



Received: 17 July 2024

Revised: 27 August 2024

Accepted: 27 August 2024

HOW DOES OMNI-CHANNEL EXPERIENCE SHAPES PURCHASE INTENTIONS OF LEGAL SERVICES: A STIMULUS-ORGANISM-RESPONSE PERSPECTIVE

Lisha YANG¹ and Yuanfeng CAI^{1*}

¹ Graduate School, Stamford International University, Thailand;
yuanfengcai56@gmail.com (Y. C.) (Corresponding Author)

Handling Editor:

Professor Dr. Wing-Keung WONG

Asia University, Taiwan

(This article belongs to the Theme 1: Business Performance, Competitiveness, and Sustainability)

Reviewers:

1) Professor Dr. Jean Paolo LACAP

CCA, Philippines

2) Assistant Professor Dr. Chanyaphak LALAENG

KMITL, Thailand

3) Assistant Professor Dr. Pathompong KOOKKAEW

RUS, Thailand

Abstract

Omni-channel retailing, an innovative strategy that integrates online and physical operations, is becoming increasingly popular among firms. This tendency emphasizes the necessity for a more profound understanding of consumers' purchasing behavior within this context. The omni-channel research has been mainly concentrated on the retail and travel industries, with less attention paid to professional services. This research seeks to improve our understanding of how clients' experiences across multiple channels influence their intention to purchase a certain professional service, particularly legal services, within a comprehensive omnichannel environment. Utilizing the Stimulus-Organism-Response theory, this study gathered 410 valid surveys by the offline snowball approach and subsequently employed PLS 4.0 to analyze the collected data. The results indicate that the five components of the omnichannel customer experience - connectivity, integration, consistency, flexibility, and personalization - have a significant influence on the perceived seamless, which in turn influences consumers' intention to purchase legal services. The influence of personalization on the development of seamless experiences is particularly noteworthy among all these factors. The findings have theoretical implications and provide managerial recommendations for legal practitioners.

Keywords: SOR Theory, Omnichannel Customer Experience, Seamless Experience, Legal Service, Purchase Intention

Citation Information: Yang, L., & Cai, Y. (2024). How Does Omni-Channel Experience Shapes Purchase Intentions of Legal Services: A Stimulus-Organism-Response Perspective. *Asian Administration and Management Review*, 7(2), 190-203. <https://doi.org/10.14456/aamr.2024.34>

Introduction

Omnichannel retailing has gained significant popularity in recent years, with the goal of facilitating seamless connections between different channels for consumers (Zhang, Park & Park, 2024). The omnichannel strategy is a modern approach that combines digital technology applications with traditional business practices and institutional changes to adapt to the digital economy (Gao & Su, 2017). In China, e-commerce platforms like Alibaba and Jingdong, renowned for their online sales, are actively diversifying their operations by growing their offline channels and providing a range of in-store experiential offerings. In today's digital age, an increasing number of customers are engaging with businesses through various communication channels, including phone, email, social media, online chat, and physical shops (Mishra et al., 2021; Liu & Zheng, 2023; Rizk et al., 2024).

Omnichannel consumers exhibit a preference for and utilize numerous channels simultaneously, while traditional consumers often select only one channel from a range of options. The primary aspect of omni-channel commerce is to prioritize user requirements and attain decentralized operations. This necessitates the amalgamation of the benefits of both online and offline channels, while also catering to the demands of the consumer's purchasing journey. Omni-channel retailing is a strategic approach that seeks to enhance the consumer experience by effectively integrating and leveraging the advantages of various retail channels (Verhoef et al., 2015; Chang & Li, 2020).

The majority of the research on omnichannel customer experience is grounded in the viewpoint of the retailer (Verhoef et al., 2015). While previous studies have explored consumer behavior in the omnichannel setting (Shen et al., 2018; Sharma et al., 2020), there remains a lack of theoretical comprehension of consumer behavior in the context of omnichannel retailing (Kazancoglu & Aydin, 2018). Furthermore, the majority of research has been concentrated on the retail, tourism services, and banking sectors (Hickman et al., 2020; Shi et al., 2020; Quach et al., 2022; Mainardes et al., 2020), with limited investigation undertaken on the legal services sector. While lawyers in legal services primarily prioritize legal issues, it is important to note that customer service should not be disregarded (Hadfield & Rhode, 2016). In modern times, it is essential for legal service firms to create various means of communication with their clients (McGinnis & Pearce, 2014). This shift is due to the fact that customers now have a preference for using their "preferred channels" for communication, which include web chat, social media platforms, Facebook Messenger, WhatsApp, SMS, and email. Arguably, prospects are more inclined to become full clients when they have the ability to use their chosen communication channel. Hence, by incorporating all of these touchpoints into a cohesive omni-channel customer experience, a legal services firm can enhance its engagement rate and expand its client base.

Difficulties and challenges arise when multiple channels in an omni-channel environment strive to communicate, integrate, and achieve synergy. Ensuring service quality and user experience across different channels is a significant concern in the present legal services business (Hickman et al., 2020). In order to gain a deeper understanding of these topics, this study seeks to address the following research questions: 1) Which omnichannel customer experiences have a significant impact on clients' intention to buy legal services? 2) How do these omnichannel client experiences impact clients' intention to purchase legal services? This study is expected to provide new insights and managerial recommendations to improve the quality and efficiency of the omnichannel customer experience in the legal services industry.

