional what interfere with relationship building (Kotler et al., 1999).

Sales promotions are short term motivations which goal is to gain customers' attention and generate sales quickly. This kind of communication usually offers additional value to the

customers. However, in long term it is not considered as a proper tool for brand building (De Pelsmacker et al., 2018).

Events and experiences create an opportunity for the customers' personal interaction with the product, service or brand. The main objective of this tool is to raise awareness, build image and increase sales. It is necessary that in case of a sponsored event, it is related to the business so the attendees can make the connection (De Pelsmacker et al., 2018; Kotler and Keller, 2012; Sneath et al., 2006).

Public relations (PR) is the element of the communication mix which creates good relationship with the public through third parties such as journalists. PR aims for positive publicity and building positive image. It is a channel which more people believe in and through which they are reachable when avoiding advertisement. It is also responsible for managing negative and unfavourable publicity (Armstrong and Kotler, 2009; De Pelsmacker et al., 2018).

Direct marketing enables more personalized one-on-one communication due to its characteristics of being non-public, therefore is directed to one customer, not the masses. Direct marketing is immediate and customized what is very favourable in targeting the customer segments. Moreover, it is also interactive as it creates an opportunity for a dialogue with the customer (Armstrong and Kotler, 2009). Recently, Kotler and Keller (2012) defined interactive marketing as a new element of communication mix which emerged with the internet and social media. It focuses on online channels and their use to create engagement, raise awareness, create desired image and increase sales.

Word-of-mouth marketing is about creating "buzz" about the product or brand among the society by talking to the friends, family, colleagues and relatives about the product as their main source of information. The aim of word-of-mouth is to create refence from reliable sources based on their experience with the product or brand (Kotler and Keller, 2012; Winer, 2009). Nowadays, word-of-mouth is not restricted by the geography and the close circle around the person anymore. With the rise of social media the word-of-mouth can be spread in a very short time among hundreds of people (Mangold and Faulds, 2009).

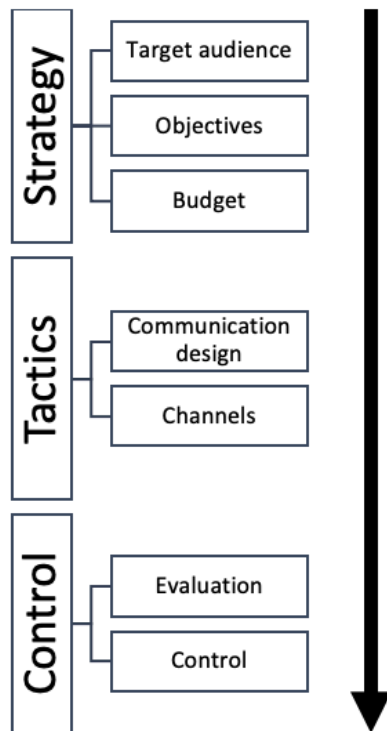
Personal selling is identified as the most effective tool by Armstrong and Kotler (2009) due to its personal contact and interaction causing adaptability of the sales person to the needs of the customer during the conversation. Moreover, it is a unique opportunity to create and build a

relationship with the customer, who, the majority of the time, listens the offer until the end, which in case of advertisement can be easily ignored.

2.2.2 Communication strategy development

Developing a marketing communication strategy requires to follow a certain structure and visualise the procedure. The process selected for the purpose of this thesis is adapted from models used by De Pelsmacker et al. (2018) and Kotler and Keller (2012) which is outlined in the Figure 2.

Figure 2. Communication development process



Source: Adapted from De Pelsmacker et al. (2018) and Kotler and Keller (2012)

The process of strategy development is divided into three main sections, strategy, tactics and control. To successfully begin the marketing communication, it is necessary to define the target audience for better understanding of customers' needs, and therefore more effective communication. More detailed information about the targeting can be found in the Chapter 2.1.2.. The second strategical step is to define the objectives of the communication strategy. According to De Pelsmacker et al., (2018) three objective categories are present - reach, process and effectiveness goal. Reach is defined by targeting the right customer segments. Process goal

should be implemented in form of conditions to secure effectiveness of the communication and effectiveness goal is the most important one supported by the previous two mentioned.

Budget is considered one of the most difficult decisions. Kotler and Keller (2012) introduce four methods on deciding how much to invest in marketing communication. First, affordable method suggests spending as much as the company can pay for. The communication is not seen as an investment. Second, percentage of sales method states, that a certain percentage of predicted sales is spent on marketing communication. Therefore, the company spends only the amount it can afford, however it can face a risk to lose the focus when an opportunity arises. Third, competitive parity method suggests deciding on the budget for communication according the competitors' spending. The last, fourth, method is the objective and task method, which calculates the budget from setting the objectives and costs of task to be performed to achieve these objectives.

Considering the tactical part, two components are discussed - the communication design and channels for the communication. The design encompasses three issues answering the questions what to say by determining the message strategy, how to say it by defining the creative strategy and who should say it by characterizing the message source.

- Message strategy needs to be set based on the knowledge of the targeted customer segment, choosing the right appeal for reaching the potential customers. It is common for the companies to choose promoting only one of their brand's benefits. Depending on which kind they choose, De Pelsmacker et al. (2018) classify them into the groups promoting their unique selling position (USP) or emotional selling position (ESP). USP brings to light brand's functional dominance, whereas ESP concentrate on psychological relation to happiness.
- Creative strategy, works on transforming the message into content or particular communication. Kotler and Keller (2012) mention two types of appeals the communication can be conducted in informational and transformational appeal. Companies working with the informational appeal create messages which give the basic information about the product and educate the customers by being logical and giving them the reason to buy. Transformational appeals embrace more image building approach. It uses emotions, both negative and positive to spread the message.

- Message source is characterized by Kotler and Keller (2012) as a tool of using the celebrities as brands spokespersons. When message source is selected properly it can attract new customers.

The second half of the tactical strategy is a wise selection of channels transmitting the designed message. Channels of marketing communication mix were discussed in the subchapter 2.2.1. outlined in the Table 1. The company has to choose the right channel according the preferences of their target group and the message they want to communicate.

The very last part of the communication strategy development process is the stage of control which is a significant part of the strategy as it creates a space for reflection and evaluation of the steps undertaken based on the data about brand awareness and customer activity collected from the target group as well as its effects on market share, sales or profits (De Pelsmacker et al., 2018; Kotler and Keller, 2012).

2.3 Launch strategy

The launch strategy requires a special attention when it comes to the introduction of new product or service to the market. It is declared to be a very expensive and risky action as there is only one chance for the launch (Andersson et al., 2006; Hultink et al., 1997; Urban and Hauser, 1993). The development of the launch strategy similarly as the marketing strategy requires decision making on both strategic and tactical level. The current academic literature is, however, lagging research on launch strategy of the internet content such as website or online store. Therefore, this section discusses the launch strategy of innovative products as e-commerce can be considered an innovation in studied industry. This chapter also covers information gathered on corporate blogs discussing the launch strategy of mentioned internet related channels.

Studies show that launching innovative products encounter with the refusal of customers fearing new technologies and the uncertainty it brings, as well as the extent learning requirements (Higgins and Shanklin, n.d.; Lee and Colarelli O'Connor, 2003; Rogers, 2003). The strategy can be looked at from two perspectives, from the product newness to the firm and the impact of product newness on consumption behaviour. The second approach will be discussed in more detail. The behaviour of the consumers is highly dependent on their perception of the introduced novelty, expected learning and adoption attempt. In case of

perceiving the technology as complex to adopt it is necessary for the company to develop a communication translating the uncertainties into benefits (Lee and Colarelli O'Connor, 2003).

Development of the launch strategy also considers two tools, the preannouncement and advertisement, both directly affecting the new product performance (Lee and Colarelli O'Connor, 2003). The preannouncement strategy is the information about the product announced before the actual product is introduced. This strategy is very effective as it can decrease the perceived risk customers have from unknown technologies and their functions. The preannouncement strategy can have an educational message describing how the product works and lead the customers throughout the change. (Eliashberg and Robertson, 1988; Lee and Colarelli O'Connor, 2003). The advertising strategy is based on functional and emotional design of the message discussed in the subchapter 2.2.2 Communication strategy development.

Adoption of a new purchase channel by the customer such as online store requires that the two parties (seller and buyer) trust each other to be encouraged to conduct an e-commerce transaction (Kao and Decou, 2003). Therefore, according to Kao and Decou (2003) demonstrating trust is considered as a number one marketing objective when starting a new e-commerce. In case of international presence, the authors suggest translating the website into the languages of the countries, where the online store would be relevant and ensure that the content is neutral or adjusted to the culture not offending any parties involved.

Another aspect to think about is the innovation trait of the target customers as it defines the approach to the communication. The launch strategy should think of the abilities of the target audience and in case of unfamiliarity of the customers with the new channel adjust the launch strategy accordingly to overcome their concerns with the technology (Kao and Decou, 2003). According to Lee and Colarelli O'Connor (2003) ability of the customers to understand functional language is essential. When customers do not possess the necessary knowledge, considering the emotional approach is recommended. The functional approach used in strategies launching products or services with perceived adoption difficulty can decrease the performance on the market. On the other hand, emotional approach has, in case of extensive learning and change of customers' behaviour, the opposite effect. The strategy should primarily focus on customers and communication of benefits the technology brings them.

As mentioned above, academic literature is lagging on website and e-commerce launch strategy. However, multiple companies had developed checklists or guides to cover this

subject. Hubspot together with Vanguard Technology (Vanguard Technology, n.d.) advise on launch strategy of a website and suggest using multiple marketing tools and channels to make people know that the launch is happening. The company should use e-mail marketing, newsletters, newspaper articles as well as social media to spread the message about new website launch, depicting the features and novelties. E-mail signature of the staff to drive traffic to the new website is also proposed. To introduce the navigation through the website it is advised to create a screen capture tour and a highlight video with the manager to invite the audience to visit the site. Moreover, an article on the company's blog describing the new features and answering the most common questions about the website, and press release are recommended to be included in a campaign.

Vanguard Technology (n.d.) also suggests a time frame within which the communication should happen. The first announcement should be planned two months before the actual launch and should be in form of a publication and e-mail newsletter. One month before the launch, more intensive communication is suggested using e-mail, social media, publications and current website to spread the news. Next step is planned two weeks before the launch where the date of the launch is confirmed and customers are informed about a back-up plan, in case of complications. The same channels are used as in the previous step. One week before, a kind reminder about the launch is sent and the e-mail signatures of the employees are used during this period. On the launch day, there is no communication activity and the website is tested in live environment. One week after, a successful launch is announced and links to the online tour and question and answer section are shared as well as positive feedback, if any.

E-commerce launch strategy was also embraced by Allen and Fjermestad (2001) who created an integrated framework using the traditional marketing mix model (4-Ps). The product in e-commerce strategy is referred to the information which the company provides about its products or services offered in the online store. Internet is considered a tool for the information gathering replacing the shop assistant in the offline store. Place of the transaction is due to the internet without limits considered by the authors to be the biggest difference when comparing the online and offline shopping. Price is tightly related to the competition which is very strong in online environment and as increases, it can push the prices to the marginal costs. Promotion of the e-commerce creates rich content spread among big potential audience and information collection about the customers. The data obtained enable companies to personalize both the advertisement and the offers. Allen and Fjermestad (2001) also point out the importance of the

branding as shoppers first look for companies they know. Building a brand image offline and online is therefore an essential step to bring the current customers to the new channel.

2.4 Marketing research

Marketing research is an action of delivering information about customers, markets and trends for managers to make decisions based on the gained information. This action is planned in advance, has set goals, manages the data collection which are further used for analysis and representing the findings. Obtained information helps identifying the opportunities and problems, evaluating current marketing performance and comprehending the processes (Kotler and Keller, 2012; Král et al., 2010; McDaniel and Roger, 2013). Marketing research provides insight into customer's behaviour and shopping habits which together with effectiveness evaluation of past activities is used in tactical as well as strategical decision-making processes. Comprehensive marketing insight is essential for successful marketing campaigns. Authors state that marketers who lack marketing insight about customers might make decisions which will not turn beneficial for the company and brand (Kotler and Keller, 2012).

According to McDaniel and Roger (2013), the management implication for marketing research is mirrored in its three functions: descriptive, diagnostic and predictive. Descriptive function of the marketing research is the collection of information about facts and statements regarding the problem the research is based on. Diagnostic function helps identifying actions and explaining why they happened. The last function is the prediction of the best possible option to seize the opportunity or solve a problem.

Marketing research is a process which needs to be planned in advance and to have a clear and achievable objective. For objective to be set correctly, the author of the research needs to define and understand the problem or opportunity for the company. Once the objectives are set, next step in the process is the outline of the research. Researcher needs to choose the research method, define samples and start collecting data which are analysed right after. Once, the data are analysed the outcomes are presented to the correspondent person providing the insight into the market situation (Král et al., 2010; McDaniel and Roger, 2013).

The most important part of the marketing research for managers is the interpretation of the findings. Once, the data are analysed, they need to be carefully interpreted to come to a conclusion. McDaniel and Roger (2013) suggest applying the set objectives to the

interpretation process as it leads the interpreter to meet the goals of the research and provide the management with desired insight. This part of the research may also suggest the recommendations for management, which according to Kotler and Keller (2012) is becoming an requirement on researchers to take a role of consultants when interpreting the results.

2.5 Customer

This chapter of the thesis looks at the companies' shifts of the focus on customer, who became the most important units of the business strategies. Understanding customers' needs and behaviour is a first step of identifying the touchpoints throughout their purchasing journey and using them to gain their attention.

2.5.1 Customer-centric communication

Traditional marketing communication definitions such as one from Schultz's (1991) outlined in the chapter 2.2. Marketing communication describes the one-way communication of company towards customer sending one message at once through all the used channels. In this relationship company acts as a sender and customer as a receiver, while the communication is controlled by the sender (Finne and Grönroos, 2017). In today's world, with emergence of internet and social media, the greater attention needs to be paid on the customers and their incorporation into the communication processes.

This change of orientation in marketing communication is often referred to as a change from inside-out orientation toward outside-in orientation (Bruhn and Schnebelen, 2017; Finne and Grönroos, 2017). Inside-out orientation is characterized as a company-centred communication, setting a clear and comprehensible impression goal. This it often recognized as a push communication due to its one-way content controlled by the company. On the other hand, outside-in orientation is customer-centred. Customers are integrated into the generation of communication which is two-way, and they often generate content. The two-way communication brings feedback and improves understanding of customers' needs which are implemented in next communication of the company (Bruhn and Schnebelen, 2017).

It is crucial to get to know the customers, listen to their needs, uncover the touchpoints in their consumer journey and based on the acquired information create valuable messages which will resonate. This customer centric approach is identified by Mick and Buhl (1992) as meaning-

based model. In this case, the processes are driven by open sources, which can be hidden or out of company's control capacities, and therefore difficult to identify. Finne and Grönroos (2017) name this perspective the customer-dominant logic where the customer and his or her whole ecosystem are at the very beginning of the marketing and business strategy. They are the ones evaluating the value in use as well as creating it. The authors (Finne and Grönroos, 2017) argue that companies are the ones who should create the path, or at least some part of it, to customers' value creation by communicating content customers are interested in, on the channels they use. To develop messages perceived by the customers and successfully contribute to forming value, the companies should use all the available resources to obtain valuable information about the customers.

Bruhn and Schnebelen (2017) define key challenges companies can encounter while implementing the new customer-centric approach to their integrated marketing communication. First mentioned is loss of control caused by the customers involvement into content and communication creation often driven through new types of media and hardly controllable by the company. Second is the content marketing which is described as attractive for the customers. Companies are expected to create relevant and valuable content for their communication, which often needs to be generated in short time. Third challenge for companies is the dialogue with customers characterized as customized conversations with the goal of satisfying the customers and establishing long-term relationship. The last, fourth, challenge is the management of multiple stakeholders creating individual approach to each of them.

2.5.2 Click and mortar's view on customers

The development and the expansion of internet generated business opportunities for new market entrants but also to the companies already operating in offline market. The adoption of online selling channel by the brick and mortar companies was generally caused by the emerging need to strengthen relations with customers. Transformation from brick and mortar to the click and mortar business gives companies the advantage to serve the needs of current customers in their geographical proximity as well as the ones moving to the further locations. Click and mortar business model in many cases also leads to decreasing the costs and therefore attracting new customers by offering lower prices (Adelaar et al., 2004). Launch of e-commerce in brick and mortar companies is initially not meant to serve new, more distant customers, but vice

versa, it serves to become a complementary service for the current ones (Adelaar et al., 2004; Teece et al., 1997). However, the ability to serve geographically wider market, independent on the store location, can generate new customer base as well as a new revenue stream (Steinfeld et al., 2002).

The combination of purchasing channels increases the customer value due to the attributes it influences – the service quality, product attributes and price (Adelaar et al., 2004). By service quality it is understood the combination of the ability to shop at any time of the day at the internet, to get more information about the portfolio and description of the products or their availability in store with the offline attributes of the shop such as interaction with people and immediate service. When it comes to the product quality, the internet presence gives the ability to take more personalized approach and offer customization of products. The third attribute positively influencing the customer value is the price, which can be lowered by improved efficiency and lowering the costs due to the online operations (Adelaar et al., 2004; Steinfeld et al., 2002).

According to Schoenbachler and Gordon (2002) customers deciding on shopping online look for the online store which is trustful enough to share their personal information with, it is secure and reliable from the technical side, updates online content and offers a reasonable delivery time. Click and mortar companies typically possess these attributes as their online presence is built after the brand and trust among the customers is established. This gives the click and mortar companies a competitive advantage when launching online purchase channel.

Nowadays, the customers actively using internet have a remarkable power. They are well informed about the products and services and can easily compare prices between the competitors (Loewe and Bonchek, 1999). Moreover, customers want to be informed about real time inventory as well as the shipping and delivery time.

Companies which want to attract customers to their online channel need to listen to their requirements and adjust communication according to it. The customer-centric approach enables companies to focus on customers' purchase journey and their interaction with the company (ibit). Schoenbachler and Gordon (2002) explain that the customer-centric approach leaves the customers to choose their purchase channel and does not force the adoption of the one they are not comfortable with. Understanding the customer behaviour reveals the shopping

preferences and the services as well as gives opportunity to adjust the advertisements accordingly.

Customers during their purchasing journey undergo three stages identified by Ahuja et al., (2003), Engel (1995) and Kotler and Keller (2012) to be pre-purchase, purchase and post-purchase stage. With emergence of click and mortar stores customers tend to switch between the channels in different stages of their customer journey. Migration from one channel to another is closely related to the complexity of the product or service purchased and the experience of the buyer with particular industry.

- The pre-purchase stage is characterized by the information collection and research on offered portfolio. In this stage internet has a relative advantage as the information is organized, efficient, effective and quick to reach (Cook and Coupey, 1998). Therefore, is this stage favouring the online channel especially for costumers having some experience with internet (Frambach et al., 2007).
- The purchase stage is a phase where the final decision is made. According to Xia and Sudharshan (2002) people tend to look for an advice when making a decision on complex purchase and do not feel comfortable evaluating the options by themselves. This fact often leads to the offline store visit for getting needed advice from the experienced sales representatives (Cook and Coupey, 1998). This fact makes offline channel be more used in purchase stage.
- The post-purchase. After the purchase a relationship can be preserved in terms of repair services, claims or repurchases. The communication after the purchase is up to the preferences of the customers. This stage is not critical in terms of the decisions making, therefore people who have internet experience tend to go back to the online channel which may result in costs and time savings for the company (Hoffman and Novak, 1996).

Moreover, customers deciding on whether to shop online, offline or by the combination of the two channels consider the transaction costs in all stages of their customer journey. Lower the costs, higher the possibility to choose the channel. The impact of time and transportation costs on the shopping channel choice got the most attention by the scholars (Chintagunta et al., 2012). In addition, number of other costs were identified by Betancourt (2005) and grouped in the categories such as opportunity cost of time, transportation, psychic, adjustment and search costs. These costs are, according to the author, costs of visiting an offline store. The group of

costs was also extended by delivery costs and waiting costs arising from the use of the online channel (Smith and Brynjolfsson, 2001).

2.5.3 Customer online behaviour

Customers' behaviour has been a widely studied research field, which after the emergence of internet and its adoption by companies transforming it to the selling channel, opened up new opportunities for the researchers, who aim their research towards the new phenomenon and the differences between the shopping behaviour online and offline. Two types of research approaches are recognized. One group of authors is studying the behaviour with the orientation on customer and the other group is embracing the technology orientation.

Consumer orientation is expressed in the research of Novak et al. (2000) by studying the shopping experience measured by ease of ordering, contacting, cancelling, making a payment, returns and delivery time. These characteristics are contributing to the overall experience, defining the complexity of the use and can therefore be interpreted as ease of use studied by Davis (1986), which is however, included in the technology orientation approach. Another aspect studied related to the consumer is the motivation described as enjoyment of the interaction with the website such as easy navigation or convenience (Childers et al., 2001). The authors also state that developing the technical side of the website only, will not be successful in the environment where customers are driven by the hedonic motivation.

Following factors are the predispositions of customers leading to purchase, described as the extent of searches and its evaluation. These are classified under the orientation towards online shopping also called shopping lifestyle (Gehrt et al., 2007; Jayawardhena et al., 2007). Gehrt et al. (2007) state that the impact of orientation on online shopping intention is substantial. Their research also defined seven types of the orientation – recreation, novelty, impulse, quality, brand, price and convenience.

On the other hand, the output of the research conducted by Jayawardhena et al. (2007) as well as one of Brown et al. (2003) was that the orientation does not influence the intentions of online shoppers. Jayawardhena et al. (2007) research uncovered the importance of the previous experience with online shopping and difference between the gender behaviour. Brown et al. (2003) also point out the role of the product type and study more the impact of demographic characteristics of online purchase intention. Another customer orientation research concerns

the perceived risk and security impacting the online shopping intentions. According to Bhatnagar and Ghose (2004), different segments identified based on the demographics react differently to the risk perception as well as on the benefits of shopping online, and therefore it is crucial for companies to identify, how does the targeted segment respond to the risk factors and educate the segment accordingly.

The technology orientation research is focusing on the variety of factors implemented in online stores and its acceptance by the customers. Zhang and Von Dran (2001) focus on the quality of online stores and highlight the fact, that customers' expectation of quality differs among time meaning that what was once perceived as exiting quality will become basic over time. Based on the research, the most important features for internet websites were defined. The online shops need to be easy to navigate and contain the latest information. Moreover, it is also important that it has appealing design, high responsiveness and contain different multimedia (Zhang and Von Dran, 2001). Palmer (2002) with his research supported the findings of Zhang and Von Dran (2001) and raised the importance of content and amount of quality information available as well as the speed of the interaction with website. An important factor influencing the adoption of online stores is the perceived usefulness and ease of use of the customers which are pointed out in the research of Davis et al. (1989) and will be discussed into more detail in the following chapter.

2.6 Technology acceptance models

The development of information services available for general public in the second half of 20th century caused diverse reactions. The adoption of these new technologies differed, what created a base for studies related to the acceptance of new information systems, in other words developing technology acceptance theories. These theories assume that there are different factors affecting if the consumers will or will not use introduced technology. This chapter introduces the most accepted and reliable models Theory of reasoned actions (TRA), Technology acceptance model (TAM) and Unified theory of acceptance and use of technology (UTAUT).

2.6.1 Theory of reasoned actions

The research from the field of social psychology was applied to create theoretical ground for consumers' behaviour. The most adopted model studying the consumers' intentions was

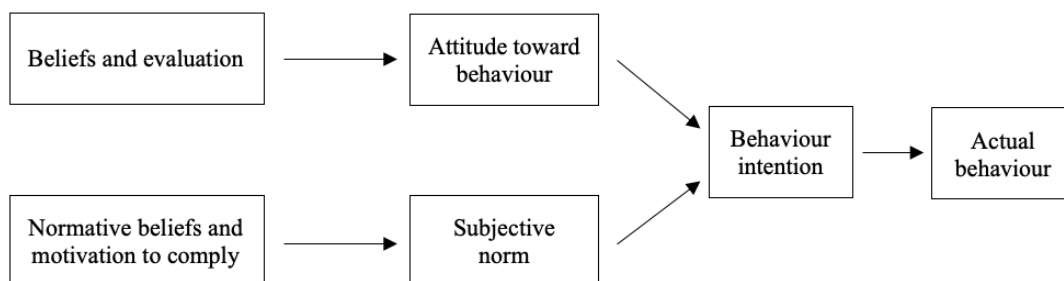
developed by Fishbein and Ajzen (1975). Theory of reasoned actions is designed to be applied on any sphere, therefore it can be applied for studying the intention of information systems use as well. The model is well established and proved to be successful.

