

Omnichannel and consumer and retailer perceived risks and benefits: a review

Perceived risks
and benefits

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Abstract

Purpose – This study uses the antecedents, decisions and outcomes (ADO) framework to identify how perceived risks and benefits relate to the omnichannel strategy and influence consumer behavior.

Design/methodology/approach – A systematic review was conducted on 111 articles (2014–2023) on Scopus using NVivo® software for content analysis.

Findings – The literature on omnichannel is fragmented between journals and lines of research, making it difficult to identify influential journals in the area and preventing effective convergence. When the perception of risk is greater than the perception of benefits, companies must understand how to mitigate the risk, so that the adoption of an omnichannel strategy is not canceled.

Research limitations/implications – The review is limited to one database and does not consider specific products/services or consumer profiles.

Originality/value – This review broadens understanding of omnichannel from a perspective neglected by researchers, namely risks and benefits and their impacts on organizational results. The model will clarify how the literature on omnichannel has evolved and instigate new research.

Keywords Omnichannel, Consumer experience, Perceived risk, Perceived benefit, ADO

Paper type Literature review

1. Introduction

Consumers are switching between companies' sales and communication channels, engaging with both digital and physical environments, adopting new channels and abandoning others (Lehrer and Trenz, 2022). Customer demand for multiple integrated sales channels motivates organizations to migrate their strategies from multichannel to omnichannel (Asmare and Zewdie, 2022; Juaneda-Ayensa *et al.*, 2016).

Customers behave differently in terms of valuation and channel selection when exposed to store-only versus omnichannel strategies (Wei and Li, 2020), and companies can use omnichannel to find innovative ways to connect with their audience and provide value (Savastano *et al.*, 2019). However, adding new channels and touchpoints where customers can interact with an organization presents benefits only if the channels are managed in an integrated and articulated manner that increases perception of benefits and mitigates risks for consumers (Cui *et al.*, 2022; Gereia *et al.*, 2021).

Perceived risk, a critical indicator of online shopping decisions, is often discussed by scholars (Lynch and Barnes, 2020; Quach *et al.*, 2022a). Financial, product, security, time and



psychological risks significantly impact online purchase intentions (Johnson and Ramirez, 2021). Therefore, understanding perceived risks and benefits can help retailers create the best omnichannel strategy for their business (Blom *et al.*, 2021) and generate a holistic experience in company–consumer interactions (Asmare and Zewdie, 2022; Furquim *et al.*, 2022).

A study shows the importance of addressing the omnichannel consumer journey (Furquim *et al.*, 2022), discussing the primary constructs and identifying opportunities in the emerging literature. To date, however, studies have not presented antecedents that positively or negatively impact the adoption of an omnichannel approach. This study addresses the gap by conducting a systematic literature review (SLR) that uses the antecedents, decisions and outcomes (ADO) framework (Paul and Benito, 2018). It responds to three research questions (RQs):

RQ1. How do perceived risks and benefits relate to the omnichannel strategy?

RQ2. What are the main points (constructs) discussed regarding the omnichannel strategy?

RQ3. What are the future research opportunities regarding the omnichannel strategy?

The SLR analyzes 111 articles in the Scopus database, published between 2014 and 2023, to list antecedents, decisions and outcomes that improve the results of adopting the omnichannel strategy. The objective is to highlight how perceived risks and benefits impact the decision to adopt an omnichannel strategy and to contribute thereby to future research.

Section 2 of this article presents the research methodology. Section 3 discusses the results based on the ADO framework. Section 4 discusses the implications, limitations and future research directions.

2. Research methodology

This SLR used the ADO framework (Paul and Benito, 2018) to focus on perceived risks and benefits as primary antecedents for adoption of the omnichannel strategy, decisions associated with omnichannel and outcomes of offering omnichannel to consumers.

To ensure rigor, the SPAR-4-SLR protocol (Paul *et al.*, 2021) was used. It comprises three stages (see Table 1):

- (1) assembling (identification and acquisition of literature);
- (2) arranging (organization and purification);
- (3) assessment (evaluation and reporting).

