Roman Domański
Poznan University of Technology
Faculty of Engineering Management
2 Jacek Rychlewski Street,
60-965 Poznań, Poland
roman.domanski@put.poznan.pl
Phone: +48616653385

Michalina Łabenda
WSAudiology
Sivantos Sp. z o.o.
6 Bałtycka Street,
61-013 Poznań, Poland
michalina.labenda@sivantos.com
Phone: +48616536886

Preliminary communication

Received: March 11, 2020
Accepted for publishing: April 23, 2020

OMNICHANNEL OF PRIVATE LABEL GROCERY PRODUCTS IN TESCO AND CARREFOUR RETAIL CHAINS ON THE POLISH MARKET

Abstract

Background: Customers who are operating today in many sales channels pose new challenges to suppliers' distribution systems. The aim of the article is to identify the state of implementation of omnichanneling of grocery private labels in Tesco and Carrefour retail chains on the Polish market along with critical remarks regarding the development of rational logistic product and price policy.

Methods: The subject of the study is one of the methods of modern distribution – private label. The object of the study covers two comparable retail chains – Tesco and Carrefour. The study focuses only on private label grocery products (7 categories, in each of them 3 product representatives) and is limited solely to the Polish market – 21 different product features are studied. The analysis tool is an on-site survey of Tesco and Carrefour chain stores – brick-and-mortar and online (virtual) – 84 analyses.

Results: From the perspective of the omnichannel strategy, product range availability and the level of price differentiation should be the same in every distribution channel – in fact, they are varied: Tesco 0.90 vs Carrefour 0.71 and Tesco 0.47 vs Carrefour 0.60. The results point to the need to revise the theoretical and practical assumptions of the omnichannel concept.

Conclusions: The subject of customer service is still a topical issue in the area of logistics. Irrespective of customers' choice of the form (channel) of contact with the product distributor – the omnichannel variant, they should always be served at the same service level. The open question is: always, for each product?

Keywords: Omnichannel, private label, grocery products, Polish market, customer service level, omnichannel indicators

1. Introduction

Logistics, like any other field, is susceptible to trends and fashion. Currently, in the area of distribution logistics and supply chain management, an extensive debate is being held on the new form of multi-channel sales – omnichannel. Omnichannel involves full integration of communication channels and sales channels, while in a multi-channel or cross-channel such integration does not occur or is only fragmentary. As usual with novelties, at the initial stage of development, many views and opinions are not yet stable and well established. On the wave of prevailing overoptimism, barriers and restrictions related to the use of the omnichannel strategy are held in the background. It should be remembered, however, that there are no ideal, universal concepts. Therefore, one should consider for which product category omnichannel could be rationally used.

Private label brands are nowadays perceived as one of the forms of distribution (in the broad sense of the term). Currently, private labels brands have become a strong tool in competing for customers. Nowadays, a dynamic increase in the share of goods sold under the retailer's own brand can be observed on the European and global markets. The increase in sales of these products in relation to other brands allows us to draw a conclusion about clients' perception and acceptance of alternative offers among other market proposals.

In addition to the first purchasing criterion – product availability, the second criterion for customers, equally or maybe even more important, is the price. These two criteria will constitute the basis for the omnichanneling assessment.

The aim of the article is to identify the advancement of the implementation of the omnichannel concept in trade and distribution of private label grocery products in Tesco and Carrefour retail chains on the Polish market based on the assessment of indicators, which is the authors' original idea.

The article consists of the following parts: a review of the literature related to private label omnichanneling, presentation of private labels of Tesco and Carrefour retailers available on the Polish market, description of the authors' original research methodology, presentation of research results (individual and group) in terms of: product type and shop type (brick-and-mortar vs online) and product type and chain type (Tesco vs Carrefour), discussion of results (omnichannel indicators) and final conclusions.

2. Review of research and facts about omnichanneling and private label brands – theoretical framework

2.1 Omnichanneling of private label brands – based on Scopus database

Literature research conducted in the Scopus database of scientific articles (searched by title, abstract, keywords) shows that the highest number of publications are devoted to various aspects of the Polish market (3,551 articles), followed by private label issues (2,613 articles), and the lowest number devoted to the omnichannel concept (112 articles). This structure should not come as a surprise, because on the one hand, it reflects how capacious a given issue is (from general to more specific concepts), and on the other hand, it reflects history – how long a concept has existed in the world (from the oldest to the newest).