Literature Reviews

Legal services are a component of professional services. The professional services business has had rapid growth in the past decade and has been recognized as a hub of innovation (Hargadon & Bechky, 2006; Nikolova, 2012). Professional services encompass a broad

spectrum of industries, such as healthcare, legal, management consulting, accounting, engineering, and various others. Professionals typically require expertise, competence, and practical experience in a specific domain to deliver services that are of superior quality and dependable. Professional work heavily depends on academic knowledge that formalizes and standardizes the abilities necessary for such employment (Abbott, 1988). Lawyers are highly skilled legal practitioners who offer legal services to their clients. These services encompass a broad spectrum of sectors, such as civil, criminal, business, intellectual property, family, labor, and real estate law. Lawyers offer legal assistance and counsel in these specific domains, resolving a wide range of legal matters for their clients and ensuring the effective safeguarding of their rights and interests.

Omnichannel marketing is a customer-centered approach that strives to deliver a seamless buying experience (Hansen & Sia, 2015). This approach enables consumers to simultaneously utilize several channels, such as employing mobile internet connection to conduct product research or compare prices in a physical store (Verhoef et al., 2015). The boundaries between channels are vague, allowing consumers to begin their journey in one channel and end it in another. This leads to a reliable and user-friendly brand experience that improves client involvement (Eaglen, 2013). Omni-channel marketing ensures continuous and cohesive communication across many touchpoints, including brick-and-mortar stores, online platforms, mobile applications, and social media. Omnichannel marketing differs from multichannel marketing in that it combines several channels to function together, as opposed to operating independently. This connection enables customers to perform research via digital channels and finalize the purchasing process in brick-and-mortar stores. Given that these channels are collectively operated, customers anticipate a seamless brand experience regardless of when and where they engage with the brand (Piotrowicz & Cuthbertson, 2014).

The S-O-R theory, proposed by Mehrabian & Russell in 1974, posits that the stimulus (S) originates from factors in the environment. The organism (O) then receives the stimulus and triggers an internal response of a perceptual, physiological, affective, or cognitive nature (Chang & Chen, 2008). Finally, the response (R) refers to the consumer's behavioral reaction. Prior researchers have extensively utilized SOR theory in several domains of consumer behavior research. However, there have been relatively limited applications in the realm of omnichannel consumer behavior research (Pereira et al., 2023). In this study, the concept of stimulus is identified and assessed through the omnichannel customer experience. Consistent with prior studies, we investigate five distinct dimensions of omnichannel consumer experience: connectivity, integration, consistency, flexibility, and personalization (Shi et al., 2020). The concept of organism is operationalized via the perceived seamlessness of the omnichannel customer experience. The concept of response is captured through the purchase intention of legal service. Figure 1 displays the research model utilized in this study.