2.1 Assembling

The domain defined for this research was the risks and benefits perceived by consumers in relation to omnichannel. The research sources were articles and reviews (books and conference proceedings were excluded), and the Scopus database was chosen for its comprehensiveness and rigorous indexing. To ensure the quality of the sources, only journals with an impact factor greater than 1.0 (Paul *et al.*, 2021) were included.

A Boolean search using the keywords “omnichannel” and “consumer” was run in the business, management and accounting subject area to ensure all relevant results were included (Paul *et al.*, 2021; Paul and Rosado-Serrano, 2019). The search ran from May 2014, when the first record associating the keywords occurred, to August 2023, and returned 315 records.

2.2 Arranging

To organize the articles, we created codes using NVivo software. Antecedents, decisions and outcomes were the most frequently identified codes, and antecedents were deployed for risks

			Perceived risks and benefits
Assembling	Identification		
	Domain	The omnichannel strategy and the perceived risks and benefits	
	Research questions	(1) How do perceived risks and benefits relate to the omnichannel strategy? (2) What are the main points (constructs) of discussion about omnichannel strategy? (3) How can the perceived benefits and risks influence the results of the omnichannel strategy? (4) What are the future research opportunities for this topic?	
	Source type	Only journal articles and reviews were included	
	Source quality	Scopus database, with a Journal Impact Factor ≥ 1.0	
Arranging	Acquisition		
	Search mechanism and material acquisition	Boolean search on Scopus	
	Search period	January 2014 to August 2023	
	Search keywords	(TITLE-ABS-KEY (omnichannel) AND TITLE-ABS-KEY (consumer))	
	Total number of articles returned	$n = 315$ returned (limited to the Business, Management and Accounting subject area, and papers in the English language)	
Assessing	Organization		
	Organizing codes	Source, geographical areas, research context, risks, benefits, antecedents, decisions, and outcomes	
	Organizing framework	ADO (Paul and Bento, 2018)	
	Purification		
	Article types excluded	Total articles excluded ($n = 204$) based on: (1) Journal Impact Factor < 1.0 ($n = 132$); (2) not directly related to the research, based on abstract reading ($n = 62$); and (3) no access to the article ($n = 10$)	
Assessing	Article types included	Articles included if omnichannel is the main variable under study and it is studied in the consumer behavior context	
	Evaluation		
	Analysis method	Descriptive and content analysis (using the organizing codes)	
	Agenda proposal method	Identify research gaps and future study opportunities	
	Reporting		
Source(s):	Reporting convention	Combination of discussion and summaries (e.g. tables and figures)	
	Table by the authors		

Table 1.
The research strategy following the SPAR-4-SLR protocol

and benefits. Quality was the crucial characteristic in selecting an article; 204 articles were excluded because their journal impact factor was less than 1.0 because their abstracts indicated that they were not directly related to the research or because they could not be accessed. Ultimately, 111 full-text articles were retained.

2.3 Assessing

An analysis of sources, publication countries and research contexts was conducted to investigate the heterogeneity of the literature (Petticrew and Roberts, 2006). Article content was then analyzed within the ADO framework to develop a report comprising a discussion (words) and an abstract (tables and figures).

3. Results

3.1 General characteristics

The SLR confirmed reports (Liu *et al.*, 2022) of a consistent increase in the number of relevant articles (from one article each in 2014, 2015 and 2016 to 26 in 2022, and 20 in 2023 to August). The articles were distributed among 38 journals (Table 2).

The most recurrent authors were A. Blom, F. Lange, R. L. Hess, D. Dzyabura, S. Jagabathula, C. Lazaris, P. Sarantopoulos, A. Vrechopoulos, G. Doukidis, Z. Li, W. Wang, S.

