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**Enhancing Customer Experience Management  
Through Servitization Models in E-commerce  
Industry of India**

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## Abstract

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**Purpose of thesis:** This thesis aims to thoroughly study the impact of servitization on customer experience management (CEM) in the e-commerce industry, emphasizing business models and concepts. A proper understanding of the elements that impact CEM and how they affect servitization in the e-commerce business must be understood. A better comprehension of the elements that influence the efficacy of the business frameworks and ideas used by e-commerce businesses for servitization is needed.

The study was carried out qualitative. Data was acquired through semi-structured interviews with online shop consumers; results were evaluated using an inductive technique and content analysis method, with suggestions for further study.

According to the data, online retailers should prioritize offering exceptional customer service, personalized recommendations, effective shipment and happiness networks, and technological innovations like artificial intelligence and neural networks to gain an edge over competitors and boost their companies' productivity. E-commerce enterprises should concentrate on value-added services and build a network of committed consumers to increase client happiness and loyalty.

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## 1 Introduction

E-commerce is the truncation for online exchange. It is the movement of obtaining and offering products and administrations through the web. E-business is another term for e-commerce. This sort of company utilizes mechanically driven information and the internet, such as when a vendor conveys a thing specifically to the shopper through a web-based shopping cart and related site, which can be known as e-commerce. It is the utilization of a vendor's site to require installment by charge card, credit card, or electronic cash installments (Martín & Garrido, 2021.) Electronic commerce, as portrayed by Martín and Garrido (2021) is the increment in online commercial exercises. Since advanced information-based commerce strategies, online shopping makes it less complex to associate with and communicate with clients. It, moreover, decreases the cost of arranging, preparing, and displaying with merchants and competitors (Lingyu et al., 2019.)

With Indian consumers prepared to purchase various things online, Flipkart CEO Sachin Bansal predicts that India will become the third-largest e-commerce market in the world. The way people interact and do business has changed due to increasing internet and mobile phone usage, but the sector in India is still in its infancy. It has the second-largest number of Internet users among the world's largest countries, with 250–300 million (B & Sinha, 2016.)

Semi-structured interviews were used to acquire qualitative data on people's habits, convictions, and attitudes, in addition to collecting information about acts or occurrences in the past or present.

The author utilized inductive research because it entails collecting and analyzing data to identify patterns and themes and then developing ideas and conclusions based on those findings.

The data collected from the interviews was also used to create a table highlighting the key outcomes of the research. The table included sections and subcategories for good and bad online purchasing experiences, e-commerce concerns, new online shopping functionalities, the importance of client relationships, and ideas to improve the consumer's experience.

This study, concentrating on business models and ideas, gives insights into how servitization may be efficiently dealt with in e-commerce utilizing a company model and concept approach.

The research strives to improve customer experience management and overall trade execution by gathering qualitative data on people's habits, convictions, and attitudes and information on past or present acts or occurrences. Inductive research was used in the study to detect patterns and themes, and then concepts and conclusions were generated based on those results. The interview data was also utilized to construct a table showing the essential findings of the study's contents.

### 1.1 Research Background

In order to upgrade client involvement administration and, by and large, commerce execution, the investigation points to offering experiences into how servitization can be viably taken care of within the setting of e-commerce, with an emphasis on commerce models and ideas. One way to move from a rationale centered on items to one centered on administrations is to offer bundles of merchandise and administrations to shoppers to include value—digitally depicting something so that other stages or programs can utilize it as a benefit. Servitization is ordinarily seen as an alteration in how companies' producers offer their everyday items while at the same time making client arrangements (Tedla et al., 2021.)

The only ordinary way to portray this move or change is as a natural and progressive movement from fewer complexes to more complex administrations along an item continuum. Due to the improvement of these businesses into ventures that bundle administrations with their merchandise and the increasing use of innovation to put through individuals, frameworks, and administrations, fabricating companies nowadays have many choices for utilizing innovation to back the creation of service-based wage streams. Extra customer administrations are given, and more noteworthy changes are being made to commerce standards (Langley, 2022.)

The manufacturing organizations connect their products with the appropriate computerized stage to give consumers more value. "Intro" is a word that has been used to describe this. Manufacturers must rethink their business methods to preserve their competitive advantages, avoid the commoditization trap, globalization, and cost disintegration, and profit from the most recent growth and computerized improvements (Cimini et al., 2021.)

Research gap

To comprehend the determinants influencing servitization in online shopping and how they affect customer experience management there is an investigation void in the e-commerce business. We still do not understand how e-commerce enterprises may manage their servitization in the study, particularly in generating new company structures and solutions that adapt to customers' evolving requirements and preferences (Baines, 2016.)

Gap divisions are a component of the well-known Servqual technique for monitoring and maintaining benefit quality. Servqual expressly advised Investigate Holes as a tool for investigating why consumers receive poor service. Although the investigative crevice was first used to establish and maintain service quality, it would be the last instrument for sustaining customer satisfaction. Client fulfillment may be a broader concept that includes benefit quality and other characteristics of client satisfaction with specific goods and extended/expanded items. At Openmet, we undertake complete examinations to determine why customers are dissatisfied. A reflection method known as "Inquire about Hole" inquires about previous causes consumers were dissatisfied with and directs us toward possible solutions (Krämer et al., 2022.)

## 1.2 Research questions and purpose

The thesis intends to comprehensively investigate the influence of servitization on customer experience management (CEM) in the e-commerce industry, focusing on business models and ideas. There needs to be adequate knowledge of the factors that influence CEM and how they affect servitization in the e-commerce sector. More study is needed on the factors that influence the effectiveness of the business frameworks and ideas employed by e-commerce enterprises for servitization.

To comprehend how service management may enhance both the customer experience and corporate performance. The following research inquiries were made:

- 1) What effects does servitization have on the e-commerce industry, and what conclusions can be drawn from studies on value-added services like CEM?
- 2) What are some practical business strategies and concepts that e-commerce companies may use to enhance their service offerings and get an advantage over the competition?

Semi-structured interviews are my primary data collection method for the project.

To respond to the thesis issue to answer the first research question. Author would investigate the influence of servitization on managing consumer experiences in an e-commerce company.

To respond to the second question, the Author will highlight the significant factors influencing CEM and how they connect to servitization. In addition, the author will discuss effective business models and concepts that e-commerce firms may employ to increase their product value and accomplish a competitive advantage.

## 2 Literature on Servitization

Offering bundles of merchandise and administrations to supply consumers esteem could be a way to move from a rationale centered on items to one centered on administrations. They are characterizing something carefully so that other stages or applications may use it as a benefit. A common understanding of servitization may be an alteration in how businesses, essentially producers, display their everyday items while advertising client arrangements. This alteration, or change, was primarily spoken to as a direct and continuous headway along an item continuum from more apparent to administrations that are more complex. Fabricating companies nowadays have an assortment of options for utilizing innovation to bolster the creation of service-based salary streams, much obliged to the development of these companies into endeavors that bundle administrations with their products and the developing utilization of innovation to connect individuals, frameworks, and administrations. Current shopper administrations are advertised, and alterations that are more substantial are made to company paradigms. Fabricating companies interface their merchandise with a reasonable computerized stage to supply clients with additional esteem. Usually, some of the time, it is alluded to as a benefit introduction. Producers must re-examine their commerce methodology to preserve their competitive preferences, maintain a strategic distance from the commoditization trap, globalization, and cost disintegration, and gain an advantage from modern creating and computerized innovations (Bertini, 2023.)

The downstream developments of money-related esteem, income steadiness, and producers' productivity have all made strides due to the presentation of administrations, benefit contracts, and operational and execution administrations. Producers have required help actualizing the perfect trade show for committed buyers and benefit merchandise if the prerequisite for the benefit trade demonstrates the move from immaculate commodities to client arrangements is self-evident. Producers that utilize administrations are ensured long-term monetary supportability since they get predictable, repeating deal income. Specialists are lifted to lead generators to make long-lasting connections with clients and boost client dependability by utilizing up-offering arrangements (Johnson, 2020.)

There are three phases to the servitude procedure.

To be adjusted, a company must give administration permission to expand its items. Numerous levels of servitization are accessible depending on the innovation being utilized, the kind of item, and other components. For illustration, essential or base-level service incorporates resource bolster, upkeep, repair, and upgrade administrations. In this case, the client may ask for these administrations frequently or they may be given accordingly (Andreessen & Chokshi, 2011.)

Occasionally, a company that sends its faculty out for upkeep once every three months advertises the primary level of servitization. The same is true for producers that give spare machine components to their clients so that repairs may be done more rapidly. Halfway servitization, the moment level of servitization, moreover known as the halfway level, alludes to MRO (upkeep, repair, and operations) and back administrations that are given proactively and outfitted with further checking and diagnostic capabilities. Therefore, instead of employing a generalized demonstration that applies to everybody, giving each buyer speedier, more exact and more personalized administrations is crucial. Businesses give continuous post-sale administrations like long-term support or further observing memberships (Osterwalder & Pigneur, 2013.) The third and most advanced level of servitization has several variants. Contracts requiring an item-service arrangement or an advantage generated by the provider and used by the customer are typically used to denote advanced services. The advanced servitization upgrade is currently inferior to previous tiers. Here are some examples of advanced servitization: A viewpoint known as "Thing as an Advantage may stress the advantage over the item. Rather than paying in advance, the customer employs the product or pays per benefit unit the asset provides. Leases, pay-for-use, and execution understandings exemplify these items as beneficial assertions. They were advising sources and preparing consulting procedures for improvement. Businesses will use an outcomes-based commerce model to provide corporate results rather than resources. SLA, or benefit level understanding, the producer should be lawfully obligated for the legally binding accessibility to and quality of the yield beneath this assertion (Andreessen & Chokshi, 2011.)

## 2.1 Overview of the e-commerce sector

E-commerce is the term for electronic commerce. An exchange includes the deal of merchandise and the receipt of administrations online. E-business is another title for e-commerce. This

kind of company utilizes technology-based data and the Web, such as the electronic information exchange when a seller gives an item to a client straightforwardly through a web-shopping cart and related website. The term for typical e-commerce. Will utilize to require a credit card, charge card, or electronic cash exchange installments, e-commerce leverages a vendor's site.

E-commerce covers any financial business in which the parties communicate electronically instead of through discussions or physical contact. E-commerce is the hone of doing trade by utilizing advanced data preparation-ration and electronic communications to form, change, and rethink connections that give esteem between companies and between those businesses and people. In Indian civilization, e-commerce has become a pivotal viewpoint of lifestyle. Most people—especially those who live in cities—must advance to the E-commerce stages; doing so is not discretionary. There are over 3 billion Web clients nowadays, and 259.14 million are in India. Web utilization is rising, and online customers are becoming more confident. The e-commerce segment is overgrowing since more clients buy portable gadgets and e-commerce websites. India is in a great position to cultivate the development and improvement of the e-commerce division (Ulaga & Reinartz, 2011.)