The behaviour is a complex concept which according to TRA (ibit), presented in Figure 3, is determined by the behavioural intention of the consumers generated from their beliefs. Behavioural intention is explained as a feeling, either positive or negative, about accomplishing the aimed behaviour. The relation between behavioural intention and actual behaviour is characterized by three conditions – the intention’s stability between the time of intention measure and the actual behaviour, the degree of measure correspondence with the precision level of both intention and behaviour and the extent to which is the intention controlled by the individual person.

The intention is further affected by two factors, attitude and the subjective norm. Consumers’ attitude is defined by the strong belief what the consequences of acting this way would be times the evaluation of those. Subjective norm is characterised to be a perception of what other people, close to the consumers, think they should or should not do. For TRA to be applicable, it is necessary to determine the valid beliefs relevant for studied behaviour as the model is very general (ibit).

Authors applying TRA framework to the technology acceptance studies identified TRA as helpful due to its separation of other factors influencing the behaviour to be considered external factors affecting the attitude and subjective norm, suggesting that the behaviour is influenced by external variable indirectly (Davis et al., 1989).

Figure 3. Theory of reasoned actions

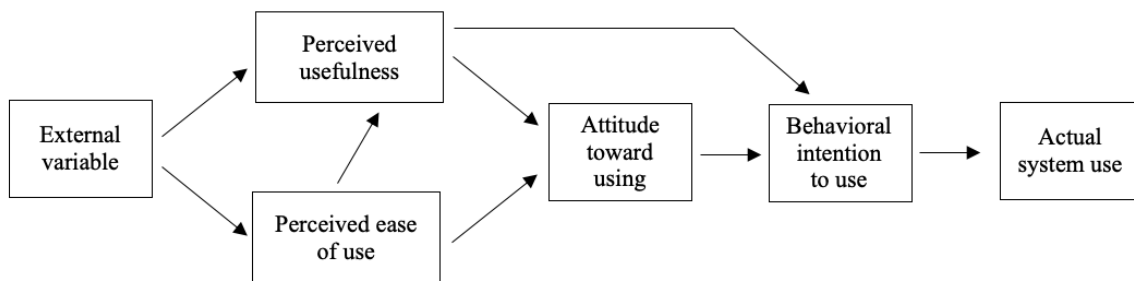


Source: Adopted from Fishbein and Ajzen (1975)

2.6.2 Technology acceptance model

Technology acceptance model was developed as an adjustment of TRA to the specifics of people's behaviour of adopting information technologies (Davis et al., 1989). Davis (1986) developed a model which aims to reveal the reasons of technology acceptance interpreting people's behaviour and is simultaneously based on the theory. It is meant to be not only a prediction tool but also an explanatory one. This can be also interpreted as a study of the effects of external factors on beliefs, attitudes and intentions. Visualisation of TAM can be found in Figure 4.

Figure 4. Technology acceptance model



Source: Adopted from Davis (1986)

Compared to the TRA model, Davis (1986) excludes subjective norm from its studies, due to the uncertainties in interpretations and difficulties to recognize the effects of the factor. TAM focuses only on the attitude toward behaviour and how it determinates the behavioural intention and thus actual behaviour. This model particularly studies two beliefs, perceived usefulness and perceived ease of use, defined in the chapter 1.5. Definitions and concepts. The two beliefs are comparable, however are statistically distinct (Davis et al., 1989; Hauser and Shugan, 1980).

TAM similarly to TRA identifies the behavioural intention which leads to the actual behaviour. This intention is in TAM affected by the attitude and also by the perceived usefulness. Perceived usefulness in the model influences not only the intention but the attitude too. Davis (1986) argues, that people believing that the technology improves their job performance at the same time form intention to use the new technology regardless the feelings. Usefulness directly influences the attitude as well and is affected by the perceived ease of use and the external variables. Davis et al. (1989) state, that the external factors influencing usefulness can be educational programs or learnings from feedbacks. The influence of ease of use on usefulness

is reasoned by saying that once a technology is easier to use, it is also more useful (Venkatesh and Davis, 2000).

TAM considers ease of use a strong influencer of the attitude affecting it by self-efficacy and instrumentality. These mechanisms determine, that the ease of the system increases the self-efficacy and performance. External variables influencing ease of use are more system oriented and tackle the features of the new technology such as the menus or icons, as well as user manuals or customer support (ibid).

This model became very recognized and used for determining technology acceptance among different fields and contexts such as banking services (Lee, 2009; Pikkarainen et al., 2004; Yusuf Dauda and Lee, 2015), e-shops (Ha and Stoel, 2009), online games (Hsu and Lu, 2004) or social media (Siamagka et al., 2015). The perceived usefulness plays a very strong role as it is proved to be a significant determinant for the actual usage of new technology. Whereas, ease of use does not show such exact results in its influence among the studies (Venkatesh and Davis, 2000).

Over the years, the high usage of the model created a base for further research on the determinants of the two beliefs. Venkatesh and Davis (1996) found out that people's perception of ease of use highly depends on the general computer skills and therefore suggest, that if this is the case, the training on computer usage might be more effective than design improvement. After determining factors influencing ease of use, Venkatesh and Davis (2000) also defined the determinants of usefulness. As usefulness is claimed to be an important factor, they adapted the TAM and enlarged it by the studied determinants affecting usefulness being social influence processes (subjective norm, image and voluntariness) and cognitive instrumental processes (job relevance, output quality, result demonstrability and ease of use). They refer to the new model as TAM 2.

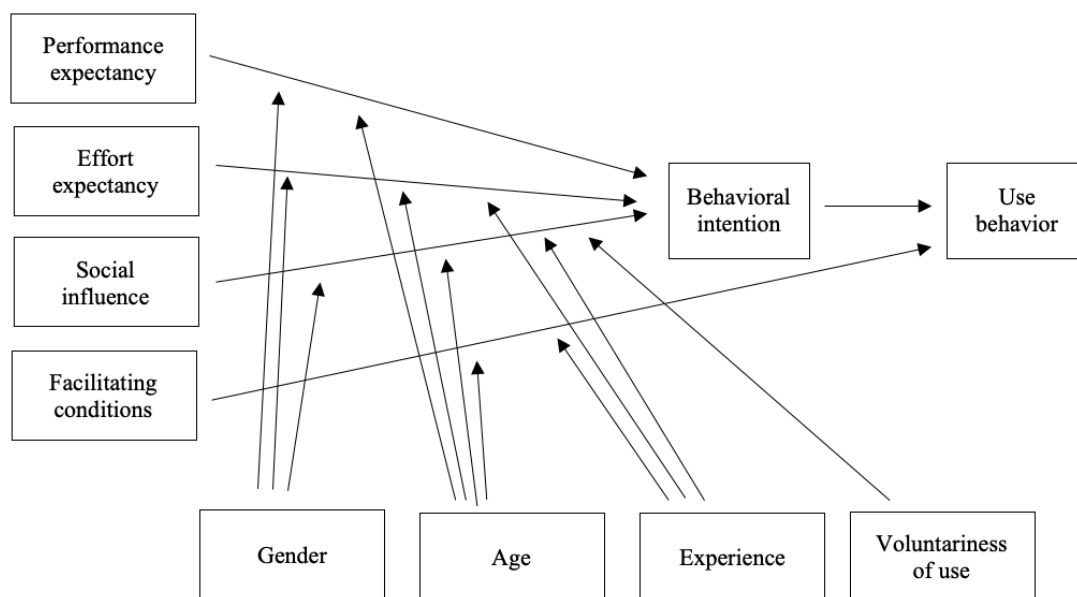
2.6.3 Unified theory of acceptance and use of technology

Venkatesh et al. (2003) looked at eight acceptance models (TRA, TAM, Motivational model, Theory of planned behaviour, Combined TAM and TPB, Model of PC utilization, Innovation diffusion theory and Social cognitive theory) developed over the years, compared their constructs and evaluated their impact. Based on these results Venkatesh et al. (2003)

formulated a new, more complex acceptance model called Unified theory of acceptance and use of technology, see figure 5.

The model is formed of four direct factors influencing behavioural intention and actual behaviour - performance expectancy, effort expectancy, social influence and facilitating conditions. Furthermore, gender, age, experience and voluntariness are identified as key moderators of above-mentioned determinants. However, the established determinant from the first models (TRA, TAM) such as attitude, self-efficacy and anxiety are not considered being direct influences. The study claims, that both anxiety and self-efficacy have nonsignificant impact on intention due to the effect captured by the effort expectancy. The same, insignificant result is found for the influential relation of attitude on intention, this effect is according to the authors captured by both effort and process expectancy.

Figure 5. Unified theory of acceptance and use of technology



Source: Adopted from Venkatesh et al. (2003)

The determinants are formed by various similar constructs from the eight studied models. First determinant is the performance expectancy which is also considered being the biggest prognosticator of the technology usage. Conducted study shows, that the performance expectancy is moderated by the age and gender of the potential user. The research displays, that performance expectancy has higher impact on men which are characterized as more task-oriented (Venkatesh and Morris, 2000), and younger workers. Second determinant is, according to Venkatesh et al. (2003) the effort expectancy characterized as the ease of using

the technology, meaning, that easier the technology is to use, higher is the probability of its adoption. The moderators for this determinant are gender, age and experience. The study points out, that effort expectancy has bigger influence on behavioural intentions of women and older workers with little experience.

Third determinant is the social influence, which considers the fact that individuals are influenced by the other's people opinion regarding the new technology usage. This determinant is very significant when the new technology usage is mandated, on the other hand, it has not been proven significant in voluntary adoption. Social influence is a strong factor defining the behaviour of older women who tend to care more about what others think about them. This impact lowers with technology experience rise.

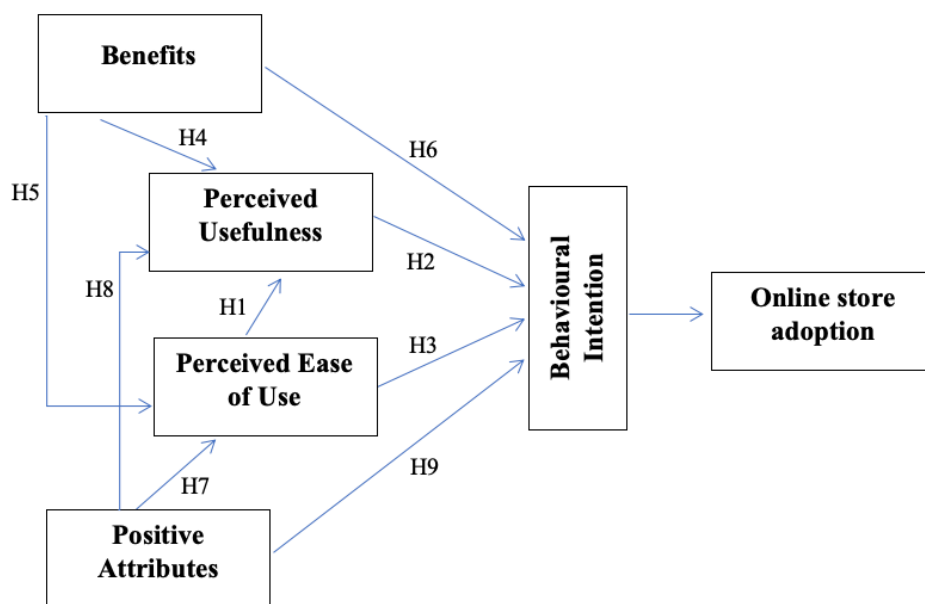
Fourth, and the last determinant are facilitating conditions which are expressed as the individual's belief, that there is appropriate infrastructure (organizational and technical) for the new technology usage. Venkatesh et al. (2003) state, that the facilitating conditions have not significant effect on people's intention to use new technology in UTAUT model, due to the presence of effort expectancy, which covers the constructs. However, facilitating conditions have direct impact on the usage. The effect is even stronger for older people with increasing experience.

UTAUT has been tested on various technologies such as management software (Marchewka et al., 2007), internet banking (Martins et al., 2014), web-based learning (Chiu and Wang, 2008) and others. Further research on constructs was also conducted and UTAUT was enlarged by the cultural factor influencing the acceptance (Im et al., 2011).

3 HYPOTHESES

This subchapter will shortly summarize the theory part and derive relationship hypotheses of the studied variables based on the previous academic researches. The theoretical framework is derived from the TAM and enlarged by other two concrete factors, perceived benefits and positive attributes, having effect on the adoption of new technology, in this case adoption of the online store by customers in SHP industry. Figure 6 describes the studied hypotheses.

Figure 6. Hypotheses



Source: Author

Davis et al. (1989) defined perceived usefulness as a subjective expectation of using new technology improving person’s performance in job. The intention to use the technology was found out to be influenced by both perceived usefulness and perceived ease of use and approved by multiple authors (Hsu and Lu, 2004; Lee, 2009; Yusuf Dauda and Lee, 2015). Perceived ease of use is described by Davis et al. (1989) as the understanding of the amount of effort the usage of new technology requires. The two concepts are very interrelated. According to (Venkatesh and Davis, 2000) perceived ease of use explains the perceived usefulness clarifying that once the technology is seen easy to use it leads to comprehending its usefulness.

In this thesis perceived ease of use is comprehended as a degree to which customers believe in usefulness of the online store will enhance their shopping experience. Perceived ease of use is the extent to which customers believe shopping online is ease for them. The third concept,

behavioural intention, is comprehended as the likelihood of customers shopping online for SHP products. Based on this, hypotheses H1, H2 and H3 were stated as follows:

H1 Perceived ease of use (PEU) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

H2 Perceived usefulness (PU) will have a positive effect on behavioral intention (BI) towards online shopping for SHP products

H3 Perceived ease of use (PEU) of online store will have a positive effect on behavioural intention (BI) towards online shopping for SHP products

Conducted studies on consumer behaviour as outlined in the chapter 2.5.3 Customer online behaviour discuss benefits of online stores, customers' shopping experience and their perception influencing the overall recognition of online shopping to be useful (Bhatnagar and Ghose, 2004; Novak et al., 2000). Davis (1986), however, states that some characteristics can define the complexity of the usage and therefore influence the perceived usefulness. Perceived benefits are in this study understood as untouchable characteristics of online shopping which are generally comprehended as positive and bringing joy. None of the relationships between perceived benefits and perceived usefulness or ease of use were studied in more detail therefore two hypotheses are constructed:

H4 Perception of online store benefits (BE) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

H5 Perception of online store benefits (BE) will have a positive effect on perceived ease of use (PEU) of online store for SHP products

Lee (2009) studied perceived benefits of online banking and its influence on attitude and behavioural intention towards technology adoption. His research shows, there is a positive impact of the benefits perception on the intention. Effect of perceived benefits of online store on intention to shop online was not studied yet, however Lee's results signal positive impact. Therefore, hypothesis was posited:

H6 Perception of online store benefits (BE) will have a positive effect on behavioral intention (BI) towards online shopping for SHP products

The positive attributes of online store and their importance were highlighted by Palmer (2002) and Zhang and Von Dran (2001). These are described as features and processes incorporated in the online store to improve shopping experience such as online customer service, quick order processing, simplicity of cancelation or refund, etc.. Positive attributes are suggested to have influence on the perceived ease of use as they are connected with the actual usage of the online store. The effect on perceived usefulness and behavioural intention is not suggested by any previous research, however, for the research to be accurate, the effects on both variables will be studied. The hypotheses testing these relationships are formulated:

H7 Perception of positive attributes of online stores (PA) of online store will have a positive effect on perceived ease of use (PEU) of online store for SHP products shopping

H8 Perception of positive attributes of online stores (PA) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

H9 Perception of positive attributes of online stores (PA) will have a positive effect on behavioral intention (BI) towards online shopping for SHP products

4 METHODOLOGY

Methodology chapter introduces the context of the research as well as the company for which it was performed. Moreover, the design, data collection and analysis of the research are described in more detail. At the end of the chapter, reliability and validity of the study is summarized.

4.1 Empirical context

This section outlines the context in which the study is conducted. First, the sanitary, heating and plumbing industry is introduced with the attention to e-commerce. The second part presents the situation of e-commerce in Slovakia and the last, third part, gives information about the company Solidstav operating in SHP retail, whose customers are used as a sample for the research and for which the communication strategy for launching the online store is proposed as the outcome of the research.

4.1.1 Sanitary, heating and plumbing retail industry

Available research on the situation of SHP industry is lagging. Author of this thesis provides overview based on the available reports from consulting companies and European Statistical Office. The SHP market, which is also covered by household improvements market, is experiencing increasing trends. This is mirrored in the rising expenses of customers. The household goods share in consumption expenses formed in average 5,5% of total expenditure of EU citizens in 2017. Slovak consumers spent on household improvements even more, 6,2% in 2017 what is 0,9% increase in comparison to the expenses in 2015 (EUROSTAT, 2019d). Online market for these goods is also growing as 46% of EU online shoppers made their purchase online. In Slovakia, 43% of online shoppers buy household goods on the internet (EUROSTAT, 2018).

SHP industry is formed by three segments and various product categories sorted in Table 2. Roland Berger (2013) identifies direct customers of SHP merchants to be installers, specialized retailers or end users. End users are further split into two categories landlords and tenants, and homeowners which are considered more active customers.

Table 2. Product categories of SHP products

Sanitary	Showerheads and taps	Sink and toilets	Baths and shower trays
	Furniture	Accessories	Shower walls and toilet seats
Heating	Heaters and boilers	Radiators	Climate
	Floor heating	Heating accessories	
Plumbing	Pipes, valves and fittings	Other installation	

Source: Adopted from Roland Berger (2013)

Homeowners shop for SHP products for three main reasons. Firstly, in case of ad hoc repair, when a broken item needs to be unexpectedly replaced. Secondly, when a user wants something new and replaces an old product. Third reason is a renovation of customer's house when replacement of multiple products or incorporation of new ones is needed (Roland Berger, 2013). These three reasons are supported by the research of Pain et al. (2018) who named them demand moments. Authors identified fourth demand reason tied to online shopping being the special delivery needs, when arranging a transport of special products would cause more work for the customer.

SHP products have been sold for a long time through a traditional selling model, from manufacturer selling goods to SHP retailers, these further selling to installers and those selling the product together with the work of installing it to the end customer. Nowadays, with rising empowerment of customers and loads of information available on the internet, many end customers decide to do the work by themselves. This type of customers is called "do it yourself" (DIY) customers, who purchase directly from the SHP retailers (Pain et al., 2018).

The adoption of internet did not lead only to the empowerment of customers but also created a trend in SHP industry, as well as in others, the opening of online stores as a new selling channel to better serve the needs of customers. Online growth of SHP is according to Roland Berger (2013) driven by four factors - systemic drivers, price transparency, product consideration and end customer consideration. Systemic drivers are favouring the use of internet such as the rising internet penetration, the importance of the social media presence, or the advancements of payment methods. Price transparency is very convenient for the end customer as until the internet use, installers when setting price for end customers referred to the list price set by the manufacturer and the earned margin was non-transparent. Nowadays, end customers can check

on prices in online stores. These do not inform about list price and due to the lower organizational costs, online stores can offer lower prices to the customers.

Roland Berger based on their research formed an onlineability matrix defined by benefits and risk of ordering online. SHP products in comparison with other products sold online are considered of low onlineability due to providing low benefits of ordering these products online and due to the risk connected with it. Roland Berger (2013), however, claim that low onlineability of SHP is compensated by the price difference which is an attractive driver for online shopping. A figure showing the onlineability of the SHP products in comparison with other products sold online can be find in Appendix 1. When analysing the individual product categories, sanitary products such as taps and shower heads, bathroom furniture or sink and toilets, are the ones bringing the highest benefits and lowest risks. On the other hand, plumbing products as well as heaters and boilers are the least onlineable products categories. The figure with more detailed description can be found in Appendix 2.

Different insight was provided by Pain et al. (2018), who looked at the categories of home improvements and developed a framework evaluating the likeability of going online. The two basic factors considered are the online penetration and E-SHIP index. The index is formed by five dimensions (gross margin, single/discrete products, homeowner involvement/DIY, intensity of product assortment and package shipment friendliness) where each is taken into account.

According to the framework, sanitary ware, particularly the shower doors, have a very high online penetration caused by the wide product portfolio and customization possibilities. However, the E-SHIP index is below medium due to the possible delivery problems caused by the extensive size. Plumbing fixtures, according to the analysis, have strong online potential due to the higher willingness of homeowners to be involved in the buying process. This finding contradicts the statement of Roland Berger, that the plumbing products are the least onlineable. The graph of the E-SHIP framework mirroring the online potential of different home involvement categories is attached in Appendix 3.

Roland Berger (2013), based on their analysis, state that homeowners are the most likely customer group to shop online for SHP products, especially those who like to be informed and are willing to dedicate a lot of time to the research. The reason for their purchase is estimated to be small replacement or large renovations of their homes. Landlords and tenants are the

second most probable group. However, the analysis shows that many landlords have contracted installers, who take care of the maintenance.

4.1.2 E-commerce in Slovakia

Nowadays, is the life without internet almost unimaginable for the majority of people also in Slovakia. According to the Slovak Statistical Office (Vlačuha et al., 2017) 81,3% of households in Slovakia have internet access from their homes. The vast majority of the remaining 18,7%, who do not have internet at home claim, that they do not need internet (60,1%) or lack the skills to work with it (52,8%). From the statistics, the majority of internet users use it for e-mail (87,5%) and social media communication (72%), reading available news (77,3%) and looking for products related information (71,5%).

According to the statistics (Vlačuha et al., 2017) 53,8% of internet users shopped online in the past three months. Almost half of the online customers (47,7%) claim, that they buy on the internet only 1-2 times per three months and 36,8% shop 3-5 times (Vlačuha et al., 2017). Based on this data it is visible, that Slovak internet shoppers are occasional. However, 23% of internet users have never shopped online, this group is mainly formed by the customer group from 45 to 74 years old.

When looking at customers' online basket, in 2017, the majority of the population, formed mainly by the younger consumers, shopped for the clothes and sports goods accounting for 67,4%. The second group of products most purchased are the household goods (43,1%), this group of products is, on the other hand, purchased by the older generation of customers, mainly men from 55 to 74 years old (Vlačuha et al., 2017). People spending the most are in working age of 31 to 60 years old (Dunárová, 2017).

Slovaks are still traditional buyers and perceive internet payments risky, therefore, when selecting payment methods 47% of all the online purchases is paid upon the delivery (Lesáková, 2015). This fact was also confirmed by the study conducted by Dvorský (2016) and Dunárová (2017). Moreover, the 22% paid by card on the sellers website and 20% paid through internet banking, 1% of the transactions was on consumers' credit (Dvorský, 2016).

Lesáková (2015) defines features affecting Slovak customers to shop online. She states, that the biggest advantage of online shopping perceived by Slovaks is the convenience which comes from erasing the time and place boundaries as well as the amount of information found on the

internet. Another reason why they shop online are the lower costs compared to the offline stores. Furthermore, Slovaks enjoy shopping online and consider it relaxing.

The author lists five different factors influencing customers' decision to shop online: price, free delivery, payment solutions, quick delivery and service. According to Lesáková (2015) and Dunárová (2017) Slovaks are very price sensitive, the majority (52,26 %) expect the price online to be lower and decide about the online store based on the lowest price offered. Price factor is tightly related to the delivery costs, which is preferably free of charge. By quick delivery, Slovaks understand the delivery up to three days from sending the order, meeting this time frame is important for 68% of online shoppers. The last, but not least important factor identified is the customer service, ready to serve whenever a problem appears (Lesáková, 2015).