However, what is the most interesting is the interrelationship of these concepts. The conjunction of the Polish market and private labels can be found in only three publications. The first one shows how chains of modern international retailers can achieve a competitive advantage by introducing private labels in the organic category and can, in turn, stimulate the consumption of food produced according to sustainability principles (Górska-Warsewicz et al., 2019). The second one notes that on the consumer wipes market private label wipes are the frontrunners (Caridad, 2005). The third one emphasizes expansion beyond production roots into brand (private label) development and stresses outsourcing as a key to successful expansion (Abend, 2000). As for other conjunctions, the Polish market and omnichannel as well as private label and omnichannel do not appear in any publication in the Scopus database.

It was, therefore, decided to focus the attention on the research entity – Tesco and Carrefour chains. In the Scopus database, there were 866 articles dedicated to Tesco and 727 articles dedicated to Carrefour (individual treatment) and 33 articles in which both chains appear in one publication (joint treatment). Out of the 33 articles, only two publications concern the Polish market. The first one of these shows how the approach grounded on non-extensive statistical physics can be applied to describe and distinguish different stages of market development through asymmetric behaviour of fat tailed distributions of positive and negative returns (Bil et al., 2017). The second one concerns active adaptation in the case of some chains as a factor that has allowed them to attain leadership positions on the Polish market (Gwosdz and Sobala-Gwosdz, 2008). Among the 33 articles, only one publication concerns private labels – description of PLMA's 2004 "World of Private Label" trade show held in Amsterdam (NRI, 2004)[1]. Among the 33 articles, only one publication concerns omnichannel – B2C e-commerce has become a mainstream sale channel, often merged with traditional stores in an omnichannel perspective; in this context, "Click and Collect" (C&C) is gaining importance, especially in the area of groceries, where big retailers have introduced it (Giuffrida et al., 2017).

Given the above, it was finally decided to analyse the situation of private labels and omnichannel in the Scopus database publications (the concepts were treated individually) separately for Tesco and separately for Carrefour. In the case of Tesco, six articles were identified as those that regarded private labels (the list features NRI, 2004) and one concerning omnichannel (Giuffrida et al., 2017 is repeated). Of the five new publications, the first one shows factors that influence store brand avoidance towards store brands owned by supermarkets and hypermarkets (Saad, Ahmad Fauzi, 2017). The second one traces the evolution of private labels, from their origin to the present, placing emphasis on the strategies that retail distributors use to obtain and maintain competitive positions (Martínez-Ruiz et al., 2016). The third one emphasizes that food retailers may need to further consider aspects of culture and consumer behaviour to determine whether to adapt their strategies, rather than copy and paste formats from abroad (Shannon, 2014). The fourth one notes that private labels often focus on one narrow aspect of a product's life cycle (such as transport), which may present an incorrect view of that product's overall implications for climate change (Appleton, 2009). The fifth one concerns sustainable packaging movement – centre on packaging reduction and the specification of more sustainable packaging materials (Boettcher, 2007). In the case of Carrefour, eight articles concerning private labels were identified (the list features NRI, 2004) and one article concerning omnichannel (Giuffrida et al., 2017 is repeated). Of the seven new publications, the first one shows the introduction of the concept of customer's value to the retailer (CVR – has two components: loyalty intentions to the retailer and intentions to try new products or brands that the retailer offers) from a marketing perspective (Rubio et al., 2019). The second one investigates factors affecting consumers' willingness to buy private label brands (Mostafa, Elseidi, 2018). The third one notes that Carrefour increased its market share through incorporating a high percentage of private label products (Di Nucci, 2015). The fourth one points out that at times private labels may lead to mixed effects and could reduce consumer welfare in the long run (Ezrachi, Ahuja, 2015). The fifth one underlines that in relation to the fear expressed by consumers, some mass retail companies offer private label products declared free of Genetically Modified Organisms (the anti-GMO attitude) (Russo, 2015). The sixth one presents a marketing research technique as netnography applied to determine the positioning of food distribution companies (Clemente-Ricolfe, Escribá-Pérez, 2014). The seventh one emphasizes an increase in volume of shelf-ready packaging (SRP) of private label products as an important aspect in retailing and the best solution to fill in the different demands of merchandise, the supply chain and the operations (IPBI, 2007).

Summarizing the theoretical part, it can be stated that as far as the research subject of this article is concerned, the available literature is not extensive. Considering individual article titles, it can be stated that the research problem undertaken in this article is original and unique.