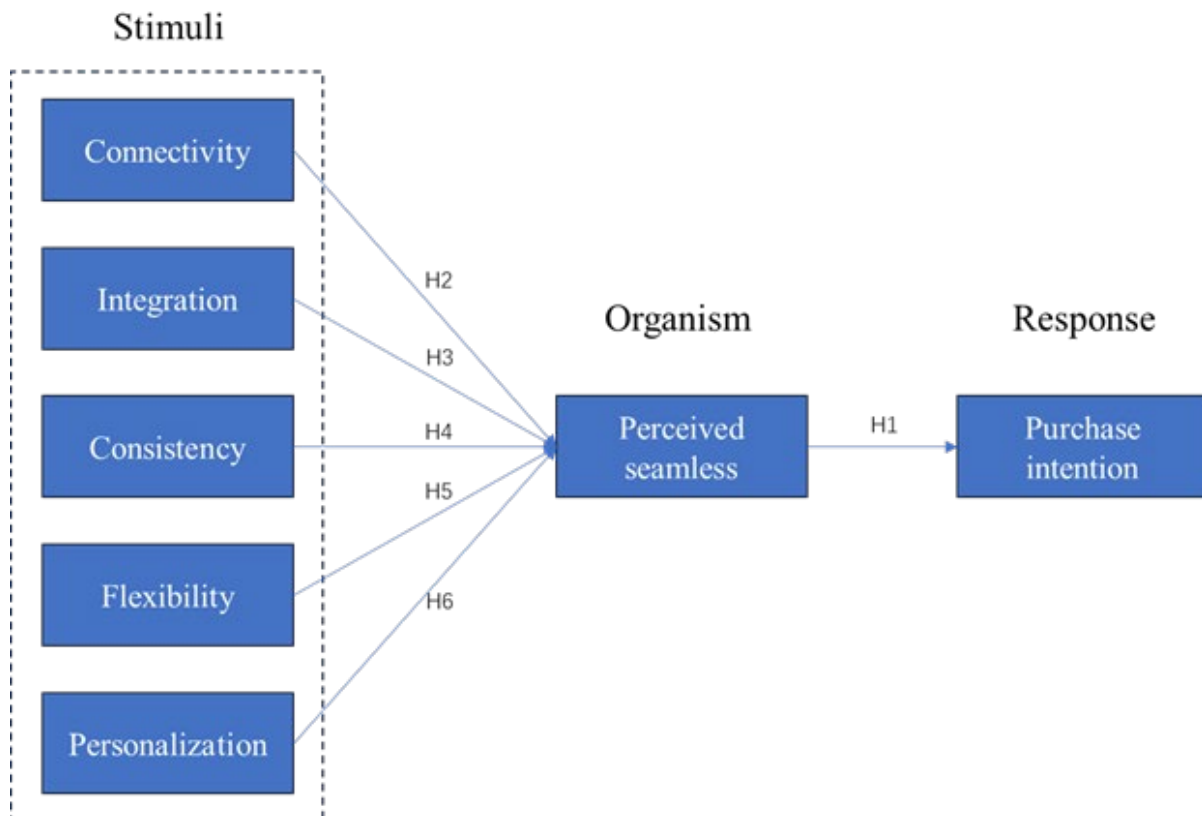


Figure 1 Conceptual Framework

The Impact of Perceived Seamless on Purchase Intention

Perceived seamless refers to a customer's comprehensive evaluation of their combined experience throughout the omnichannel shopping journey. A customer's omnichannel shopping experience is considered seamless when they can access interconnected service and product information across different touchpoints without any disruption or loss of information. This includes the ability to effortlessly switch between shopping tasks without the need to reconfigure the shopping environment (Chang & Li, 2022). The seamless experience has been a highly preferred and outstanding omnichannel experience for customers. An exceptional customer experience enhances the bond between customers and retailers (Gahler et al., 2019; Herhausen et al., 2019) and positively influences customer satisfaction and purchase intention (Chang & Li, 2022; Massi et al., 2023). We argue that the provision of legal services through a multi-channel format is closely linked to clients' likelihood of obtaining legal services. The higher the level of fluency and consistency in the experience across multiple channels, the stronger the clients' tendency to engage in a transaction. Therefore, we propose the following hypothesis:

H1: Perceived seamless positively influences purchase intention of legal service.

The Impact of Omni-Channel Customer Experience on Perceived Seamless

Previous research shows that there is no agreement among scholars about the definition of omnichannel customer experience (Verhoef et al., 2015). In this study, we establish the concept of omni-channel customer experience as a range of experiential attributes that customers perceive across the entire shopping journey, encompassing the period before making a purchase and extending to after the purchase has been made. These attributes include connectivity, integration, consistency, flexibility, and personalized experience (Shi et al., 2020).

Connectivity refers to the extent of deep connecting and interconnection of cross-channel service and information (Shi et al., 2020). Verhoef et al. (2015) highlight that customers frequently switch between multiple channels and touchpoints while shopping. Thus,

connectivity plays a crucial role when customers utilize numerous touchpoints on different channels to accomplish certain tasks at different times during the different stages of the purchasing journey. For example, a customer can engage in a contractual arrangement with a law firm using an internet or social media platform, and thereafter receive in-person legal support. This interconnectedness allows the client to experience a seamless and uninterrupted provision of services. In order to enhance the customer experience, it is important to establish strong connections with other key channels to improve the flow of traffic. Based on this, we propose the following hypothesis:

H2: Connectivity is positively related to perceived seamlessness in omnichannel shopping.

Integration refers to the degree to which customers perceive that all information and service are effectively integrated and consolidated across various channels (Shi et al., 2020). Multi-channel interaction integration is a vital component of channel integration. It evaluates the level of collaborative interaction between various channels, such as the consistency and coordination of customers' interactions across channels. This can lead to a consistent service experience. This integration includes components of input interaction, process interaction, and output interaction (Hsieh et al., 2012). By combining these three elements of interaction, companies may achieve synergies between channels, ensuring a consistent and superior service experience. This, in turn, improves consumer satisfaction and loyalty, and fosters the long-term growth of the company.

The omnichannel experience is characterized by the integration of several retail channels and platforms into a cohesive and consolidated entity. This integration is the main difference between omnichannel and multichannel retailing (Beck & Rygl, 2015). Integration implies to the retailers' full control over the combination of several channels, ensuring that customers have a seamless and consistent multi-channel service experience throughout their purchasing journey. Multiple research (Hossain et al., 2020; Li et al., 2018; Lee et al., 2019; Shen et al., 2018; Zhang et al., 2018) have provided evidence for the substantial influence of integration on customers' perception of a seamless experience in an omnichannel context. Accordingly, we predict:

H3: Integration is positively related to perceived seamlessness in omnichannel shopping.

Omni-channel strategies attempt to centralize the management of multiple channels in order to offer customers a seamless, integrated, and consistent buying experience across different channels (Lazaris & Vrechopoulos, 2014). Consistency, as defined by Shi et al. (2020), refers to the degree to which customers encounter uniformity in both information and processes across various channels. Quach et al. (2022) investigated the influence of channel service consistency and transparency on the omnichannel customer experience. The results showed that providing consistent omnichannel services by organizations has an immediate and significant positive impact on customers' cognitive experience and reduces their perceived privacy risk. In addition, ensuring consistency in omnichannel experience has a positive impact on improving customer loyalty. According to Sopadjieva et al. (2017), customers are more likely to spend more money and continue shopping with retailers when they offer an omnichannel customer experience that meets their expectations. By maintaining consistency across various channels, customers may transition between channels with minimal mental effort. This leads to a smoother omnichannel buying experience that is in line with their previous shopping experiences (Mosteller et al., 2014). Ensuring seamlessness in communication across many channels not only creates harmonious effects, but also improves the seamless delivery of service when switching to different channels. Consequently, this reduces the potential dangers linked to performance in the omnichannel purchase process (Lee & Kim, 2010). Enhancing consistency of service and information across various channels enhances the degree of transparency among those channels (Shen et al., 2018). The transparency allows customers to gain a clearer understanding and adjust to the services and