Journals	No. of articles
<i>International Journal of Retail and Distribution Management</i>	16
<i>Journal of Retailing and Consumer Services</i>	12
<i>Journal of Services Marketing</i>	7
<i>Electronic Commerce Research and Applications</i>	5
<i>Journal of Strategic Marketing; Journal of Retailing; Journal of Theoretical and Applied Electronic Commerce Research and Journal of Business Research</i>	4
<i>Journal of Research in Interactive Marketing; International Transactions in Operational Research; Asia Pacific Journal of Marketing and Logistics; Journal of Fashion Marketing and Management; Management science; International Journal of Electronic Commerce and International Journal of Production Economics</i>	3
<i>Manufacturing and Service Operations Management; Marketing science; Transportation Research Part E: Logistics and Transportation Review; Journal of Marketing Management; Decision Sciences; Asian Journal of Technology Innovation; International Journal of Production Research and Information Systems Research</i>	2
<i>Baltic Journal of Management; Benchmarking; International Journal of Innovation and Technology Management; California Management Review; Decision Support Systems; Electronic Markets; European Journal of Marketing; IEEE Transactions on Engineering Management; Industrial Management and Data Systems; Information and Management; Marketing Intelligence and Planning; International Journal of Consumer Studies; International Journal of Physical Distribution and Logistics Management; Journal of Advances in Management Research; Managerial and Decision Economics; Operations Research Perspectives; Psychology and Marketing and Service Business</i>	1

Table 2.
Source count

Source(s): Table by the authors

Quach, M. Barari, P. Thaichon, D.V. Moudrý, S. Mishra, S. M. Rahman, P. Rodríguez-Torrico, L. T. Apadula and S. San-Martín.

The articles originated from different parts of the world such as the United States, followed by China, India, Spain and Australia. The diversity of research contexts is notable. The research was carried out mainly in broad retail (49%), fashion industry (16%), technology (12%), furniture (5%), supermarkets (3%), hotels (3%) and others (12%).

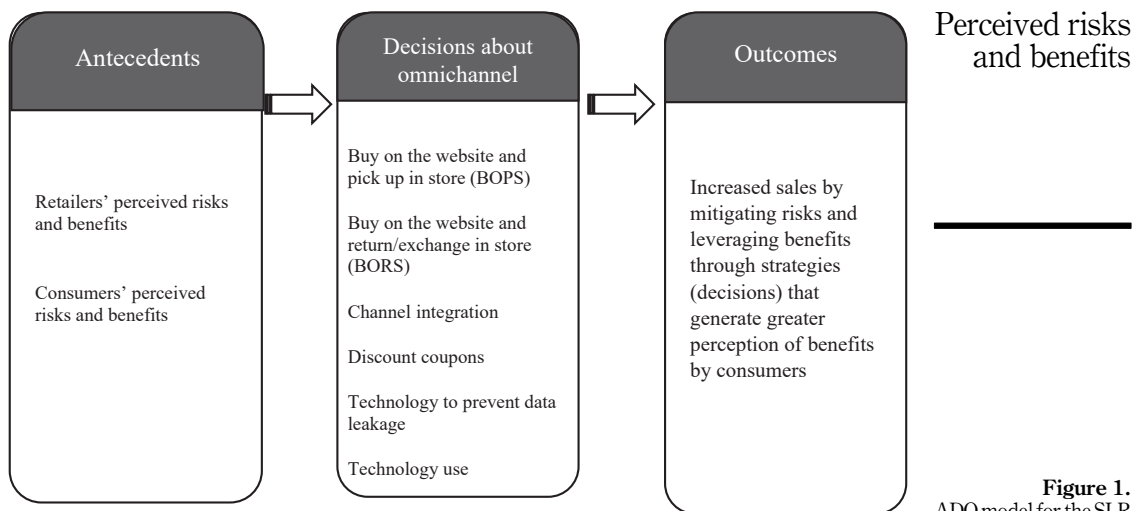
Research draws on a range of theoretical approaches: expectation–disconfirmation theory, feelings-as-information theory and regret regulation theory (Quach *et al.*, 2022b); visual attention theory (Cortinas *et al.*, 2019); activity theory (Hsia *et al.*, 2020); planned behavior and perspective theories (Kumar *et al.*, 2019); game theory (He *et al.*, 2020; Kireyev *et al.*, 2017); flow theory and hyperbolic discount theory (Quach *et al.*, 2022a); psychological reactance theory (Cheah *et al.*, 2022); and logistic regression theory (Jo *et al.*, 2021). Quantitative is the predominantly methodology (79 studies).