2.2 *Characteristics of private label grocery products in Tesco and Carrefour retailers present on the Polish market*

The Tesco brand was launched in 1924. It is one of the oldest brands on the market. Tesco is a retailer originating in Great Britain. Already at the end of the 1990s, Tesco was the leader in the food market, as demonstrated by a survey carried out by "Financial Times" in which the retailer was viewed as the best among the British people. In Poland, Tesco has been operating since 1995 (Pringle, Gordon, 2006).

Tesco ranks second in terms of market share. In 2015, Tesco had 433 stores in the super- and hypermarket sector. Constant efforts to follow and meet customers' expectations resulted in the opening of the Tesco Ezakupy online shop in 2012, which two years later led the retailer to obtain the title of leader in the online grocery market[2].

At present, Tesco can boast a well-developed range of private label products. In Poland, one-third of the goods offered by this retailer are labelled with the Tesco brand. Table 1 presents Tesco private label food brands that are currently available on the Polish market along with their brief characteristics.

Table 1 Tesco private label food brands

Tesco brand	Brand description
Value	A brand that offers basic food products. It was created for customers who appreciate the simplicity of goods and focus primarily on functionality. Packaging usually has a white background and contains necessary information about the product. Products are covered by the customer satisfaction guarantee.
Finest	A brand that offers premium food products. Created for customers who not only value the price of the product, but also pay great attention to quality. This brand has a wide range of products, diversified in terms of taste and origin.
Organic	A brand that offers organic food products, vegetables and fruit. The packaging features appropriate certificates (product number) and the GDA (Guideline Daily Amounts). The goods also feature the “Organic Farming Product” label.
Free FORM	A brand that offers approximately 150 gluten-free, wheat-free and dairy-free products. It was created mainly for allergy sufferers, who need to be careful about their diet. The brand’s products also contain a reduced amount of sugar.
Healthy living	A brand that offers 500 products, with much lower levels of fat, sugar and soda than standard products. These are mainly ready meals, yoghurts and healthy snacks. The line is addressed to buyers who value a healthier product variant.
Carb Control	A brand that offers low-carb products. The youngest among Tesco private label brands. Aimed at buyers who are interested in low-carb foods.
Fairtrade International	A brand that offers products that have been awarded the Fairtrade certificate (among other things, it means that all employees working on the production of a given product have received adequate pay and have been ensured decent working conditions).

Source: Own work (Lincoln, Thomassen, 2012; Tesco Polska, 2019[3]).

Carrefour is a retailer originating in France. The first Carrefour store was opened in 1960 in Annecy. In 1976, the first products with the retailer’s own brand appeared. The first Carrefour store in Poland was opened in 1997. Currently, the retail chain has over 900 stores in Poland. The year 2003 saw the introduction of the retailer’s private label brand in Polish outlets. The beginning of 2016 was the time of the development of an online shop, which began to offer food products[4].

In 2017, Carrefour expanded its product range to include seven new product categories – these were not just food items. Currently, there are about 3,500 private label products[5]. The French chain’s offer for the Polish market includes thirteen Carrefour private label food brands[6] – their categories with a brief description are presented in Table 2.

Table 2 Carrefour private label food brands

Carrefour brand	Brand description
Carrefour	A brand that offers basic food products. It was created for customers who care about the price of the product being adequate to quality. As the chain assures, the brand has goods that are about 1/5 cheaper than leading goods on the market. It includes over 3,000 different goods, including non-food products. The brand also tries to meet customers' expectations by reducing sugar or colourings.
Nasza Wędzarnia Carrefour (Carrefour Smokery)	A brand that offers cold cuts and smoked meats. The production uses the method of hot smoking with hardwood. Carrefour distinguishes five production steps from the receipt of raw material to the emergence of a finished product.
Jakość z natury Carrefour (Quality from nature Carrefour)	A brand that offers products made from the highest quality ingredients. They are produced by trusted, not only Polish, but also foreign producers who are long-term suppliers. In the case of vegetables and fruit, focus is placed on sustainable cultivation in accordance with the natural cycle. In the case of animal husbandry, their proper development is ensured. Removal of chemicals and artificial mixtures of fertilizers and fodder is important.
Millo di Pasta	A brand that offers a wide range of pasta. Standard products in blue packaging contain pasta for various types of meals. The brand also offers whole grains and 100% spelt products.
Mleczny przystanek (Milk stop)	A brand that offers dairy products with a wide range of choice. There are products made from cow's milk without GMOs.
Nasze rarytasy (Our delicacies)	A brand that offers cold cuts. Products are packaged in such a way that portions are tailored to customers' needs. Products are adapted to the storage method.
Reflets de France	A brand that offers French cuisine products. It is characterized by luxury and elegance. Products are made on the basis of original recipes or according to regional recipes. The brand offers over 200 products from France.
Terre d'Italia	A brand that offers Italian cuisine products created in cooperation with local producers. Aromatic spices and seasonings originating in Italy allow customers to get to know new flavours. The brand offers about 50 products.
Cookie Place	A brand that offers sweet snacks such as wafers, cakes, cookies and biscuits. It meets the IFS or BRC requirements. Products undergo stringent quality controls imposed by compliance with the HACCP system.
Chocolate Place	A brand that offers chocolate products. The gradual introduction of ingredients of increased quality, in the case of palm oil, requires the possession of the RSPO certificate. Products feature labels with nutritional value so that customers can make conscious purchases.
Snack Bar	A brand that offers salty snacks. A wide range of products commissioned by and made for Carrefour. They are basically crisps, nuts, popcorn or salty sticks. They are mainly bought by people who organize social events.
Crumbies	A brand that offers products such as breakfast cereals and muesli. A wide range of products was created for buyers who want to diversify their breakfast for both children and adults. The offer includes various flavours.
Northlantica	A brand that offers fish and fish products. For both health-conscious buyers and those who care for the environment and choose products with the MSC sustainable fishing certificate. It includes canned, smoked, marinated and frozen fish intended for demanding buyers.