information offered in the omni-channel purchasing environment, while aligning with their shopping beliefs (Denis & Karsenty, 2004). Maintaining consistency in the quality of products and the pricing strategies used across various channels helps reduce information asymmetry and perceived risk (Kazancoglu & Aydin, 2018). Rodríguez-Torrico et al. (2017) propose that when customers receive consistent responses across different channels, it helps to decrease confusion about their tasks and lowers the likelihood of switching between channels during the omnichannel purchasing experience. Having consistency of information across several channels not only generates synergistic effects, but also improves the continuity of service during the shift between different channels. This, in turn, reduces the risks associated with performance in the omnichannel purchasing process (Lee & Kim, 2010). Put together, we propose:

H4: Consistency is positively related to perceived seamlessness in omnichannel shopping.

Flexibility refers to the extent to which consumers are able to utilize elastic choices and maintain a seamless transition while switching between different channels (Shi et al., 2020). According to Juaneda-Ayensa et al. (2016), the customer's perception of control and risk is improved when they have the choice to easily move between channels during the purchase process. Omnichannel shopping flexibility promotes seamless channel switching and improves purchasing ease, hence mitigating perceived risks associated with omnichannel buying, such as system breakdowns, transaction errors, and limited autonomy (Shen et al., 2018). Kopot & Cude (2021) discovered that channels characterized by a high degree of flexibility have a positive impact on perceived fluency and customer satisfaction towards businesses. Cheah et al. (2022) asserted that channel flexibility amplifies consumer empowerment, trust, and willingness to patronize, hence fostering a seamless purchasing experience. Accordingly, we argue that enhancing the ability to switch between multiple channels will result in an improvement in clients' perception of seamlessness. As a result, we put forward the following hypothesis:

H5: Flexibility is positively related to perceived seamlessness in omnichannel shopping.

Personalization refers to the extent to which consumers can receive customized services and individualized attention (Shi et al., 2020). Personalization is considered the main factor for evaluating consumer experience in digital shopping (Bhalla, 2014). Due to technological advancements in data collection and management across multiple channels, retailers are now able to monitor customer behavior with more efficiency. This enables them to offer personalized services, such as tailored purchase advice, promotional information based on individual preferences, and location-based services (Oh & Teo, 2010). Fei & Su (2017) found that customers frequently see retailer uncertainty as a significant disadvantage of omni-channel shopping. However, personalized services can alleviate this uncertainty by helping customers make better-informed purchasing choices. Personalization instills in customers the notion that the omnichannel retailer values each unique customer, hence enhancing customer trust and diminishing their perception of risk (Schramm-Klein et al., 2011; Shi et al., 2020). Personalization in omni-channel purchasing enhances the overall shopping experience and introduces additional value to customers (Zhang, Park, Park & Zhang, 2024). Thus, we propose the following hypothesis:

H6: Personalization is positively related to perceived seamlessness in omnichannel shopping.

Research Methodology

Sample, Sampling, and Data Collection

This study was conducted with Chinese customers who have recently (within the past six months) utilized various channels to get legal services. The study employed a self-administered structured questionnaire that was approved by HREC069/2024 in Thailand. The survey was conducted offline in Beijing using the snowball sampling approach, due to the scarcity of

participants having prior experience in purchasing legal services via omni-channel. The sample size was established using Cochran's formula, which took into account a confidence level of 95% and an error term of 5%. This calculation resulted in a required sample size of 385 (Cochran, 1977). A total of 424 questionnaires were initially received, after doing data screening and removing replies that did not meet the qualifications, the final number of valid questionnaires used for analysis was 410.

Measures

To rigorously define and measure the constructs of interest, we utilized well-established measurement scales. Each item was assessed using a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree) (refer to Table 1).

Data Analysis Methods

Consistent with previous omnichannel studies (Sharma & Fatima, 2024), this study used SmartPLS 4.0 for data analysis and using analytical methods similar to research (Sakdapat, 2023). Prior to conducting hypothesis testing in the structural model, we assessed the measurement model for convergent and discriminant validity using Anderson & Gerbing's (1988) two-stage technique. We employed bootstrapping with 5000 resamples to establish statistical significance (Hair et al., 2017).

Research Results

Descriptive Analysis

The statistical analysis of demographic characteristics reveals that the gender distribution of the participants is relatively balanced, with males accounting for 51.22% of the sample. The majority of the participants fall within the age group of 31-40 years old. A substantial percentage of the participants hold at least a bachelor's degree. The majority of the participant consists of employees working in private firms and those employed in professional and technical positions. Additionally, more than half of the participants report annual incomes ranging from 50,000 to 100,000 RMB, which corresponds to a lower-middle income level in China.