Dunárová (2017) on the other hand states, that price is not the most important decision factor when selecting an online store, references were claimed by 58,58% of respondents to influence the decision. The second most important factor is, however, the price (55,12%), the third factor is the characteristics and parameters of the products (49,23%).

When it comes to the businesses, only 15,3% of all Slovak companies sell their products or services through online channel (Ballek et al., 2017), which is under the EU average of 20% (EUROSTAT, 2018). However, online stores of Slovak companies made 21% turnover in 2018, what is 4% more than the EU average what can be understood as a positive signal to the further e-commerce development in Slovakia (EUROSTAT, 2019e).

4.1.3 Company introduction

In addition to the theoretical contribution, this research was also conducted for the purposes of the company Solidstav Obchodná s.r.o. which operates in the sanitary, heating and plumbing retail market from 1994. This chapter is based on the personal interview performed on 25 February 2019 with Adrian Forrai, the Marketing manager of Solidstav. The company is part of the family business opened in 1990 after the Velvet Revolution in Czechoslovakia, when many people seized the opportunity of market liberation and started their own business.

The primary field of the company's business was construction industry which in 1994 was enlarged by the SHP retail and in 1998 by production and retail of windows, indoor and outdoor doors and other house wooden furniture, upon request. In 2002 the SHP retail was extended to

both retail and wholesale business, when company started to operate also in B2B market. In 2009 the company changed its organization to limited liability company (s.r.o. – spoločnosť s ručením obmedzením in Slovak) and started operating as Solidstav Holding s.r.o. which is an owner of two subsidiaries Solidstav Obchodná s.r.o. covering the SHP retail and Solidstav Výrobná, s.r.o. being in charge of the manufacture and retail of the wooden house components. The construction business has been abandoned.

Solidstav Obchodná, s.r.o. operates under the brand Solidstav and therefore will be referred to by this name in the research. Solidstav is a small sized company based in eastern Slovakia in the city Košice with 28 employees. In 2018 the company recorded sales accounting for 6,012 million EUR and profit of 92 056 EUR (FinStat, 2019). Marketing spending of the company in 2018 was 1,3% of the revenue. Currently, the company operates from Košice, where its only physical store is located. The Slovak market is covered by four sales representatives dividing the country into four regions – West, Central, East Slovakia and the capital Bratislava. Their activities are focused on B2B cooperation with partnering companies.

Solidstav recognizes three types of B2B customers being construction, retail and installation companies. Furthermore, the company also targets the end customers who generally visit the store to conduct their purchase. The only physical store of the company is divided into two – the SHP store with a warehouse targeted on installers and construction firms buying material for providing the service to the end customers as well as on the end customers themselves who are handy men repairing or building their houses in DIY (do it yourself) style. The second part of physical store is solely targeting end customers as it serves as a bathroom showroom presenting different types of bathroom designs and products. The end customers can also use the service of making 3D bathroom design according their requirements.

The name of the company, Soldistav, comes from its construction times and is a conjunction of two words “Solid” meaning solid and “stav” which is an abbreviation of “stavebná firma” translated as a construction company, therefore it means a solid construction firm. Original logo was also in a shape of a house for better recognition, however as the construction business was abandoned, the logo was redesigned and modernized (Appendix 4.), so it does not recall a construction company when seen.

Marketing of the company had been outsourced from the advertising agency until the year 2007. The agency only prepared the material the CEO asked for. From 2007 all the marketing

activities have been conducted by the inhouse marketing manager. Presently, the main marketing is offline, making use of billboards, radio advertisement, catalogues, special offers and yearly conferences where novelties from the industry are introduced. The communication channel used with the current customers is e-mail in form of newsletters or special offers and a direct mail, when it comes to the invitation to the conference or flyers. In addition, the company is also active on social media, especially on Facebook, where it shares the recent events, discounts and information. Facebook page of the company is followed by 523 people and has quite low engagement rate.

One of the most important communication channels used by the company is its website, which contains all the most recent information about the opening hours, contacts, discounts, products as well as the manuals for the installation of those. Moreover, the company runs its own blog targeting the end customers where it shares different tips and tricks related to the bathroom design, reparations, installations or maintenance of products from SHP industry. Regarding the data obtained from the company on 7 June 2019, the company's website was visited in the last 12 months 59 000 times from which 84,4% of these visits were unique. Women were visiting the website slightly more than men, accounting for 52,9% and 47,1% respectively. The majority of the visits (59,05%) were through organic search in Google, 25% from the paid advertisement (display, CPC, referral), 14,7% from direct access and only 1,8% came from social media and less than 0,5% of visits were generated through e-mail.

Solidstav has also its own loyalty program rewarding the customers by summing the point on their account after every purchase. As in any other loyalty program, the customers can select a product in exchange for their earned points. According to the company the loyalty program has risen its popularity since electronic devices such as Smartphones, Smart TVs or Robot Vacuums and many others have been introduced as products they could get for the earned points.

For staying competitive and being able to serve wider audience, the company has decided to develop its own online store, where the B2B customers as well as the B2C could freely shop at any time. The online store offers customers the real time inventory information, all the information and parameters about the products, installation manuals as well as a photo of the products. For the B2B partners a separate platform was developed. After login into the Solidstav website online store with the adjusted wholesale prices, which are individually

agreed, is opened. By this action the company wants to encourage also the B2B customers to shop online.

In the nearest future, the company aims to introduce new segment into its portfolio, photovoltaics, and become independent on the electricity itself. The biggest challenge ahead is the launch of the online store, which already operates in beta version. The goal of the communication strategy is to raise awareness, make the current customers adopt a new shopping channel and attract new ones.

4.2 Research design

Research design presents the form of how the data for the research are collected, analysed and used to answer the research questions. For the purpose of this theses both deductive and inductive approaches are selected. The deduction is based on the already established theory which is tested by the conducted research (Saunders et al., 2016). In this case, the TAM proposed by Davis (1986) is tested in SHP industry studying the adoption of online store. Deduction enables to find out the casual relationships between the variables, perceived usefulness and perceived ease of use with the intention to use online store for shopping the SHP material. The relationship of perceived benefits added to the TAM by Lee (2009) will also be studied as well as a new variable of perception of positive attributes of online store derived from the previous researches.

Induction, characterized as a prior data collection analysed and used for a new theory formulation (Saunders et al., 2016) is further adopted to analyse the collected data and generalize the attributes of customers online behaviour as well as their marketing responsiveness which will be the base for the development of marketing strategy. This research has descripto-explanatory character. Descriptive part is a forerunner of the explanatory research revealing the nature of the data, which are then taken into account when interpreting the results. This is followed by the explanatory studies, clarifying the studied relationships (ibid).

The methodology options are differentiated by the data type they collect, specifically numeric or non-numeric data. Two research options considered are quantitative and qualitative research characterized as former to be connected with collecting and analysing numerical data whereas latter working with non-numerical data such as words, pictures, videos and other similar

materials (Saunders et al., 2016). This research adopts quantitative mono method of the research due to its ability to study the relationships between the variables of TAM. Strategy used for data collection is survey which is one of the most commonly used strategies. Limited time-frame defining this research sets the character of this thesis to be cross-sectional similarly to many academic papers and surveys researches (ibit).

4.3 Data collection

Explanatory and deductive nature of this thesis indicated the most suitable method for this research to be quantitative. From the multiple designs of quantitative research, survey is selected as a best option to conduct the proposed research and collect primary data due to its effectiveness to get opinions, attitudes and ability to catch the cause and effect relationships (Ghuri and Gronhaug, 2010). Nevertheless, aspects like length of the questionnaire, organization financing the survey, or stimulus in form of reward can influence participants' willingness to answer and the actual responses (Ghuri and Gronhaug, 2010; Saunders et al., 2016).

Selection of a method was based on the ability to collect larger amount of data in short period of time without the researcher present. The aim of the questionnaire is to obtain the overall picture of customer behaviour in SHP retail for the purpose of communication strategy development for the launch of online store. Moreover, questionnaire attempts to measure the perception of usefulness and ease of use of the online store as well as perception of benefits and positive attributes on the intention of customers to shop online for SHP products.

The survey was taken among the current customers assuming they have interacted with the online store before answering the questionnaire as it partially studies the perception of the beta version of Solidstav online store. The questionnaire was prepared in English and translated to Slovak language which was native language for the respondents ensuring the proper interpretation of the questions asked.

Before collecting the data, the questionnaire was translated to the Slovak language and tested from the language and comprehension point of view. The pilot test was run with three people, two of them working in the SHP company as sales assistants and one representing the group of end customers. The test was successful as there were no misunderstandings of questions and respondents finished the questionnaire. The only remark made was the length of the survey,

which was claimed as extensive. Based on this feedback, the three least relevant questions from the advertisement part were discarded.

The final questionnaire (see Appendix 5.) was anonymous formed of introduction presenting the research together with asking consent taking part in the research, followed by 18 questions divided into three blocks according the subject they studied. First part contained five questions studying the background of the respondents serving as control variables in latter study. Second part compounded of eight question was oriented to obtain information about the variables of technology acceptance model to be tested. Questions related to the perception of usefulness, ease of use, benefits, attributes and intention to shop online were asked. The last, third, section of the questionnaire was dedicated to obtaining more insight on customers' perception of advertisement, motivation to shop and their opinion on case company. This part was formed by five questions.

The survey was designed to use five-level Likert scale similarly to the majority of researches testing TAM in different contexts. Likert scale is commonly used in quantitative studies using questionnaires for data collection as it mirrors respondent's perception of the studied variable (Saunders et al., 2016). As the main aim of the survey was to obtain an insight to the perception of the customers, Likert scale was the perfect fit. Only eight questions used different measurement method – six deployed closed multiple choice answers and two stayed open-ended. Table 3. outlines the structure of the questionnaire reflecting the number of items studied in one question and source from which the questions or items were adapted from.

Table 3. Survey structure

Subject	Characteristics	Measurement scale	Source
Introduction	Consent with taking part in the survey		
Background	Q 1 – 5 (Gender, age, customer type, shopping frequency, experience)	Multiple choice	Author
Perceived usefulness	Q6 (6 items)	Likert scale 5 (strongly disagree - strongly agree)	Adapted from Davis (1989)
Perceived ease of use	Q7 (6 items)	Likert scale 5 (strongly disagree - strongly agree)	Adapted from Davis (1989)
Perceived benefits	Q8 (7 items)	Likert scale 5 (not important – very important)	Adapted from Adelaar et. Al (2004), Zhou et al. (2007)

Perceived attributes	Q9 (12 items)	Likert scale 5 (en-/dis-courage not at all – to great extent)	Adapted from Demangeot and Broderick (2007), Lesáková (2015)
	Q10 (7 items)		
Behavioural intention	Q11 (2 items)	Likert 5 (strongly disagree - strongly agree)	Adapted from Davis (1989)
	Q12	Likert 5 (strongly disagree - strongly agree)	Author
	Q13 (4 items)	Likert scale 5 (very unlikely – very likely)	Author
Advertisement	Q14 (9 items)	Likert scale 5 (never – always)	Author
	Q15 (7 items)		
Company perception	Q16 (5 items)	Likert scale 5 (strongly disagree - strongly agree)	Author
	Q17, Q18	Open end	Author

Source: Author

The sample of this research were the current customers of the company Solidstav who have already interacted with the website of the company and its online store running in beta version. Therefore, possible biases caused by positive or negative long-term relationship with the company have to be taken into account.

Data collection was conducted from 7 April to 3 May 2019. In this time frame, the answers were collected online and offline. For the online survey to be spread, questions were embedded in Google form online survey tool. The questionnaire in Google form was incorporated in the website of the company what increased reliability of the questionnaire and also raised website visits when opening a shared link. The online data collection started by sending an e-mail from the company's e-mail address to the customer database asking to answer the questionnaire. In addition, two reminder e-mails were sent along the time period of data collection. Personal survey was conducted three times during this period when customers were surveyed by the marketing intern of the company in the physical store during their visit.

To increase response rate, the respondents were motivated by earning 20 loyalty points when answering the questionnaire. The companies which decided to share their name for the purpose of obtaining the loyalty points were collected separately, so the anonymity was respected. The final number of obtained responses was 80 from which 38 were collected through online channel and 42 by personal surveys. The low rate of responsiveness might be caused by the

questionnaire, which, although three questions were removed, was still extensive or the low rate of responses generated through e-mail can mirror ineffective e-mail communication and disinterest of the customers.

4.4 Data analysis

For the purpose of the analysis of the data obtained from the conducted survey, SPSS statistical software is utilized. Firstly, the collected data is analyzed descriptively outlining the characteristics of the respondents' background and overall characteristic. Frequency, central tendency, variation, skewness, kurtosis and cross tabulation are analytical tools used in this section. For the purpose of this thesis, mean was selected as a the most suitable to express the central tendency of the data. To increase relevancy of the descriptive analysis, dispersion measures are utilized as well. Concretely, the standard deviation indicating the proximity of the data to the mean, skewness showing the symmetry of the data set around the mean and in case of asymmetry presenting the side (right – positive or left - negative) of the tail which is longer, and kurtosis expressing the weight of the distribution tails. Positive kurtosis indicates more data concentrated in the tails and the negative says the opposite, both are compared to the normal distribution (Lee, 2008; McNeese, 2016; Tahal et al., 2017). Moreover, cross tabulation is used to draw the relationships among some of the variables.

Descriptive analysis is followed by the explanatory one which takes a closer look at the relationships between the variables studied in TAM model. Linear correlation analysis is conducted at first, to ensure that the items considered representatives of one factor are correlated and can be used in factor analysis. Pearson correlation coefficient, used in this study, can take value from -1 to 1, where negative sign means negative relationship between the variables, 0 represents no relationship and plus sign positive relationship. Correlation matrix is also utilized once the factors are derived as a pre step of the regression analysis.

Factor analysis is a tool used for the dimension reduction which enables studying relationships between the factors which each represents the summary of the original items studied under one construct (Hair, 2014). Varimax is used as a rotation method, which is also considered the most popular one. It simplifies the factor matrix, however, does not exclude correlations (Ghauri and Gronhaug, 2010). The factor loadings, being the correlations between one item and the new factor, are studied and only items with loadings higher than 0,6, which is a recommended threshold for the obtained sample size by (Hair, 2014), are remained in the factor.

To test the adequacy of the factors, Kaiser-Meyer-Olkin (KMO) test is performed. This test shows how easy for the interpretation the factor matrix is. The scale of the KMO test varies from 0 to 1 where 0,5 states the threshold for the acceptance of the model. Everything above 0,5 represents acceptable factorial simplicity (Kaiser, 1974). To claim that factors are suitable for further analysis a reliability test is conducted as well. Reliability is measured by Cronbach's alpha mirroring the internal consistency of the factors. Alpha's value ranges from 0 to 1 where higher number indicates higher reliability. The lowest limit for the acceptability of the factor is 0,7 (Hair, 2014).

The last step in the data analysis is the regression, which is the analysis utilized the most for examining relationships. Simple linear regression is performed as a method used for the hypothesis validation. This method is selected as the most suitable for analyzing the relationship between one independent variable explaining one dependent variable. The reported coefficients, unstandardized and standardized coefficients, t-value, p-value as well as R, R squared and F-value, report the validity and significance of each relationship studied. Unstandardized beta mirrors the change in dependent variable for every unit changed in the independent variable. Value of R represents the simple correlation between the independent and dependent variables. R squared indicates the level of variance of independent variable explaining the dependent variable. In addition, significance of the analysis is measured by p-value, where $p < 0,05$ represents significant results. Hair (2014) defines t-value as an indication of confidentiality to say that the coefficient is not equal to zero with reported level of error. F-value reflects the overall significance of the model.

For the further analysis of the relationship post hoc analysis is conducted as well. This analyses the effects in one model using multiple regression. For reliable results, the reduced variables are tested for multicollinearity before the multiple regression analysis is conducted. Multicollinearity reveals the extent to which one variable can be explained by another one. It can be studied by observing the high correlations, low tolerance values or high Variance inflation factor (VIF). According to Hair (2014) the minimum tolerance is 0,10 and maximum VIF value of 10. However, the author suggests adjusting the cut-off point for smaller samples to avoid the multicollinearity. For the purpose of this thesis threshold for tolerance is 0,2 and the maximum VIF is 5 recommended by multiple authors (Akinwande et al., 2015; Kline, 1998). Multiple regression is the last step of the explanatory analysis where in addition to

coefficients reported in single regression, variance analysis ANOVA is reported as well. This analysis tests the model fit where F-value indicates the variation of the sample.

4.5 Reliability and validity

Quality of any conducted research should be measured by its reliability and validity. Reliability tests the consistency of the research which can be evaluated by three approaches defined by Saunders et al. (2016) to re-test, internal consistency and alternative form. Re-test suggests analysing the correlations of the data from the conducted survey with the data from the same questionnaire taken by the same respondents but in different time. This test is very difficult to undertake due to the respondents' refusal to take the same survey twice, and therefore the test was not conducted. Second approach is the internal consistency of the research tested by Cronbach's alpha which either tests the correlations among the questions or its sub-groups. This research was tested by running Cronbach's alpha test for variables in explanatory research. The values of alphas were higher than 0,7 and considered reliable. Detailed results can be found in chapter 5.2.1 Factor analysis. Third approach to the reliability recommended is alternative form asking the same question in two different ways in one questionnaire and compare their results. This method, however, was not incorporated due to the difficulty of ensuring the same meaning of the question and the respondent's possible denial of responding the same question if spotted.

Research validity is also divided in three separate validities referred to as content, criterion-related and construct validity (Saunders et al., 2016). Content validity examines the appropriate questions regarding the measured variables and their occurrence in the questionnaire. Content validity of this research was examined by three respondents taking the pivot test as a result of which the three least relevant questions were discarded. Criterion-related validity measures the prediction of the data meeting the chosen criterion. The criteria for this thesis were set in form of nine hypotheses based on the literature review which were validated by the regression analysis. Construct validity focuses on the questions measuring the constructs they intend to measure. Questions from the survey were carefully developed based on the literature review and some were adapted from the previous studies.

5 EMPIRICAL FINDINGS

This chapter uses multiple measurements and statistical methods to analyse the data obtained from the survey. Firstly, descriptive analysis is giving a greater overview of the background of the respondents, showing the common responses revealed by the central tendency and the overall variability of responses. It also draws attention to the different relationships between some of the conducts by using cross tabulation. Second part of this chapter uses explanatory methods to study relationships predicted by the constructed hypotheses on enlarged TAM. The parts of analysis are written in the order they were conducted. Used methods are factor analysis, correlation, simple regression and post hoc analysis formed by multicollinearity test and multiple regression.

5.1 Descriptive analysis

This section is dedicated to describing the background of the respondents for better interpretation of the further results. Moreover, the chapter discusses the central tendencies and variability of the questionnaire outlining the distribution of data. Questions related to the advertisement and the company perception are described in more detail as they are not covered by explanatory analysis.

Background

The initial part of the result chapter is dedicated to the background overview of the sample participating in the survey (Table 4). This information is essential for interpreting the obtained data. The final number of participants taking part in the survey was 80. The sample was gender unbalanced as only 17,5% of female compared to 82,5% of male answered the questionnaire. This inequality might be caused by the low interest of female in this specific industry as well as by the fact, that the survey was conducted with the long-term customers who generally were men. Sample was, however, based on volunteers from the current customer database willing to take part in the survey and the equal representation was not obtained.

Table 4. Frequency distribution of demographic information

	Mean		Frequency	Percent
Gender	1,18	Male	66	82,5 %
		Female	14	17,5 %
		Total	80	100,0 %
Age	3,10	Less than 20	0	0,0 %

		20 - 35	20	25,0 %
		36 - 50	35	43,8 %
		51 - 65	22	27,5 %
		66 - 80	3	3,8 %
		Above 80	0	0,0 %
		Total	80	100,0 %
Customer type	2,08	End customer	23	28,8 %
		Plumbing/ Installation company	38	47,5 %
		Construction Company	9	11,3 %
		Retailer	10	12,5 %
		Total	80	100,0 %
Shopping frequency for SHP	2,89	Once a week	10	12,5 %
		Multiple times per week	36	45,0 %
		Once a month	8	10,0 %
		Multiple times per month	5	6,3 %
		Multiple times per year	21	26,3 %
		Total	80	100,0 %
Experience shopping online	2,89	No experience	6	7,5 %
		Little experience	15	18,8 %
		Some experience	41	51,3 %
		Substantial experience	18	22,5 %
		Total	80	100,0 %

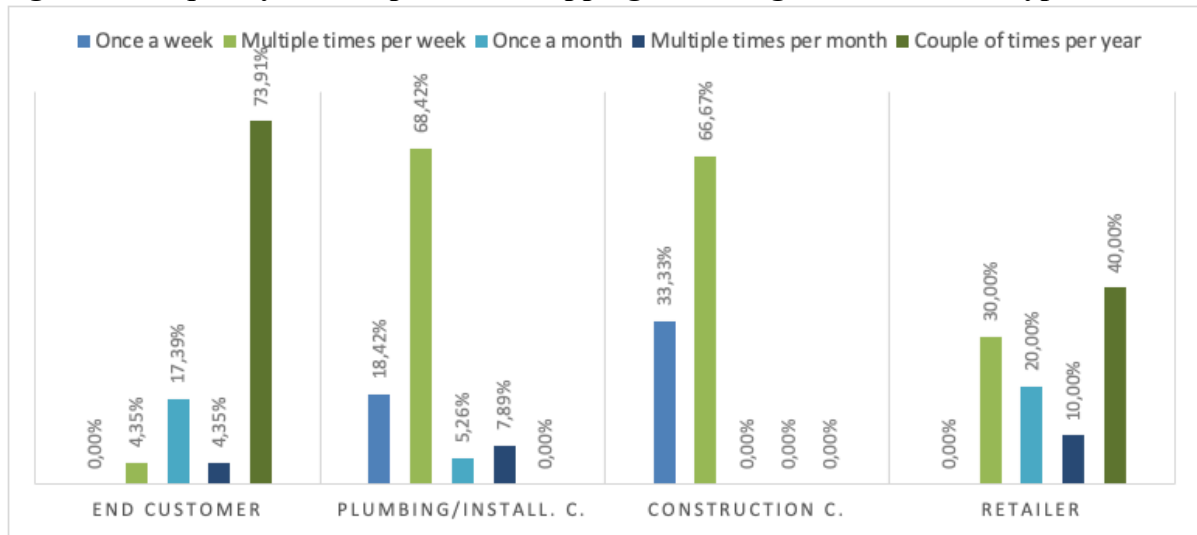
Source: Author

The age representation mirrors the age range of the customers shopping in SHP industry. Among the 80 respondents none was younger than 20 years old nor older than 80 years. The 43,8% of the respondents were from the age group 36 to 50 years old. Similarly distributed were the respondents from the age groups 20 – 35 and 51 – 65, accounting for 25% and 27,5% respectively. Only 3,8% of the respondents were aged between 66 and 80 years old.

Another background information the survey was interested in is the type of customers who shop for SHP products. The most represented customer group were the plumbing/installation companies with 47,3%. The second most frequent customer type were the end customers accounting for 28,8%. 11,3% of respondents stood for construction companies and a bit higher with 12,5% were represented retailers. The shopping frequency for SHP products is tightly related to the type of customer as more than 65% of both plumbing/installation (N=26) and construction companies (N=6) shop for SHP products multiple times per week or at least once a week (plumbing/installation company – 18,42%, N=7; construction company – 33,33%, N=3) as they use the material in their daily activities. On the other hand, 73,91% of end customers (N=17) shop for these kinds of products only couple of times per year and only

17,39% of them (N=4) shop once a month. Shopping frequency of the retail companies varies the most, 30% shop multiple times per week (N=3), 20% once a month (N=2), 10% multiple times per month(N=1) and 40% shop multiple times per year (N=4). The shopping frequency for SHP products by different types of customers can be found in the Figure 7.