Source: Own work (Carrefour Polska, 2019[7]).

Retail chains (including Tesco and Carrefour) focus primarily on everyday products, which are most often mass-produced. However, more and more often, private label brands are taking over more demanding markets, e.g. luxury or organic products. This is the future direction of the evolution of private labels in retail chains.

3. Research methodology

Step 1. Selection of the research entity.

Two comparable retail chains (hypermarket level) were examined. Based on industry rankings, Tesco and Carrefour hypermarkets have been leaders in this category for several years. The study involved the analysis of two entities' individual results and the possibility to perform a comparative analysis.

Step 2. Selection of the research subject.

Private label products of the retail chains were examined. Based on industry rankings, food products are the dominant product category. Within this category, also based on industry rankings, seven most common subcategories were selected for analysis that can be found in each chain: dairy products, frozen products, meat, breakfast products, beverages, sweet products and salty snacks. In each subcategory, three most popular products were analysed.

Step 3. Selection of evaluation criteria.

As part of the analysis, 21 product features were examined. A detailed list of all criteria in the form of a list of questions is included in Table 3.

Table 3 Criteria for awarding points

<table>
<tr><th>Category</th><th>Description of features (what was to be checked)</th></tr>
<tr><td>Composition</td><td>Does the product have information about its composition?</td></tr>
<tr><td>Volume / weight</td><td>Does the product have information about its content in the volume / weight unit?</td></tr>
<tr><td>Way of storage</td><td>Does the product have information about how to store it?</td></tr>
<tr><td>Use-by date</td><td>Does the product have information about its use-by date?</td></tr>
<tr><td>Producer information</td><td>Does the product have information about the producer or place of production?</td></tr>
<tr><td>Recyclable packaging</td><td>Can the product packaging be recycled?</td></tr>
<tr><td>High-quality ingredients</td><td>Does the product have information about high quality ingredients?</td></tr>
<tr><td>Certificates held</td><td>Does the product have quality certificates?</td></tr>
<tr><td>BIO / Gluten-free / Without preservatives / GMO-free</td><td>Does the product belong to at least one of the following categories: BIO, gluten-free, without preservatives, GMO-free?</td></tr>
<tr><td>Packaging material</td><td>Does the packaging have information about the material it was made of?</td></tr>
<tr><td>Ergonomic use</td><td>Is the product packaging convenient for the user?</td></tr>
<tr><td>Bulk packaging</td><td>Is the product stored in the collective packaging?</td></tr>
<tr><td>Protection against damage</td><td>Is the product additionally protected against damage?</td></tr>
<tr><td>Safe transport</td><td>Does the packaging enable safe transport?</td></tr>
<tr><td>Product name visibility</td><td>Is the product name visible to the buyer?</td></tr>
<tr><td>Brand logo visibility</td><td>Is the brand logo visible on the packaging?</td></tr>
<tr><td>Retail chain logo visibility</td><td>Is the retail chain logo visible on the packaging?</td></tr>
<tr><td>Font legibility</td><td>Is the font on the packaging legible to the buyer?</td></tr>
<tr><td>Colours used</td><td>Is the colour used on the packaging eye-friendly?</td></tr>
<tr><td>Unit price</td><td rowspan="2">What is the price of the product? The first is the unit price, i.e. the one the customer sees in the store. The second is the price calculated in relation to the unit of weight / volume in which the product is sold (kilogram or litre). When the item was distributed in the same unit, the calculation was not added.</td></tr>
<tr><td>Price per kg/l</td></tr>
</table>

Source: Own work.