The same creative mindset drives Indian marketplace owners to establish stages and apply data analysis, technological advancement, and innovation to provide merchandise and a company to the final client, resulting in a previously unheard-of online purchasing behavior (Mathieu, 2001). Various factors, including increasing standards of living, a highly strung-connected young population, an educated population that is advancing up the social stepping stool, the explosion of social media stages, deeper online infiltration, which is more significant cell phone infiltration, or in everything explain India's sizable retail chances in this context. Electronic commerce is expected to grow significantly during the next two decades (Wise, 2021.)

#### An Increase in Internet Use

Due to significant advancements in the telecom infrastructure, e-commerce advertising has been growing in India, along with the increase in online use.

The amount spent on internet data is rising significantly even as 3G and 4G technology and falling data rates enter India. Despite having the slowest Internet in Asia, India nevertheless has data bills that are three times cheaper than those in the US and China. Government programs such as the National Optical Fiber Network (NOFN) may greatly expand internet use in rural are-

as while enabling e-commerce companies to tap into the considerable market potential(Yin, 2003.)

The adoption of smartphones is rising

It is predicted that the trend of Smartphone development will continue for quite some time to come. The widespread use of internet-enabled services, the cheap pricing due to intense competition, and accessible content availability all contribute to the growth of Smartphones. Accepting to look into it, India accounts for 41% of all mobile-based e-commerce trades overall.

According to top online merchants, mobile devices generate over 70 to 75 percent of all Internet traffic. As a result, Smartphone apps like Flip kart and Quikr offer more significant earning levels—50% and 70%, respectively (Kowalkowski & Ulaga, 2017.)

#### New Payment Solutions Evolution

For e-commerce orders placed in India, cash on delivery has been the most common payment method. Even e-commerce enterprises incur considerable administrative costs because of cash transactions.

New digital payment systems are emerging to solve these issues. Furthermore, the Indian government's "Jan DhanYojana" initiative has expanded the number of banking options accessible to its inhabitants by issuing over 110 million debit cards, allowing them to make electronic payments. Traditional banks have provided electronic wallets and digital payment solutions to speed up transactions and simplify the payment process in e-commerce (Ulaga & Reinartz, 2011.)

#### Relationships between India and Hyper-local Businesses in the Logistics Sector

Clients with connections between India and Hyper-Local Businesses in the Coordination's Segment receive Post Items the next day. Due to challenges with return orders, higher levels of client care, and handling massive conveyance volumes, the sector has seen an increase in third-party coordination benefit providers that control last-mile conveyances (Oliva & Kallenberg, 2003.)

To reach tier two and tier three regions, e-commerce businesses often collaborate with outside logistics service providers. Leading e-commerce firms, in particular, are creating their own logistics divisions to better serve consumers and have greater control over deliveries. A standardized, comprehensive indirect tax system will be applied throughout the supply of goods and services in all states with the adoption of GST. At the federal and state levels, the implementation of GST is projected to comprise service tax, central excise duty, and additional customs fees. It would improve the operational performance of the e-commerce sector in several ways, including the abolition of double taxation, improved supply chain efficiency, and transparency and ease of taxing across international boundaries in India (Oliva & Kallenberg, 2003.)

The transfer of goods and services, cash, and other goods and data through an electronic network—typically the Internet—is called electronic commerce or just electronic commerce. Business-to-business, business-to-consumer, business-to-business, or business-to-business transactions may take place. The phrase "e-commerce" refers to online transactions. They are buying and selling goods online. Since it provides benefits that conventional brick-and-mortar buying methods often cannot match, such as increased convenience and customizability, e-commerce has been one of the most creative businesses. Both physical storage and electronic commerce are used to accomplish the same purpose. Customers may quickly explore your online shop, do product searches, and make purchases. The seller sends the customer's order and collects feedback after the transaction (Kowalkowski & Ulaga, 2017.)

Online buying has surged due to the COVID-19 pandemic. People and businesses may buy and sell things online thanks to the e-commerce business model. By 2025, the fashion and apparel business were expected to generate an astonishing \$1003.5 billion in sales, making it the most popular e-commerce industry globally. Reaching or exceeding goals, boosting client loyalty, maintaining and protecting client relationships, acquiring new clients, and effectively using the Internet are all essential components of an e-business plan. The exchange of products, services, money, and information through an electronic network, most often the Web, was known as electronic commerce or e-commerce. The requirements of millennials have an impact on present manufacturing. Technology and the Internet have altered how we see customers. Since most people prefer to buy online rather than visit physical locations, how goods seem and function online influences how well manufacturers do business. Purchases may now be made more

efficiently and comfortably from home without worrying about standing in a lengthy queue or waiting for a deal (Oliva & Kallenberg, 2003.)

## 2.2 E-commerce servitization

The theory of servitization, in which organizations add services to their offers to increase competitiveness, is a developing trend that has attracted the interest of researchers. Servitization is a well-established subject of study; researching the individual management elements of service expansion might help us understand the phenomena better (Gebauer et al., 2011.) The two most well-known examples, which provide media as a service rather than requiring consumers to buy the CDs, DVDs, and other materials that produce those results, are probably Netflix and Spotify. responses to improved consumer demands. More creativity in product design. The development of new revenue streams. They are increasing consumer loyalty. Through servitization, companies and consumers may get better, more expensive goods, enhancing performance. More services offer greater convenience, and companies are relieved of ownership responsibilities. The five difficulties that have been discovered are as follows: organizational structure, business model, development process, customer management, and risk management. According to the servitization idea, industrial and high-tech companies may offer an integrated operations solution. Because they offer subscriptions rather than tangible goods, the merchant controls the product experience. Instead of buying the equipment, customers who pay for a service, such as air conditioning, are considering a service. This model may considerably improve the systemic efficiency approach for decarbonization. An organizational change process via servitization may initially be dividing into four macro-stages: exploration, engagement, expansion, and exploitation (Huikkola et al., 2016.)

Manufacturers that use services are guarantee long-term financial sustainability since they get predictable, recurring sales revenue. Technicians are elevated to lead generators because they are crucial in developing long-lasting relationships with consumers and boosting client loyalty via up-selling solutions. It could also comprise support desks, product maintenance, overhauls, instruction, and condition monitoring. Manufacturers may also offer innovative services like outcome contracts and customer support agreements. Instead of buying the equipment, customers who pay for a service, such as air conditioning, are considering a service. This model may

considerably improve the systemic efficiency approach for decarbonization. Through servitization, companies and consumers may get better, more expensive goods, enhancing performance. More service that is convenient is offer, and enterprises are release from ownership responsibilities (Gebauer et al., 2011.)

### 2.3 Concept and Business Models

Since digital transformation is a real trend, businesses not already online should become as soon as possible. One of the first duties will be to apply a proper e-commerce business plan to the online shop. Deciding on the type that best fits your demands and objectives is essential, whether you are just starting to research e-commerce tactics or are already operating a profitable digital company and want to boost your online presence. E-commerce, sometimes called electronic commerce, is a business idea allowing consumers and merchants to do business online (Day, 1994.)

There are six significant e-commerce shapes to consider:

Connections between businesses and government organizations (B2G), firms and clients (B2B2C), and others are illustrations of B2B imaginative intuition. In this post, we will see the beat five transportation choices when starting or creating commerce over the Internet. Business-to-consumer (B2C) highlighting is how a company explicitly offers its merchandise or administrations to consumers—the most well-known undertakings. E-commerce between clients is frequently straightforward. When we go to the equipment store, eat out, go to a motion picture, or have our haircut, we are locking in business-to-consumer commerce. We are the extreme clients of the items and administrations given by these businesses (Gebauer et al., 2011.)

There are five main fee-based, community-based, advertising-based, direct seller, and online intermediary business models in e-Commerce. Direct selling is the most common approach. When buyers buy products from online retailers, it happens. Internet intermediaries link customers and sellers online while keeping a cut of each transaction. The advertising-based business model offers free information, and the website makes money through online adverts. Face book is an example of a community-based website that makes money by targeting customers with advertisements based on their location and socioeconomic status. Businesses that charge

users to access information or entertainment, like Netflix or subscription-based newspapers, are included in the fee-based model (Day, 1994.) Online B2C sales have risen over the last several years. Since there is a low credit card penetration rate and limited trust in online transactions, cash on delivery is the favored payment method in India. Manual cash collection is time-consuming, expensive, and risky compared to automated payments. The fact that cash on delivery is favored is terrible enough, but by international standards, Indian payment methods have an extraordinarily high failure rate. Since many customers decide against trying again after a failed transaction, online businesses that utilize Indian payment gateways are losing revenue. India still has to embrace the Internet more thoroughly than many Western countries (Allmendinger, 2014.)

Additionally, many locations require better network quality. However, both of these issues are quickly going away. Shortly, connectivity difficulties will no longer be a problem for Indian e-commerce. Whenever we purchase online in India, the logistics company will contact us to determine our location. Our address must be expanding. This is because the formatting of postal addresses needs to be uniform. Last-mile problems in e-commerce exacerbate logistical challenges. The efficiency and flexibility of the supply chain have risen due to e-commerce. Businesses now have innovative new ways to interact with consumers-commerce has also allowed companies to directly sell their products to customers rather than via traditional retail channels (Hermann et al., 2016.)

A value chain, for instance, demonstrates how companies collaborate and are organized to provide free shipping and returns to customers. Similar to how just-in-time manufacturing and delivery enabled by Internet commerce have changed the cost structure, enhanced the supply chain, and redesigned the value chain. With an e-commerce firm's help, suppliers may reduce the cost of keeping their product inventory by automating it using a web-based management system. They could lower their operational costs. The e-commerce value chain is the process businesses use to generate and deliver products and services to customers. The whole product lifecycle is covered, from ideation and design through production and packaging, storage and delivery, and processing payments and returns (Day, 1994.)

E-commerce underpins supply chain administration by giving a stage for online orders and installments and following shipments and inventories. Moreover, it assists arranged satisfaction and makes it less demanding for clients to discover our items. E-commerce supply chain admin-

istration centers on securing crude materials, creating the right thing at the proper time, and disseminating it. These incorporate arrange passage; arrange administration, conveyance, supply and request administration, and client conveyance. Setup is straightforward: begin online commerce. If we have the desired equipment, computer program, and web network, we will start a web business whereas relaxing around the house. Cheaper than doing trade as regular: Points of interest in web buying incorporate how much more expensive conventional companies are than online businesses. There is a powerful method of reasoning for why online dealers like Amazon do this. Since of this, they have several clear focal points over their competitors that run businesses out of storefronts (Allmendinger, 2014.)

According to Hermann et al. (2016) the main benefits are low prices, speed, flexibility, and enormous amounts of data. A single company or business unit may implement many different business models simultaneously, even though it has been stating that the business model sits between the firm's official business plan and overall strategy. They might also be systemic and dynamic. The idea of equifinality is using in typological studies to argue that diverse logic may provide the most important results and that companies should choose the arrangement of building blocks that best meets their needs while interacting with various clients. Researchers may use theoretical models to describe pure models, commonly called Weberian ideal types; however, absolute configurations are only sometimes, if ever, pure. In an empirical setting, businesses often integrate components from many business model configurations, particularly when interacting with various client or consumer groups. Strongly customer-focused services may use a variety of business models to cater to multiple consumer groups, sometimes even developing a unique business model for each critical client. A firm can want assistance in comprehending and articulating its models and the justification behind them. The use of several reasoning has made controlling the organization more complex (Hermann et al., 2016.)