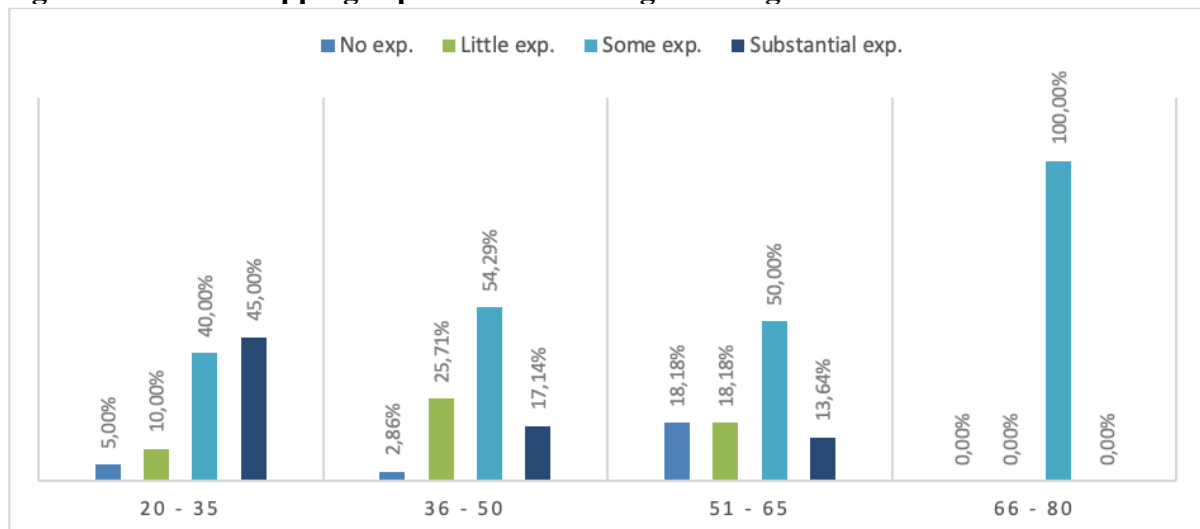
Figure 7. Frequency of SHP products shopping according to the customer type



Source: Author

An important factor in this research was the experience of the respondents with online shopping. According to the data obtained from the survey, it seems, that the customers of SHP industry were quite experienced in online shopping. Concretely, 18,8% (N=15) had just little experience, 51,3% (N=41) of all the respondents had some experiences and 22,5% (N=18) had substantial experience. Only 7,5% of the sample (N=6), had no experience.

Figure 8. Online shopping experience according to the age



Source: Author

When looking at the relationship between the age and the experience, it could be observed, that with increased age the experience lowered (Figure 8). This is deduced from the observation that older the age group, lower the percentage of people with some or substantial experience. Among 20 – 35 years old 85% was experienced (N=17), between customers aged 36 – 50 it was 71,43% (N=25) and from the group aged 51 – 65 only 63,64% had at least some experience in online shopping (N=14). The group aged 66-80 was underrepresented, and the results could not be interpreted correctly.

Perception of usefulness and ease of use of the online store

Central tendency and variation tables of the questions studied in the explanatory research are placed in the Appendix 6., due to its extensive length. Both perceived usefulness and perceived ease of use were measured by the Likert scale 1 (strongly disagree) – 5 (strongly agree). From the means represented in the Appendix 6 we can assume that the customers of SHP industry perceived the usefulness and ease of use of the company's online store neutrally, rather positively. Means from the questions about perceived usefulness (Q6) vary from 3,06 to 3,53, where the latter represents the mean of the overall positive perception. The lowest mean is of the item studying the perception of shortening the time on deciding which product to buy based on the available information on the website.

Similar trend is observed in the perceived ease of use set of questions (Q7) with 3,13 as the lowest mean and 3,74 the highest. The overall perception of ease of use is higher than the usefulness accounting for mean of 3,70. According to the skewness the majority of the data are distributed quite symmetrically excluding the learning ease, overall usefulness and ease of use perception as their skewness was closer to -1 signaling longer left tail and more answers on the left side from the mean. The lowest mean of 3,13 is recorded on two items studying the ease of finding what they are looking for as well as ease of accomplishing their purchase online. Both with low negative skewness signalling the symmetry of the data distribution.

Perception of online shopping benefits and attributes

Importance of benefits (Q8) was measured by Likert scale 1 (not important) - 5 (very important) whereas the extent to which attributes positive (Q9) and negative (Q10) encourage or discourage customers from online shopping were measured by Likert scale 1 (not at all) – 5 (to great extent). Relatively high means are detected in the two questions studying benefits and positive attributes. One of the most significant benefits are rated comfort with mean of 4,09

and the ease of price comparison with 4,03. Negative skewness indicates relatively asymmetric distribution with longer left tails. One of the least important benefits according the mean (3,24) is the option - less influence of the sales assistants with standard deviation of 1,12 and skewness of -0,54 based on what it can be concluded, that the data are distributed quite symmetrically.

Positive attributes of online shopping are found to be very important for the customers as some of the attributes have means close to 4 (see Appendix 6). The most important attribute positively influencing the online shopping is detailed product description with mean of 3,85 followed by quick order processing (3,83) and simplicity of ordering (3,81). Attractive price, multiple payment methods and real time inventory all have mean above 3,7. All of the above-mentioned attributes have negative skewness close to -0,9. On the other hand, the least important attributes are considered reasonable delivery price, online customer service, simplicity of refund and cancellation, and portfolio overview with means from 3,26 to 3,30. Data obtained from these questions were are symmetrically distributed with skewness around -0,2.

Importance of attributes of online shopping discouraging people from shopping in online stores was studied in the question 10 outlined in the Table 5. As in many previous researches, it was proven, that inability to see a product is still considered an issue which discourages people from online shopping, this finding was proven by the mean value of 3,81 leaning closely to the answer “considerably”, when describing how influential are the attributes, in this case the inability to see the product, discouraging customers to shop online. Skewness value of -0,84 indicates, that the data are, however, distributed rather unsymmetrically and the majority lays on the left side from the mean. Another factor considered significantly important is the complicated website of the seller which according to the mean of 3,68 deter people from online shopping. The least discouraging is observed to be the lack of online shopping skills with mean of 2,75. The opinion on this attribute is quite normally distributed around the mean as the skewness is close to 0. Kurtosis indicated that the data were more distributed among the tails.

Table 5. Importance of attributes discouraging from online store adoption

	Negative Attributes	Mean	St. dev.	Skewness	Kurtosis
Q10	Longer delivery time	3,40	1,16	-0,29	-0,71
	Strict exchange and refund policy	3,26	1,21	-0,26	-0,73
	Inability to see the product	3,81	1,30	-0,84	-0,38

Complicated websites of online sellers	3,68	1,12	-0,59	-0,26
Absence of interaction	3,34	1,27	-0,33	-0,81
Lack of skills of shopping online	2,75	1,24	-0,08	-1,04
Internet payment	3,04	1,39	-0,21	-1,18

Source: Author

Intention to use online shopping

Question 11 and 12 were evaluated using Likert scale 1 (strongly disagree) – 5 (strongly agree). Question 13 was similarly measured by Likert scale however measuring likability where 1 represented option very unlikely and 5 represented option very likely. Set of questions regarding the likelihood of the customers to shop online, outlined in the Table 6 revealed an interesting information as the more general question (Q11), not connected with the SHP products online shopping, shows mean of 3,78 considering use of internet for shopping a good idea. Standard deviation in this case is lower accounting for 1,06 and the distribution moderately skewed to the right side with a longer tail on the left side from the mean. Following questions about using internet for their SHP purchases shows the uncertainty among the customers. Means (Q12 and Q13) are close to 3 indicating the answer “Neither likely nor unlikely” to shop for SHP product in the future. Data is distributed symmetrically as the value of the skewness is between -0,5 and 0,5. It seemed, that even the respondents who consider using internet for shopping a relatively good idea, are not persuaded with its use for SHP products shopping.

Table 6. Intention to shop online

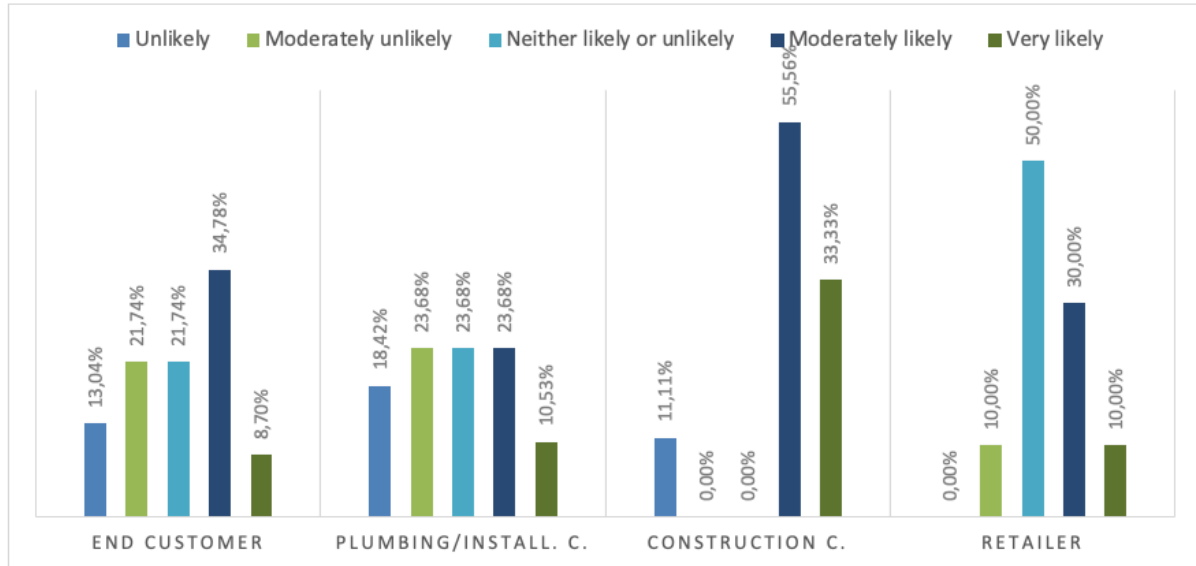
	Question	Mean	St. dev.	Skewness	Kurtosis	
Q11	Using the Internet for shopping is (would be) a good idea.	3,78	1,06	-0,86	0,27	
	I like (would like) using the Internet for shopping.	3,59	1,12	-0,72	-0,12	
Q12	How likely is that you will shop online in future for products of sanitary, heating and plumbing industry?	3,10	1,25	-0,23	-0,97	
Q13	How likely is that you will shop online in the future for these product categories?	Water	3,08	1,15	-0,15	-0,82
		Bathroom	2,76	1,29	0,13	-1,06
		Gas	2,89	1,18	-0,06	-0,90
		Heating	3,14	1,30	-0,26	-1,05

Source: Author

When it comes to the different product ranges, one could observe that customers are most likely to shop heating products through online stores. However, standard deviation of 1,30 is relatively high as well as negative kurtosis showing little concentration of the responses around the mean. Bathroom products, on the other hand seems to be the least likely shopped online with the mean 2,76, data are though distributed among the tails as in the case of heating products.

Related to the willingness to shop online is the intention of different types of customers to shop online. By using cross tabulation, different groups of customers were studied as seen in Figure 9. The most represented groups of customers plumbing/installation companies as well as the end customers have very diverse results in likelihood to shop online and a concrete trend cannot be assumed from the data obtained. However, end customers were slightly more disposed towards online shopping. On the other hand, retailers and construction companies had higher intention to shop online for SHP products. It also needs to be considered, that the sample of both retailers and construction companies was significantly lower than one of the plumbing companies and it needs to be taken into account when interpreting the data.

Figure 9. Willingness to shop online for SHP products according the customer type



Source: Author

Marketing, advertisement and perception of the company

The last part of the survey was dedicated to investigating the customers' perception of advertisement, responsiveness to different kind of motivations and overall picture of the case company. Questions studying the frequency of advertisement (Q14) and motivation (Q15)

perception were measured by Likert scale 1 (never) - 5 (always). Question regarding the shopping reason was also evaluated by the Likert scale 1 (strongly disagree) – 5 (strongly agree).

Advertisement was generally considered as a non-attractive and the means of advertisement types catching the attention were between 2,5 and 3, which can be observed from the Table 7. Only the catalogue stands out between them with the mean of 3,28, lowest standard deviation (0,93) and low skewness (-0,19). E-mail advertising, on the other hand, was the one with the lowest mean of 2,36 meaning that in average, the e-mail advertisement almost never catches the attention of the SHP customers.

Table 7. Advertisement’s ability to catch the attention of the customer

Advertisement type		Mean	St. dev.	Skewness	Kurtosis
	Flyer	2,66	1,05	0,06	-0,53
	Catalogue	3,28	0,93	-0,19	0,12
	Newspaper or magazine ad	2,58	1,05	0,13	-0,44
	Billboard	2,90	1,24	0,11	-0,88
Q14	Poster	2,61	1,08	0,34	-0,28
	TV ad	2,58	1,25	0,42	-0,56
	Radio ad	2,68	1,20	0,21	-0,65
	E-mail ad	2,36	1,13	0,38	-0,64
	Social media ad	2,53	1,37	0,34	-1,04

Source: Author

Social media advertisement is another type which is rarely noticed by the customers as well as posters, flyers and TV ads. However, all of the mentioned types of the advertisement channels have potential to catch the attention of the customers time to time as at least 30% of the respondents claim that they sometimes notice each type. Frequencies constructed for the better distribution overview can be found in Appendix 7.

Related to the advertisement type was the question 15, shown in Table 8. asking what would motivate customers to shop online. The highest mean (3,73) with the lowest standard deviation (1,17) is observed for the special offers online. Data is moderately skewed to the right (-0,69) with more answers concentrated in the left tail. Higher mean indicating higher level of motivation is also noticed in case of present with the purchase (3,46), online discounts (3,45) and loyalty points earning (3,39). The three of them were quite symmetrically distributed with the standard deviation of 1,20 and 1,23 in case of the loyalty points. The least motivating factor is claimed the possibility to take part in a competition with mean of 2,84.

Table 8. Motivation to shop online

	Motivating factors	Mean	St. dev.	Skewness	Kurtosis
	Take part in a competition	2,84	1,23	0,19	-0,73
	Earning loyalty points	3,39	1,23	-0,24	-0,86
	Event organized for customers	2,94	1,42	0,06	-1,28
Q15	Discounts online	3,45	1,20	-0,49	-0,53
	Special offers online	3,74	1,17	-0,69	-0,17
	Discount based on the referral to a new customer	3,23	1,21	-0,36	-0,78
	Present with the purchase	3,46	1,20	-0,38	-0,65

Source: Author

Table 9 shows that there was no clear trend observed in the reasons why the customers shop at this particular case company. All of the means range from 3,65 to 4,10. Means indicate the customers are satisfied with the service (mean = 4,10), however its negative skewness (-1,08) points to the left tail being considerably longer but not heavier, assumed from the positive kurtosis (1,65). Lowest mean was observed for prices being the reason of the purchase at Solidstav, slightly skewed to the right with -0,49.

Table 9. Reasons customers shop in Solidstav

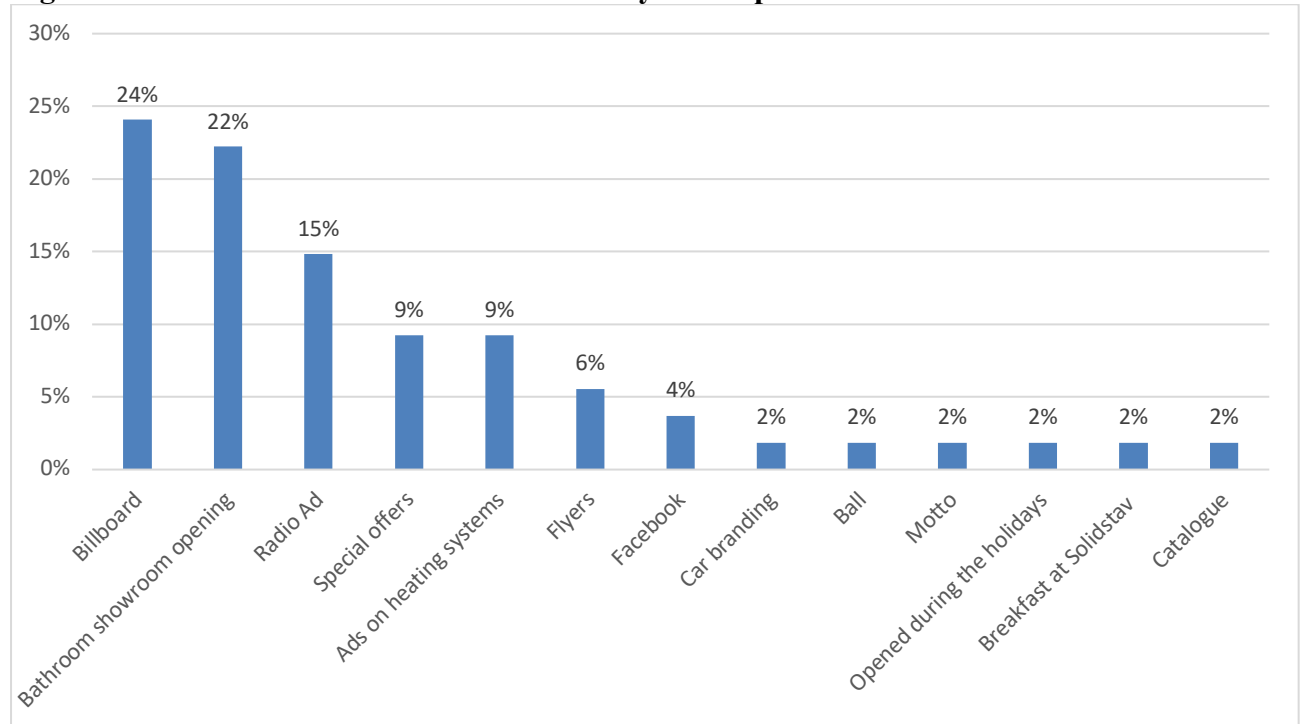
	Reasons	Mean	St. dev.	Skewness	Kurtosis
	Reasonable prices	3,65	0,96	-0,49	0,12
	Unique product portfolio	3,73	0,84	-0,48	0,47
Q16	Positive references	3,89	0,86	-0,77	1,49
	Customer service	4,10	0,85	-1,08	1,65
	Quick processing of orders	3,84	0,96	-0,54	-0,18

Source: Author

Two open questions at the end of the survey were aimed to get a better picture of what current advertisement of the company works and what comes to the customers' mind when thinking about the company. It can be proved, that billboards are pretty noticeable among the customers as 24% of 54 people who responded to this question (Q17) recall Solidstav's billboard campaigns. Another most frequent answer to the question what Solidstav advertisement can they remember, was the opening of the bathroom showroom which was moved and reopened. Running radio ad was mentioned by the 15% of the respondents. A little bit less answers were obtained with remembering the special offers and advertising related to the heating systems and radiators. One of the respondents recalled a slogan "Teplo Vášho domova", translated as "the warmth of your home". Some other different activities were mentioned as well, such as a

ball organized by the company, branding cars, or Facebook presence. The whole picture of the answers can be found in Figure 10.

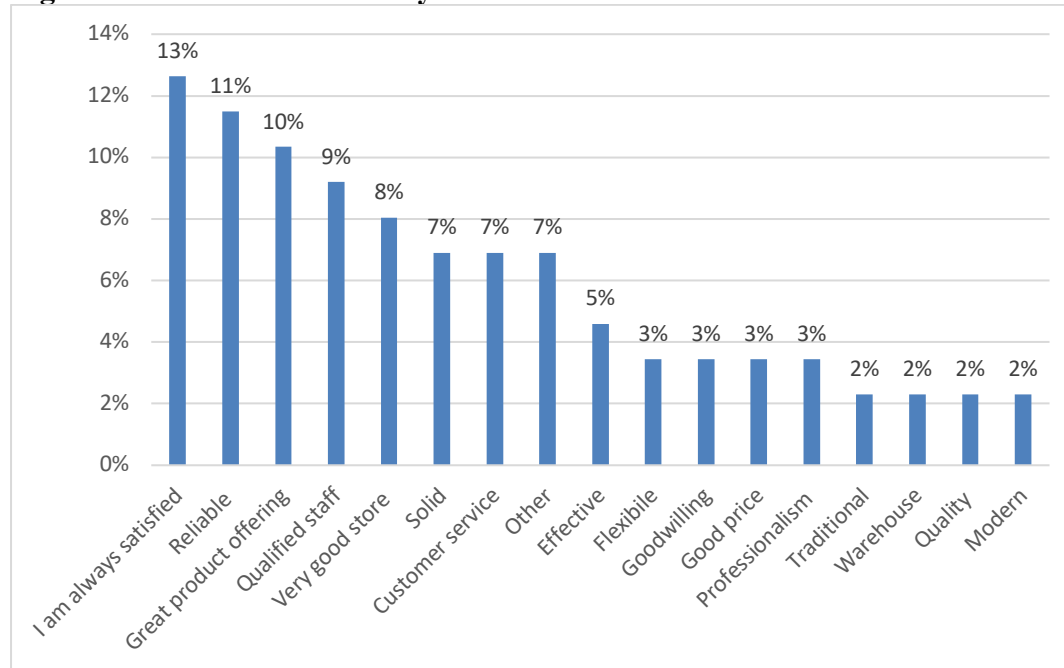
Figure 10. Solidstav's advertisement noticed by the respondents



Source: Author

How the company is seen in the eyes of the customers can be a very useful information in the future activities. When asking about defining company in three words (Q18), 58 respondents answered this question and 87 characteristics were identified. The overview of the answers is located in the Figure 11. 13% of the answers stated, that the customers are satisfied every time they conduct their purchase. The adjectives used the most to describe the company were reliable, solid, effective and flexible representing 11%, 7%, 5% and 3% respectively. 10% of the answers claimed, that the product offering is large and 9% pointed out the qualified staff taking care of the customer. Exceptional customer service covering the guarantee of the quality, supply and warranty formed 7% of the collected answers. Some of the other interesting answers were considering the company traditional, others, on the other hand modern or an answer from one customer claiming *”solid is an average, but Solidstav is more than that”*.

Figure 11. Solidstav defined by the customers



Source: Author

5.2 Explanatory analysis

This section of the analysis discusses the results of the survey in more detail using the statistical methods outlined in the chapter 4 Methodology. The analysis leads to resolving the hypotheses tackling the modified TAM enlarged by perceived benefits and positive attributes stated in the detailed theoretical framework. For conducting the explanatory analysis, the author of this thesis used the statistical software SPSS.

5.2.1 Factor analysis

Factor analysis was conducted to reduce studied items (38) into five variables – perceived usefulness, perceived ease of use, perceived benefits, positive attributes and behavioural intention. The summary of factor analysis is represented in the Table 10. According to Hair (2014) minimum factor loading for the sample size of 85 respondents is 0,60. As the 85 respondents is the closest sample size to the sample of this research (80), only the factor loadings higher than 0,6 were taken into account when building the factors. Based on this rule, two items from the factor analysis were discarded. One item from the construct positive benefits, which factor loading accounted only for 0,550. This item represented the benefit of online shopping - no crowds and ques in the store (BE2). The second item discarded was

positive attribute of online store – the portfolio overview (PA1) with factor loading of 0,574. The original table of the factor analysis including the extracted items together with the list of abbreviations representing the items can be found in the Appendix 10 and Appendix 11, respectively. The remaining relevant factor loadings differed from 0,665 to 0,905. Obtained eigenvalues were greater than 1 and the extracted variance level ranged from 60,250 the lowest to 69,031 the highest, mirroring a strong total representation of the factors.