Reliability and Validity Assessment

Table 1 presents the results for factor loading, composite reliability, Cronbach's alpha, and average variance extracted (AVE). The factor loadings surpass the recommended threshold of 0.50, as per the guidelines of Hair et al. (2017). This indicates that each item significantly contributes to its respective construct, capturing a substantial portion of variability from the underlying variables. According to Hair et al. (2017), both composite reliability (CR) and Cronbach's alpha values should exceed 0.7 to confirm internal consistency. As shown in the table, the CR and alpha values are above this threshold, thereby affirming the data's internal consistency. Convergent validity is evidenced by a significant positive correlation among items measuring the same construct. To demonstrate adequate convergent validity, the Average Variance Extracted (AVE) should be greater than 0.5. The AVE values for each variable in the table exceed this criterion, thereby confirming good convergent validity.

Table 1 Indicator reliability and convergent validity.

Constructs	Indicators	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Connectivity (Shi et al., 2020)	C1	0.759	0.859	0.859	0.640
	C2	0.772			
	C3	0.833			
	C4	0.797			
	C5	0.834			

Constructs	Indicators	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Integration (Shi et al., 2020)	I1	0.789	0.859	0.860	0.641
	I2	0.813			
	I3	0.814			
	I4	0.814			
	I5	0.794			
Consistency (Shi et al., 2020)	CC1	0.738	0.863	0.866	0.593
	CC2	0.732			
	CC3	0.776			
	CC4	0.755			
	CC5	0.804			
	CC6	0.810			
Flexibility (Shi et al., 2020)	F1	0.768	0.859	0.860	0.641
	F2	0.732			
	F3	0.835			
	F4	0.817			
	F5	0.844			
Personalization (Shi et al., 2020)	P1	0.675	0.862	0.875	0.714
	P2	0.890			
	P3	0.883			
	P4	0.910			
Perceived Seamless (Huré et al., 2017)	PS1	0.909	0.888	0.889	0.818
	PS2	0.900			
	PS3	0.903			
Purchase Intention (Moon et al., 2017)	PI1	0.881	0.872	0.873	0.796
	PI2	0.896			
	PI3	0.899			

Discriminant Validity

Table 2 demonstrates that the Average Variance Extracted (AVE) values of the variables exceed the squared values of the correlation coefficients (Fornell & Larcker, 1981). Therefore, the variables exhibit solid discriminant validity.

Table 2 Discriminant Validity.

	C	I	CC	F	P	PS	PI
C	0.800						
I	0.691	0.805					
CC	0.538	0.658	0.770				
F	0.612	0.633	0.668	0.800			
P	0.575	0.591	0.549	0.582	0.845		
PS	0.584	0.632	0.582	0.609	0.613	0.904	
PI	0.719	0.654	0.598	0.66	0.597	0.669	0.892

C = Connectivity; I = Integration; CC = Consistency; F = Flexibility; P = Personalization; PS = Perceived Seamless; PI = Purchase Intention

Common Method Bias

Given that our data was collected from a single source, we should be cautious about the potential presence of common method bias, as this could have an impact on the internal validity of our findings (Podsakoff et al., 2003). Variance Inflation Factor (VIF) is a statistical metric used to evaluate the presence of multicollinearity, which refers to high correlations among independent variables (Kutner et al., 2004). According to Diamantopoulos & Siguaw (2006), a VIF value of less than 3.3 indicates that the model does not suffer from significant multicollinearity. In this study, the VIF values for all variables were found to be below 3.3, indicating the absence of problematic covariance among the variables.

Path Analysis

Purchase intention has an R^2 value of 0.448, while perceived seamlessness has an R^2 value of 0.535. Both values are close to the medium level, indicating significant effects and providing substantial explanatory power for the model (Hair et al., 2017). As anticipated, the results of the structural model indicate that perceived seamless ($\beta = .669$, $p < .001$) has a significant impact on purchase intention, thereby supporting H1. Additionally, connectivity ($\beta = .125$, $p < 0.05$), integration ($\beta = .204$, $p < 0.001$), consistency ($\beta = .128$, $p < 0.05$), flexibility ($\beta = .173$, $p < 0.01$), and personalization ($\beta = .250$, $p < 0.001$) each exert a positive influence on purchase intention. Therefore, H2-H6 are all supported. (see Table 3).

Table 3 Results.

		Path Coefficient	Standard Deviation	T-Value	p-Value	Decision
Perceived Seamless → Purchase Intention		0.669	0.030	22.271	0.000	Supported
Connectivity → Perceived Seamless		0.125	0.055	2.296	0.022	Supported
Integration → Perceived Seamless		0.204	0.058	3.486	0.000	Supported
Consistency → Perceived Seamless		0.128	0.05	2.568	0.010	Supported
Flexibility → Perceived Seamless		0.173	0.056	3.077	0.002	Supported
Personalization → Perceived Seamless		0.250	0.054	4.628	0.000	Supported

Conclusion and Discussion

The primary objective of this study is to propose and empirically test a research model based on the SOR theory, to examine the influence of omnichannel customer experience on the intention of Chinese customers to purchase legal services. The results of the research confirmed the validity of the model and provided evidence in favor of all the hypotheses. This study provides theoretical and managerial insights into how the omnichannel customer experience affects the purchasing behavior of legal services. Significant theoretical contributions include the following.