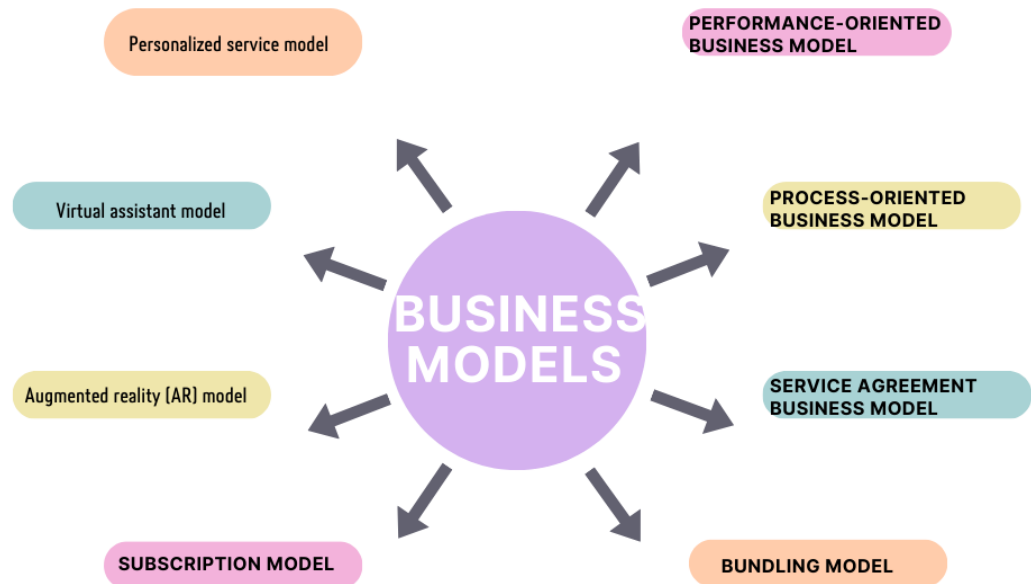


Figure 1 business models of e-commerce industry(Day, 1994)

### 2.3.1 Personalized service Model

Customer relationship management should include customized customer care for many reasons. It benefits both corporate profits and customer satisfaction. Some of the benefits of customized customer service on both ends of the spectrum: Providing customers with services tailored to their needs can change how people perceive the company, from a more profound first impression to increased trust and brand satisfaction. These are some benefits of providing the audience with a customized customer experience. When customers start conversing with agents, they want to learn as much as possible. Agents willing to dig deep into problems and provide solutions tailored to the situation at hand provide an unparalleled experience for their customers. Your feelings could be significantly impact by it. Customers view business. Spending extra time with someone, trust sounds fair (Pateli & Giaglis, 2004.)

### 2.3.2 Virtual assistant Model

We control and own every aspect of the end-user experience. This comprises the avatar, name, branding, and personality. We may change the Virtual Assistant's source code and related Skills using the group of interviewees given. Our Azure subscription will serve as a home for deploying our virtual assistant. Therefore, our Azure subscription alone houses all of the data that our assistant generates. Using Azure Cognitive Services, the Virtual Assistant Solution Accelerator may be installing on any Bot Framework channel, such as Web Chat, Facebook Messenger, and Microsoft Teams (Gebauer et al., 2011.)

We may integrate a Virtual Assistant into our mobile app, website, or gadget through the Direct Line method. Incorporate the Direct Line Speech channel to highlight voice-first interactions. Language comprehension assistance is also available through the multilingual LUIS Cognitive Service. To broaden the geographic scope of our virtual assistant, the Translator Cognitive Service provides machine translation capabilities. Since its architecture is flexible, the Virtual Assistant Solution Accelerator may be using with existing investments in conversational AI experiences for devices. We can integrate with the backend and existing APIs. Our device and ecosystem may be combining with the virtual assistant of our customers to provide a fantastic experience. This contextual awareness allows our virtual assistant to modify the speech more than average. Specific skills often need to be adding to improve the functionality of the virtual assistant. Managing an organization's language model, interactions, API integrations, and generated responses were expected. It becomes complicated when the virtual assistant has to speak many languages. You can link your existing virtual assistants to external bots using the Skills feature in the Solution Accelerator (Pateli & Giaglis, 2004.)

### 2.3.3 Augmented reality (AR) Model

A computer-generated image of the actual world is enhancing by the interactive experience known as augmented reality. With software, apps, and hardware like AR glasses, digital content may be overlaid in real-world environments and objects (Oliva & Kallenberg, 2003.)

There are four different kinds of markerless augmented reality: contour-based, location-based, overlay, and projection-based. In augmented reality, or AR, digitally made 3D objects may be placed with an AR device in real-world situations. The virtual object is shown on the screen using the camera input from the device. Augmented reality adds virtual information or even a virtual universe on top of the previously existing real-world surroundings to enhance the experience. Take the game Pokémon Go, for example, where users search for animated creatures on their phone or tablet as they emerge in their surroundings. Augmented reality (AR) combines the digital and physical worlds, real-time interactions, and accurate 3D object detection. Application of augmented reality Journalism, marketing, healthcare, education, home furnishing, retail, and fashion design (Pateli & Giaglis, 2004.)

#### 2.3.4 Subscription Model

The basis of subscription business models is exchanging a product or service for recurring monthly or yearly revenue. They prioritize customer retention over client acquisition. The focus of subscription business models is how money is making such that a single customer pays multiple payments for ongoing access to a product or service rather than making a large upfront one-time purchase (Shafer et al., 2005.)

The economy is changing away from ownership of automobiles, software, entertainment, and shopping in favour of more subscriptions. As a result, the customer's lifetime value rises. The majority of subscription businesses bill on a monthly or yearly basis. Subscription firms sell a product or service and get recurring fees to keep offering it. Because of technological developments, many firms are shifting from one-time sales to subscription models (Shafer et al., 2005, p. 199-212.)

A pre-authorized payment card or bank account is often using to renew and activate subscriptions automatically. The benefit of subscription business models is consistent revenue, which fosters relationships of trust with clients. Publishers of magazines use a variety of commercial strategies. Thanks to technology, almost any product or service today may be a subscription model (Shafer et al., 2005.)

### 2.3.5 Bundling Model

When businesses combine many products or services into a single package rather than selling each separately, they may charge customers less. Bundling is the term for this action. Bundling is a marketing strategy where firms provide several products or services as a single, all-inclusive bundle. Even though bundled products and services sometimes have connections, they may also include unrelated products that appeal to a specific customer. Bundled products are sometimes reducing to promote demand, which typically boosts sales at the expense of profit margins (Vargo & Lusch, 2004.)

Businesses may sometimes use pure bundling strategies, which involve compiling several products or services into a single bundle that can only be purchase as a whole. Customers may effortlessly buy products or services from a single vendor thanks to a marketing strategy called bundling. Although they may include unrelated items that appeal to a specific demographic, these bundled products and services are often interrelated. Numerous companies produce and provide a wide range of products and services. They must decide whether to provide these products or services individually at a defined cost or in packages, or bundles, at a fixed price. Price bundling is becoming increasingly important in various sectors, including banking, insurance, software, and car. Many companies base their completely marketing strategies on bundling (Storbacka et al., 2013.)

Two users can exchange products and services using this e-commerce company model. A third party develops a website, a payment gateway, and critical mass to make the business appealing to buyers and sellers. International B2C e-commerce business models include Airbnb, eBay, and Craigslist. Websites such as OLX. Magicbricks.com and others exist in India. A C2C website makes it straightforward to sign up as a person rather than as a company or organization. Anyone, whether a working professional, a homemaker, or a student, may use it to purchase and sell. However, building trust and preventing fraud are essential concerns for online business tactics. In B2C2C transactions, resellers operate as the supplier's business sales representatives while developing personal client relationships. B2C2C is one of the e-commerce business models that fall under social commerce. In India, models like Bulbul, Meesho, Dealshare, Glowroad, and Meesho are a few examples (Storbacka et al., 2013.)

The reseller's habits, issues, and objectives may be difficult for those in charge of such e-commerce operations to understand since B2C2C e-commerce business models are still in their infancy. Some closer-to-Indian enterprises got their start using D2C. This model quickly gained popularity as more people decided to work for themselves. Due to the disruption of physical supply chains, businesses saw the advantages of taking this direction. Delivering items directly to client's makes sense. D2C lets companies control their supply chain. Since there are no external dependencies, expanding broadly across the country is straightforward without requiring wholesalers or merchants. D2C also generates a profit (Neely, 2008.)

As the virus spread in 2020, many business concepts began. Company strategies can be summarized in various ways Indian e-commerce companies may use to enhance the general consumer experiences via servitization. The design, sale, and delivery of a product, together with supplemental services, form the cornerstone of the product-business model. A tire's acquisition and supply serve as an illustration of the product business model. For example, the product business model caters to B2B clients, the majority of whom are technologists and need services to help create, acquire, use, deliver, operate, and dispose of goods (Vargo & Lusch, 2004.)

### 2.3.6 Service agreement business model

The services this business model provides are primarily design to support the use of tools, the accessibility of commodities, and the dependability and usability of those items. Fixed-price agreements, proactive maintenance, extended warranties, user and customer training, modernization services, remote services, and product updates are among the services offered (Neely, 2008.)

The service-agreement business model benefits from a predictable and steady revenue stream for the manufacturer. Customers will always need services since they are often required in conjunction with the use of equipment. Clients and consumers should choose the service-agreement business model if they value the product's accessibility and dependability. The business strategy contains flaws, such as the potential commoditization of spare parts, risks from fresh competitors, and the emergence of new technologies like 3D printing. For instance, if the quantity of electric automobiles rises, conventional manufacturers' present after-sales business

sectors may decline. The product's reliability for the consumer and accessibility is its essential selling points and value propositions. High service margins serve as the foundation of the profit formula. The supplier often emphasizes a better return on investment (ROI) to the client to justify future price increases rather than emphasizing the customer's payback time. According to this strategy, the manufacturer's total earnings depend on premium pricing or surpassing variable expenditures. A product's price may increase due to greater returns on the customer's attached equity and the identification, disclosure, and confirmation of the expenses associated with its lifespan. This service firm's inventory turnover might be more rapid (Neely, 2008.)

### 2.3.7 Process-oriented business model

The company's primary resources are its installed product base, active service contracts; service experienced sales representatives, field service representatives, service depots, and parts suppliers. One of the critical steps is expanding fleet management. Development efforts pursue both inside-out and outside-in strategies. To retain their business and increase internal productivity, manufacturers must however, be able to estimate the total expenses and productivity of their consumers (gray-box kind of development). Services were often dividing into several service units with management groups, personnel, and budgetary goals. These units often have profit-and-loss commitments. Manufacturing businesses with solid service revenue growth are likelier to succeed with this business model. A few service items offered under the process-oriented business model include sales outsourcing, operations management, equipment maintenance, remote diagnostics, project management, and equipment leasing. Outsourcing services was mainly done to lower overall costs for the client or, by reorganizing the activity, to raise overall productivity for the client. Consequently, the customer's senior management is often in charge of acquiring these services, and supplier representatives need to be more concerned with the client's commercial issues than with technical details (Neely, 2008.)