Table 10. Summary of factor analysis, adequacy and reliability

Construct	Item	Factor loading	Eigenvalue	Variance extracted (%)	KMO	Cronbach's Alpha (α)
Perceived usefulness (PU)	PU1	0,771	4,077	67,953	0,865	0,905
	PU2	0,840				
	PU3	0,843				
	PU4	0,824				
	PU5	0,805				
	PU6	0,860				
Perceived ease of use (PEU)	PEU1	0,823	4,071	67,854	0,809	0,905
	PEU2	0,880				
	PEU3	0,822				
	PEU4	0,826				
	PEU5	0,759				
	PEU6	0,828				
Benefits (BE)	BE1	0,820	3,615	60,250	0,811	0,864
	BE3	0,848				
	BE4	0,840				
	BE5	0,695				
	BE6	0,665				
	BE7	0,769				
Positive Attributes (PA)	PA2	0,741	6,902	62,744	0,918	0,939
	PA3	0,759				
	PA4	0,755				
	PA5	0,695				
	PA6	0,880				
	PA7	0,873				
	PA8	0,804				
	PA9	0,756				
	PA10	0,833				
	PA11	0,718				
	PA12	0,873				
	Behavioural intention (BI)	BI1				
BI2		0,905				
BI3		0,738				

Source: Author

Kaiser-Meyer-Olkin (KMO) test was used to measure the sample adequacy of items used in the factor analysis as well as the model's adequacy. According to Kaiser (1974) the minimum value of KMO considered acceptable is 0,5. All of the obtained KMO values from the test were above 0,5, therefore it can be stated that the sample as well as the model were adequate. The lowest KMO is 0,617 indicating construct behavioural intention to be mediocre. Perceived usefulness, perceived ease of use and benefits obtained KMO value higher than 0,8 stating that the factor analysis is meritorious. Positive attributes with the KMO of 0,918 was considered a marvelous model.

The reliability of the factor analysis was tested by using Cronbach's alpha measuring the internal consistency of the factors. Hair (2014) states that the lowest limit for factor to be reliable is $\alpha=0,7$. Based on this rule it could be stated that the five factors obtained were reliable as each of them obtained alpha higher than 0,7. Alfa coefficient of the variable behavioural intention (0,772) indicates acceptable internal consistency of the factors. Factor describing benefits is of a good internal consistency and the remaining three factors, perceived usefulness, perceived ease of use and positive attributes, had value of alpha higher than 0,9 signaling excellent consistency. However, studies recommend alpha to be lower than 0,9 as higher value of alpha indicates that there might be redundant items in the factor (Cortina, 1993; Shevlin et al., 2000). On the other hand, higher alpha can be caused by the higher number of items included in the factor (Hair, 2014), which could be the case. All the items outlined in Table 10 were remained and studied in next steps of the analysis.

Concluding the factors are adequate and reliable, new summated scales were calculated for the further use in the regression analysis. New variables were formed from the relevant items meeting the rule of factor loading is greater than 0,6. Perceived usefulness (PU), perceived ease of use (PEU) and benefits (BE) each contain six items, positive attributes (PA) consists of eleven items and behavioural intention (BI) of three items. The descriptive characteristics of the new constructs are outlined in the Appendix 12.

5.2.2 Correlation analysis

Correlation matrix was used for evaluating the relationships between the studied variables. First of all, correlation matrixes of the items loading to the factors were considered based on which high correlation results the factor analysis was conducted. The question (Q10) regarding the negative attributes of online store discouraging people from online shopping was based on

the insignificant correlations among the items discarded from the further analysis and analyzed only descriptively. In addition, a matrix including the control variables – gender, age and experience, and shopping frequency for SHP products together with variables derived from the factor analysis – perceived usefulness, perceived ease of use, benefits, positive attributes and behavioural intention was built as a first step towards the regression analysis. The matrix can be found in Appendix 13.

Based on the correlation coefficients, it can be proven the assumption derived from the descriptive analysis, that the age is negatively correlated with the experience of shopping online (-0,240) stating, that older the person is, less experience with online shopping he/she has. Equally low but positive correlation of 0,240 was detected between the gender and intention to use the online store. It can be observed from the results, that experience is slightly correlated with benefits (0,273) and positive attributes (0,231). This can be explained as a fact that more experienced people tend to consider benefits and positive attributes the online stores bring being more important. Positive correlation coefficient (0,378) is also noticed between the experience and the behavioural intention to use the online store.

The correlation coefficients among the new variables are all positive signaling medium relationship of behavioural intention with perceived usefulness (0,404) and ease of use (0,443), and between the benefits and perceived ease of use (0,449). The strongest correlation was between the variables perceived usefulness and perceived ease of use (0,861). Perceived usefulness is also highly correlated with benefits (0,512) and positive attributes (0,511). Moreover, high correlation was noticed between the positive attributes and perceived ease of use (0,543), benefits (0,762) and behavioural intentions (0,648). Considerable correlation was also between the benefits and intention to use online store accounting for 0,617. All the above-mentioned correlations are significant and therefore are used in the further regression analysis.

5.2.3 Regression

The regression analysis was conducted to test the hypotheses stated in the chapter 3 Hypotheses and to investigate the relationships outlined by the correlations. Single linear regression was performed to validate the hypotheses.

Nine hypotheses were constructed based on the academic literature from which six were supported and three rejected. The statistical overview of the tested hypotheses is displayed in

the Table 11, where both unstandardized and standardized coefficients, t-value, p-value as well as R, R squared and F-value are reported.

Table 11. Simple regression statistics

HYPOTHESES		Unstand. Coef		Stand. Coef.	t	p	R	R ²	F	Hyp. supported	
		B	Std. Error	Beta							
H1	PEU→PU	(Constant)	0,344	0,201		1,711	0,091	0,861	0,741	223,216	NO
		PEU	0,851	0,057	0,861	14,940	0,000				
H2	PU→BI	(Constant)	2,316	0,317		7,306	0,000	0,402	0,162	15,060	YES
		PU	0,365	0,094	0,402	3,881	0,000				
H3	PEU→BI	(Constant)	2,151	0,321		6,699	0,000	0,443	0,196	19,022	YES
		PEU	0,397	0,091	0,443	4,361	0,000				
H4	BE→PU	(Constant)	0,748	0,479		1,562	0,122	0,512	0,262	27,714	NO
		BE	0,641	0,122	0,512	5,264	0,000				
H5	BE→PEU	(Constant)	0,939	0,489		1,922	0,058	0,499	0,249	25,925	NO
		BE	0,632	0,124	0,499	5,092	0,000				
H6	BE→BI	(Constant)	0,795	0,397		2,000	0,049	0,617	0,381	48,052	YES
		Benefits	0,700	0,101	0,617	6,932	0,000				
H7	PA→PEU	(Constant)	1,291	0,377		3,425	0,001	0,543	0,295	32,700	YES
		PA	0,579	0,101	0,543	5,718	0,000				
H8	PA→PU	(Constant)	1,281	0,382		3,355	0,001	0,511	0,261	27,525	YES
		PA	0,538	0,103	0,511	5,246	0,000				
H9	PA→BI	(Constant)	1,266	0,306		4,133	0,000	0,648	0,420	56,51	YES
		PA	0,619	0,082	0,648	7,517	0,000				

Source: Author

Hypothesis 1 – Perceived ease of use (PEU) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

Regression analysis was conducted to investigate the effect of PEU being an independent variable on PU, a dependent variable. The relationship between the two factors is very high as R accounts for 0,861. Value of R squared being 0,741 indicates that PEU explains 74,1% of PU. However, the hypothesis H1 is rejected due to the significance level of constant variable being 0,091 and t-value accounting for 1,711, what is higher than the condition for supporting the hypothesis ($p < 0,05$).

Hypothesis 2 – Perceived usefulness (PU) will have a positive effect on behavioral intention (BI) towards online shopping for SHP products

As assumed from the previous researches (Davis, 1986; Lee, 2009; Ratna and Mehra, 2015), PU has a moderate relationship with BI ($R=0,402$). R squared, is however quite small (0,162) thus only 16,2% of PU explains the BI toward online shop use. Hypothesis studying this relationship where PU is independent variable and BI dependent one is supported as the significance levels of both coefficients were under the 0,05. Constant coefficient accounted for $p=0,000$ and $t=7,306$ and PU coefficient for $p=0,000$ and $t=3,881$. Unstandardized beta indicates the slope of the linear regression of 0,365 suggesting that the BI increases by 0,365 units when PU rises by 1 unit. F-value accounted for 15,06 showing that the model is marginally significant.

Hypothesis 3 – Perceived ease of use (PEU) of online store will have a positive effect on behavioural intention (BI) towards online shopping for SHP

There is a significant relationship between PEU and BI as mirrored in $R= 0,443$. PEU explains 19,6% of BI interpreted from the R squared value being 0,196. Hypothesis analyzed by the regression where PEU is independent variable explaining BI as dependent variable is supported due to the fulfilling the condition of significance in both coefficients (constant $p=0,001$, $t=6,699$; PEU $p=0,000$, $t=4,361$). The linear relationship between the two variables is also explained by the unstandardized beta accounting for 0,397 showing proportional increase of BI to use online store by 0,397 units when PEU increases by one unit. Model's significance is mirrored in F-value being not very high (19,022).

Hypothesis 4 – Perception of online store benefits (BE) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

The effect of BE on PU was analyzed in the second hypothesis. The relationship seems strong as $R= 0,512$. BE explain 26,2% of PU taking that R squared is 0,262. Even though the BE coefficient is significant ($p=0,000$, $t=5,264$) this hypothesis is rejected based on the rule where p-value of constant coefficient has to be lower than 0,05. Significance level of constant coefficient in this regression was 0,122, therefore the hypothesis was rejected. The t-value accounted for 1,562.

Hypothesis 5 – Perception of online store benefits (BE) will have a positive effect on perceived ease of use (PEU) of online store for SHP products shopping

Similarly, as in the previous relationships the correlation between the two variables is higher ($R=0,499$). Independent variable in this case BE explains the dependent variable, PEU, in 24,9% derived from R squared being 0,249. Even though BE constant is significant ($p=0,000$, $t=5,092$) the hypothesis is not supported due to the insignificant constant coefficient ($p=0,058$, $t=1,922$).

Hypothesis 6 – Perception of online store benefits (BE) will have a positive effect on behavioral intention (BI) towards online shopping for SHP

Regression studying the relationship between the independent variable BE and dependent variable BI reveals very high correlation ($R=0,617$). BE according to the model explain 38,1% of the BI derived from R squared being 0,381. Significance levels of the coefficients determining this relationship are in accordance with the conditions to support this hypothesis suggesting positive effect of benefits on intention. Constant coefficient representing $p=0,049$ and $t= 2,000$ and BI $p=0,000$ and $t= 6,932$. It is predicted that BI to use online store for shopping increases by 0,7 units when perception of BE increases by 1 unit. Very high F-value (48,052) shows the strong significance of the model.

Hypothesis 7 – Perception of positive attributes (PA) of online store will have a positive effect on perceived ease of use of (PEU) online store for SHP products shopping

Perception of PA have notable relationship ($R=0,543$) with the PEU which in this hypothesis stands for dependent variable being explained by the independent PA. By analyzing the R squared it can be claimed, that PA explains 29,5% of PEU. The hypothesis is supported as the significance level of both coefficients (constant $p=0,001$, $t=3,425$; PA $p=0,000$, $t= 7,18$) is in accordance with the rule $p<0,05$. From the unstandardized beta it can be predicted that when PA rises by one unit, the PEU rises by 0,579 units. The F-value being 32,7 indicates the relative significance of this model.

Hypothesis 8 – Perception of positive attributes of online stores (PA) will have a positive effect on perceived usefulness (PU) of online shopping for SHP products

Another independent variable PA and its effect on PU was also studied by conducting simple regression analysis. It can be concluded, that the relationship between the dependent and independent variables of this regression was strong as R accounted for 0,511. R squared value was 0,261 meaning that the PU is from 26,1% explained by the perception of PA. This

hypothesis is supported as both p-values of constant ($p=0,001$) and the PA ($p=0,000$) are lower than 0,05. The t-value for PA coefficient was 5,46. It can be claimed that the relationship is significant. Unstandardized beta being 0,538 indicates that for every unit of increase in PA it is predicted that PU increases by 0,538 unit. The F-value being 27,525 indicates the significance of the model.

Hypothesis 9 – Perception of positive attributes (PA) will have a positive effect on behavioral intention (BI) towards online shopping for SHP

The correlation between PA and BI ($R=0,648$) signals a strong relationship. R squared of 0,42 can be interpreted as 42% of BI can be explained by the perception of PA. This hypothesis is supported as the condition of $p<0,05$ is fulfilled (constant $p=0,000$, $t=4,133$; PA $p=0,00$, $t=7,517$). Unstandardized beta accounts for 0,619 and it can be claimed that when perception of PA increases by 1 unit BI to use online store will increase by 0,616 units. Significance level of this model studied by the F-value (56,51) is the highest among all the regressions studied.

5.2.4 Post hoc analysis

For the purpose of seeing the effects of different independent variables influencing the dependent variable when considered to affect the dependent variable all at once, multicollinearity test followed with the multiple regression, were performed. Reliable results of multiple regression can only be achieved when all the variables undergo a test of multicollinearity. Multicollinearity can be observed by the high correlation between two constructs (above 0,9). Another way how to control the multicollinearity is to check the tolerance and variance inflation factor (VIF).

Multicollinearity test was conducted on the independent variables (outlined in Appendix 14) and it can be stated, that none of the correlations coefficient exceeded 0,9 either VIF 5 or tolerance level below 0,2. However, values of VIF of perceived usefulness and perceived ease of use in relation to the benefits and positive attributes were very close to 4, what signals a possible multicollinearity which needs to be taken into account in the further analysis.

The only dependent variable which turned out to be affected by multiple independent variables was BI. And therefore, the multiple regression where BI was dependent variable and PU, PEU, BE and PA were independent variables was conducted. Control variable experience with online

shopping was added based on the strong correlation with the BI. The summary of the analysis can be found in the Table 12.

Table 12. Summary of multiple regression

Ind: Experience (control) PU, PEU, BE, PA; Dep: BI						
MODEL SUMMARY			Adjusted	Std. Error	Change	Statistics
	R	R Square	R Square	of the	R Square	F
				Estimate	Change	Change
M1 Control - Experience	0,378	0,143	0,132	0,87984	0,143	12,982
M2 Experience, PU, PEU, BE, PA	0,712	0,508	0,474	0,68460	0,365	13,708

ANOVA		Sum of	Mean	F	p
		Squares	Square		
M1 Control - Experience	Regression	10,050	10,050	12,982	0,001
	Residual	60,382	0,774		
	Total	70,432			
M2 Experience, PU, PEU, BE, PA	Regression	35,750	7,150	15,255	0,000
	Residual	34,682	0,469		
	Total	70,432			

COEFFICIENTS		Unstand. Coeff.		Stand. Coeff.	t	p
		B	Std. Error	Beta		
M1	(Constant)	2,264	0,353		6,405	0,000
	Experience	0,424	0,118	0,378	3,603	0,001
M2	(Constant)	0,223	0,412		0,541	0,590
	Experience	0,244	0,095	0,218	2,560	0,012
	PU	-0,047	0,148	-0,052	-0,318	0,752
	PEU	0,131	0,148	0,147	0,887	0,378
	BE	0,260	0,149	0,230	1,752	0,084
	PA	0,353	0,126	0,370	2,802	0,006

Source: Author

It can be observed that control variable experience has a relatively strong effect on BI to use online store for shopping SHP products as it explains 14,3% of it. The whole model containing five independent variables (Experience, PU, PEU, BE, PA) explains 50,8% of the BI (R squared of M2=0,508). According to ANOVA test, the model is significant at p=0,000. However, when looking at each coefficient independently, it can be seen that only experience (p=0,012) and PA (p=0,006) significantly affected this model. The rest of the independent variables' significance level was higher than 0,05 and thus were considered insignificant.

These results were not expected and the reasons behind this outcome can be the higher correlation of the variables between each other (see Appendix 13) even though the test for

multicollinearity was conducted and levels of VIF were in accordance with the cut-of points stated in the literature. Deriving from this fact it can be assumed that there might be unspotted mediation relationship which was not studied and thus the variables tread out each other in this regression model where they are placed at the same level. The greatest change in the relationship was observed from PU coefficient beta (-0,052) indicating negative relationship in this model (M2), even though the effect of PU on BI studied by simple regression was positive (see Table 9). For better explanation of the results from this multiple regression it is suggested to conduct a mediation test in further research to exploit the structure of the variables influencing BI.

Moreover, the relationship between perceived usefulness and ease of use was studies further as the very high correlation between the two variables was not explained by the regression where perceived usefulness was dependent variable and perceived ease of use the independent variable. Thus, the regression studying the reverse relationship was performed. The results of this analysis are outlined in the Table 13.

Table 13. Effect of perceived usefulness on perceived ease of use

COEFFICIENTS		Unstd. Coeff.		Std. Coeff.		R	R ²	F	
		B	Std. Error	Beta	t				p
PU→PEU	(Constant)	0,573	0,197		2,914	0,005	0,861	0,741	223,216
	PU	0,871	0,058	0,861	14,940	0,000			

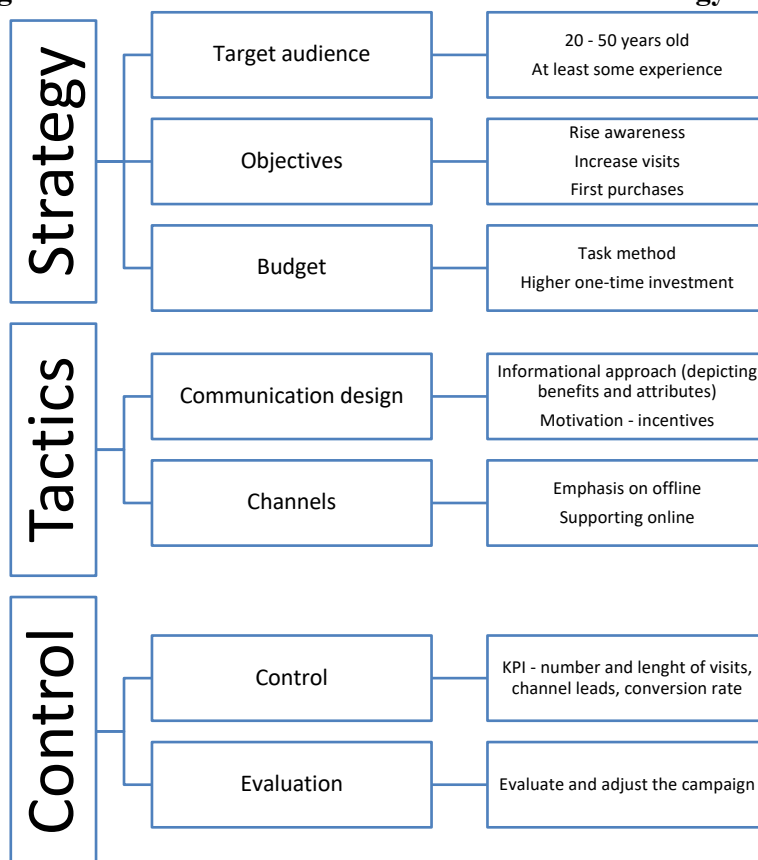
Source: Author

As reported earlier, the relationship between the two factors is very high (R=0,871). R squared signals a high contribution of perceived usefulness to the perceived ease of use as it explains 74,1% of it. These results are significant as the p=0,000 and t=14,940. Unstandardized beta being 0,871 means that the when perceived usefulness rises per one unit, the perceived ease of use rises by 0,871 unit. The overall significance of the model is high what is mirrored in F-value reaching 223,216. It can be concluded, that the hypothesis 1 was rejected due to the reverse relationship between the variables. This finding does not support previous researches (Davis, 1989; Lee, 2009; Ratna and Mehra, 2015), which report the effect of perceived ease of use on perceived usefulness. Reverse relationship might have been caused by the respondents' previous experience with online shopping in other product categories affecting the perceived ease of use of the online store of the case company.

6 PROPOSED COMMUNICATION STRATEGY FOR ONLINE STORE LAUNCH

The findings from conducted research are used for development of the marketing communication strategy for online store launch, which the company currently works on. The company transforms from brick and mortar company to click and mortar offering omnichannel services online and offline. The main objective of the online store is to create a new selling channel supplementing the current offline shop. Proposed strategy is supported by communication strategy development model outlined in the chapter 2.2.2. Firstly, the strategical part will be covered, followed by tactics and control sections. Marketing research conducted in this thesis revealed customers characteristics, their position towards online shopping for SHP products and their advertisement perception. This information is now used to create customer-centric approach in the proposed launch communication strategy. The overview of the proposal is outlined in the Figure 12 and each element, will be discussed in more detail.

Figure 12. Summarized communication launch strategy



Source: Author

Strategy

The strategic decisions in the communication strategy are tackling the target group definition, goal and budget setting. Customer group of SHP industry can be divided into B2C and B2B customers. The majority of the customers are male 20 – 65 years old and have diverse experience with online shopping. The target group suggested for the online store launch communication is the younger audience 20 – 50 years old who have at least some experience with online shopping, as this group represents a significantly big customer base. It is proposed to target the campaign on both B2B and B2C customers as based on the research, they generally have similar intention to use online stores to conduct their purchases for SHP products.

Next step to decide on, is the effective goal of the launch communication. Aim of the launch strategy is to raise awareness about the online store and lead customers, current and potential, to visit the online store, interact with it and conduct first purchases. Therefore, creating new sales leads is the second goal of the strategy.

When it comes to the budget, launch is an expensive one-time investment into the marketing communication. Therefore, it is recommended to use task method to set a budget for this strategy. Based on the proposed objectives and recommended channels budget should be set in accordance with achieving these goals. Considering that the company is SME and does not possess large budget for the marketing, channels suggested for the communication are the ones requiring lower investments, however, reaching large audiences.

Tactics

The second part of the strategy development tackles the tactical decisions about the design of the communication and the channels used. Design of the communication sets what is going to be said, how is it going to be said and who is going to say it. Message for communicating the launch of online store is the actual opening – the possibility to search for products, information and advice online without personally visiting the store. As mentioned in the literature review, launching an online store has to be built on trust, and therefore the campaign message has to mirror the competencies and reliability of the company. Many of the company's characteristics named by the current satisfied customers can be used in the communication such as reliable company, qualified help, effective, flexible or professional approach.

As the target audience is quite experienced in online shopping, informational approach to the communication is selected giving the basic information and educate customers by giving them logical reason to shop online. The research shows, that the intention to adopt online store by the customers is strongly influenced by their perception of benefits and positive attributes of the online store. Therefore, it is essential to work with these. Comfort of shopping anytime at any place is the benefit most valued together with the time effectiveness as there are no time and transportation costs of getting to the store.

Online stores also offer a great portfolio overview and more information about the products which are also found very important benefits of the online stores. The uncertainty of online shopping raised the most, is the inability to see the product live before purchasing it. As the industry is quite specific due to the complexity and size of the products this uncertainty should be smoothen by communication of the interlinkage of online and offline shopping channels by which the customers could overcome the above-mentioned problem.

From the positive attributes, customers value the most the detailed product description, simplicity of ordering, variability of payment methods and real time inventory. All of the above-mentioned attributes Solidstav online store possesses and should use them in their launch communication. Moreover, to approximate the easiness to use the online store, educational content in form of screen capture tour showing the most important features of the website for better navigation of the customers should be produced.

To increase the motivation of customers to visit the store's website it is recommended to offer some incentives. Research showed that online discounts and special offers might strongly motivate customers to order online. It is suggested that the launch communication starts with online discounts along with doubling the loyalty points obtained for the purchase during this period of time.

Prepared campaign should be communicated through appropriate channels, so the target audience is exposed to the shared message. Based on the research it is proposed to do intensive campaign using billboards which work on the customer group as well as radio advertisement. A collaboration with local newspapers and industry related magazines (online and printed) such as construction or interior design is suggested to publish a short article about the online store opening, pointing out the reasons why is it a useful channel to shop on and what practical

features it brings to the customers. Moreover, the employees should be ambassadors of the launch and make customers more comfortable with using the online store.

When it comes to the online advertisement, online channels are cheaper and can reach bigger audience. E-mail marketing, even though the customers claim they do not notice it, is suggested to announce the opening with special online discounts and doubling loyalty points to the current customer base by e-mail. The e-mail signature of the employees could also be adjusted with a special call to action button, so more people are exposed to the news. In addition to the employee ambassadors, a cooperation with some of the customers with broader networks, and some of them also active on social media, is suggested.

Search engine marketing helps reaching the audience, who is actually interested in the SHP industry and searches on internet for related topics. In addition to the regular search engine optimization recommended, the company could also take advantage of search engine advertisement and run a launch campaign there. Blog posts are a good way how to incorporate relative keywords into the website and appear in searches.