First, prior research suggests that there are theoretical gaps concerning omnichannel purchase behavior (Shen et al., 2018; Mishra et al., 2021). Our study establishes a research framework that specifically examines the comprehensive omnichannel experience from a SOR theoretical standpoint. The findings of our study validate the research framework and partially address the gaps in omnichannel theory.

Second, our study validates the significant impact of omnichannel customer experience on omnichannel purchase behavior. The results indicate that Chinese consumers' seamless

omnichannel experience has a significant and positive impact on their intentions to purchase legal services. This finding aligns with previous studies (Gahler et al., 2019; Chang & Li, 2022) and provides empirical evidence supporting the notion that customers highly value a seamless experience in an omnichannel setting (Mosquera et al., 2017). In addition, this study examined the five dimensions of omni-channel customer experience: connectivity, integration, consistency, flexibility, and personalization. All of these dimensions were found to have a positive impact on the seamless experience, which aligns with previous research findings (Shi et al., 2020; Hossain et al., 2020; Quach et al., 2022). Among them, personalization has the greatest impact on seamless experience, suggesting that for Chinese consumers, personalized services can significantly enhance their seamless experience. Legal service providers can enhance the coherence and happiness of consumers' overall experience by offering personalized legal advice and solutions, which helps to make their transitions across channels smoother and more consistent.

Third, while existing omni-channel studies have focused on the retail and tourism industries, this study is among the first to focus on omni-channel in the professional services industry, i.e. legal services. The results demonstrate that the omni-channel strategy is not limited to the retail and tourism sectors, but can also be applied to the legal services industry, thereby enhancing the existing body of omni-channel literature.

Practical Contributions

Customer experience is playing an increasingly crucial role in the service business. The omnichannel customer experience has become a prevalent and crucial aspect of marketing due to the rapid growth of marketing channels (Briedis et al., 2019). Our findings offer managerial insights to improve customer experience in the professional services industry, specifically in the field of legal services.

First, our findings imply that the seamless experience that clients enjoy across the omni-channel enhances their desire to purchase legal services. Hence, it is crucial for legal service providers to recognize that a smooth and uninterrupted experience is a significant driver influencing consumers' intention to acquire legal services.

Among the five elements of the omnichannel customer experience, personalization has the largest impact on creating a seamless experience. Legal service providers can leverage customer data analytics to deliver personalized legal service recommendations tailored to each customer. By utilizing a client's past purchasing history, interests, and needs, providers can generate tailored suggestions for legal advice or service solutions that are most suitable for their particular situation.

Moreover, legal service providers should enhance clients' perception of connectivity across all channels to improve the seamless experience. This can be achieved by ensuring consistent messaging and branding across all communication platforms and touchpoints. Whether it is an online platform, a mobile app, or a physical office, the service content and brand values should remain consistent, thereby boosting the customer's trust and sense of cohesive experience.

To further enhance clients' perception of channel integration, legal service providers can standardize account information and the login experience across all channels. For instance, a unified login platform would allow customers to conveniently access all services through various channels using a single account. This integration fosters a more seamless experience by maintaining uniformity in customer interaction.

Additionally, legal service providers should ensure a consistent brand image and communication message across all channels. Whether on an online platform, a mobile app, or in a physical office, the brand logos, messaging, and overall presentation should be consistent to enhance customer recognition and trust in the brand.

To improve clients' perception of channel flexibility, legal service providers can offer multiple access points, such as online platforms, mobile apps, and physical offices. This allows

customers to choose their preferred method of contact according to their personal preferences. Designing flexible service solutions, such as online appointment systems, remote consultations, and flexible working hours, enables customers to access services at their convenience, regardless of time or location.

By implementing these strategies, legal service providers can significantly enhance clients' perception of service flexibility and overall omnichannel experience, thereby increasing their competitiveness and attractiveness in the market.

References

- Abbott, A. (1988). *The System of Professions: An Essay on the Division of Expert Labor*. Illinois: University of Chicago Press.
- Anderson, J., & Gerbing, D. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.
- Beck, N., & Rygl, D. (2015). Categorization of Multiple Channel Retailing in Multi-, Cross-, and Omni-Channel Retailing for Retailers and Retailing. *Journal of Retailing and Consumer Services*, 27, 170-178.
- Bhalla, R. (2014). The omni-channel customer experience: Driving engagement through digitization. *Journal of Digital and Social Media Marketing*, 1(4), 365-372.
- Briedis, H., Harris, T., Pacchia, M., & Ungerman, K. (2019). *Ready to 'where': Getting sharp on apparel omnichannel excellence*. Retrieved from www.mckinsey.com/industries/retail/our-insights/ready-to-where-getting-sharp-on-apparel-omnichannel-excellence#/
- Chang, H., & Chen, S. (2008). The Impact of Online Store Environment Cues on Purchase Intention: Trust and Perceived Risk as a Mediator. *Online Information Review*, 32(6), 818-841.
- Chang, H., & Li, S. (2020). The impact of omnichannel retailing on consumer behavior: A comprehensive review. *Journal of Retailing and Consumer Services*, 52, 101-113.
- Chang, Y., & Li, J. (2022). Seamless experience in the context of omnichannel shopping: scale development and empirical validation. *Journal of Retailing and Consumer Services*, 64, 102800.
- Cheah, I., Ting, H., Lim, X., & Wong, W. (2022). Channel flexibility, consumer empowerment, trust, and patronage intentions: Enhancing the omnichannel customer experience. *Journal of Retailing and Consumer Services*, 65, 102874.
- Cochran, W. (1977). *Sampling Techniques*. 3rd ed. New York: John Wiley & Sons.
- Denis, C., & Karsenty, L. (2004). Inter-usability of multi-device systems: A conceptual framework. In A. Seffah, & H. Javahery. (eds.). *Multiple user interfaces: Cross-platform applications and context-aware interfaces* (pp. 373-385). West Sussex: John Wiley & Sons, Ltd.
- Diamantopoulos, A., & Siguaw, J. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, 17(4), 263-282.
- Eaglen, M. (2013). *Omni-channel retail: joining up the consumer experience*. Retrieved from www.theguardian.com/media-network/media-network-blog.
- Fei, G., & Su, X. (2017). Online and offline information for omnichannel retailing. *Manufacturing & Service Operations Management*, 19(1), 84-98.
- Fornell, C., & Larcker, D. (1981). Evaluating Structural Equation Models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Gahler, M., Klein, J., & Paul, M. (2019). *Measuring customer experiences: A text-based and pictorial scale* (MSI Working Paper Series). Colombo: Management & Science Institute.