The process-oriented business model's strength is the industry's tendency towards incorporating more value-added activities into its value system. However, this business model necessitates discussing the financial worth of operational services with clients' senior management. Sales representatives for outmoded products and after-sales representatives sometimes struggle with this since the skills required in various industries vary significantly from one another. Clients

that want to outsource a portion of their manufacturing or commercial operations should employ the process-oriented business model (Magretta, 2014.)

### 2.3.8 Performance-oriented business model

Services for sales operations and maintenance (O&M), consultancy, turnkey projects, integrated systems, and data analytics are all part of the performance-oriented business model.

By assuring and selling costs per tonne rather than just selling equipment or conventional projects, Outotec manages the customer's mining operations. Customers get complete solutions for managing certain company activities with these O&M solutions. Customers to purchase these kinds of products: 1) get or borrow knowledge from other companies or 2) free up resources to redistribute funds or other resources. Even though they may have more financial resources, developing nation businesses may need incredible technical knowledge to conduct their operations. As a result, they go to other businesses for assistance in acquiring the technical expertise needed to manage the company or process. Established businesses in industrialized nations often contract certain commercial activities to other companies to free up resources for other uses (Magretta, 2014.)

The strategic emphasis of the customer may shift, necessitating the addition of additional resources. This business technique involves top executives from both sides since these contracts are the most difficult to sell and acquire. Before entering into business with clients, the manufacturer must carefully consider this business strategy. Therefore, producers need to be able to handle the customer's business. It may suggest that specific clients regard producers as rivals (Magretta, 2014.)

This one has the benefit of having the most challenging business model to duplicate. It is, however, the most demanding business model to implement since it necessitates active engagement in expanding the firm's strategic and operational activities. The performance-oriented business model is appropriate for organizations whose top strategic clients aspire to move up the value chain (Magretta, 2014.)

This will fundamentally alter the competitive climate for the firm; therefore, strategists must carefully consider the implications. To manage intricate business procedures, an O&M provider often hires people from the blue-collar sector, such as technicians, cleaners, and builders. This business model supports the customer's business logic, which was based on validating the variable costs. Customers are better equipped to price the supplied outcome and assess their margins (for a product or service) when they know the variable costs required to create a specific result. The skills and abilities required in the other three business models are also included in the performance-oriented business model since it is the systemic and integrated of the serviced manufacturer's business models. Manufacturers should strengthen their contract management and IT infrastructure development abilities even though the resources required for the other three business models serve as the foundation for this business model (Wise, 2021.)

### 3 Innovation and technology

21st-century technology has revolutionized our lives. Economic development and productivity depend on technology and the Internet (ICT). With Internet-based networks and technologies, productivity is boosted, costs are reduced, and new market opportunities are open. Nowadays, most businesses use email and the Internet to conduct business. However, lacking technical and administrative capabilities in information and communications technology is a hurdle. You can use numerous tools to enhance your e-commerce abilities. Pick what powers you require and locate the relevant resources to assist you in developing those talents. Raw talents such as word processing and Internet navigation may be necessary, as well as more complicated abilities such as designing and creating websites and database administration. You can use several tools to broaden your grasp of the e-commerce world and develop your technical abilities. Examples include online resources, books and journals, seminars, and training courses (Dhanabhakya, 2005.)

Over time, the Indian e-commerce business has grown with innovations that have internationally changed the game's laws. One such example is (cash on delivery) COD. In a country where credit cards are widely used, substantially lower than in other developed countries, and e-commerce businesses are still working hard to create customer confidence, providing cash on delivery has been a crucial reason for the segment's success. COD is now the favored payment mechanism for about 55-60% of India's online fashion and leisure sales. COD execution must be efficient and painless for the client if any e-commerce business in the nation is to succeed (Dhanabhakya, 2005.)

The Indian e-commerce business is flourishing, thanks to extensive internet use and sophisticated technical equipment. Nonetheless, India's recent progress in E-Commerce has been much slower than other developed nations. A substantial number of important hurdles and impediments build an online store. Issues like the safety and security of online money transactions, among others, have hindered the expansion of the country's internet economy. Even though the majority of E-Commerce industries have been harmed by the concerns described below, there appear to be a few online giants who have overcome the challenges and reflect the ideal growth patterns of online businesses in India (Pallivalappil & N, 2021.)

India now has one of the world's largest e-commerce markets. The internet industry constantly evolves due to our fast-paced lifestyles, tough competition, and money changing hands in seconds. It was spurred by rapid technology adoption, as seen by more significant gadget usage and improved Internet connectivity via broadband, 3G, and other technologies, all contributing to increased digital users. India's internet market is still tiny in comparison to more established enterprises (Pallivalappil & N, 2021.)

#### 4 Customer experience management

How satisfied customers are with their e-commerce buying experiences affects how likely they are to make repeat purchases, recommend the store to friends, and stick around as loyal customers. Customer experience, which broadly includes a variety of other factors, may be defined as a consumer's or a company's perception of a brand. Every interaction has the potential to either build or diminish the bond between the company and the customer built within it. The customer experience at the online shop may be improved. Up your social media game by creating a community, surprising consumers, and wowing shoppers. Implement a successful content strategy, provide Omni channel customer support, and cater to individual needs. E-commerce enables businesses to reach out to customers more directly, which increases output and fosters healthy competition (Lambert & Davidson, 2013.)

The customer also has a selection of merchants to pick from and may acquire the finest items for their requirements, preferences, and budget. Make the consumers' needs the top priority for the whole company—Utilize customer feedback to acquire a complete picture of your clientele. Establish a system for gathering, processing, and acting on feedback often (Lambert & Davidson, 2013.)

Servitization strikes a balance between the seasonality of sales and the erratic nature of client demand from a commercial standpoint. Additionally, it enables businesses to regularly engage with clients and remain in their thoughts, which may help with upcoming sales and product development. New technologies and business levers create a new generation of consumers who value exceptional customer service. These technologies also alter the industrial sector by allowing low-cost data storage, networked shop floors, enhanced maintenance procedures, and quicker product development cycles. Manufacturers may use sensors and the Internet of Things to get real-time data. The data gathered details items, equipment usage, the environment, storage conditions, etc. IoT is now a realistic choice for manufacturers that want to create service offerings based on real-time data since installation prices have lately decreased due to the technology's rising acceptance (Storbacka et al., 2013.)

A high-performance, economical solution to manufacturers' infrastructure problems is provided by cloud computing. The cloud provides the basis for manufacturers to implement cutting-edge

technologies and digital transformation that allow servitization projects because of its simple data storage, retrieval, and security procedures. For example, it offers enhanced data analytics utilizing information from IoT devices, providing stakeholders with crucial information. This motivates various service options, such as proactive maintenance, prompt field service replies, and equipment monitoring. Each of them boosts sales and pleases customers. For instance, HVAC manufacturers can monitor the condition of installed equipment and react to accidents or failures considerably more quickly than in the past, thanks to the integration of cloud, data analytics, and IoT. Artificial intelligence (AI) innovations have increased the options for these services. By fusing artificial intelligence (AI) with Virtual digital reality (VR) and augmented reality (AR) technologies, manufacturers can use digital twins that can help technicians in the field, decrease the time needed for complex repairs, and even do away with the need for human intervention in situations where problems can be fix remotely(Lambert & Davidson, 2013.)

#### 4.1 Different theories

The word servitization refers to a contentious practice that defines the process through which manufacturers add services to their products and has grown in prominence in recent years. A crucial component of servitization is the emphasis on providing client value.

##### 4.1.1 Service-Dominant Logic

A theoretical construct called Services-Dominant Logic (SDL) emphasizes the importance of services and recognizes their essential role in creating value in service delivery. It is a customer-centric approach emphasizing that consumers and service providers jointly make value and focus on usage revenue rather than content exchanged (Vargo & Lusch, 2004.)

A "service-dominant logic" theory is based on the idea that goods and services only become valuable when customers utilize them. This viewpoint has gained popularity as a means of comprehending the connections between establishments and their customers. A way of thinking that promotes a shared understanding of the nature of organizations, markets, and society, as well as market trade. The viewpoint of service-dominant logic introduces a different method of

expressing and synthesizing an alternate understanding of trade and value generation in markets. According to this theory, the foundation of all social and economic transactions is service—using one's skills to benefit another. Vargo and Lusch (2004) developed a brand-new way of thinking about marketing, which has generated a lot of conceptual discussion in the last ten years. According to SDL, marketing is shifting from a "goods-dominated" perspective, which focuses on exchanging physical goods, to a "service-dominant" one, emphasizing connections and intangible resources as the primary sources of value (Lambert & Davidson, 2013.)

#### 4.1.2 Perspective Based on Resources

To achieve an ongoing competitive edge, resource-based theory highlights the significance of specific company assets and expertise. It asserts that a company may generate worth and surpass its rivals thanks to its unique resources, which include knowledge, expertise, and innovation (Barney, 1991.)

The resource-based strategy approach's steady rise to prominence in strategy (content) research may be due to how it blends realism with relative rigor. The current study examines the critical ideas of the resource-based viewpoint as it exists now and identifies several issues that plague the methodology. The absence of theory on developing new resources, which tends to give the viewer a retroactive character and makes its application to management practice challenging, is likely the most severe issue. If resource-based researchers want to address this shortcoming and advance their viewpoint, it is proposed that they consult work on genuine alternatives, innovation research, complementarities, and organizational learning (Magretta, 2014.)

#### 4.1.3 Technology Acceptance Model

A helpful paradigm for comprehending servitization is the Theory of Acceptance of Technologies outliers, which concentrates on how users of new technologies acquire and use them. According to the TAM, which is technological, perceived value and usability are crucial factors in determining whether users would accept and stick with it (Davis, 1989.)

An information systems theory, the technology acceptance model, analyses how people learn to accept and employ technology. The point at which people utilize a system is the end-user. People use technology for various reasons, one of which is their behavioral intentions. According to the Technology Acceptance Model, or TAM, perceived utility and perceived user-friendliness are the two elements that affect whether prospective users would embrace a computer system. This model's focus on the perceptions of the future user is its defining characteristic. According to the technology acceptance model, various external variables indirectly influence whether users adopt new technology and how they feel about it. These factors also affect whether users have favorable views toward the technology (Magretta, 2014.)

#### 4.1.4 Theory of Social Exchange

People in social circles trade things such as love, prestige, and knowledge, according to social commerce. It suggests that individuals weigh the benefits and drawbacks of a specific transaction and decide based on their feelings for equality and cooperation (Blau, 2017.)