The first five features relate to product information, the next four features relate to additional information, the following five features relate to the packaging function, the next five features relate to the product appearance, and the final two features relate to the price level.

Step 4. Establishing a rating scale (points).

For all categories except the price, the product can be rated 1 (it has a given feature) or 0 (it does not have it). The price category reflects the price level – cheaper products receive more points (3 or 4), whereas more expensive products receive fewer points (1 or 2).

Step 5. Conducting research

The research was conducted in Poznań County in July 2019. The principal offer adopted was the range of products in brick-and-mortar stores, with the online stores checked if they offer them as well. Two actual Carrefour and Tesco hypermarkets located close to each other (conditions of product and price competitiveness) participated in the field study (the assumption resulting from the business strategy of a retail chain which states that the store's offer is constant regardless of its location was adopted). The virtual study was carried out in July 2019 in Carrefour[8] and Tesco[9] online stores.

Step 6. Analysis and interpretation of partial and collective results (presented in the next section of the article).

4. *Examination of the offer of private label food products in Tesco and Carrefour hypermarkets in Poland – results of research and discussion*

Table 4 presents the result of the evaluation of an exemplary product – natural yoghurt – from the dairy products category (S – stationary store, I – online store).

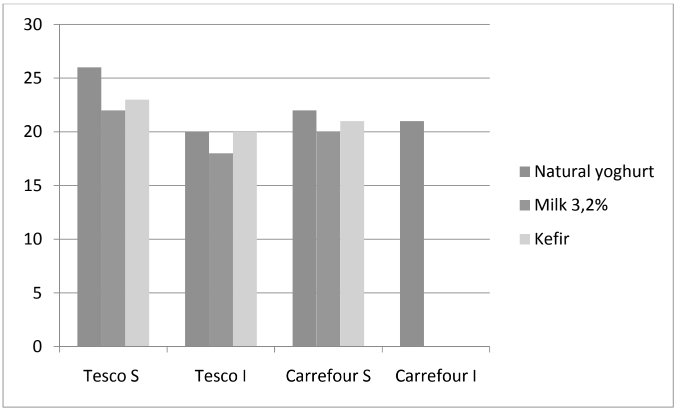
Table 4 Results of the assessment of private label natural yoghurts in Tesco and Carrefour

Name of the retailer		Tesco S	Tesco I	Carrefour S	Carrefour I
Information about the product	Composition	1	1	1	1
	Volume / weight	1	1	1	1
	Way of storage	1	1	1	1
	Use-by date	1	0	1	0
	Producer information	1	1	1	1
Additional information	Recyclable packaging	1	1	1	0
	High-quality ingredients	1	0	1	1
	Certificates held	0	0	0	0
	BIO / Gluten-free / Without preservatives / Without GMOs	1	0	1	1
Packaging functions	Packaging material	1	0	1	0
	Ergonomic use	1	1	1	1
	Bulk packaging	1	0	1	0
	Protection against damage	1	1	1	1
	Safe transport	1	0	1	0
Product appearance	Product name visibility	1	1	1	1
	Brand logo visibility	1	1	1	1
	Retail chain logo visibility	1	1	1	1
	Font legibility	1	1	1	1
	Colours used	1	1	1	1
Price	Unit price	4	4	2	4
	Price per kg/l	4	4	2	4
Total sum of points		**26**	**20**	**22**	**21**

Source: Own work.

The other two products in this category were subjected to the same procedure. The partial results of the analysis for the dairy products category are presented in Figure 1 (lack of all results for Carrefour I mean that some products are not included in the online store offer of this chain).

Figure 1 Results of private label assessment in the dairy products category in Tesco and Carrefour



Source: Own work.

The remaining 18 products from six other categories were analysed according to the same scheme. Taking into account four branches (stores), a total of 84 partial analyses were carried out. The final collective results of the study are presented in Table 5 (overview of individual products) and Table 6 (overview of product categories).