- Gao, F., & Su, X. (2017). Online and offline information for omnichannel retailing. *Manufacturing & Service Operations Management*, 19(1), 84-98.
- Hadfield, G., & Rhode, D. (2016). How to regulate legal services to promote access, innovation, and the quality of lawyering. *Hastings Law Journal*, 67(5), Article 2.
- Hair, J., Hult, G., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd ed. California: Sage Publications Inc.
- Hansen, R., & Sia, S. (2015). Hummel's Digital Transformation Toward Omnichannel Retailing: Key Lessons Learned. *MIS Quarterly Executive*, 14(2), 51-66.
- Hargadon, A., & Bechky, B. (2006). When collections of creatives become creative collectives: A field study of problem solving at work. *Organization Science*, 17(4), 484-500.
- Herhausen, D., Kleinlercher, K., Verhoef, P., Emrich, O., & Rudolph, T. (2019). Loyalty formation for different customer journey segments. *Journal of Retailing*, 95(3), 9-29.
- Hickman, E., Kharouf, H., & Sekhon, H. (2020). An omnichannel approach to retailing: Demystifying and identifying the factors influencing an omnichannel experience. *The International Review of Retail, Distribution and Consumer Research*, 30(3), 266-288.
- Hossain, T., Akter, S., Kattiyapornpong, U., & Dwivedi, Y. (2020). Reconceptualizing integration quality dynamics for omnichannel marketing. *Industrial Marketing Management*, 87, 225-241.
- Hsieh, Y., Roan, J., Pant, A., Hsieh, J., Chen, W., & Lee, M. (2012). All for one but does one strategy work for all? Building consumer loyalty in multi-channel distribution. *Managing Service Quality: An International Journal*, 22(3), 310-335.
- Huré, E., Picot-Coupey, K., & Ackermann, C. (2017). Understanding omni-channel shopping value: A mixed-method study. *Journal of Retailing and Consumer Services*, 39, 314-330.
- Juaneda-Ayensa, E., Mosquera, A., & Murillo, Y. (2016). Omnichannel customer behavior: Key drivers of technology acceptance and use and their effects on purchase intention. *Frontiers in Psychology*, 7, 1117.
- Kazancoglu, I., & Aydin, H. (2018). An investigation of consumers' purchase intentions towards omni-channel shopping: A qualitative exploratory study. *International Journal of Retail & Distribution Management*, 46(10), 959-976.
- Kopot, J., & Cude, B. (2021). Impact of flexible channels on perceived fluency and customer attitudes towards brands. *Journal of Retail and Consumer Services*, 58, 102351.
- Kutner, M., Nachtsheim, C., & Neter, J. (2004). *Applied Linear Regression Models*. 4th ed. New York: McGraw-Hill/Irwin.
- Lazaris, C., & Vrechopoulos, A. (2014). *From Multichannel to "Omnichannel" Retailing: Review of the Literature and Calls for Research*. A paper presented at the 2nd International Conference on Contemporary Marketing Issues, Athens, Greece.
- Lee, H., & Kim, J. (2010). Investigating dimensionality of multichannel retailer's cross-channel integration practices and effectiveness: Shopping orientation and loyalty intention. *Journal of Marketing Channels*, 17(4), 281-312.
- Lee, Z., Chan, T., Chong, A., & Thadani, D. (2019). Customer engagement through omnichannel retailing: The effects of channel integration quality. *Industrial Marketing Management*, 77, 90-101.
- Li, Y., Liu, H., Lim, E., Goh, J., Yang, F., & Lee, M. (2018). Customer's reaction to cross-channel integration in omnichannel retailing: The mediating roles of retailer uncertainty, identity attractiveness, and switching costs. *Decision Support Systems*, 109, 50-60.
- Liu, Y., & Zheng, S. (2023). Factors affecting consumers' purchase intention for agriculture products omni-channel. *Frontiers in Psychology*, 13, 948982.