Social exchange theory's tenets about human nature and interpersonal interactions are based on several fundamental presumptions. The first presumption is that people prefer incentives to penalties. Another tenet is the notion that someone starts a conversation to make the most significant money with the least effort - the person is motivating by "what's in it for me?" A third supposition is that people often weigh the benefits and drawbacks of an action before doing it. Finally, yet importantly, the theory presupposes that people are aware that this "payoff" would differ across individuals and over time with the same individual (Magretta, 2014.)

#### 4.1.5 Business Model Canvas

An excellent tool for examining a company's many business models components, such as its unique selling point, client segmentation, essential resources and partners, and income flow, is the canvas known as the Business Model. This methodology may assist businesses in identifying possibilities to add additional offerings to how they operate now and evaluating the possible

effects of these changes on their overall long-term viability and profitability (Osterwalder et al., 2010.)

It highlights all of the essential strategic components of a company model. A company's financial statement gives a comprehensive, all-encompassing, and broad overview of its operations, clients, sources of income, and more. Customer Segments, Value Propositions, Revenue Streams, Channels, Customer Relationships, Key Activities, Key Resources, Key Partners, and Cost Structure are the other eight components of the Business Model Canvas. The Business Model Canvas compels users to address crucial areas and aids in visualizing what is vital, according to him. "A team (of employees and/or advisors) can use it to comprehend relationships and come to agreements"(Magretta, 2014.)

In addition to gaining valuable insight into customer service supply in online retail, these models also, allow for reviewing the principles affecting its efficient management. Considering these points, researchers can better comprehend the variables affecting client acceptance, utilization, and insider resources essential for excellent product and service delivery.

#### 4.1.6 Research gap

##### Gap analysis

Gap analysis is a component of the popular Servqual approach for evaluating and sustaining service quality. Servqual specifically recommended a gap analysis to analyze why customers get inadequate services. Even though gap analysis was first use to discover and maintain service quality, it would be an ideal tool for maintaining customer satisfaction.

According to Eisenhardt and Graebner (2007) Gap analysis is a component of the popular Servqual approach for evaluating and sustaining service quality. Servqual specifically recommended a gap analysis to analyze why customers get inadequate services. Even though gap analysis was first use to discover and maintain service quality, it would be an ideal tool for maintaining customer satisfaction.

Customer satisfaction is a complete concept that includes service quality and other aspects of consumers' happiness with material goods and extended/expanded products. At Openingmet, staffers accomplish a gap analysis to ascertain the causes of consumer dissatisfaction.

Gap analysis is a reflective approaches that: Inquires about the primary causes of customer dissatisfaction and directs us to viable solutions.

Combining these ideas, the research gap regarding servitization in the e-commerce industry was needed to understand the impacting servitization in the online retail sector and how they affect the management of customer experiences. Our knowledge of how e-commerce businesses can handle their servitization management, especially in creating novel business structures and solutions that cater to customers changing requirements and choices, is still significantly lacking in the study.

#### Examples and case studies

Businesses must go beyond only providing high-quality goods or services in the current economy. Companies must also deliver excellent customer service and value to their loyal consumers to stay ahead of the competition. Loyalty programs are one method that businesses are accomplishing this. These programs provide special privileges and rewards to clients who conduct business with them regularly.

Amazon India's "Subscribe & Save" program allows customers to save money on recurring orders of certain products and customize delivery schedules to fit their needs (Amazon.com's Grocery Store Launches New Subscribe & Save Feature Allowing Automatic Fulfillment of Most Popular Items, 2007).

#### Different approaches to e-commerce servitization in India

Some e-commerce businesses concentrate on enhancing value via after-sale services such as product installation, upkeep, and repair. Others use artificial intelligence and machine learning technology to provide clients with personalized suggestions and advice based on their prior purchases and browsing behavior.

Some businesses utilize alliances with independent service providers to provide extra services like grocery and other needs delivery to customers' homes. Commonalities and differences in e-

commerce servitization models in India, to encourage repeat business and client loyalty, several e-commerce businesses in India provide loyalty programs and awards.

However, these programs' clear advantages and characteristics may change depending on the business and sector. For instance, some businesses could provide free delivery or special discounts, but others would emphasize customer care and tailored suggestions more.

Changes in customer expectations and market trends through servitization.

Added-value services provided by online retailers, such as expedited delivery, flexible financing options, and personalized suggestions, are becoming increasingly crucial to enhancing customer service. A few companies have also used statistical analysis or machine learning to better understand customers' preferences and needs to provide more specialized and personalized goods.

## 5 Research methodology

Research methodology has numerous aspects, and research methodologies are a research methodology component. The breadth of research methodology extends beyond the area of research methodologies. Thus, when we discuss research methodology, we take into account not only the approaches used for the research but also the reasoning behind the approaches we utilize in the context of our research project and why we use a specific way form or method instead of other people so that the findings can be examined by the person conducting the survey his identity or by other people (Kothari, 2004.)

The methodology is a collection of systematic research methods. Simply put, this refers to a manual for conducting research. It outlines and analyzes techniques, sheds lighter on their constraints and resources, clarifies their underlying assumptions and outcomes, and connects their potential with the gray area at the edge of knowledge (Igwenagu, 2016.)

This thesis uses data, which is an essential part of any research; according to c. r., Kothari A technique for the study is a method for methodically solving an issue related to research. It examines how academic studies are conducted. In it, we look at the many processes a researcher takes when examining a research issue and the reasoning underlying each (Kothari, 2004.)

### 5.1 Research approach

Quantitative research is used to describe occurrences that have a quantitative character.

Comparatively, qualitative research focuses on phenomena connected to or containing the quality or type of qualitative phenomena. For example, "Motivation Research," a critical subset of qualitative research, was commonly discussed when investigating the origins of human behavior (that is, why people think or act in specific ways) (Kothari, 2004). Qualitative research is an approach that allows you to examine people's experiences in detail. This research, however, is much more than applying qualitative methods. An essential characteristic of this qualitative research technique is that it helps you identify concerns from the standpoint of your research

participants and grasp the meanings and interpretations they assign to behavior events or objects (Hennink et al., 2020.)

The topic concerning qualitative research in e-commerce contexts is very new and evolving rapidly. As a result, it would be arrogant of us to provide a complete plan for qualitative research methodologies applicable to all forms of data in e-commerce situations (Dholakia & Zhang, 2004). Qualitative market research focuses on gathering information via unrestricted or oral data-collecting approaches. It concentrates on an issue's "because" component and attempts to discover a solution instead of only the facts (Steve, 2022.)

A qualitative research approach was employed to address the two research questions. Six participants with customers in online buying, notably with e-commerce platforms, were interviewed in semi-structured interviews. The participants were chosen based on their e-commerce expertise, experience, and ability to deliver insightful solutions to the study questions. I have used Inductive research because it involves collecting and analyzing data to identify patterns and themes.

Some reasons support the use of a qualitative research strategy. The first benefit of qualitative research is that it enables a thorough examination of participants' experiences, perspectives, and interpretations. Semi-structured interviews allow me to dive into the participants' intricate details and nuanced viewpoints, which might offer insightful information about the topic being studied.

Author wants to maintain and explain my research approach in my methodology logically. To obtain information and understand the study problems at hand, my research method uses a qualitative research approach, particularly semi-structured interviews.

The interviews are investigated using content analysis replies. The material gathered from the interviews was transcribed and categorized, and recurring themes and patterns are finding. The articles and practices are evaluating and conclusions were developing based on the findings.

## 5.2 Data collection:

The data gathered from the interviews are also utilizing to generate a table that summarized the significant results connected to the study topics. The table comprised sections and subcategories of positive and negative online buying experiences, e-commerce issues, various online shopping functions being launch, the importance of client connection, and recommendations to improve the consumer's experience.

The interviews were performed online, with each member being inquired an identical set of open-ended questions around the two think-about questions. The meeting questions were composing to energize members to share their considerations and encounter approximately the effect of servitization on the e-commerce industry, viable commerce techniques and ideas for making strides in benefit offerings, and their contemplations on the current state of benefit offerings in e-commerce companies.

The investigative strategy utilized in this considers permitted for collection of in-depth and vital information, which was analyze to supply experiences into the effect of benefits administration on client experience and commerce execution within the e-commerce industry.

Second, the topic of my study relates to e-commerce, a constantly growing sector. I capture the industry's dynamic nature and gain a complete understanding of the challenges and complexities participants face by employing a qualitative approach. This is significant because qualitative research is well suited to explore novel or mostly unexplored areas where previous theories or frameworks may have limits.

Semi-structured interviews offer more flexibility in the data collection process. I have a set of open-ended questions that I will use as a guide, but I may also amend and go further, depending on the participants' responses. This independence allows for a more organic and exploratory conversation, which helps me discover surprising insights or themes I would not have previously imagined.

### 5.3 Data analysis, process and technique

The study reviews the literature on servitization in the online retail industry and the implications of value-added services, particularly customer experience management, based on the research questions mentioned.

The investigation also looks into effective corporate techniques and concepts that e-commerce companies can use to expand their service offerings and achieve a competitive edge.

A qualitative research technique was used in this study to answer the research questions on the influence of servitization on the e-commerce sector and efficient business methods for expanding service offerings. Semi-structured interviews were the primary way of data gathering in the study procedure—six individuals who often used e-commerce platforms for their online purchases made up the participants. Participants were chosen based on their knowledge, experience, and capacity to offer wise answers to the research questions.

The data analysis method included numerous processes to obtain relevant insights from the acquired data. To begin, the interviews were conducted online, and each participant was asked an identical set of open-ended questions about the effects of servitization on the e-commerce industry, strategies for improving service offerings, and their perspectives on the current state of benefit offerings in e-commerce companies. The interviews were designed to invite participants to express their opinions, experiences, and observations on these issues.

The participant data was collected during the interviews and prepared for analysis after being transcribed. The interview replies were extensively examined using content analysis. The data transcriptions were thoroughly examined, classified, and categorized to find recurrent themes, patterns, and interpretations connected to the research subjects. About the effect of benefits administration on customer experience and company success in the e-commerce sector, this method enabled a thorough evaluation of the participants' experiences, viewpoints, and interpretations.

The data from the interviews were utilized to create a table summarizing the significant findings related to the research themes, further improving the analysis. The table was divided into parts and subcategories that included good and bad online shopping experiences, e-commerce prob-

lems, different online shopping features, the value of client relationships, and suggestions for enhancing the customer experience.

The evaluation and interpretation of the data was another step in the analytic process, which considered the study goals and research questions. Based on the findings, inferences were reached by looking at the coded data, recurrent themes, and patterns. The investigation sought to shed light on servitization effects on consumer satisfaction and e-commerce business performance.

The qualitative research methodology allows for a thorough examination of the participants' experiences and viewpoints, primarily through semi-structured interviews and content analysis. Due to the semi-structured interviews' flexibility, there was room for in-depth conversation, which allowed the researcher to dive into the participants' minute details and complex points of view. This method aided in the discovery of insightful data and the creation of fresh ideas and viewpoints that may not have been foreseen initially.