3.2 Antecedents, decisions and outcomes

Figure 1 presents the model ADO (Paul *et al.*, 2023) used.

Perceived risk is consumers’ expectation of negative utility when purchasing a particular product/service. Delays, changes of mind or cancellations by consumers are related to the influence of perceived risks (Dou *et al.*, 2021; Shu *et al.*, 2022). Perceived risk negatively affects consumers’ attitudes and intentions to buy innovative products/services via omnichannel (Huang *et al.*, 2014; Shu *et al.*, 2022).

Perceived purchase benefit is specific to an individual’s perception of the benefits of engaging in a particular purchase action (Liu *et al.*, 2013). As the sum of product advantages that meet a consumer’s needs and desires, it minimizes the impact of perceived risks on purchasing decisions (Zhou *et al.*, 2022).



Source(s): Based on Paul and Benito (2018)

Figure 1.
ADO model for the SLR

3.2.1 Antecedents. 3.2.1.1 Retailers' perceived risks and benefits. Authors agree that creation of a physical space (a showroom) positively influences online shopping behavior in relation to risk dimensions (Bell *et al.*, 2018; Du *et al.*, 2019; Dzyabura *et al.*, 2019; Johnson and Ramirez, 2021; Shankar *et al.*, 2021). Consumers' need for contact with the product before purchase, regardless of channel, is highlighted in so-called webrooming, where customers search online for a product but purchase it in a physical location (Flavian *et al.*, 2021; Guo *et al.*, 2022).

An obstacle to online commerce is the logistical system, which is expensive, demands total control, and is the biggest reason for dissatisfaction with purchases in virtual environments. Consumers perceive more benefits in organizations that deliver purchases quickly, preferably the day after purchase and during business hours (Buldeo Rai *et al.*, 2019; Risberg, 2023).

Multiple communication, purchase and return possibilities demand integration of channels, and research has considered how integration of physical and virtual strategies is perceived by consumers as a benefit (Bèzes, 2021; Cheah *et al.*, 2022; Djofack *et al.*, 2021; Herhausen *et al.*, 2015; Lazaris *et al.*, 2021; Rahman *et al.*, 2022; Shao and Lassleben, 2021). Personalized incentives positively affect consumer engagement via different channels, and studies have focused on the relationship between consumption in one channel and satisfaction in another (Hsia *et al.*, 2020; Rodríguez-Torrico *et al.*, 2023).

The relationship between online and offline environments in omnichannel generates mutual influence in purchase channels, and satisfaction with physical stores contributes more to consumer loyalty in virtual spaces than vice versa (Lee *et al.*, 2021).

Excessive exposure to a product in virtual environments leads to loss of perceived value by consumers and decreased effectiveness of omnichannel strategies (Berman and Thelen, 2018; Mencarelli *et al.*, 2021). Fear of changes in prices on different channels and product availability reduces purchase intention poor stock availability leads to purchase abandonment, brand change and store change (Ovezmyradov and Kurata, 2019).

Risks and benefits to retailers in relation to antecedents are as follows:

- (1) The main risks are lack of channel integration, especially with regard to price and relationships with the sales team (Boden *et al.*, 2020), and inventory control (Wang

et al., 2022). Risk also affects transmission of trust in security of personal data (Park and Kim, 2019). Buying online and picking up in-store (BOPS), with the possibility of purchasing, picking up and returning in different channels, generates complexity in supply chain management (Jain *et al.*, 2022).