- Mainardes, E., de Moura Rosa, C., & Nossa, S. (2020). Omnichannel strategy and customer loyalty in banking. *International Journal of Bank Marketing*, 38(4), 799-822.
- Massi, M., Piancatelli, C., & Vocino, A. (2023). Authentic omnichannel: Providing consumers with a seamless brand experience through authenticity. *Psychology & Marketing*, 40(7), 1280-1298.
- McGinnis, J., & Pearce, R. (2014). The great disruption: How machine intelligence will transform the role of lawyers in the delivery of legal services. *Fordham Law Review*, 82(6), Article 16.
- Mehrabian, A., & Russell, J. (1974). *An Approach to Environmental Psychology*. Massachusetts: MIT Press.
- Mishra, R., Singh, R., & Koles, B. (2021). Consumer decision-making in Omnichannel retailing: Literature review and future research agenda. *International Journal of Consumer Studies*, 45(2), 147-174.
- Moon, H., Yoon, H., & Han, H. (2017). The effect of airport atmospherics on satisfaction and behavioral intentions: Testing the moderating role of perceived safety. *Journal of Travel and Tourism Marketing*, 34(6), 749-763.
- Mosquera, A., Pascual, C., & Ayensa, E. (2017). Understanding the customer experience in the age of omni-channel shopping. *Revista científica De Comunicación Y Tecnologías Emergentes*, 15(2), 92-114.
- Mosteller, J., Donthu, N., & Eroglu, S. (2014). The fluent online shopping experience. *Journal of Business Research*, 67(11), 2486-2493.
- Nikolova, N. (2012). Innovating through clients. In M. Reihlen, & A. Werr. (eds.). *Handbook of Research on Entrepreneurship in Professional Service Firms* (pp. 86-106). Cheltenham: Edward Elgar.
- Oh, L., & Teo, H. (2010). Consumer value co-creation in a hybrid commerce service-delivery system. *International Journal of Electronic Commerce*, 14(3), 35-62.
- Pereira, M., de La Martinière Petroll, M., Soares, J., Matos, C., & Hernani-Merino, M. (2023). Impulse buying behaviour in omnichannel retail: an approach through the stimulus-organism-response theory. *International Journal of Retail & Distribution Management*, 51(1), 39-58.
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the Special Issue Information Technology in Retail: Toward Omnichannel Retailing. *International Journal of Electronic Commerce*, 18(4), 5-16.
- Podsakoff, P., MacKenzie, S., Lee, J., & Podsakoff, N. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Quach, S., Barari, M., Moudry, D., & Quach, K. (2022). Service integration in omnichannel retailing and its impact on customer experience. *Journal of Retailing and Consumer Services*, 65, 102267.
- Rizk, M., El-Samadicy, A., & Negm, E. (2024). The Impact of Omni-Channel Integration on Generation Z Purchase Intentions Towards FMCG Retailers: An Empirical Study on Egyptian FMCG Consumers. *Journal of Business and Management Sciences*, 12(1), 1-12.
- Rodríguez-Torrico, P., Cabezudo, R., & San-Martín, S. (2017). Tell me what they are like and I will tell you where they buy. An analysis of omnichannel consumer behavior. *Computers in Human Behavior*, 68, 465-471.
- Sakdapat, N. (2023). The Role of Psychological Factors and Situational Factors on the Financial Planning Behavior of Private Sector Employees in Thailand. *International Journal of Economics and Finance Studies*, 15(01), 449-465.

- Schramm-Klein, H., Wagner, G., Steinmann, S., & Morschett, D. (2011). Cross-channel integration – is it valued by customers?. *The International Review of Retail, Distribution and Consumer Research*, 21(5), 501-511.
- Sharma, M., Gupta, M., & Joshi, S. (2020). Adoption barriers in engaging young consumers in the Omni-channel retailing. *Young Consumers*, 21(2), 193-210.
- Sharma, N., & Fatima, J. (2024). Influence of perceived value on omnichannel usage: Mediating and moderating roles of the omnichannel shopping habit. *Journal of Retailing and Consumer Services*, 77, 103627.
- Shen, X., Li, Y., Sun, Y., & Wang, N. (2018). Channel integration quality, perceived fluency and omnichannel service usage: The moderating roles of internal and external usage experience. *Decision Support Systems*, 109, 61-73.
- Shi, S., Wang, Y., Chen, X., & Zhang, Q. (2020). Conceptualization of omnichannel customer experience and its impact on shopping intention: A mixed-method approach. *International Journal of Information Management*, 50, 325-336.
- Sopadjieva, E., Dholakia, U., & Benjamin, B. (2017). A study of 46,000 shoppers shows that omnichannel retailing works. *Harvard Business Review*, 3, 1-2.
- Verhoef, P., Kannan, P., & Inman, J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, 91(2), 174-181.
- Zhang, M., Ren, C., Wang, G., & He, Z. (2018). The impact of channel integration on consumer responses in omni-channel retailing: The mediating effect of consumer empowerment. *Electronic Commerce Research and Applications*, 28, 181-193.
- Zhang, X., Park, Y., & Park, J. (2024). The effect of personal innovativeness on customer journey experience and reuse intention in omni-channel context. *Asia Pacific Journal of Marketing and Logistics*, 36(2), 480-495.
- Zhang, X., Park, Y., Park, J., & Zhang, H. (2024). Demonstrating the influencing factors and outcomes of customer experience in omnichannel retail. *Journal of Retailing and Consumer Services*, 77, 103622.

Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



Copyright: © 2024 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).