#### 5.4 Interview guide

An interview guide provides a series of issues for discussion in semi-structured interviews. The questions are designed to guarantee that the research questions or objectives are met. There is, however, flexibility to ask any questions in any sequence, to go off on tangents, or to seek clarification of earlier replies or development of replies. In other words, semi-structured interviews guide the interview while allowing for flexibility (Lopez & Whitehead, 2013).

The interview guide begins with an introduction, establishing confidentiality and outlining the aim. Background questions are conducted to gather participants' e-commerce experience and skills. Participants are then quizzed on the influence of servitization on the sector, feasible business approaches for improving service offers, and the present condition of service offerings in e-commerce enterprises. Future trends and suggestions for improving service offerings are also discussed. The interview outline is intended to be flexible, allowing for follow-up questions and examination of specific topics of interest. The guide ensures that research questions are answered while fostering open dialogue and gaining useful feedback from participants.

## 5.5 Ethics and reliability

Ethics is essential in research to guarantee participants' rights, confidentiality, and privacy. It is critical to acquire informed permission from participants, maintain anonymity and confidentiality, and follow ethical norms established by institutional review boards or other appropriate regulating organizations. When working with sensitive or personal data, ethical issues are incredibly crucial.

The consistency and repetition of study findings are referred to as reliability. Consistency is essential in coding, classification, and interpretation for a robust data analysis process. Researchers should keep extensive documentation of their analysis techniques to promote transparency and repeatability. When numerous researchers are involved in the data analysis, inter-coder reliability metrics may also be used.

The data analysis process entails preparing, investigating, and evaluating the gathered data using various statistical, qualitative, or computational methodologies. Depending on the study's goals and the data gathered, several methodologies may be used. Ethical concerns and reliability assurance are essential components of the data analysis process to guarantee the reliability and accuracy of the research findings.

## 6 Empirical section:

### 6.1 Data collection process

Semi-structured interviews were used to acquire qualitative data from participants. The primary data source covering replies to research questions and the study's purpose from the 19 April to the 25 April 2023. Six users from Indian e-commerce platforms were asked about their experiences with various e-commerce platforms and the issues they confronted while using online stores. The interviews were conducted online, and transcripts were created based on the recordings. Freely allowing interviewees to ask questions and bring up topics.

Discussions of a thing's purpose include what was done to whom, why, and how. Similarly, when doing interviews for any research, whether qualitative or quantitative, we discuss who will be participating, who will be conducting the interviews, who will be interviewing, why they are being performed, and how they are typically shown (Mashuri et al., 2022).

Authors use interviews for many reasons. Interviews may be used as the primary way of data collection to learn about people's behaviors, convictions, and viewpoints. They can be used to compile data about actions or events from the past or the present. Interviews can also be used to get more background information or to access someone's subject-matter expertise. Consider doing a subject-matter expert interview for a new policy. These interviews will probably acquire information and data, such as descriptions of procedures (Harrell & Bradley, 2009.)

### 6.2 Group of interviewees:

Gathering data for the study is essential since it will help researchers better comprehend a theoretical framework. Since no amount of analysis can make up for badly obtained data, it becomes imperative that the method of getting data and the sources of that data be chosen with solid judgment. This nonrandom approach does not require underlying theories or a predetermined number of participants (Etikan et al., 2016). Defined, the researcher chooses what information is necessary and then searches for sources willing and able to supply it based on their

expertise or experience. Qualitative research frequently uses it to find and pick the instances with the most information so that the resources are use as effectively as possible. Identification and selection of people or organizations that are knowledgeable and skilled about an exciting phenomenon are required. Noting the value of availability, participation, and the capacity to articulately, expressively, and reflectively share views and viewpoints in addition to knowledge and experience (Etikan et al., 2016.)

### 6.3 Data analysis process

Based on the research questions, the analysis could include a review of the literature on servitization in the online retail sector and the effects of value-added services, particularly customer experience management. The research could also explore successful company tactics and ideas that e-commerce businesses can adopt to enhance their range of services and gain competitive advantage.

Themes	Sub-themes	Statements
Experiencing with E-commerce platforms	<p>Online shopping at Amazon and Flipkart</p> <p>A wide range of products is available from diverse merchants.</p> <p>Simplified procedure from the comfort of one's own home</p>	<p>"Pleasant experience, quite handy, huge selection of goods, trouble with refunds &amp; returns:"</p> <p>"Most convenience, offer goods &amp; services"</p> <p>"Easy to locate, wide variety of items"</p> <p>"Positive experience, free &amp; quick shipping, unit discounts and early access"</p> <p>"Positive response, quick &amp; dependable delivery choice, simple returns &amp; customer support"</p>
E-commerce Platform Benefits and Drawbacks	<p>Delivery delays or damage</p> <p>Product descriptions that be deceptive</p> <p>Problems returning or exchanging products</p> <p>Items may be out of stock or otherwise unavailable.</p>	<p>"Occasionally experience problems, incorrect or delayed delivery, product returns, timely shipping and product"</p> <p>"Technical difficulties, website crisis, loading times, shipping and delivery delays, fraud security"</p> <p>"Delay or damaged delivery, unclear misleading product description, difficulties in returning and exchanging"</p>
E-commerce Service Changes	<p>Reward programs</p> <p>Extended product selections</p> <p>Investment in building own technologies</p>	<p>"Rapid advancement in digital technologies, increased delivery speed, implemented reward programs, Amazon's Alexa voice assistant, Flipkart's AI-powered search"</p> <p>"Increased things free within Prime, streaming services, exclusive access"</p>

		to events
Client knowledge about E-commerce platforms	<p>Important for client satisfaction and loyalty</p> <p>Whether or not customers will continue to utilize the platforms</p>	<p>Top priority, positive experience can keep clients on the platform”</p> <p>“Important, directly affects consumer happiness, loyalty, and repeat business”</p> <p>“Important feature, influences customer happiness &amp; loyalty”</p> <p>“Vital for e-commerce platforms”</p> <p>“Vital, these sites depend on customer satisfaction &amp; repeat business”</p> <p>“Crucial, unpleasant experiences might lead to lost clients and a tarnished image”</p>
Platform improvements for online stores	<p>Personalized recommendations based on past purchases and browsing patterns</p> <p>Product descriptions and reviews have been revised.</p>	<p>“Enhanced customer service, simple returns &amp; payment security online”</p> <p>“Tailored suggestions, updated product descriptions &amp; reviews to assist educated purchases”</p> <p>“Openness regarding shipping and delivery timelines, tailor suggestions”</p>
Businesses with positive customer experiences	<p>Flipkart and Amazon provide exceptional customer service</p> <p>Warby Parker, Zappos, and Sephora for tailored and engaging purchasing experience</p>	<p>“Amazon, Flipkart, Nykaa”</p> <p>“Amazon, Apple, Zappos”</p> <p>“Amazon and Flipkart”</p> <p>“Amazon Prime and Best Buy Warby Parker, Sephora, and Zappos”</p> <p>“Zomato, Etsy”</p>

Technology's role in enhancing E-commerce services	<p>AI and machine learning for customized pricing strategies and recommendations</p> <p>Logistics and delivery technologies for timely and dependable delivery</p> <p>Chatbots and AI-powered customer support for prompt and efficient assistance</p>	<p>"Quicker delivery, strong payment security, check-out process"</p> <p>"Improve operational efficiency, consumer engagement, advanced logistics and delivery technologies such as drone auto month delivery"</p> <p>"Machine learning and artificial intelligence, own logistics and delivery networks"</p>
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Figure 2 data collected from interviews

Upon analyzing the collected data, it is evident that the six interviews have varying responses to the research questions. Each interview provides valuable insights into the online shopping experience.

The table above highlights the primary topics, sub-themes, and remarks collected from the interviews about various elements of e-commerce platforms. Here is an explanation for each area.

### **Experiencing with E-commerce platforms**

This section focuses on the respondents' experiences with online buying platforms, notably Amazon and Flipkart. It contains assertions concerning convenience, various items, and probable refund and return concerns.

### **E-commerce Platform Benefits and Drawbacks**

This section examines the benefits and drawbacks of e-commerce platforms. The comments address frequent problems such as delivery delays, inaccurate product descriptions, difficulties returning or exchanging purchases, and the chance of things being out of stock.

### **E-commerce Service Changes**

The remarks in this section are on developments and improvements in e-commerce services. They highlight the implementation of incentive programs, expanded product offerings, and investments in technologies such as artificial intelligence and voice assistants to improve delivery speed and customer experience.

#### **Client knowledge about E-commerce platforms**

The interviewees rated Client happiness and loyalty as necessary for e-commerce platforms. They stressed the importance of excellent customer experiences in retaining customers and the critical role of consumer happiness in the success of e-commerce platforms.

#### **Platform improvements for online stores**

Personalized recommendations based on purchase history and browsing habits, improved product descriptions and reviews, and more openness in shipping and delivery information were among the suggestions made by interviewees.

#### **Businesses with positive customer experiences**

Interviewees named companies that deliver outstanding consumer experiences as Amazon, Flipkart, Nykaa, Warby Parker, Zappos, Sephora, and Etsy.

#### **Technology's role in enhancing E-commerce services**

The respondents emphasized the importance of technology in boosting e-commerce services, such as AI, machine learning, logistics and delivery systems, and chatbots.

In conclusion, the interviews highlight the importance of accessible website design, quick shipping, simple return procedures, and multiple payment methods. Challenges such as technical difficulties, inventory management, and security fraud must be addressed. Personalized recommendations, virtual reality, augmented reality shopping experiences, and advanced logistics and delivery technologies can enhance the consumer's experience. Customer service, simple returns, and online payment security are essential factors. Transparency regarding pricing, shipping options, and customize suggestions is recommended to enhance the shopping experience.

#### 6.4 Results of the study

In this section, Author has described the research findings and results after the study analysis.

##### Results:

Examining the data analysis from the six interviews, it is possible to infer that the management of services substantially influences the client experience and the company's success in online commerce. Every person interviewed felt that offering value-added services is critical to increasing customer happiness and trust.

In addition, all interviewees emphasized the necessity of effective shipping and logistics networks, novel technologies such as artificial intelligence and data mining, and individualized customer care. The study also state that companies need to provide incentive programs, unique opportunities for incidents, and other online purchasing functions to gain an edge over their competitors.

The respondents also emphasized the need for active problem-solving, prompt and dependable customer assistance, and the incorporation of social networking platforms. They also suggested giving personalized speech queries, augmented reality (AR), and virtual purchasing experiences to attract and keep clients.

In summary, the data indicate that to gain an edge over competitors and enhance the efficiency of their businesses. Online retailers should focus on offering outstanding client service, specific recommendations, effective shipping and fulfillment systems, and incorporating artificial intelligence and neural networks. To improve customer happiness and loyalty, e-commerce enterprises should prioritize value-added services and develop a network of loyal consumers.

#### 6.5 Key Topics and Experiences from Interviews

##### 1) Customer experience management

Client experience leadership, according to all six interviewees, is essential for web-based businesses to succeed. They emphasized that the consumer experience substantially influences cus-

customer happiness, loyalty, and renewal. The following variables were highlighted as influencing customer experience by the interviewees: online accessibility, item details, navigation, for example, search capabilities, appearance, personalization, shopping management, financing choices, delivery, exchanges, assistance from the company, and after the purchase interaction. They further underlined the necessity of delivering an effortless, multichannel environment where buyers can connect with the brand across multiple channels while getting identical communications.