Table 5 Final results of the evaluation of private label food products in Tesco and Carrefour by individual products

	Tesco S	Tesco I	Carrefour S	Carrefour I	Total
Natural yoghurt	26	20	22	21	89
Milk 3.2%	22	18	20	0	60
Kefir	23	20	21	0	64
Frozen chips	17	17	17	0	51
Frozen pizza	17	13	25	22	77
Mix of frozen vegetables	20	18	20	0	58
Still water	22	19	18	15	74
100% orange juice	21	16	23	19	79
Cola flavoured sparkling drink	23	18	17	14	72
Milk chocolate	22	13	22	18	75
Wafers	17	15	22	20	74
Biscuits	16	0	18	20	54
Potato crisps	17	14	25	20	76
Salty sticks	20	17	17	18	72
Salted peanuts	18	17	17	16	68
Chicken breast ham	20	17	20	21	78
Pork shoulder minced meat	18	14	20	0	52
Chicken tenderloins	19	0	15	0	34
Muesli	14	13	20	19	66
Corn flakes	18	17	11	14	60
“Chocolate balls”	16	13	20	20	69
Total	406	309	410	277	

Source: Own work.

Table 6 Final results of the evaluation of private label food products in Tesco and Carrefour by individual product categories

	Tesco S	Tesco I	Carrefour S	Carrefour I	Total
Dairy products	71	58	63	21	213
Frozen products	54	48	62	22	186
Beverages	66	53	58	48	225
Sweets	55	28	62	58	203
Salty snacks	55	48	59	54	216
Meat products	57	31	55	21	164
Breakfast cereals	48	43	51	53	195
Total	406	309	410	277	

Source: Own work.

The results of the study can be analysed vertically (individual stores) as well as horizontally (product categories).

For both chains (de facto the same level of evaluation – 410 Carrefour vs 406 Tesco), products in their brick-and-mortar stores have higher values compared to the offer of online stores (there is a noticeable advantage of Tesco – 309 points over Carrefour – 277 points). In the case of stationary retail, Carrefour has an advantage in 4 out of 7 categories, in the case of e-commerce the situation is exactly the opposite with Tesco faring better.

Drinks are the highest rated product category (225 points), while meat products are the lowest rated (164 points). Within individual seven product categories, products within a given chain, apart from one singularity (breakfast cereals in Carrefour S – 51 points vs Carrefour I – 53 points), have higher values in the case of stationary retail (traditional store) than online retail (virtual store). In the range of individual product groups, a much larger disproportion in the offer of brick-and-mortar and online stores (results of the point assessment) is observed in Carrefour than in Tesco.

5. Conclusions

To summarize the research part, in accordance with the first postulate, i.e. product range availability, neither of the hypermarkets fully meets the conditions for implementing the omnichannel strategy. In the case of Tesco, the online offer, compared to the stationary offer, lacks one product from each category of sweets and meat and cold cuts. In the case of Carrefour, the situation is much worse – there are two products missing in each of the three categories in the online offer: dairy products, frozen products, meat and cold cuts. At this point, one may be tempted to determine the index of the product range omnichannel, understood as the ratio of the Internet offer to the stationary offer (the closer the result is to 1, the better, 1 being the perfect state). The product range omnichannel of Tesco is 0.90 and of Carrefour 0.71 (noticeable disproportion of the product offer). Meat and cold cuts are a common problematic category for both retail chains. One should consider whether each single product range may be subject to omnichanneling, or whether certain products should be excluded from the offer.

In accordance with the second postulate – price comparability – neither of the hypermarkets fully meets the conditions for implementing the omnichannel strategy (only those cases in which products are available in the stationary and online stores have been compared). In the case of 19 products from Tesco, price differences were observed in 10 cases, with an increase in price in seven of them and a decrease in three (online shopping being more expensive than stationary shopping). In the case of 15 products from Carrefour, price differences were observed in six cases, with a decrease in price recorded for five and an increase for one product (online shopping being cheaper than stationary shopping). At this point, one may be tempted to determine the price omnichannel index, understood as the ratio of the price level of the internet offer to the stationary offer (the closer the result is to 1, the better, 1 being the perfect state) – the direction of price change (increase or decrease) was not taken into account. The price omnichannel of Tesco is 0.47 and of Carrefour 0.60 (noticeable disproportion of the price offer). Due to the lack of a full set of data (the aforementioned product exclusions, a full set of data only for three product categories), a horizontal interpretation of the price level would be biased; hence it was not carried out. One should consider how distributors should determine the price of a product. The price includes distribution costs, which depend on the type of sales channel, and therefore they are different, while the customer expects a fixed purchase price.