- (2) When adopting omnichannel, retailers must take into account consumers' perspectives (Alexander and Kent, 2022) because channel integration includes a social dimension (Srivastava *et al.*, 2022). This implies that omnichannel follows a win-win line between retailers and consumers (Massi *et al.*, 2023) as consumers feel more connected to the retailer when interactions create positive results (Schiessl *et al.*, 2023). Retailers adopting omnichannel must analyze both financial benefits and costs (Berman and Thelen, 2018).

3.2.1.2 Consumers' perceived risks and benefits. Given the perceived risk of delivery failure, many consumers buy online and pick up at a physical location (Yang and Zhang, 2020). Trust in this strategy varies according to consumer profile (income, age and gender), but the model has gained ground within omnichannel research (Shao and Lasseben, 2021; Xu *et al.*, 2021; Yang and Zhang, 2020). However, without full integration between sales channels, this trust may overlap with the perception of time risk and product availability risk (Xu *et al.*, 2021; Yang and Zhang, 2020).

The webrooming model is beneficial for consumers who seek immediate access to the product (Flavian *et al.*, 2021; Guo *et al.*, 2022) although some consumers perceive going to the physical point of sale as a time risk (Aw, 2019; Guo *et al.*, 2022). The possibility of contact with the product before finalizing the purchase may reduce perception of risk without increasing perception of benefits (Guo *et al.*, 2022).

Consumers' lifestyles, the time available to them and their expectations of access to the product affect the perceived value of showrooming and webrooming (Kang, 2019). The greater the degree of customization and differentiation in retailers' messages to different groups of consumers, the greater the disposition of these audiences to adopt omnichannel purchasing (Park and Kim, 2019).

Consumers engaging in omnichannel shopping may experience privacy and data security issues (Chatterjee *et al.*, 2021). Consumers will buy via omnichannel only if they believe that the benefits are greater than the risks (Chatterjee *et al.*, 2021).

Risks and benefits to the consumer in relation to antecedents are as follows:

- (1) Lack of integration between channels increases consumers' perception of risk, especially with regard to prices (Aw, 2019). This risk increases with the durability and value of the product (Chatterjee *et al.*, 2021). The relationship between channels also generates a negative impact where there is a perception of risk in the virtual environment, preventing the consumer from visiting the physical store (Mishra *et al.*, 2021).
- (2) Consumers familiar with omnichannel retail identify more benefits than risks (Sombultawee and Wattanatorn, 2022). The more positive the consumer experience in different channels, the better the consumer experience in omnichannel retail (Cuesta-Valiño *et al.*, 2023), and continuity and consistency in alternating between channels generate a perception of benefit greater than the perception of risk (Cocco and Demoulin, 2022).

3.2.2 *Decisions about omnichannel strategy.* 3.2.2.1 Retailers' perceived risks and benefits. In the context of high-value purchases, provision of online pick-up stores causes customers to switch from online to physical channels (Serkan Akturk *et al.*, 2018). This suggests that integrated channel strategies such as BOPS and buy online and return to store (BORS) can increase the perceived advantages of omnichannel.

The possibility of returning a product to a physical store even if it has been purchased in a virtual store is not always a perceived benefit capable of generating a competitive differential (Jin and Huang, 2021; Shen *et al.*, 2022). However, it can generate a lower consumer perception of online purchase risk in relation to return costs (Kumar *et al.*, 2019).

The perception of value in channel integration generates greater perception of value in retail omnichannel because convenience has a positive influence on consumer empowerment. This influence on customer satisfaction and trust has direct and indirect effects on perception of value in relation to the retailer (Swoboda and Fränzel, 2022; Cocco and Demoulin, 2022; Pereira *et al.*, 2023; Malhotra and Srivastava, 2023; Mishra *et al.*, 2021). An omnichannel strategy characterized by broad use of technology leads to modernization of physical stores and implementation of technologies to improve customer experience (Alexander and Kent, 2022; Savastano *et al.*, 2019; Wang *et al.*, 2021).

Discount coupons offer a strategy for motivate consumers to use omnichannel. Retailers use coupons to stimulate and retain consumers across different channels (Li *et al.*, 2022, 2023) and to increase sales potential across channels.