## 2) Value-added services

Respondents say value-added services are critical for increasing consumer satisfaction and corporate performance. They emphasized the following value-added services that e-commerce businesses can provide to improve customer experience: specific product suggestions, online trial alternatives, social media integration and reward schemes, reserved utilization of events, enhanced reality and virtual reality shopping events, and tailored searches by voice. According to the respondents, these additional services may help a firm identify itself from the competition and improve client loyalty.

## 3) Logistics and delivery systems

All six participants stressed the need for effective logistics and delivery networks. They said that fast and trustworthy delivery might have a significant impact on customer experience and satisfaction. They found several delivery factors: rapid delivery, pricing, dependability, monitoring, and refunds. Individuals also emphasized the need to utilize cutting-edge innovations, such as artificial instruction powered by artificial intelligence support for customers, to enhance shipping processes and create better client experiences.

## 4) Contact with Customers

According to the interviewees, customer engagement is an essential part of e-commerce. They recognized proactive issue resolution, rapid and dependable service to clients, and online participation as successful techniques for increasing consumer satisfaction and business results. They also mentioned that client feedback is an important data source for online retailers looking to enhance their offerings.

### 5) The effectiveness of business

The respondents concurred that a clear connection exists between customer experience and business results. They pointed out that although terrible customer experiences can result in lost clients and a tarnished brand, good ones can improve client happiness, trust, and referral business. They highlighted income from sales, keeping clients, satisfaction with clients, lifetime value of clients, and net promoter rating as the critical success metrics for businesses.

### 6) Advantage in the marketplace

The respondents stressed the necessity of having a competitive edge in the marketplace for e-commerce. They stated that additional services, effective delivery and logistical systems, and tailored consumer contacts might give e-commerce businesses an edge over their competitors. They also emphasized the need to remain current with business innovations and developments.

In conclusion, each of the six respondents believed that client relationship management is essential for online business success. They emphasized the significance of providing additional services, effective delivery and logistical systems, and tailored client interactions to improve the client experience and business results.

## 6.6 Interpretation of the study

Based on the information examination of the six interviews, it is conceivable to conclude that the administration of administrations given to customers contains a binding effect on the victory of online commerce. To boost customer delight and belief, all respondents emphasized the need to provide value-added administrations such as convenient, tried, and accurate client offer assistance, customized care, and one-of-a-kind acquiring highlights. The report also underlines the requirement for great shipping and coordination systems and the utilization of developing advances such as manufactured insights and information mining to make strides in corporate productivity.

Furthermore, respondents indicated that incorporating social networking platforms, personalized speech queries, augmented reality, and virtual purchasing can boost customer retention

rates. According to the survey, e-commerce businesses should establish a network of loyal consumers by delivering exceptional customer service and value-added services.

The report highlights the importance of a customer-centric methodology for e-commerce businesses to gain a competitive edge in the market. By focusing on customer satisfaction through providing quality service and cutting-edge technology, online retailers can increase efficiency and profitability while building networks of loyal customers.

Here is a content analysis table that summarizes the key results from the study's interviews.

Interviewee	key findings	challenges	Recommendations
interviewee-1	The significance of easily navigable website design, timely shipment, clear return processes, and different payment options	difficulty managing inventories, technological issues, and refunds and returns	Shopping experiences in augmented and virtual reality (AR/VR), customer care chatbots, and virtual assistants
interviewee-2	The emphasis is on platform convenience as well as individual needs and aspirations.	Problems with technology, shipping and delivery delays, and security fraud	Voice searches and suggestions that are specifically tailored to you, smartphone optimization, and quick shipping
interviewee-3	The value of a large assortment of items, as well as swift and trustworthy delivery alternatives	Delays in shipments, damaged things, and difficulties sourcing specific products	Digital technology is developing quickly, delivery times are getting faster, and reward schemes are working
interviewee-4	Customer service, straightforward returns, and online payment security are prioritized	technological advancements in logistics and delivery (drones, autonomous cars)	use of more advanced logistics and delivery methods
interviewee-5	The significance of a pleasant shopping experience, a large assortment of products, and simple refunds and returns	Delivery issues or delays, questionable suppliers, and trouble exchanging or returning items	Transparency with relation to delivery and shipment times, enhanced scheduling communication with vendors
interviewee-6	Suggestions for enhanced product visibility, customized product suggestions, customized loyalty programs, and social media integration	Personalized recommendations, open dialogue with clients, and openness in price and shipping information	Implementation of enhanced product presentation, individualized loyalty programs, and social media integration

Figure 3

contents found from interviews

In this condensed table summarizing the outcomes from each interview, the main conclusions, challenges, and recommendations for enhancing the online purchasing experience are emphasized. It enables easy comparison and recognition of recurring themes and suggestions across all conversations.

The material gathered from the interviews was transcribing and categorizing, and recurring themes and patterns were found. The articles and practices were evaluated, and conclusions were developed based on the findings.

The information gathered answers research questions concerning the implications of service management on customer experience and business success in e-commerce. According to the research, added services are critical to increasing consumer satisfaction and corporate profitability. Positive experiences, such as a pleasurable buying experience, easily accessible things, and a wide range of items, contribute to customer happiness, trust, and referral business. Problems, on the other hand, such as defective or late delivery, dishonest vendors, and issues swapping or exchanging items, may result in lost consumers and a damaged reputation. To increase customer happiness and loyalty, e-commerce businesses must deliver exceptional customer service, tailored advice, and customized reward programs.

The data also emphasize the significance of effective delivery and logistical networks, intelligent methods, artificial intelligence, and driven by AI service to customers. These technologies can improve efficiency in operations, consumer interaction, and delivery speed, resulting in a better customer experience and higher corporate success. Furthermore, establishing incentive programs, providing unique opportunities for events, and other e-commerce functions such as online fitting possibilities, community integration, and shipping and payment alternatives can offer a competitive edge and increase company efficiency.

A client connection is also an essential aspect of the research. Improve the client experience and business results by resolving concerns, providing fast and dependable customer service, and utilizing social networks. To maintain and attract customers, e-commerce enterprises must offer value-added services, including personalized voice searches, augmented reality (AR), and virtual shopping.

## 6.7 Findings of interview analysis

<b>FINDINGS</b>		
<p><b>Good and bad online purchasing company experience</b></p> <p>Respondents' most frequently stated good experience was a pleasurable encounter and easily accessible items. The most typical negative experiences mentioned were difficulty with reimbursements and earnings, delivery holdups, issues with technology on the site, pricing and offers disparities.</p>	<p><b>Consumers prefer improved searching filtration systems</b></p> <p>tailored suggestions, and rapid shipping options while purchasing the web. Chatbots are to provide client assistance; artificial intelligence (AI), and digital environment/augmented environment shopping experiences are also becoming popular.</p>	<p><b>Importance of consumer communication</b></p> <p>All participants felt that prompt assistance and excellent client service are significant concerns. Great experiences keep clients on the website, whereas unfavorable encounters result in discontinued clients and a damaged brand.</p>
<p><b>Suggestions for enhancing the customer experience</b></p> <p>Participants in the interview recommended adding social networking sites, increasing item representation, giving openness about delivery and shipping delays, and establishing personalized reward programs.</p>	<p><b>Examples of organizations with substantial client participation</b></p> <p>Amazon, Flipkart, and Nykaa were given as firms that succeed in customer engagement, building a loyal client base, and providing services with added value.</p>	<p><b>Reflections on services offered by online shopping firms</b></p> <p>The interviewees emphasized the need for solid security for payments, a straightforward payment procedure, innovative computations, and speedier and more trustworthy delivery choices. Supervised learning, robotics, and transportation and logistics networks are vital elements of excellent service solutions.</p>

Figure 4 findings of interview analysis

These outcomes imply that to compete in the market. Online retailers must boost customer satisfaction, upgrade client service, and provide additional value.

The study's findings shed light on the essential aspects determining customer happiness and experience when purchasing online. Several contents emerged from participant interviews, emphasizing both excellent and harmful elements of the Internet shopping experience. This data can help businesses improve their offerings and increase client engagement.

Respondents regularly noted an excellent shopping experience and easy access to things as positive characteristics of online purchases. Negative experiences, on the other side, were based on reimbursement and earnings concerns, delivery delays, technical issues with websites, and differences in price and offers.

Consumers wanted enhanced search filtration tools, tailored recommendations, and quick shipment alternatives when online purchases. Chatbots for customer service and upcoming technologies such as artificial intelligence (AI) and augmented reality (AR) shopping experiences were mentioned as desirable features.

All participants agreed that effective customer communication is critical. Prompt help and outstanding client service were major issues since favourable experiences led to customer retention. At the same time, negative experiences might result in lost sales and a tarnished brand reputation.

Based on interview comments, ideas for improving the customer experience included incorporating social networking platforms, increasing product depiction, offering openness regarding delivery and shipping delays, and implementing tailored incentive programs. These metrics can assist businesses in developing better client interactions and increasing overall satisfaction.

Amazon, Flipkart, and Nykaa were listed as firms with substantial customer participation. These businesses were honored for their achievements in consumer engagement, loyalty-building, and offering value-added services.

On the subject of online buying services, online buying organizations stressed the need for secure payment methods, simplified payment methods, ingenious calculations, and quicker and more reliable delivery options. It has been identified that mechanical technology, efficient transportation and coordination systems, and managed learning are critical components to delivering significant benefits.

Positive client experiences enhanced searching and filtering methods, effective communication, and individualized services are all highlighted in the research findings. By recognizing and addressing these factors, companies may improve consumer happiness, establish loyalty, and strengthen their competitive position.

The research results give significant insight into the aspects influencing customer happiness and experience when purchasing online. The research questions provided in this study were to investigate the effects of value-added services, especially customer experience management, and to discover successful business tactics that online retailers may use to improve their service offerings and achieve a competitive advantage. Complete insight into the online purchasing expe-

rience was acquired by evaluating the data collected through customer interviews, revealing positive and negative variables impacting customer perception and involvement. These findings directly answer the study questions and provide light on significant themes and recommendations for enhancing the consumer experience in the online retail business.

The research questions are

- 1) **What are the effects of servitization for the online retail sector suggested by value-added services studies like CEM?**
  
- 2) **What successful company tactics and ideas may online retailers use to enhance their range of services and get an advantage over the competition?**

To answer the first question, Studies on value-added services, such as Customer Experience Management (CEM), indicate that servitization might favourably influence the e-commerce business. E-commerce enterprises may improve their client experience and efficiency by providing services other than selling items, such as post-purchase assistance, customer care, and tailored suggestions. According to CEM research, delivering value-added services may increase customer loyalty, sales, and a better reputation.

Customer Experience Management (CEM) and other value-added services research imply that servitization substantially influences the online retail sector. According to research, improving the total customer experience through the inclusion of services to the standard product offers. Customer happiness, brand loyalty, and trade performance are all boosted by value-added services.