As the only social media the company is present on is Facebook it should also be incorporated in the campaign. Facebook posts should be used to communicate educational content of how to use the online store increasing the perception of ease of use, and also to remind people of benefits and positive attributes the online shopping for SHP products brings. In addition, display advertisement retargeted on Facebook or other websites related to the industry is highly recommended.

Control

The last step of the strategy development is to set control and measurement factors which will give the company overview of the successfulness of the campaign. The control stage creates a space for reflection and evaluation of the steps undertaken based on the data about the awareness and customer activity collected from customers as well as its effects on market share, sales or profits.

Each goal set in the strategy stage should have established Key performance indicators (KPI). The first aim set is the rise of awareness. KPIs used to measure awareness are the number of searches for the company, reach and engagement rates of Facebook sponsored posts, or e-mail which are available immediately. The long term KPIs are the mentions over time and

recognition gained. Offline campaign is harder to measure and can only be discovered by asking the customers.

Another goal set is to generate sales leads. KPIs considered appropriate measuring this aim is the conversion rate - the actual number of orders, adding products to the shopping list and instructions or downloads of manual.

It is important for the company to evaluate the channels' effectiveness and adjust the campaign accordingly. In addition, it is crucial to observe the effects on the market share, sales and profits. The control stage of the strategy also serves to collect feedback from the customers. As the online store is a novelty there might be useful remarks coming from the customers in terms of the functionality. Better performance of the online store will lead to positive perception of ease of use influencing the intention to use it for their purchases.

7 DISCUSSION AND CONCLUSION

The final chapter of this thesis discusses the main findings of the research, answers the research questions and reflects on the results and limitations of the study. Moreover, the theoretical and practical contributions are outlined and suggestions for further research are made.

7.1 Summary

This section presents the answers to the research questions set at the beginning of the research. These are divided in main question which is asked on more general level and three sub-questions studying the topic from more specific point of view. The main research question is:

How to create marketing communication strategy for launching an online store operating in sanitary, heating and plumbing industry?

The main research question will be answered by answering the sub-questions.

1) *What are the elements of the marketing communication strategy?*

The answer to this research question is supported by the conducted literature review which is also applied on the results from the research. It can be concluded that the main elements of marketing communication strategy are the strategy, tactics and control.

Marketing strategy was defined as decisions on strategical and tactical level directing the activities of the company, where marketing communication forms part of the tactical decisions. Strategical decisions in marketing strategy are concerned with segmenting, targeting and positioning of the company, which state the general direction of all the processes. The tactical decisions are mirrored in marketing mix formed by 4Ps, one of the Ps representing the promotion or in other words, communication. Marketing communication is a set of actions driven by the company to talk to the customers, inform them, persuade them and remind them the company's business. It is considered a tool to create relationship with customers and is often used for educating them.

The communication strategy development process was outlined to be formed by three stages, also considered its elements. First element is the strategy, under which the decisions of target audience, objectives of the strategy and budget are set. Second element are the tactical decisions on the communication design and channels. The parts of the design are setting

message according to the target audience's characteristics and interests, the creative content where the correct appeal (informational or transformational) has to be selected and the message source or the spokespersons for spreading the message. Items of communication channels are well outlined by the marketing communication mix including the tools such as advertisement, PR, promotions or WOM which create numerous possibilities to share the message. The third element is control compounded of reflection and evaluation of the communication strategy results which are analysed, and improvements are implemented. The launch communication strategy, which is the result of this thesis, is based on the same principles as already discussed communication strategy, however, launch focuses more on the initial phase which is more intensive using multiple communication tools with a coherent goal.

The knowledge of the elements leads to their practical implementation. All of the above-mentioned decisions can only be made, when the company has marketing insight about customers as decisions made without an insight might not turn beneficial after all. Based on the conducted research, the decisions on marketing launch communication of online store in SHP industry were made and are explained in more detail in the chapter 6 Proposed launch communication strategy.

The results showed, that the most suitable target segment is aged 20 – 50 years old customers of different type with at least some experience in online shopping. The target group is composed of the all customer types as the research did not show substantial differences in the intention to use online store for SHP products shopping. The target group is not limited by the gender, even though, the women were underrepresented in the research and it could be assumed, they do not incline to this industry, the statistics of the company's website visits show their significant interest in the topic.

Furthermore, the research gave an insight to the customers characteristics and behaviour which can be applied for the tactical decisions. The appeal of the communication spreading the message of online store opening should be informative based on the online experience the target group possesses. The benefits and positive attributes of online store have a strong effect on the intention to shop online and should be considered part of the message. Based on the research it can also be concluded, that the customers tempt to be motivated by different rewards for their actions. This information also shapes the communication design. Customers have positive relationship towards the special offers and discounts which could lead them to try the

online shopping for SHP products. Earning loyalty point is another motivator, which seems to work as well as getting a present with the purchase.

The studied channels suitable for the communication showed the unpopularity of the advertisement, which was partially expected. The customers of SHP industry tempt to notice the offline advertisement more than the online. The most recalled channels were the catalogues, billboards and radio. These results were further reinforced by customers mentioning these channels as the ones the company uses. The least important were found out to be online advertisements through e-mail and social media, which would generate a direct lead of customers to the online store. It can be concluded, that the identification of the elements of marketing communication strategy lead to the successful implementation of the theory in practice.

2) What are the key drivers that influence customers to choose online channel for their purchase?

Based on the available literature on purchasing channel choice the key drivers leading to online store choice were identified to be benefits of shopping online and various attributes of online store either encouraging or discouraging people to shop online. Perceived benefits mirror the untouchable characteristics of online shopping leading to positive customer experience. Whereas, the attributes are characterized as features and processes incorporated in the online stores to improve the experience of online shopping.

The research tested perceived importance of each particular benefit and the attributes were divided in two, positively influencing online channel choice and negatively influencing the online channel choice. Considering the responses of the customers on benefits, the comfort of shopping wherever and whenever is the most important, followed by the easy price comparison and better product portfolio overview. These can be understood as the most valuable characteristics of online shopping for customers of SHP industry. The benefit which was considered as the least important is that the shop assistants do not have influence on the purchase. It can be assumed, that shop assistants in this particular industry are viewed more as helpers than the persuaders, who can navigate the customer toward a better choice.

The positive attributes of online store increasing the chance of its use the most are detailed product description, simplicity of ordering and the short time of the order processing. It can therefore be concluded that the customers of SHP retail look for online store which precisely

describes the product and enclose good pictures. Thus, they can better imagine the real product. Moreover, they want the process to be as simple as possible and the order to be processed in the shortest possible time. On the other hand, they do not mind than much about the delivery price nor the refund and cancelation policy once they are deciding on whether to shop online or in the physical store. These results confirmed the literature on Slovak online behaviour that the price is not the most important factor, when selecting an online store.

The attributes discouraging customers from online shopping the most is the inability to see the product, which is considered the major issue of online shopping from the beginning of e-commerce. Even though, the sales through internet globally rise and people overcome this disadvantage, customers of SHP industry buying durable products often of large sizes, might take longer time to adapt to online channel. Another negative characteristic are the complicated websites of the sellers. When the ease of use of online store is not secured the customers rather choose physical stores for their purchases.

There is little research studying the statistical effect of perception of benefits and no research on the attributes' effect on intention to use. This thesis, thus, studied statistically their overall effect on the intention to use online store in SHP. As expected, the effect of perception of benefits on intention to shop online is strong ($\beta=0,617$) similarly as in the case of positive attributes which effect is slightly stronger ($\beta=0,648$). Therefore, communication of the benefits and the positive attributes the company's online store should be the focal point of the marketing communication of the launch.

3) How does the customer's perceived usefulness and perceived ease of use of the online store influence the intention to use it?

Technology acceptance model was used for studying the effects of perceived usefulness and perceived ease of use on the intention to shop online for SHP products as it is a tool having not only predictive, but also explanatory ability. This model suggests the intention to use being affected by perceived usefulness. According to Davis (1986) effect of perceived usefulness is caused by the fact, that once a person believes the technology helps improving the job performance, the intention to use it rises. During the years the effect of perceived ease of use on intention to use the technology was also confirmed (Hsu and Lu, 2004; Lee, 2009; Yusuf Dauda and Lee, 2015) and thus effects of both constructs were studied .

This research confirms the effect of both perceived usefulness and perceived ease of use on behavioural intention to use online store for future shopping in SHP. The strength of the effect is very similar, nevertheless the effect of perceived ease of use in this context is slightly stronger ($\beta=0,443$) than the effect of perceived usefulness ($\beta=0,402$). As the effect is relatively strong in both cases, it can be concluded, that stronger the perceived usefulness and ease of use, the higher the intention to shop through online channel. The companies in SHP industry need to strengthen the two perceptions for enhancing the online shopping.

The conducted research also gave us an insight in particular items forming the constructs. Generally, the results of the answers are neutral and there is not strong perception of either of the constructs. It was observed that items scoring slightly less than the others in perceived usefulness were connected with shortening the time on deciding which product to buy or reducing time of shopping by shopping online in studied company's online store. It seems like the customer do not think the online shopping in company's online store would decrease the time they spend shopping. As they claim they considered time effectiveness of online shopping important it can be assumed, that the customers have problem seeing the time effectiveness in the company's online store usage.

From the items forming perceived ease of use, the customers evaluated the lowest the easiness to find what they are looking for as well as ease of accomplishing their purchase online. These two items can be connected with the time effectiveness discussed above. On the other hand, the item customers agreed the most is that it would be easy to learn how to work with the online store.

To summarize the answer to the main research question the communication strategy of an online store launch operating in SHP industry, it is necessary to understand the customers behaviour which is still not very inclined to the online shopping of this particular product category. First of all, the strategical decisions are needed to be made. The company has to define its target audience and set the objectives of the launch campaign, which in this case would be rising the awareness, increasing the visits and conducting first sales. Moreover, it is needed to plan and wisely allocate the budget in which higher expenses on marketing have to be considered.

In the tactical part, the information about the customers behaviour is crucial. To obtain the relevant picture, it is recommended to conduct a marketing research on customers behaviour.

Based on the revealed information the communication design is created with the message appealing to the customers. Message suggested is to inform about the opening of the online store with depicting the benefits and attributes making the purchase easier and include an incentive to stimulate the will to shop in the online store. Communication channels are equally important as the message. If the message is spread on the channels the target group does not use, it would have no effect. Channels suggested for launch in SHP are mainly offline channels – billboards, radio and catalogues. The online channels have supporting character, however the communication needs to be consistent. The last part of the strategy development is setting the evaluation and control measurements which are used for the strategy performance improvement during and after the campaign.

7.2 Theoretical contribution

This research contributes to the literature on customer technology acceptance behaviour with a focus on online store adoption in SHP industry. Technology acceptance by customers of SHP has not been studied before. The original TAM developed by Davis (1986) supposes a strong influence of perceived usefulness on intention and omits the effect of perceived ease of use on intention. The latter effect is, however, studied and confirmed significant by multiple authors (Hsu and Lu, 2004; Lee, 2009; Yusuf Dauda and Lee, 2015). This study revealed a moderate effect of both, perceived usefulness and perceived ease of use, on intention to adopt new technology by customers of SHP.

Moreover, TAM model by Davis (1986) suggests a strong influence of perceived ease of use on perceived usefulness. The context of this thesis disseminated a reverse effect. In this research, online store is studied as a new technology to be accepted, however, the fact that the majority of the customers have already used online stores shopping for other product categories, the concept of online store might not be such a novelty for them per se. Thus, their perception of ease of use of online store in general might have influenced their perceived usefulness of the company's online store.

In addition to the previously studied effects of perceived usefulness and ease of use, effect of two more constructs were studied assumed from the literature and the TAM model was enlarged by variables fitting the context of the e-commerce. Added variables, perception of benefits derived from researches of Bhatnagar and Ghose (2004), Lee (2009) and Novak et al. (2000), and attributes of online stores suggested by Palmer (2002) and Zhang and Von Dran

(2001), were found to have very strong effect on the intention to use online stores. It is therefore assumed, that by improving the perception of benefits online shopping provides to the customers as well as the perception and knowledge of attributes it possesses, the intention to shop online increases. The effect of positive attributes was also found to be significant on perceived usefulness and perceived ease of use.

This research is strongly influenced by the context of the SHP retail as their customers online behaviour differs from the one they have towards other product categories as shown by the results where the intention to shop online in general is slightly higher than intention to shop online for SHP products. Contribution to the research on SHP online customer behaviour, can therefore be assumed as well. Customers are not persuaded to shop online for SHP products. They want to see the product life before its purchase which is also considered the biggest disadvantage of online shopping by the researches (Browne et al., 2004; EUROSTAT, 2019c). Furthermore, customers consider a shop assistant an important person in their customer journey what has not been discussed in the literature before. Their intention to shop online is affected by the perceived usefulness, perceived ease of use, perceived benefits as well as the knowledge about the attributes. SHP customers are very hard to reach online what has to be considered when preparing a communication.

In addition, the literature on customer behaviour in Slovakia is also enriched by the findings of this research. Lesáková (2015) and Dunárová (2017) claim Slovaks to be very price sensitive, which was not confirmed by this research. Even though customers prefer online shops with attractive prices they do not consider reasonable delivery price such a driver for selecting the online store. More important are for them the product description, simplicity of ordering, short time of order processing and real time inventory.

Moreover, contribution to the literature on company's online channel adoption as well as e-commerce launch communication strategy is made. This study provides an insight to launch communication strategy development when launching an online store. The literature was lagging research as it mainly focuses on launching a new product rather than new selling channels. The communication strategy of opening an online store is strongly connected to the willingness of the targeted customers to shop online and the variables which strengthen their intention to use internet for shopping. As discussed above, the benefits and attributes should in this case be strongly emphasized in the communication.

7.3 Practical implications

Besides the theoretical contribution, this research brings some managerial implications too. Understanding the customers, their needs and motivation enable companies operating in SHP retail to better communicate with them, and thus increase the positive perception of usefulness and ease of use which increase the intention to use the online stores for their purchases. This study reveals some basic information on the customers which can be a very useful guide for the communication. This research should benefit all the small and medium enterprises operating as brick and mortar companies in SHP industry who want to enlarge their selling channels and need to attract customers to it.

The proposed marketing communication strategy can be applied on various brick and mortar companies introducing new selling channel. This strategy encompasses the characteristics of customers, their behaviour and is developed to improve perceptions and increase the intention to shop online for SHP products. The companies have to take into account the strong effects of perceived usefulness, ease of use, benefits and attributes, and communicate the reasons why customers should think about using their online store.

The current customers are very hard to be reached by online communication channels, this fact has to be taken into account when preparing a campaign focusing solely on them. Online communication in this case can turn out to be very time consuming and ineffective. The communication of benefits of online shopping and introduction of positive attributes of the online store can have a strong positive effect on customers perception leading to the higher intention to use online stores for shopping. Therefore, these are suggested to be incorporated in the message communicated when launching the store.

Moreover, the companies should elaborate on the technical side of the store as well, to offer the attributes valued the most such as ensuring the quick order processing, providing detailed product description with pictures, and multiple payment methods possibility. The technical side of the store also enhances the perceived ease of use, which can be reached by educating customers on how to use online store, so they overcome the intention of not being time effective and see more benefits of using it. For decreasing the negative aspect of not seeing the product before its purchase, the click and mortar companies should emphasize the possibility to visit the physical store, where the product can be seen and accentuate the interconnection of the two channels.

7.4 Limitations and future research

This study was encountered with several limitations during its process. The research was conducted on a small sample of long-term customers of the company operating in SHP retail in Slovak republic. The size of the sample is quite small (80 responses) what could be caused by the ineffective selection of survey distribution. The survey revealed that the e-mail, which was selected distribution channel of the questionnaire, is considered by the respondent the least noticeable communication channel. Personal surveys were only a supplementary distribution channel.

Another limitation related to the sample is the women underrepresentation, unequal representation of the customer types and the delimitation of the respondents being long-term customers of the case company. The unequal sizes of the customer groups did not allow conducting a comparison of their behaviour. The long-term relationship of the customer with the company could biased the results by customers being subjective in their responses. However, the long-term customers were selected as a sample due to their previous interaction with company's online store and their ability to respond questions related to it. Moreover, the research was delimited to retail in SHP industry and therefore cannot be generalized on other parts of the industry. Small sample limits the research also geographically only on Slovakia and central European countries.

When it comes to the questionnaire structure, the questionnaire's length probably discouraged some of the respondents to finish the online survey. Furthermore, the questions regarding the perceived importance of benefits and attributes were studied each by one question focusing more on the individual items. More accurate results of the effects could have been obtained if more questions studying these constructs were included. Moreover, the research is only conducted using quantitative methods, which might limit the relevancy.

Since the research on launch strategy of online store is lagging it is suggested to continue research in this field as the adoption of e-commerce by companies will rise in years to come. It is due to the demand of today's digital world to have the possibility to shop online and as according to statistics only 17% of all EU enterprises operated online in 2017, it can be expected, that the number will rise (EUROSTAT, 2019a).

The e-commerce in SHP industry is an interesting topic to study, as the sold products might not be the ones people can imagine buying through the internet without seeing it in person.

This study defined multiple variables contributing to the intention to use online store, however, they were all studied separately in single regressions. When the effects of variables were studied in one model, the coefficients turned out to be insignificant. The insignificant values of multiple regression are thought to be caused by the possible mediation presence between the variables. Therefore, there is a need for further research on the variables affecting the intention to use online store all in once. The future study could be conducted based on the mediation of the studied variables with the raw data collected by this research and reveal more information about the relationships between the studied variables.

Moreover, the customer type differentiation and behaviour of each group could be a subject for further research as more information about the customers group could lead to customized and personalized communication which might be more appealing for the customers. The same can be said about the research of the differences among the genders.

The perception of benefits and positive attributes and their direct effect on intention to use as well as on the perceived usefulness and perceived ease of use require more detailed research to provide more relevant results.

The acceptance of the online stores in this industry was studied with modified TAM model as research on the topic was lagging and this model provides a general insight. For improved picture on e-commerce adoption by customers of SHP retail, more complex technology acceptance models are suggested to be applied. These might study more variables and moderators affecting the adoption as for example UTAUT model.

REFERENCES

Adelaar, T., Bouwman, H., Steinfield, C., 2004. Enhancing customer value through click-and-mortar e-commerce: implications for geographical market reach and customer type. *Telematics and Informatics* 21, 167–182. [https://doi.org/10.1016/S0736-5853\(03\)00055-8](https://doi.org/10.1016/S0736-5853(03)00055-8)

Ahuja, M., Profile, S., Ahuja, M., Gupta, B., Raman, P., 2003. An empirical investigation of online consumer purchasing behavior. *Communications of the ACM* 145–151.

Akinwande, M.O., Dikko, H.G., Samson, A., 2015. Variance Inflation Factor: As a Condition for the Inclusion of Suppressor Variable(s) in Regression Analysis. *Open Journal of Statistics* 5, 754–767.

Allen, E., Fjermestad, J., 2001. E-commerce marketing strategies: an integrated framework and case analysis. *Logistics Information Mngt* 14, 14–23. <https://doi.org/10.1108/09576050110360106>

Andersson, C., Freeman, D., James, I., Johnston, A., Ljung, S., 2006. *Mobile Media and Applications, From Concept to Cash: Successful Service Creation and Launch*. John Wiley & Sons.

Armstrong, G., Kotler, P., 2009. *Marketing : an introduction*, 9th ed. ed. Pearson Prentice Hall.

Ballek, A., Adamec, Š., Blahová, D., Dočolomanská, E., Džianová, O., Chrappa, I., Illit'ová, A., Ivančíková, L., Kolesárová, L., Mravcová, M., Neborásek, B., Novotná, E., Ridzoňová, A., Török, R., 2017. *Štatistická ročenka Slovenskej republiky 2017*. Štatistický úrad Slovenskej republiky.

Betancourt, R.R., 2005. *The Economics of Retailing and Distribution*. Edward Elgar Publishing.

Bhatnagar, A., Ghose, S., 2004. Segmenting consumers based on the benefits and risks of Internet shopping. *Journal of Business Research, Mobility and Markets: Emerging Outlines of M-Commerce* 57, 1352–1360. [https://doi.org/10.1016/S0148-2963\(03\)00067-5](https://doi.org/10.1016/S0148-2963(03)00067-5)

Brown, M., Pope, N., Voges, K., 2003. Buying or browsing?: An exploration of shopping orientations and online purchase intention. *European Journal of Marketing* 37, 1666–1684. <https://doi.org/10.1108/03090560310495401>

Browne, G.J., Durrett, J.R., Wetherbe, J.C., 2004. Consumer reactions toward clicks and bricks: investigating buying behaviour on-line and at stores. *Behaviour & Information Technology* 23, 237–245. <https://doi.org/10.1080/01449290410001685411>

Bruhn, M., Schnebelen, S., 2017. Integrated marketing communication – from an instrumental to a customer-centric perspective. *European Journal of Marketing* 51, 464–489. <https://doi.org/10.1108/EJM-08-2015-0591>

Chaffey, D., Smith, P.R., 2017. *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*. Taylor & Francis.

Chen, Y., Xie, J., 2008. Online Consumer Review: Word-of-Mouth as a New Element of

Marketing Communication Mix. Management Science 54, 477–491.
<https://doi.org/10.1287/mnsc.1070.0810>

Childers, T.L., Carr, C.L., Peck, J., Carson, S., 2001. Hedonic and utilitarian motivations for online retail shopping behavior. Journal of Retailing 77, 511–535.
[https://doi.org/10.1016/S0022-4359\(01\)00056-2](https://doi.org/10.1016/S0022-4359(01)00056-2)

Chintagunta, P.K., Chu, J., Cebollada, J., 2012. Quantifying Transaction Costs in Online/Offline Grocery Channel Choice. Marketing Science 31, 96–114.
<https://doi.org/10.1287/mksc.1110.0678>

Chiu, C.M., Wang, E.T.G., 2008. Understanding Web-based learning continuance intention: The role of subjective task value. Information and Management 45, 194–201.

Cook, D.L., Coupey, E., 1998. Consumer Behavior and Unresolved Regulatory Issues in Electronic Marketing. Journal of Business Research 41, 231–238.
[https://doi.org/10.1016/S0148-2963\(97\)00066-0](https://doi.org/10.1016/S0148-2963(97)00066-0)

Cortina, J.M., 1993. What is coefficient alpha? An examination of theory and applications. Journal of Applied Psychology 78, 98–104.

Cravens, D.W., 2000. Strategic marketing, 6th ed. Irwin McGraw-Hill, Sydney.

Crawford, C.M., Di Benedetto, C.A., 2010. New products management, 10th ed. McGraw-Hill Irwin, New York.

Davis, F.D., 1989. Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. MIS Quarterly 13, 319. <https://doi.org/10.2307/249008>

Davis, F.D., 1986. A TECHNOLOGY ACCEPTANCE MODEL FOR EMPIRICALLY TESTING NEW END-USER INFORMATION SYSTEMS: THEORY AND RESULTS. Massachusetts Institute of Technology.

Davis, F.D., Bagozzi, R.P., Warshaw, P.R., 1989a. User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. Management Science 35, 982–1003.
<https://doi.org/10.1287/mnsc.35.8.982>

Davis, F.D., Bagozzi, R.P., Warshaw, P.R., 1989b. User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. Management Science 35, 982–1003.
<https://doi.org/10.1287/mnsc.35.8.982>

Day, G.S., Weitz, B., Wensley, R., 1990. The interface of marketing and strategy. Greenwich: JAI Press.

De Pelsmacker, P., Geuens, M., Van Den Bergh, J., 2018. Marketing Communication: A European Perspective, 6th ed. Pearson Education Limited, Harlow.