Risks and benefits to retailers in relation to decisions are as follows:

- (1) Retailers adopt omnichannel pricing, communication and service processes across channels to reduce perception of negative impacts (Boden *et al.*, 2020; Chatterjee *et al.*, 2021). BOPS is beneficial, as adoption of multiple purchase, withdrawal and return/exchange channels increases trust and reduces perception of risk (Wang *et al.*, 2021; Quach *et al.*, 2022b).
- (2) Retailers must beware of generating information asymmetry between channels (Djofack *et al.*, 2021) because it is the congruence of information in different channels that creates synergy for the company and offers specific benefits to consumers (Bèzes, 2021). An advantage of creating a phygital (i.e. physical + digital) environment (Mishra *et al.*, 2021) is the opportunity to use AI to enhance communication across channels (Abadie *et al.*, 2023). Retailers can adopt BORS or BOPS strategies, thus integrating and complementing the physical and digital environments (Liu *et al.*, 2022).

3.2.2.2 Consumers' perceived risks and benefits. Consumers often evaluate a product in a physical environment and then buy it online at a lower price (Zhang and Yu, 2020). In a showroom, convenience is related to offline research prior to online purchase (Shankar *et al.*, 2021).

Customers' personalities influence their perception of channels and their behavior. People with high openness to consumer experience and those who are technology innovators (early adopters) are more likely to shop online. People with a greater need for attention who want to touch/try products focus on physical stores (Dzyabura *et al.*, 2019; Hermes and Riedl, 2021). Consumer empowerment approaches place consumers at the center of the consumption process, making them feel involved with the product/service (Cheah *et al.*, 2022).

Technology positively influences consumers' perceptions of performance and expectations of effort but does not necessarily lead to omnichannel purchasing. As the effect of technology on decision quality depends on the orientation provided by the organization and ease of use for the customer (ben Mimoun *et al.*, 2022), risk in online transactions makes it difficult to maintain customer loyalty (Khoa and Huynh, 2023).

Risks and benefits to consumers in relation to decisions are as follows:

- (1) Lack of integration between channels increases perception of risk and affects loyalty, prompting consumers to move away from the organization (Lee *et al.*, 2021). Lack of integration and trust impacts perception of personal data leaks (Park and Kim, 2019).

Absence of physical spaces, such as showrooms, can mean increased risk and decreased perception of benefits (Quach *et al.*, 2022b).

- (2) The possibility of switching from offline to online channels in an integrated and consistent way influences consumer decisions (Aw, 2019). Consumers may finalize high-value purchases in a physical store to minimize the risks of financial loss and product use (Larke *et al.*, 2018; Khoa and Huynh, 2023). Therefore, organizations that adopt BOPS and BORS strategies tend to have greater consumer preference seeking to mitigate risk impacts (Wang *et al.*, 2021).

3.2.3 Outcomes. 3.2.3.1 Retailers' perceived risks and benefits. Showrooms boost sales in omnichannel, since physical stores not only increase online purchases (Kumar *et al.*, 2019) but also reduce the volume of returns due to purchase dissatisfaction (Bell *et al.*, 2018; Dzyabura *et al.*, 2019). However, retailers must pay attention to consumer retention; if the consumer is not retained at the physical point of sale, the showroom can negatively impact the retailer (Zhang *et al.*, 2023).

Consistency of channel integration affects engagement with the brand (Itani *et al.*, 2023; Massi *et al.*, 2023), with a view to maximizing profitability at all points of contact with the consumer (Srivastava *et al.*, 2022).

The BORS option allows vendors to capture consumer characteristics (Wang *et al.*, 2022). To encourage customers to return in-store, vendors can charge a fee for online returns (Nageswaran *et al.*, 2020). To boost BOPS sales, they can keep prices in the physical store similar to those in the virtual store (Kireyev *et al.*, 2017; Xu *et al.*, 2021). Thus, the BOPS option leads to an increase in physical environment sales (Geng and Chang, 2022), with convenience of access enhancing the use of omnichannel.