To answer the second question

Many effective methods and concepts have been uncovered that online merchants may use to expand their service offerings and acquire a competitive edge. One of them is implementing efficient business models and marketing methods, such as subscription-based models and promotions. Establishing reward programs, giving exclusive access to events, proactive customer service, speedy issue resolution, and using social media platforms are other ways that improve the customer experience and create favourable trade outcomes.

Effective trade models and promotional techniques are critical in assisting e-commerce enterprises to expand their service offerings and gain a competitive edge. Some effective strategies and concepts for internet merchants include:

Making customized suggestions based on data analysis from customers

Post-purchase assistance and customer care via numerous channels, such as chatbots and social media

Implementing loyalty programs that provide unique discounts or other advantages to repeating consumers

Offering free shipping or quick and dependable delivery alternatives

Providing a streamlined and user-friendly online purchasing experience, including a user-friendly website, a simple checkout procedure, and several payment choices

## 7 Discussion

A review of six interviews shows that the management of customer services dramatically influences how well online commerce does. To increase consumer happiness and loyalty, the research underlines the necessity for e-commerce enterprises to provide additional benefits such as personalized attention and unique purchasing alternatives. The respondents also emphasized the need to utilize cutting-edge technologies like artificial intelligence and data mining to raise company productivity and efficiency.

Six interviews were conducted, and the results provided critical new perspectives on the effects of servitization on the e-commerce industry, practical business strategies for enhancing service offerings, and the value of customer interaction. The information demonstrated the value of a user-friendly website layout, various payment options, and quick shipping and return policies in fostering an enjoyable online shopping experience. According to the data, value-added services like CEM are highly impactful in servitization, as found in previous studies. The role that customer experience plays in determining how well a business performs.

The interviews also revealed realistic company strategies for developing e-commerce service offerings. According to research, adopting new technologies such as chatbots, virtual assistants, augmented reality, and machine learning algorithms can increase consumer engagement and satisfaction. E-commerce businesses may acquire a competitive advantage by providing value-added services like exclusive event admission, integrating social media, and developing tailored loyalty programs.

Besides, the consideration proposes joining social organizing stages, personalized discourse questions, and virtual obtaining can increment client maintenance rates. By conveying remarkable client benefits and value-added administrations, e-commerce businesses can set up an organization of faithful customers and pick up a competitive edge within advertising.

Finally, the data emphasized the importance of customer interaction in driving business performance. Rapid assistance and proactive issue resolution were regarded as high considerations in providing a great customer experience. Furthermore, personalized recommendations, open

communication about shipping and delivery timelines, simple online returns, and payment security was highlighted as essential to improving the consumer experience.

Overall, the findings of the series of interviews support previous research proving the importance of customer experience in driving business success in e-commerce. The study's findings might help e-commerce businesses develop efficient business strategies that boost service offerings while enhancing consumer happiness and trust. This idea emphasizes the value of a customer-centric strategy for the e-commerce sector. Online retailers must prioritize client fulfillment by giving quality benefits and utilizing cutting-edge innovation to improve proficiency and productivity. By doing so, they can construct a strong base of faithful clients and succeed in ever-growing online advertising.

### 7.1 Future research

Further research that expands on the findings of the six customer interviews could be conducted to better understand the techniques and strategies that e-commerce Utilizes by organizations to enhance customer satisfaction. For example, studies might examine how personalization influences client pleasure and loyalty in e-commerce. Topics for research include e-commerce enterprises' capacity to modify their offers, such as through personalized suggestions, and how this affects customer behavior and belief.

Another possible field of investigation is the elements that impact client trust in e-commerce. Because trust is so important in e-commerce, it is critical to understand how businesses can cultivate and maintain customer trust. Researchers might examine how various elements, such as website security and openness, affect consumer trust and how firms can build and retain trust over time.

Moreover, future investigations may examine social media in e-commerce client encounter administration. Given the developing impact of social media on buyer behavior, it is vital to get how e-commerce businesses can viably coordinate social media into their client encounter methodologies. A think may look at the effect of social media on client behavior and dependability and investigate how businesses can utilize social media to make strides the client involvement.

## 7.2 Reliability and credibility

The thesis intends to comprehensively investigate the influence of servitization on customer experience management (CEM) in the e-commerce industry, focusing on business models and ideas. The research design was scientific style. The results were found from semi-structured interviews with customers of online retailers in India.

The method employed to collect the data influenced the validity of the conclusions. To gather information on people's actions, beliefs, and points of view, the major technique of data collection is interviews. They are used to gather information on recent or historical activities or occurrences. Interviews may also be used to learn about someone's past or gauge their subject-matter competence level. For a new policy, think about conducting a subject-matter expert interview. These interviews are likely to provide factual facts and information, such as descriptions of processes (Harrell & Bradley, 2009.)

The thesis outcomes are advantageous for both the industry and the consumer. The study's findings are helpful for online merchants, customers, service providers, researchers, and e-commerce companies. By putting advice like providing value-added services and utilizing technology into practice, e-commerce enterprises may increase their productivity and establish a competitive edge. Personalized suggestions and augmented reality/virtual reality purchasing can help online merchants increase consumer satisfaction and loyalty. Improved services, effective delivery, and cutting-edge technology all benefit customers. Service providers might modify their product portfolios to suit the requirements of e-commerce companies. Researchers can use the results to do more field research.

According to my learning experiences, the master's thesis provided an excellent chance for the researcher to improve competencies in education skills, legal skills, employment, innovation, and globalization. Finding relevant literature and books to support the theoretical underpinnings of my thesis and evaluating the data proved to be the most challenging portions of the writing process. However, they did assist the work in taking on a logical structure in light of the theory.

### 7.3 Recommendations

Online merchants could boost consumer satisfaction by offering value-added services, including post-purchase help, customer care, and personalized recommendations. Customer loyalty, revenue, and brand reputation may all benefit from this.

Customers should be supplied with improved search filtration tools, personalized suggestions, and speedy shipment options to improve their buying experience. Customer care chatbots and emerging technology like artificial intelligence (AI) and augmented reality (AR) shopping experiences should be adopted.

Effective customer communication is essential. Because positive experiences contribute to customer retention, prompt assistance and excellent client service should be prioritized.

To improve the consumer experience, online shops could combine social networking platforms, expand product descriptions, provide openness regarding delivery and shipping delays, and introduce specialized reward programs.

To improve the consumer experience, online shops should offer safe payment ways, more straightforward payment methods, clever computations, and faster and more dependable delivery alternatives.

Future research should build on the study's findings to better understand the approaches and strategies used by e-commerce companies to increase consumer happiness and trust. Understanding how customization and social media influence customer behavior and loyalty in e-commerce should also be a priority.

Overall, online merchants may increase consumer satisfaction, develop loyalty, and strengthen their competitive position by recognizing and addressing the variables identified in the research findings.

#### 7.4 Conclusion

Finally, the research reveals that client service leadership is crucial for increasing online commerce's client experience and business efficiency. To obtain a competitive edge and increase profitability, e-commerce enterprises must focus on delivering exceptional customer service, tailored suggestions, effective delivery and logistical systems, and new technology such as AI and machine learning. The research also emphasizes valuing customer engagement and providing additional value for attracting and retaining clients.

Six customer interviews were done as part of the research, giving essential insights into the many tactics and strategies companies may use to improve the customer experience. The findings of the interviews showed that value-added services, such as individualized attention and unique buying possibilities, are essential in boosting consumer satisfaction and loyalty. Adopting cutting-edge technologies like data mining and artificial intelligence can significantly improve business productivity and efficiency.

The interviews presented practical business methods for growing e-commerce service offerings, such as using emerging technology such as chatbots, virtual assistants, augmented reality, and machine learning algorithms. Value-added services such as special event access, integrating social media, and building customized loyalty programs can give e-commerce enterprises a competitive advantage.

In conclusion, the results of the interviews confirm earlier studies that demonstrate the significance of customer experience in promoting company success in e-commerce. The study's conclusions might aid e-commerce companies in creating effective business plans that expand their service offerings while boosting customer satisfaction and trust. The study emphasizes the value of a customer-centric strategy for the e-commerce sector. Online merchants must put the satisfaction of their customers first by providing high-quality services and implementing cutting-edge technology to increase competence and efficiency. By doing this, they may establish a solid foundation of devoted customers and prosper in expanding Internet advertising. Expanding the group of interviewee to include a wider variety of e-commerce companies, examining the effects of different customer experience tactics on consumer behavior, and examining the effects of servitization on other industries might be the main topics of future study. Future research

may also examine how certain value-added services, including individualized suggestions and social media integration, affect consumer behavior and loyalty.

The research significantly impacts e-commerce companies aiming to increase consumer satisfaction and competitive advantage. Businesses may build a loyal client base and thrive in the ever-changing e-commerce sector by prioritizing customer pleasure, implementing cutting-edge technology, and offering value-added services.

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## Appendices-1

### **Interview questions/ contents for semi structured interviews**

1. Could you please tell us about your experience with e-commerce platforms?
2. What aspects of utilizing e-commerce platforms do you like the most?
3. What have been some of your issues or challenges when utilizing e-commerce platforms?
4. Have there been any recent modifications to the services provided by e-commerce platforms? If so, what modifications have you seen?
5. When it comes to e-commerce platforms, how essential is the client experience?
6. To enhance your experience, what kinds of features or services do you like to see introduced to e-commerce platforms?
7. Can you provide examples of businesses that you believe provide an amazing client experience on e-commerce platforms?
8. What part, in your opinion, does technology play in increasing e-commerce companies' service offerings?

## Appendix-2

**Contents found from interviews.**

Interviewee	key findings	challenges	Recommendations
interviewee-1	The significance of easily navigable website design, timely shipment, clear return processes, and different payment options	difficulty managing inventories, technological issues, and refunds and returns	Shopping experiences in augmented and virtual reality (AR/VR), customer care chatbots, and virtual assistants
interviewee-2	The emphasis is on platform convenience as well as individual needs and aspirations.	Problems with technology, shipping and delivery delays, and security fraud	Voice searches and suggestions that are specifically tailored to you, smartphone optimization, and quick shipping
interviewee-3	The value of a large assortment of items, as well as swift and trustworthy delivery alternatives	Delays in shipments, damaged things, and difficulties sourcing specific products	Digital technology is developing quickly, delivery times are getting faster, and reward schemes are working
interviewee-4	Customer service, straightforward returns, and online payment security are prioritized	technological advancements in logistics and delivery (drones, autonomous cars)	use of more advanced logistics and delivery methods
interviewee-5	The significance of a pleasant shopping experience, a large assortment of products, and simple refunds and returns	Delivery issues or delays, questionable suppliers, and trouble exchanging or returning items	Transparency with relation to delivery and shipment times, enhanced scheduling communication with vendors
interviewee-6	Suggestions for enhanced product visibility, customized product suggestions, customized loyalty programs, and social media integration	Personalized recommendations, open dialogue with clients, and openness in price and shipping information	Implementation of enhanced product presentation, individualized loyalty programs, and social media integration