To summarize the theoretical and practical parts, the omnichannel strategy as a new sales (distribution) strategy keeps evolving by trial and error. At the current stage of its development, there are still more research questions than answers, both on the side of science and practice. The view on shaping the customer logistics system in the conditions of implementing the omnichannel strategy from the perspective of its four main components: time, reliability, communication and convenience was presented by the authors in (Domański and Hadaś, 2017).

The geographical scope of the authors' research was limited only to the Polish market (research limitation). However, the size of the market is not a factor that differentiates research results. They are de facto differentiated by the product category or type of distributors. Hence, the obtained research results should be treated as preliminary and pilot outcomes. As part of future research, the authors intend to re-examine the same problem, but without market restrictions. Another research intention will be to conduct a study on a different entity (store format - discount shop level instead of hypermarket level) on the example of Biedronka and Lidl retailers.

Acknowledgements

This research was funded by the Ministry of Science and Higher Education – project No. 11 / 140 / SBAD / 4171.

References

1. Abend, J. (2000), "Hampton's wake-up call", Bobbin, Vol. 41, No. 12, pp. 86–92.
2. Appleton, A. E. (2009), "Private climate change standards and labelling schemes under the WTO agreement on technical barriers to trade", in Cottier, T. et al. (Eds.), International Trade Regulation and the Mitigation of Climate Change – World Trade Forum, Cambridge University Press, Cambridge, pp. 131–152.
3. Bil, Ł., Grech, D., Zienowicz, M. (2017), "Asymmetry of price returns – Analysis and perspectives from a non-extensive statistical physics point of view", PLoS ONE, Vol. 12, No. 11, pp. 1–24.
4. Boettcher, C. D. (2007), "Retailers drive sustainable packaging", Flexo, Vol. 32, No. 2, pp. 62–65.
5. Caridad, A. (2005), "Not just for infants anymore", Nonwovens Industry, Vol. 36, No. 9, pp. 14–21.
6. Clemente-Ricolfe, J. S., Escribá-Pérez, C. (2014), "Applying netnography to the obtaining of the map of positioning for companies of food retail", Cuadernos de Gestión, Vol. 14, No. 1, pp. 57–74.
7. Di Nucci, J. (2015), "Concentration and corporate territory in Argentina: The territorial logic of Carrefour", Cuadernos Geográficos, Vol. 54, No. 1, pp. 186–208.
8. Domański, R., Hadaś, Ł. (2017), "Kształtowanie systemu logistycznej obsługi klienta w warunkach realizacji strategii omnichannel", Gospodarka Materiałowa i Logistyka, No. 7, pp. 2–6.
9. Ezrachi, A., Ahuja, K. (2015), "Private labels, brands and competition law-enforcement", in Desai, D. et al. (Eds.), Brands Competition Law and IP, Cambridge University Press, Cambridge, pp. 179–200.
10. Giuffrida, M., Mangiaracina, R., Perego, A., Tumino, A. (2017), "Profitability of different "click and collect" models in egrocery: A logistics perspective", in Proceedings of the Summer School Francesco Turco, 13–15 September 2017, pp. 334–340.
11. Górska-Warsewicz, H., Zakowska-Biemans, S., Czeczotko, M., Swiatkowska, M., Stangierska, D., Swistak, E., Bobola, A., Szlachciuk, J., Krajewski, K. (2018), "Organic private labels as sources of competitive advantage – The case of international retailers operating on the Polish market", Sustainability, Vol. 10, No. 7, pp. 1–28.
12. Gwosdz, K., Sobala-Gwosdz, A. (2008), "The geography of hypermarkets in Poland: Company location strategies and their spatial outcomes", Geographic Review, Vol. 80, No. 4, pp. 515–539.
13. IPBI (2007), "Shelf-ready: Pulling together will make it work", International Paper Board Industry, Vol. 50, No. 11, p. 60.
14. Lincoln, K., Thomassen, L. (2012). Marka prywatna: jak przekształcić zagrożenia w szanse dla detalisty i producentów. Warszawa: Wolters Kluwer Business.
15. Martínez-Ruiz, M. P., González-González, I., Jiménez-Zarco, A. I., Izquierdo-Yusta, A. (2016), "Private labels at the service of retailers' image and competitive positioning: The case of Tesco", in Gómez-Suárez M., Martínez-Ruiz M. P. (Eds.), Handbook of Research on Strategic Retailing of Private Label Products in a Recovering Economy, Business Science Reference, Hershey, pp. 104–125.
16. Mostafa, R. H. A., Elseidi, R. I. (2018), "Factors affecting consumers' willingness to buy private label brands (PLBs) applied study on hypermarkets", Spanish Journal of Marketing - ESIC, Vol. 22, No. 3, pp. 341–361.
17. Pringle, H., Gordon W. (2006). Zarządzanie marką. Jak wypromować rozpoznawalną markę. Poznań: Rebis.
18. Rubio, N., Villaseñor, N., Yagüe, M. J. (2019), "Customer's loyalty and trial intentions within the retailer: the moderating role of variety-seeking tendency", Journal of Consumer Marketing, Vol. 36, No. 5, pp. 620–632.
19. Russo, D. (2015), "Relationship between genetically modified foods and mass retail", Quality - Access to Success, Vol. 16, No. 146, pp. 93–96.
20. Saad, N. M., Ahmad Fauzi, N. R. H. (2017), "Brand avoidance: What keeps customers from buying store brand products?", International Journal of Economic Research, Vol. 14, No. 16, pp. 603–618.
21. Shannon, R. (2014), "The expansion of modern trade food retailing in Thailand", International Review of Retail, Distribution and Consumer Research, Vol. 24, No. 5, pp. 531–543.