Risks and benefits to retailers in relation to outcomes are as follows:

- (1) The omnichannel strategy will be successful only if risk management is effective (Djofack *et al.*, 2021). The BOPS strategy and integration of channels enhance transmission of trust to consumers (Chatterjee *et al.*, 2021; Wang *et al.*, 2021). Showrooms/webrooms can offer retailers greater efficiency and satisfaction from the adoption of omnichannel (Jin and Huang, 2021; Zhang *et al.*, 2023).
- (2) Omnichannel adoption can provide a consistent presentation that reduces the risk perceived by consumers (Boden *et al.*, 2020), while adoption of different channels is a consequence of the retailer's work and efforts to enhance the consumer's purchasing intention in omnichannel (Mukhopadhyay *et al.*, 2023). By allowing multiple ways of trying, purchasing, exchanging and returning, the retailer can increase profits in the online channel that outweigh the reduction in offline profits due to BOPS and BORS strategies (Jin and Huang, 2021).

3.2.3.2 Consumers' perceived risks and benefits. Evaluating purchase options is complex and time-consuming. The more options buyers are exposed to, the greater their uncertainty (Cortinas *et al.*, 2019), which shows "how complex it can be for companies to manage the purchasing journey due to the individuality of each consumer" (Furquim *et al.*, 2022, p. 1).

The seller's image and integrated management of channels mitigates risk perception, since lack of interaction between multiple channels and consumers is a perceived risk (Larke *et al.*, 2018; Lehrer and Trenz, 2022). Sellers must be prepared to act in both digital and offline environments to increase confidence in the consumption decision (Pangarkar *et al.*, 2022).

Although detailed studies of perceived risks and ways to minimize them are lacking (Blom *et al.*, 2021), some aspects have been highlighted as having a negative influence on omnichannel consumption, such as risk perception regarding product return costs. Understanding the impact of perceived risks on omnichannel sales is necessary to determine prevention strategies

(Lynch and Barnes, 2020), but there is a lack of theoretical and empirical evidence regarding how companies can create such strategies, mitigate risks, ensure benefits and improve consumer experience (Rodríguez-Torrico *et al.*, 2020).

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The greatest perceived benefits in omnichannel are convenience of purchasing/accessing products, selection of products and value for money. The perceived risks with the greatest impact are the possibility of exchanging/returning goods in physical stores and leakage of personal data (Tanadi *et al.*, 2015).

Positive online experiences tend to influence offline channels positively (Rahman *et al.*, 2022; Siqueira *et al.*, 2020; Lee *et al.*, 2021). E-consumer satisfaction positively affects the choice of omnichannel (Moliner and Tortosa-Edo, 2023) and experiences that result in satisfaction in the offline environment contribute to increased brand confidence online, creating a phygital environment (Pangarkar *et al.*, 2022; Rahman *et al.*, 2022).

Risks and benefits to consumers in relation to outcomes are as follows:

- (1) The choice of omnichannel is associated with low risk perception (Aw, 2019). The risk of product ownership and inconsistency between channels can alienate omnichannel consumers. Financial, product use and time risks are greater when consumers do not assimilate information in different channels because they look for information online, visit showrooms to learn about products and end up buying online (Kang, 2019).
- (2) Channel integration increases perception of the quality benefit of using omnichannel (Lazaris *et al.*, 2021) as it reduces the perceived risk of omnichannel (Lee *et al.*, 2021). To feel safer in omnichannel, consumers look for more consistent organizations with physical space, such as showrooms, and fewer complaints (Johnson and Ramirez, 2021).

4. Final considerations and implications

Despite increasing research interest in omnichannel, demonstrated by a significant increase in published studies, the literature is fragmented in terms of journals and approaches. This SLR clarifies which antecedents, decisions and outcomes relate to omnichannel strategies, indicating how customers' perceived risks and benefits can influence organizations' decisions to adopt an omnichannel strategy.