Demangeot, C., Broderick, A.J., 2007. Conceptualising consumer behaviour in online shopping environments. Intl J of Retail & Distrib Mgt 35, 878–894.
<https://doi.org/10.1108/09590550710828218>

Dibb, S., Simkin, L., 2013. TARGETING, SEGMENTS AND POSITIONING. International

- Journal of Retail & Distribution Management. <https://doi.org/10.1108/09590559110143800>
- Dvorský, J., 2016. Internetový predaj na Slovensku. SAEC - Slovenská asociácia pre elektronický obchod.
- Eliashberg, J., Robertson, T.S., 1988. New product preannouncing behavior: a market signaling study. *Journal of Marketing Research* 282–292. <https://doi.org/10.1177/002224378802500305>
- Engel, J.F., 1995. *Consumer behavior*, 8th ed. ed. Dryden Press.
- Enterprise Europe Network, 2018. *A guide to e-commerce in Europe*. Retail Sector Group of Enterprise Europe Network (EEN).
- EUROSTAT, 2018. *Digital economy & society in the EU*. European Union.
- Fifield, P., 1998. *Marketing Strategy*, 2nd ed. Butterworth-Heinemann, Oxford.
- Finne, Å., Grönroos, C., 2017. Communication-in-use: customer-integrated marketing communication. *European Journal of Marketing* 51, 445–463. <https://doi.org/10.1108/EJM-08-2015-0553>
- Fishbein, M., Ajzen, I., 1975. *Belief, Attitude, Intention and Behavior: An Introduction to Theory and Research*. Addison-Wesley.
- Frambach, R.T., Roest, H.C.A., Krishnan, T.V., 2007. The impact of consumer Internet experience on channel preference and usage intentions across the different stages of the buying process. *Journal of Interactive Marketing* 21, 26–41. <https://doi.org/10.1002/dir.20079>
- Gehrt, K.C., Onzo, N., Fujita, K., Rajan, M.N., 2007. The Emergence of Internet Shopping in Japan: Identification of Shopping Orientation-Defined Segments. *Journal of Marketing Theory and Practice* 15, 167–177. <https://doi.org/10.2753/MTP1069-6679150206>
- Ghauri, P., Gronhaug, K., 2010. *Research Methods in Business Studies*, 4th ed. Pearson Education Limited.
- Gupta, A., Su, B., Walter, Z., 2004. Risk profile and consumer shopping behavior in electronic and traditional channels. *Decision Support Systems* 38, 347–367. <https://doi.org/10.1016/j.dss.2003.08.002>
- Ha, S., Stoel, L., 2009. Consumer e-shopping acceptance: Antecedents in a technology acceptance model. *Journal of Business Research* 62, 565–571. <https://doi.org/10.1016/j.jbusres.2008.06.016>
- Hair, J.F. (Ed.), 2014. *Multivariate data analysis*, 7. ed., Pearson new internat. ed. ed, Pearson custom library. Pearson, Harlow.
- Hauser, J.R., Shugan, S.M., 1980. Intensity Measures of Consumer Preference. *Operations Research* 28, 278–320. <https://doi.org/10.1287/opre.28.2.278>
- Hawkins, D.I., Mothersbaugh, D.L., 2010. *Consumer behavior: building marketing strategy*, 11th ed. ed. McGraw-Hill Irwin, Boston.

Higgins, S.H., Shanklin, W.L., n.d. Seeking Mass Market Acceptance for High Technology Consumer Products. *Journal of Consumer Marketing* 9, 5–14. <https://doi.org/10.1108/EUM0000000002592>

Hofer, C.W., Schendel, D.E., 1978. *Strategy formulation: Analytical concepts*. West Publishing Company.

Hoffman, D.L., Novak, T.P., 1996. Marketing in Hypermedia Computer-Mediated Environments: Conceptual Foundations. *Journal of Marketing* 60, 50–68.

Hsu, C., Lu, H., 2004. Why do people play on-line game(s)? An extended TAM with social influences and flow experience. *Inform Manage* 41.

Hultink, E.J., Griffin, A., Hart, S., Robben, H.S.J., 1997. Industrial New Product Launch Strategies and Product Development Performance. *Elsevier Science Inc.* 14, 243–257.

Im, I., Hong, S., Kang, M.S., 2011. An international comparison of technology adoption. *Information & Management* 48, 1–8. <https://doi.org/10.1016/j.im.2010.09.001>

Jayawardhena, C., Tiu Wright, L., Dennis, C., 2007. Consumers online: intentions, orientations and segmentation. *Intl J of Retail & Distrib Mgt* 35, 515–526. <https://doi.org/10.1108/09590550710750377>

Kaiser, H.F., 1974. An index of factorial simplicity. *Psychometrika* 39, 31–36. <https://doi.org/10.1007/BF02291575>

Kao, D., Decou, J., 2003. A strategy-based model for e-commerce planning. *Industr Mngmnt & Data Systems* 103, 238–252. <https://doi.org/10.1108/02635570310470638>

Kline, R.B., 1998. *Principles and practice of structural equation modeling*. NY: The Guilford Press.

Knight, G., 2018. Entrepreneurship and Marketing Strategy: The SME under Globalization: *Journal of International Marketing*. <https://doi.org/10.1509/jimk.8.2.12.19620>

Kotler, P. (Ed.), 1999. *Principles of marketing, 2. European ed.* ed. Prentice Hall Europe, London.

Kotler, P., Armstrong, G., Saunders, J., Wong, V. (Eds.), 1999. *Principles of marketing, 2. European ed.* ed. Prentice Hall Europe, London.

Kotler, P., Keller, K.L., 2012a. *Marketing management*. Prentice Hall, Upper Saddle River, NJ.

Kotler, P., Keller, K.L., 2012b. *Marketing management, 14th [ed.]*. ed. Prentice Hall, Upper Saddle River, N.J.

Král, P., Machková, H., Lhotáková, M., Cook, G., 2010. *International marketing, theory, practices and new trends*. Oeconomica.

Lancaster, G., Reynolds, P., 2002. *Marketing: The One-semester Introduction*. Routledge.

- Lee, M.-C., 2009. Factors influencing the adoption of internet banking: An integration of TAM and TPB with perceived risk and perceived benefit. *Electronic Commerce Research and Applications* 8, 130–141. <https://doi.org/10.1016/j.elerap.2008.11.006>
- Lee, N., 2008. *Doing business research : a guide to theory and practice*. SAGE.
- Lee, Y., Colarelli O'Connor, G., 2003. The Impact of Communication Strategy on Launching New Products: The Moderating Role of Product Innovativeness. *Journal of Product Innovation Management* 20, 4–21. <https://doi.org/10.1111/1540-5885.t01-1-201002>
- Lesáková, Ľ., 2015. Main Trends in B2C E-commerce in the Slovak Republic. *C E* 8.
- Loewe, P.M., Bonchek, M.S., 1999. The retail revolution. *Management Review; New York* 88, 38–44.
- Mangold, W.G., Faulds, D.J., 2009. Social media: The new hybrid element of the promotion mix. *Business Horizons* 52, 357–365. <https://doi.org/10.1016/j.bushor.2009.03.002>
- Marchewka, J.T., Liu, C., Kostiwa, K., 2007. An application of the UTAUT model for understanding student perceptions using course management software. *Communication of the IIMA* 7, 93–104.
- Martins, C., Oliveira, T., Popovič, A., 2014. Understanding the Internet banking adoption: A unified theory of acceptance and use of technology and perceived risk application. *International Journal of Information Management* 34, 1–13. <https://doi.org/10.1016/j.ijinfomgt.2013.06.002>
- McDaniel, C., Roger, G., 2013. *Marketing research essentials*, 8th ed. ed. Wiley.
- Mick, D.G., Buhl, C., 1992. A Meaning-based Model of Advertising Experiences. *J Consum Res* 19, 317–338. <https://doi.org/10.1086/209305>
- Molesworth, M., Suortti, J.-P., 2002. Buying cars online: the adoption of the web for high-involvement, high-cost purchases. *Journal of Consumer Behaviour* 2, 155–168. <https://doi.org/10.1002/cb.97>
- Mourya, S.K., Gupta, S., 2014. *E-Commerce*. Alpha Science International, New Delhi, INDIA.
- Novak, T.P., Hoffman, D.L., Yung, Y.-F., 2000. Measuring the Customer Experience in Online Environments: A Structural Modeling Approach. *Marketing Science* 19, 22–42. <https://doi.org/10.1287/mksc.19.1.22.15184>
- Pain, L., Rourke, R., McGrath, G., 2018. *Ecommerce in the Home Improvement Industry (2018)* 4.
- Paley, N., 2000. *Marketing Strategy Desktop Guide*. Thorogood Publishing, London, UNITED KINGDOM.
- Palmer, J.W., 2002. Web Site Usability, Design, and Performance Metrics. *Information Systems Research* 13, 151–167. <https://doi.org/10.1287/isre.13.2.151.88>
- Pikkarainen, T., Pikkarainen, K., Karjaluoto, H., Pahnla, S., 2004. Consumer acceptance of online banking: an extension of the technology acceptance model. *Internet Research* 14, 224–

235. <https://doi.org/10.1108/10662240410542652>

Porter, M.E., 1996. What Is Strategy? *Harvard Business Review* 61–78.

Ratna, P.A., Mehra, S., 2015. Exploring the acceptance for e-learning using technology acceptance model among university students in India. *IJPMB* 5, 194. <https://doi.org/10.1504/IJPMB.2015.068667>

Rogers, E.M., 2003. *Diffusion of innovations*, 5th ed. ed. Free Press.

Roland Berger, 2013. The impact of the growing online market on the sanitary, heating & plumbing industry. Roland Berger Strategy Consultants.

Saunders, M., Lewis, P., Thornhill, A., 2016. *Research methods for business students*, Seventh edition. ed. Pearson Education.

Schoenbachler, D.D., Gordon, G.L., 2002. Multi-channel shopping: understanding what drives channel choice. *Journal of Consumer Marketing* 19, 42–53. <https://doi.org/10.1108/07363760210414943>

Schultz, D.E., 1991. The relationship between marketers, their agencies and the media. Integrates Marketing Conference, Institute for International Research, Chicago.

Shaw, E.H., 2012. Marketing strategy: From the origin of the concept to the development of a conceptual framework. *Jnl of Hist Res in Mrkting* 4, 30–55. <https://doi.org/10.1108/17557501211195055>

Sheth, J.N., Sisodia, R.S., Sharma, A., 2000. The antecedents and consequences of customer-centric marketing. *J. of the Acad. Mark. Sci.* 28, 55–66. <https://doi.org/10.1177/0092070300281006>

Shevlin, M., Miles, J.N.V., Davies, M.N.O., Walker, S., 2000. Coefficient alpha: a useful indicator of reliability? 9.

Siamagka, N.-T., Christodoulides, G., Michaelidou, N., Valvi, A., 2015. Determinants of social media adoption by B2B organizations. *Industrial Marketing Management* 51, 89–99. <https://doi.org/10.1016/j.indmarman.2015.05.005>

Slater, S.F., Olson, E.M., 2001. Marketing's contribution to the implementation of business strategy: an empirical analysis. *Strategic Management Journal* 22, 1055–1067. <https://doi.org/10.1002/smj.198>

Smith, M.D., Brynjolfsson, E., 2001. Consumer Decision-making at an Internet Shopbot: Brand Still Matters. *The Journal of Industrial Economics* 49, 541–558. <https://doi.org/10.1111/1467-6451.00162>

Sneath, J.Z., Finney, R.Z., Close, A.G., 2006. An IMC Approach to Event Marketing: The Effects of Sponsorship and Experience on Customer Attitudes. *Journal of Advertising Research* 45, 373. <https://doi.org/10.1017/S0021849905050440>

Steinfeld, C., Bouwman, H., Adelaar, T., 2002. The dynamics of click and mortar e-commerce: Opportunities and management strategies. *International Journal of Electronic Commerce* 7, 93–

120.

Tahal, R., Šimečková, T., Říhová, H., Huntová, H., Hořejš, N., Varju, K., Hanzák, T., Friedlaenderová, H., Hospodský, R., Herink, O., 2017. *Marketingový výskum: Postupy, metody, trendy*, 1st ed. Grada, Praha.

Talonen, P., 2019. Digitalization in B2B markets.

Teece, D.J., Pisano, G., Shuen, A., 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* 17, 509–533.

Trenz, M., 2015. *Multichannel Commerce*, Progress in IS. Springer International Publishing, Cham. <https://doi.org/10.1007/978-3-319-16115-0>

United Nations, 2017. Annex 2 – COICOP 2018 structure and explanatory notes.

Urban, G.L., Hauser, J.R., 1993. *Design and Marketing of New Products*. Prentice Hall.

Varadarajan, R., 2010. Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. *Journal of the Academy of Marketing Science* 38, 119–140. <https://doi.org/10.1007/s11747-009-0176-7>

Venkatesh, Morris, Davis, Davis, 2003. User Acceptance of Information Technology: Toward a Unified View. *MIS Quarterly* 27, 425. <https://doi.org/10.2307/30036540>

Venkatesh, V., Davis, F.D., 2000. A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies. *Management Science* 46, 186–204. <https://doi.org/10.1287/mnsc.46.2.186.11926>

Venkatesh, V., Davis, F.D., 1996. A Model of Antecedents or Perceived Ease of Use: Development and Test. *Decision Science* 27, 451–481.

Venkatesh, V., Morris, M.G., 2000. Why Don't Men Ever Stop to Ask for Directions? Gender, Social Influence, and Their Role in Technology Acceptance and Usage Behavior. *MIS Quarterly* 24, 115–139. <https://doi.org/10.2307/3250981>

Vlačuha, R., Kotlár, J., Želonková, V., 2017. Zisťovanie o využívaní informačných a komunikačných technológií v domácnostiach 2017.

Vlačuha, R., Kotlár, J., Želonková, V., 2016. Zisťovanie o využívaní informačných a komunikačných technológií v domácnostiach 2016.

Wani, T.A., n.d. A THEORITICAL ANALYSIS OF VARIOUS MARKETING MIX MODELS 9.

Winer, R.S., 2009. New Communications Approaches in Marketing: Issues and Research Directions. *Journal of Interactive Marketing* 23, 108–117. <https://doi.org/10.1016/j.intmar.2009.02.004>

Xia, L., Sudharshan, D., 2002. Effects of Interruptions on Consumer Online Decision Processes. *Journal of Consumer Psychology* 12, 265–280. https://doi.org/10.1207/S15327663JCP1203_08

Yang, S., Lu, Y., Chau, P.Y.K., 2013. Why do consumers adopt online channel? An empirical investigation of two channel extension mechanisms. *Decision Support Systems* 54, 858–869. <https://doi.org/10.1016/j.dss.2012.09.011>

Yusuf Dauda, S., Lee, J., 2015. Technology adoption: A conjoint analysis of consumers' preference on future online banking services. *Information Systems* 53, 1–15. <https://doi.org/10.1016/j.is.2015.04.006>

Zhang, P., Von Dran, G.M., 2001. User Expectations and Rankings of Quality Factors in Different Web Site Domains. *International Journal of Electronic Commerce* 6, 9–33. <https://doi.org/10.1080/10864415.2001.11044237>

Zhou, L., Dai, L., Zhang, D., 2007. Online Shopping Acceptance Model 8, 22.

Electronic references

Cambridge Dictionary, 2019. CLICKS AND MORTAR | meaning in the Cambridge English Dictionary [WWW Document]. URL <https://dictionary.cambridge.org/dictionary/english/clicks-and-mortar> (accessed 4.17.19).

Dunárová, P., 2017. Zrealizovali sme prieskum nákupného správania Slovákov na internete [WWW Document]. Pricemania. URL <https://blog.pricemania.sk/pre-e-shopy/58-zrealizovali-sme-prieskum-nakupneho-spravania-slovakov-na-internete> (accessed 4.12.19).

EUROSTAT, 2019a. E-commerce sales [WWW Document]. Eurostat - Data Explorer. URL http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_ec_eseln2&lang=en (accessed 4.17.19).

EUROSTAT, 2019b. Internet purchases by individuals [WWW Document]. Eurostat - Data Explorer. URL http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_ec_ibuy&lang=en

EUROSTAT, 2019c. E-commerce statistics for individuals [WWW Document]. Eurostat - Statistics Explained. URL https://ec.europa.eu/eurostat/statistics-explained/index.php/E-commerce_statistics_for_individuals#Most_popular_online_purchases (accessed 4.17.19).

EUROSTAT, 2019d. Final consumption expenditure of households by consumption purpose [WWW Document]. Eurostat - Data Explorer. URL http://appsso.eurostat.ec.europa.eu/nui/show.do?query=BOOKMARK_DS-423035_QID_54E3A170_UID_-3F171EB0&layout=UNIT,L,X,0;TIME,C,X,1;GEO,L,Y,0;COICOP,L,Z,0;INDICATORS,C,Z,1;&zSelection=DS-423035COICOP,CP021;DS-423035INDICATORS,OBS_FLAG;&rankName1=INDICATORS_1_2_-1_2&rankName2=COICOP_1_2_0_0&rankName3=UNIT_1_2_0_0&rankName4=TIME_1_0_1_0&rankName5=GEO_1_2_0_1&rStp=&cStp=&rDCh=&cDCh=&rDM=true&cDM=true&footnes=false&empty=false&wai=false&time_mode=ROLLING&time_most_recent=true&lang=EN&cfo=%23%23%23%2C%23%23%23.%23%23%23 (accessed 4.13.19).

EUROSTAT, 2019e. Value of e-commerce sales [WWW Document]. Eurostat - Data Explorer. URL http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_ec_evaln2&lang=en (accessed 4.12.19).

FinStat, 2019. SOLIDSTAV OBCHODNÁ, s.r.o. - zisk, tržby, hospodárske výsledky a účtovné závierky [WWW Document]. URL <https://www.finstat.sk/44969147> (accessed 5.12.19).

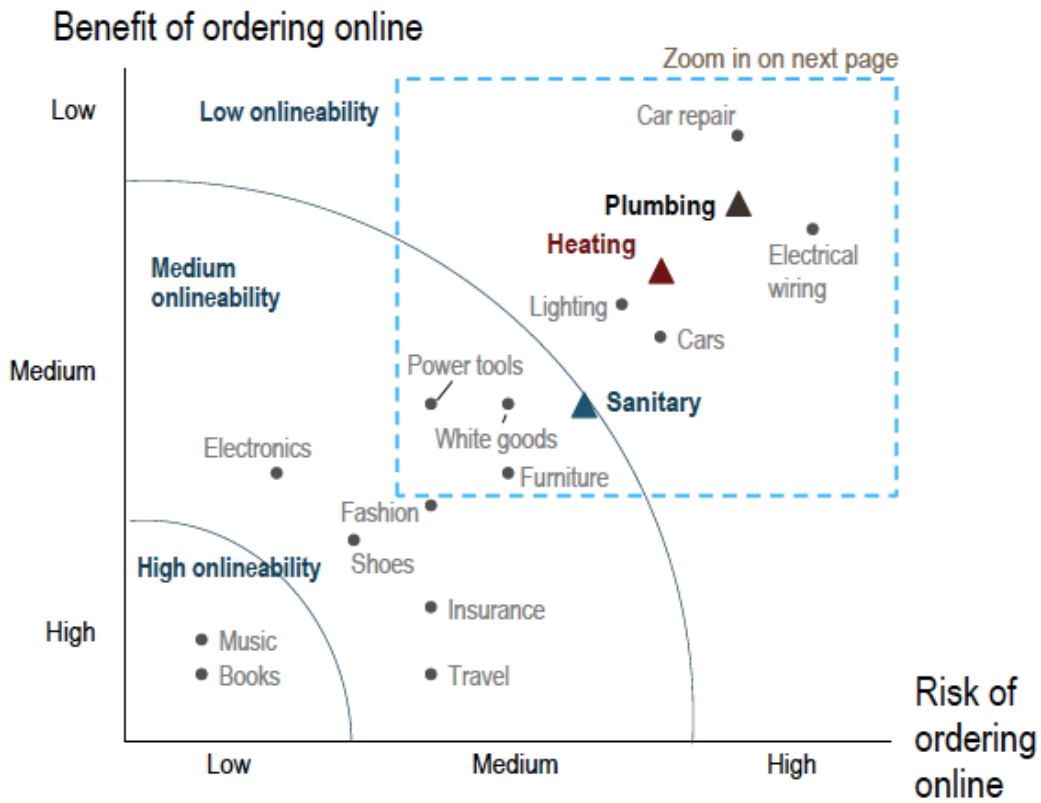
McNeese, B., 2016. Are the Skewness and Kurtosis Useful Statistics? | BPI Consulting [WWW Document]. URL <https://www.spcforexcel.com/knowledge/basic-statistics/are-skewness-and-kurtosis-useful-statistics> (accessed 5.17.19).

Statista, 2019. Global e-retail growth rate 2021 | Statistic [WWW Document]. Statista. URL <https://www.statista.com/statistics/288487/forecast-of-global-b2c-e-commerce-growt/> (accessed 4.17.19).

Vanguard Technology, n.d. Website Launch Marketing Checklist. [WWW Document]. URL https://cdn2.hubspot.net/hub/215683/file-313114847-pdf/Website_Launch_Checklist-Vanguard_Technology.pdf?t=1379610073000

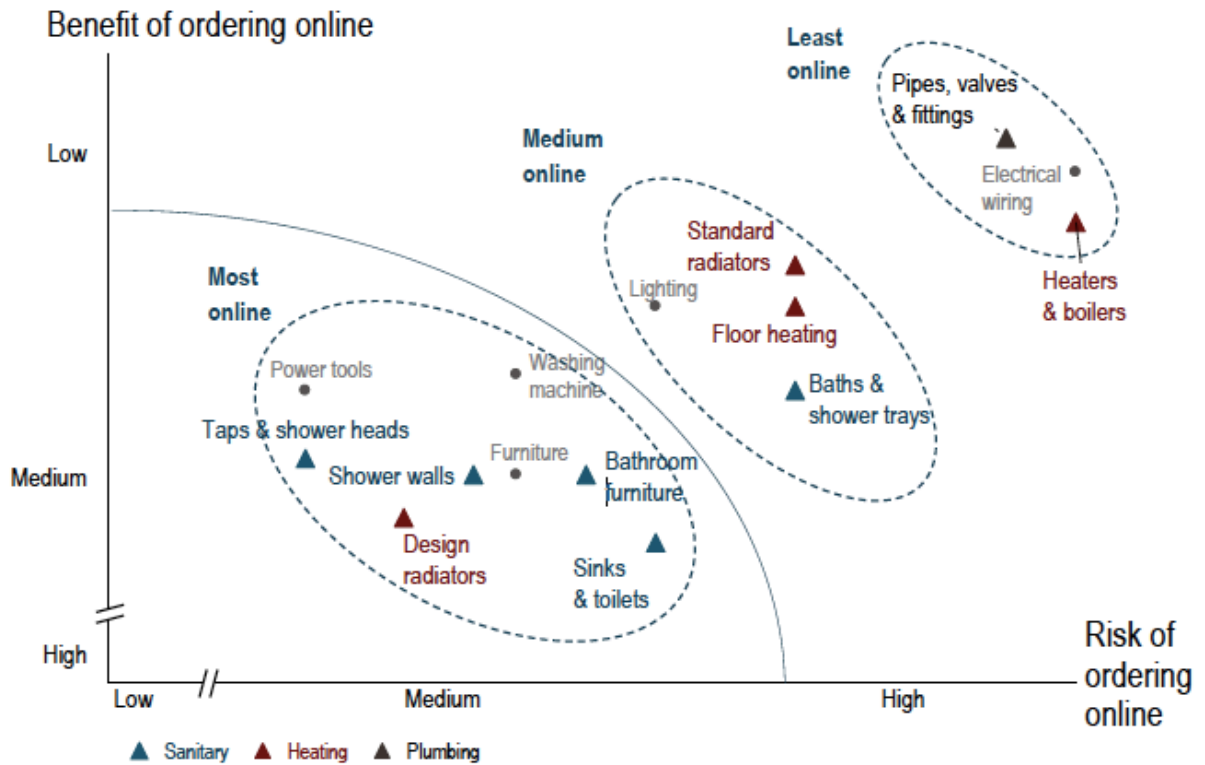
APPENDICES

Appendix 1. Onlineability matrix



Source: Adopted from Roland Berger (2013)

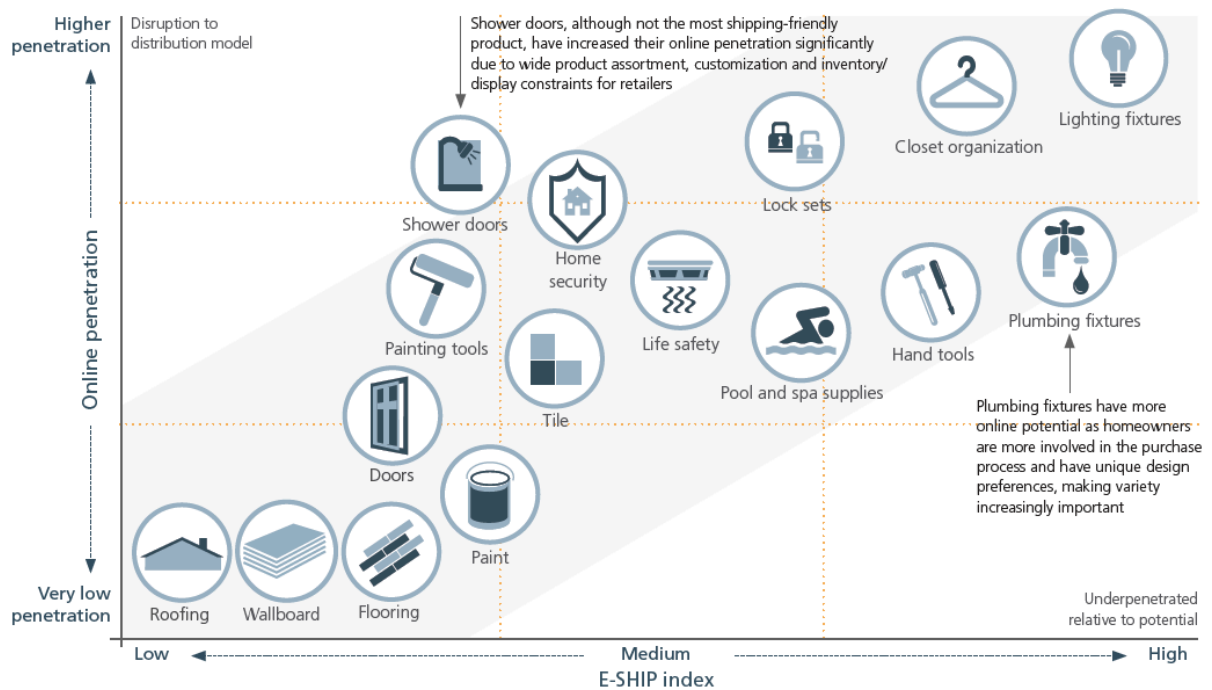
Appendix 2. Onlineability matrix for SHP products



Source: Adopted from Roland Berger (2013)

Appendix 3. E-commerce framework for home improvements

L.E.K.'s E-SHIP



Source: Adopted from Pain et al. (2018)

Appendix 4. Logo Solidstav



Source: Solidstav.sk

Appendix 5. Survey questionnaire

Dear customer, we would kindly ask you to fill in a short questionnaire, focusing on the usage of the company's Solidstav online store. The questionnaire is anonymous and serves for a better understanding of the customers of the company as well as a data set for Master's thesis written by Patricia Sulikova, who is studying marketing communication of launching of an online store in sanitary, heating and plumbing industry.