Endnotes

1 NRI (2004), "From amirose to zendac", Nonwovens Report International, (8), pp. 34–37.

2 DM PKO BP (2016), "Raport sektorowy. Dystrybucja żywności" [Sector Report. Food distribution], Warszawa.

3 Available at: https://tesco.pl/marki-i-uslugi/produkty-tesco (Accessed on: June 20, 2019)

4 Available at: https://serwiskorporacyjny.carrefour.pl/o-nas/carrefour-polska (Accessed on: May 29, 2019)

5 Carrefour (2017), "Raport roczny" [Annual report], Warszawa.

6 Available at: https://carrefour.pl/nasze-marki (Accessed on: May 29, 2019)

7 Available at: https://carrefour.pl/nasze-marki (Accessed on: May 29, 2019)

8 Available at: https://zakupycodzienne.carrefour.pl (Accessed on: July 18, 2019)

9 Available at: https://ezakupy.tesco.pl/groceries (Accessed on: July 18, 2019)

Roman Domanski

Michalina Labenda

Omnikanalna prodaja proizvoda s trgovačkom markom u maloprodajnim lancima Tesco i Carrefour na poljskom tržištu

Sažetak

Kontekst: Današnji kupci kupuju putem različitih prodajnih kanala, što je dodatni izazov za distribucijske sustave dobavljača. Cilj je rada utvrditi koliko se omnikanalna prodaja primjenjuje u maloprodajnim lancima Tesco i Carrefour u Poljskoj s posebnim osvrtom na proizvode s trgovačkom markom. Nadalje, kritički će se obraditi razvoj racionalne logistike te politike proizvoda i cijena.

Metode: Predmet je istraživanja jedna od metoda suvremene distribucije, odnosno trgovačka marka, a provest će se na dva usporediva maloprodajna lanca, Tesco i Carrefour. Istraživanje je usmjereno samo na prehrambene proizvode s trgovačkom markom (sedam kategorija, u svakoj po tri proizvoda) te ograničeno na poljsko tržište, a ispitana je 21 značajka proizvoda. Koristili smo anketu u fizičkim trgovinama Tesco i Carrefour, te u odnosu na njihove internetske, odnosno virtualne trgovine. Ukupno je provedeno 84 analiza.

Rezultati: Iz perspektive omnikanalne strategije cijene i asortimana proizvoda trebali bi biti jednaki u svim distribucijskim kanalima, no ipak se razlikuju: Tesco 0,90 u odnosu na Carrefour 0,71 te Tesco 0,47 o odnosu na Carrefour 0,60. Ti rezultati pokazuju da je potrebno revidirati teorijske i praktične pretpostavke omnikanalnog koncepta.

Zaključci: Pitanje usluge kupcima i dalje je aktualno u području logistike. Neovisno o tome koji oblik kupovine tj. kanal kupac odabere za kontakt s distributerom proizvoda, razina usluga trebala bi uvijek biti jednaka, pa tako i u omnikanalnoj varijanti. Ostaje otvoreno pitanje vrijedi li to uvijek i za svaki proizvod.

Ključne riječi: omnikanalna prodaja, trgovačka marka, prehrambeni proizvodi, poljsko tržište, razina usluge, pokazatelji omnikanalne prodaje