RQ1 and RQ2 proposed for this study were answered by mapping antecedents, discussions and outcomes considering the available literature on the subject. And RQ3 will be answered, in the future studies section, at the end of this text.

Retailers focus on implementing omnichannel as a way to expand their points of sale; they are less concerned with understanding what encourages consumers to adopt omnichannel and what deters them from doing so. This implies that integration of channels, when done well, allows research on the product in different media and generates cross-selling. It is also possible to conclude that given the logistical, technological and information security challenges, integration of channels contributes to an increase in consumers' perception of risk. The strategies to these problems lie in reviewing the supply chain model, internal operations and communication with consumers.

This SLR shows the importance of consumers' interest in having a safe and unified experience, with no differences between channels, and with their individualities considered in each channel. Consumers tend to adopt omnichannel when their perception of benefits overlaps with their perception of risks involved in the strategy.

This study therefore concludes that for companies to adopt the omnichannel model efficiently and effectively, they must undergo transformations, including technological integration, customer-centricity and reorganization of internal processes, that generate

greater perception of benefits than risks for the consumer, sharing the vision of [Sharma and Nirankush \(2023\)](#) and [Solem *et al.*, 2023](#)).

These changes that companies must go through when adopting omnichannel strategy are associated with an organization's dynamic capabilities, which must lead organizational resources in adopting strategy ([Solem *et al.*, 2023](#)). These authors' studies show that the main dynamic resources necessary for the transformation of organizations seeking to implement omnichannel are integrative technology, optimization of the consumer experience, mutual collaboration between business units and a customer-oriented retail culture ([Solem *et al.*, 2023](#)).

4.1 Implications

This SLR contributes to understanding of omnichannel strategy from a perspective previously neglected by researchers, namely the risks and benefits and their impacts on organizational results. The model used here will help instigate new research on the subject.

The analysis of the role played by antecedents in the decision to adopt omnichannel follows two strands: the retailer's view and the consumer's view. For retailers, discussion focuses on integrating channels and offering a positive experience in different media; for consumers, the focus is on data security and perception of benefits.

The practical application of these findings lies in providing guidelines for organizations seeking to implement an omnichannel strategy, enhance results, mitigate risks and increase the benefits perceived by consumers. To attract new users, management should reduce perceived risks by developing more efficient systems, not only building trust among existing online shoppers but also attracting new online shoppers. By summarizing the main discussions of omnichannel adoption, this review will help organizations to manage channels and promote high-quality shopping experiences for their customers, thus preparing retail professionals who understand the dynamics of omnichannel.

For academics, this study guides reflection on the future of omnichannel research. What is the main vision of researchers, and what do they say about it? How has academia investigated omnichannel? Where can research best be directed? Understanding how perceived risks and benefits impact the decision to adopt omnichannel will encourage targeted research that includes consumer profile (age, income, gender, lifestyle) as a mediating variable for decisions.

4.2 Limitations and future studies

This SLR aimed to clarify the current state of the art concerning omnichannel strategy, focusing on perceived risks and benefits. It did not explore specific products/services or consumer profiles, and its scope was limited by reliance on a single database. Another limitation is that the ADO framework does not delve deeply into theories, contexts or methodologies that could direct forthcoming inquiries ([Paul *et al.*, 2023](#)).

This SLR nevertheless shows that a more in-depth understanding of consumer perceptions is essential to determine why consumers opt for particular consumption pathways. It is therefore recommended that future studies address the limitations of this review, not least by using other databases. A particular focus for in-depth studies should be how dimensions of the theory of perceived risk influence decision-making from the consumer point of view. Another priority is to understand how the direct relationship between perception of risk and perception of benefit impacts the adoption of omnichannel and how consumers deal with these perceptions. Segmented investigations, specifying gender, age, income and education level and focusing on specific products, would be appropriate. Finally, future studies should consider the retailer's perspective by investigating how technology contributes to integration of online and offline channels, thereby generating a better experience, greater engagement, increased perception of value for consumers.

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Further reading

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