I agree with taking part in this survey

General information

1. Gender

- a. Female
- b. Male
- c. I prefer not to say

2. Age

- a. Less than 20
- b. 20 – 35
- c. 36 – 50
- d. 51 – 65
- e. 66 – 80
- f. Above 80

3. Type of customer.

- a. End customer
- b. Plumbing / Installation company
- c. Construction company
- d. Retailer

4. How often do you shop for products from the sanitary, heating and plumbing industry? Please select the most suitable option.

- a. Once a week
- b. Multiple times per week
- c. Once a month
- d. Multiple times per month
- e. Couple of times per year

5. What experience do you have with shopping in online stores?

- a. I have no experience
- b. I have little experience
- c. I have some experience
- d. I have substantial experience

PART 1

This part of the questionnaire suggests your previous interaction with the website and online store of Solidstav and studies the perception of its online store.

Following questions are structured in a form “I think“ and by answering the question you will define to what extent you agree with the statement using the scale 1 – 5.

1 – strongly disagree, 2 – rather disagree, 3 – nether disagree nor agree, 4 – rather agree, 5 – strongly agree.

6. <i>Perceived usefulness</i>	1	2	3	4	5
I think, that the Solidstav online store gives me greater control over the products the company offers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that by using Solidstav online store I am better informed about the products and their parameters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that using Solidstav online store as a shopping channel would enable me to accomplish my shopping more quickly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that using Solidstav online store reduces the time I spend on going from store to store looking for the products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that information about the products available in Solidstav online store enable me to decide more quickly and more easily which product I want to buy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I think that using Solidstav online store is advantageous.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Perceived ease of use	1	2	3	4	5
I think that the interaction with the Solidstav online store is clear and understandable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that using Solidstav online store does not require a lot of effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think it is easy to use Solidstav online store to accomplish my shopping.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think finding what I want via Solidstav online store is easy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that learning how to use Solidstav online store would be easy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I find Solidstav online store easy to use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Following questions study your overall perception of the online shopping and the questions are not related to Solidstav online store.

8. How important do you consider following benefits of shopping in online store?

	Not important	Slightly important	Fairly important	Important	Very important
Comfort (possibility to shop online wherever and whenever)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No crowds and ques in the store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy comparison of the prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better overview of the product portfolio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More information about the products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less influence of the sales assistant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. To what extent do the following attributes of the online shop encourage you to choose online store over the offline?

	Not at all	Slightly	Moderately	Considerably	To great extent
Size of product portfolio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Detailed product description and photography	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manual for use and construction of the product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Simplicity of ordering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quick processing of the order	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available payment methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Simplicity of refund and cancellation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
References about the online store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reasonable delivery price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Real time inventory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. To what extent do the following attributes of online store discourage you from shopping online?

	Not at all	Slightly	Moderately	Considerably	To great extent
Longer delivery time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strict exchange and refund policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inability to see the product live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complicated web pages of the online sellers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Absence of the integration with other people (sales assistant, customer service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lack of skills of shopping online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet payment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please, indicate to what extent do you agree with the following statements

1 – strongly disagree, 2 – rather disagree, 3 – neither disagree nor agree, 4 – rather agree, 5 – strongly agree.

	1	2	3	4	5
Using the Internet for shopping is (would be) a good idea.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like (would like) using the Internet for shopping.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. How likely is that you will shop online in future for products of Sanitary, Heating and Plumbing industry:

- a. Very unlikely
- b. Moderately unlikely
- c. Neither likely nor unlikely
- d. Moderately likely
- e. Very likely

13. How likely is that you will shop online in the future for these product categories?

	Very unlikely	Moderately unlikely	Neither likely nor unlikely	Moderately likely	Very likely
Water (pipelines, water pumps, filters for water treatment, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bathroom (tiles, showers, baths, toilets, accessories, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gas (pipelines, fittings, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heating (radiators, boilers, thermostats, insulation, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 2

14. Rate the next types of advertisement based on their ability to draw your attention:

	Never	Rarely	Sometimes	Most of the time	Always
Flyer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Catalogue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newspaper advertisement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Billboard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poster	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TV advertisement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Radio advertisement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-mail advertisement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media advertisement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. How likely are you to shop online if you are motivated by following factors:

	Never	Rarely	Sometimes	Most of the time	Always
Being able to take part in a competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possibility to earn loyalty points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend event organized for customers (e.g. thematic breakfast)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special offers online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discount based on the referral to a new customer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Present with the purchase	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Express the level of agreement on why you shop in Solidstav:

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Reasonable prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unique product portfolio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positive references	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quick processing of the order	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. In case you have noticed Solidstav's advertisement, what was it? (open)

18. How would you define Solidstav in three words? (open)

Appendix 6. Central tendency and dispersion measures

Question	Mean	St. Dev.	Skewness	Kurtosis
Q1 Gender	1,18	0,38	1,74	1,07
Q2 Age	3,10	0,82	0,23	-0,62
Q3 Customer type	2,08	0,95	0,75	-0,21
Q4 Frequency of shopping SHP products	2,89	1,44	0,49	-1,29
Q5 Experience	2,89	0,84	-0,57	-0,04

Q6 Perceived usefulness	Mean	St. Dev.	Skewness	Kurtosis
I think that Solidstav online store gives me greater control over the offered products.	3,15	1,24	-0,30	-0,81
I think that by using Solidstav online store I am better informed about the products and their parameters.	3,20	1,26	-0,32	-0,82
I think that using Solidstav online store as a shopping channel would enable me to accomplish my shopping more quickly.	3,13	1,27	-0,24	-0,90
I think that using Solidstav online store reduces the time I spend on going from store to store looking for the products.	3,16	1,31	-0,35	-1,01
I think that information about the products available in Solidstav online store enable me to decide more quickly and more easily which product I want to buy.	3,04	1,21	-0,12	-0,92
Overall, I think that using Solidstav online store is advantageous.	3,52	1,29	-0,69	-0,47

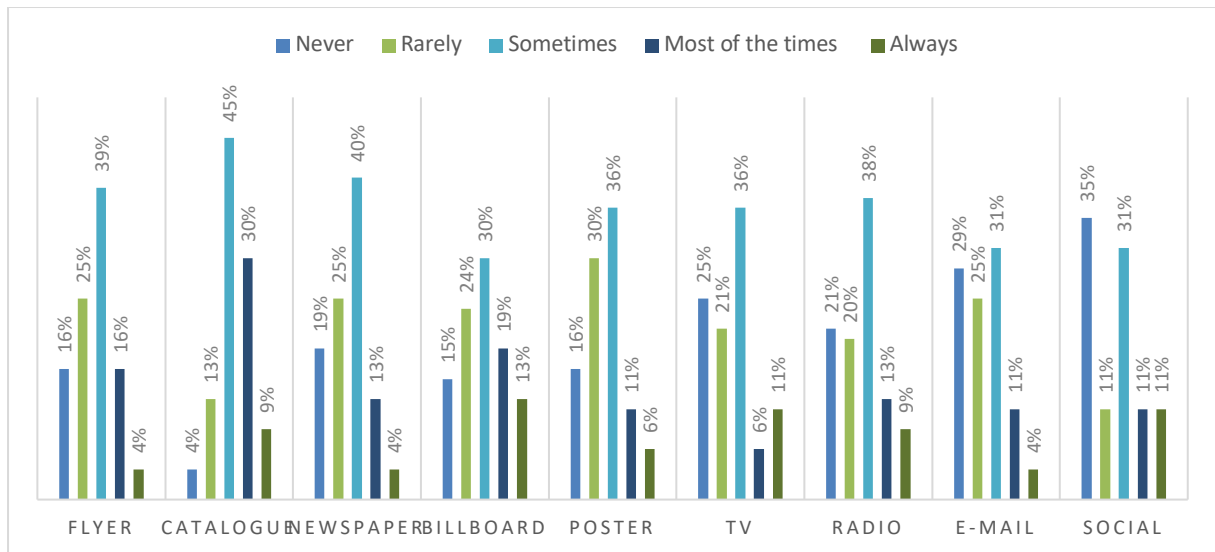
Q7 Perceived ease of use	Mean	St. Dev.	Skewness	Kurtosis
I think that the interaction with Solidstav online store is clear and understandable.	3,24	1,21	-0,39	-0,74
I think that using Solidstav online store does not require a lot of effort.	3,28	1,41	-0,46	-1,10
I think it is easy to use Solidstav online store to accomplish my shopping.	3,10	1,34	-0,39	-1,07
I think finding what I want via Solidstav online store is easy.	3,11	1,25	-0,34	-0,92
I think that learning how to use Solidstav online store would be easy.	3,72	1,21	-0,87	-0,10
Overall, I think that using Solidstav online store is advantageous.	3,68	1,26	-0,97	0,04

Q8 Importance of online shop benefits	Mean	St. Dev.	Skewness	Kurtosis
Comfort	4,09	1,02	-0,91	0,32
Omitting crowds	3,64	1,15	-0,37	-0,74
Prices comparison	4,03	1,08	-1,04	0,57
Portfolio overview	3,98	1,04	-0,70	-0,40
More information	3,84	1,11	-0,53	-0,83
Less influence of sales assistant	3,24	1,12	-0,54	-0,23
Time effectiveness	3,91	1,10	-0,98	0,49

Q9 Attributes encouraging online store adoption	Mean	St. Dev.	Skewness	Kurtosis
Portfolio overview	3,30	1,13	-0,13	-0,81
Attractive price	3,78	1,07	-0,88	0,47
Detailed product description	3,85	1,15	-0,83	-0,03
Online customer service	3,26	1,40	-0,23	-1,20
Manual for use and construction	3,59	1,22	-0,53	-0,70
Simplicity of ordering	3,81	1,19	-0,96	0,20
Quick order processing	3,83	1,27	-0,92	-0,13
Available payment methods	3,76	1,29	-0,90	-0,06
Simplicity of refund and cancellation	3,28	1,37	-0,30	-1,08
References	3,39	1,21	-0,44	-0,53
Reasonable delivery price	3,23	1,26	-0,24	-0,83
Real time inventory	3,73	1,34	-0,77	-0,49

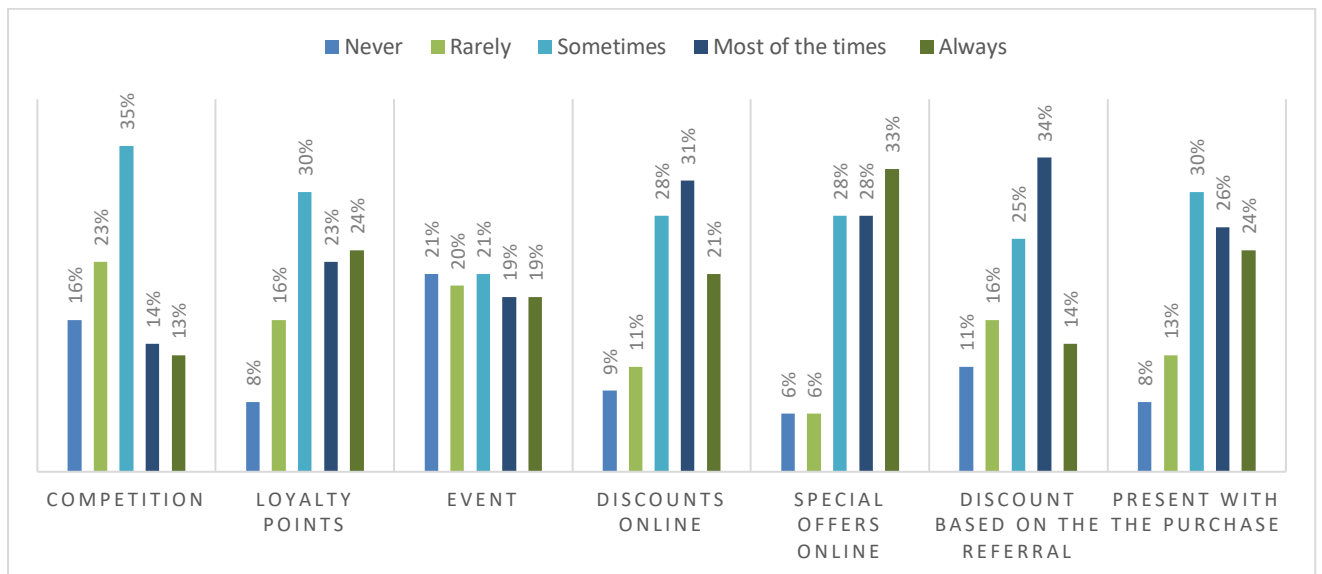
Q10 Attributes discouraging from online store adoption	Mean	St. Dev.	Skewness	Kurtosis
Longer delivery time	3,40	1,16	-0,29	-0,71
Strict exchange and refund policy	3,26	1,21	-0,26	-0,73
Inability to see the product	3,81	1,30	-0,84	-0,38
Complicated websites of online sellers	3,68	1,12	-0,59	-0,26
Absence of interaction	3,34	1,27	-0,33	-0,81
Lack of skills of shopping online	2,75	1,24	-0,08	-1,04
Internet payment	3,04	1,39	-0,21	-1,18

Appendix 7. Frequency of advertisement catching customers' attention



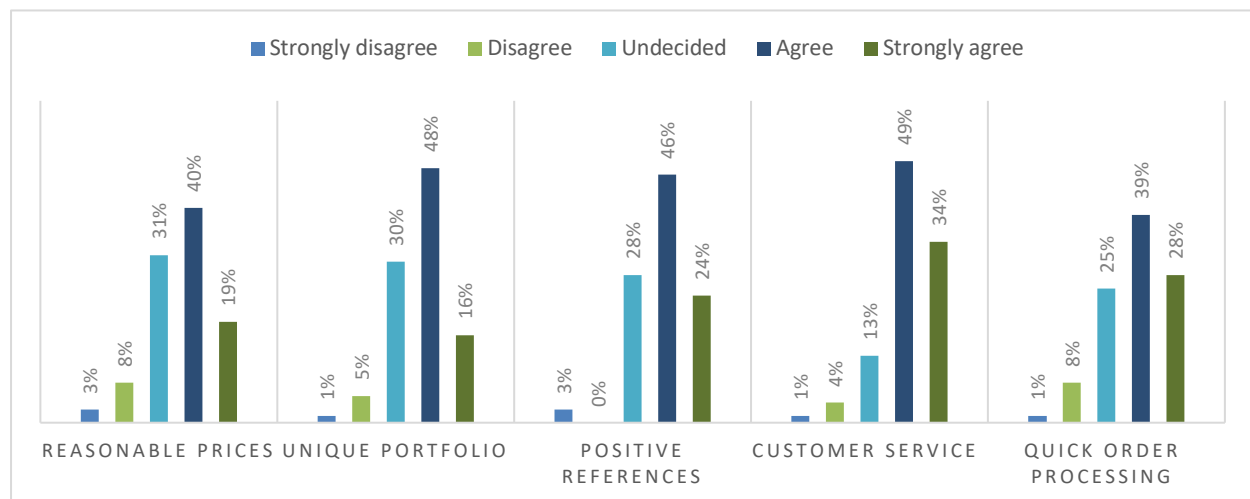
Source: Author

Appendix 8. Willingness to shop online if motivated by different means



Source: Author

Appendix 9. Reasons for shopping at Solidstav



Source: Author

Appendix 10. Summary of factor analysis before extracting items

Construct	Item	Factor loading	Eigenvalue	Variance extracted (%)	KMO	Cronbach's Alpha (α)
Perceived usefulness (PU)	PU1	0,771	4,077	67,953	0,865	0,905
	PU2	0,840				
	PU3	0,843				
	PU4	0,824				
	PU5	0,805				
	PU6	0,860				
Perceived ease of use (PEU)	PEU1	0,823	4,071	67,854	0,809	0,905
	PEU2	0,880				
	PEU3	0,822				
	PEU4	0,826				
	PEU5	0,759				
	PEU6	0,828				
Benefits (BE)	BE1	0,835	3,857	55,097	0,803	0,856
	BE2	0,550				
	BE3	0,841				
	BE4	0,827				
	BE5	0,667				
	BE6	0,676				
	BE7	0,751				
Positive Attributes (PA)	PA1	0,574	7,199	59,993	0,911	0,983
	PA2	0,748				
	PA3	0,757				
	PA4	0,754				

	PA5	0,702				
	PA6	0,880				
	PA7	0,870				
	PA8	0,805				
	PA9	0,758				
	PA10	0,826				
	PA11	0,700				
	PA12	0,867				
Behavioural Intention (BI)	ATT1	0,841				
	ATT2	0,905	2,071	69,031	0,617	0,772
	ATT3	0,738				

Source: Author

Appendix 11. List of abbreviations used in the analysis

Perceived usefulness	PU1	I think, that the Solidstav online store gives me greater control over the products the company offers.
	PU2	I think that by using Solidstav online store I am better informed about the products and their parameters.
	PU3	I think that using Solidstav online store as a shopping channel would enable me to accomplish my shopping more quickly.
	PU4	I think that using Solidstav online store reduces the time I spend on going from store to store looking for the products.
	PU5	I think that information about the products available in Solidstav online store enable me to decide more quickly and more easily which product I want to buy.
	PU6	Overall, I think that using Solidstav online store is advantageous.
Perceived ease of use	PEU1	I think that the interaction with the Solidstav online store is clear and understandable.
	PEU2	I think that using Solidstav online store does not require a lot of effort.
	PEU3	I think it is easy to use Solidstav online store to accomplish my shopping.
	PEU4	I think finding what I want via Solidstav online store is easy.
	PEU5	I think that learning how to use Solidstav online store would be easy.
	PEU6	Overall, I find Solidstav online store easy to use.
Benefits	BE1	Considered importance of benefits of online shopping
	BE2	Comfort (possibility to shop online wherever and whenever)
	BE3	No crowds and ques in the store
	BE4	Easy comparison of the prices
	BE5	Better overview of the product portfolio
	BE6	More information about the products
	BE7	Less influence of the sales assistant
Positive Attributes		Time effectiveness
	PA1	Attributes of the online shop encouraging shopping online rather than offline Size of product portfolio

	PA2	Attractive price
	PA3	Detailed product description and photography
	PA4	Online customer service
	PA5	Manual for use and construction of the product
	PA6	Simplicity of ordering
	PA7	Quick processing of the order
	PA8	Available payment methods
	PA9	Simplicity of refund and cancellation
	PA10	References about the online store
	PA11	Reasonable delivery price
	PA12	Real time inventory
Behavioural intention	BI1	Using the Internet for shopping is (would be) a good idea.
	BI2	I like (would like) using the Internet for shopping.
	BI3	Willingness to shop online in the future for products of Sanitary, Heating and Plumbing industry (overall)

Appendix 12. Summary of new constructs characteristics

Variable	Mean	St. deviation	Min	Max
PU	3,21	1,04	1,33	4,83
PEU	3,37	1,05	1,17	4,83
BE	3,85	0,83	1,00	5,00
PA	3,56	0,99	1,27	5,00
BI	3,49	0,94	1,00	5,00

Source: Author

Appendix 13. Correlation matrix

		Gender	Age	Frequen ncy	Experi ence	PU	PEU	BE	PA	BI
Gender	Pearson Corr.	1								
	Sig.									
Age	Pearson Corr.	-0,137	1							
	Sig.	0,225								
Frequen cy	Pearson Corr.	0,095	0,059	1						
	Sig.	0,402	0,603							
Experi ence	Pearson Corr.	0,180	-,240*	0,041	1					
	Sig.	0,110	0,032	0,720						

PU	Pearson Corr.	0,133	-0,030	0,155	0,100	1				
	Sig.	0,239	0,791	0,170	0,379					
PEU	Pearson Corr.	0,114	-0,046	0,159	0,117	,861**	1			
	Sig.	0,312	0,686	0,158	0,303	0,000				
BE	Pearson Corr.	0,099	-0,206	0,019	,273*	,512**	,499**	1		
	Sig.	0,382	0,067	0,866	0,014	0,000	0,000			
PA	Pearson Corr.	0,150	-0,179	0,149	,231*	,511**	,543**	,762**	1	
	Sig.	0,185	0,113	0,188	0,039	0,000	0,000	0,000		
BI	Pearson Corr.	,240*	-0,162	0,071	,378**	,402**	,443**	,617**	,648**	1
	Sig.	0,032	0,152	0,534	0,001	0,000	0,000	0,000	0,000	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author

Appendix 14. Multicollinearity

Dependent v. (not included)	Dependent v. in the model	Independent v.	Tolerance	VIF
PU	PEU	BE	0,419	2,388
		PA	0,419	2,388
	PA	PEU	0,751	1,332
		BE	0,751	1,332
PEU	BE	PA	0,705	1,419
		PEU	0,705	1,419
	PA	BE	1,000	1,000
		PEU	1,000	1,000
BI	PU	PEU	0,687	1,455
		BE	0,409	2,448
		PA	0,384	2,607
	PEU	BE	0,398	2,510
		PA	0,399	2,505
		PU	0,703	1,422
	PA	BE	0,698	1,434
		PU	0,256	3,901
		PEU	0,252	3,999
		PU	0,250	4,000
PEU	PA	0,254	3,933	
	BE	0,725	1,380	

Source: Author