

**Propositions**

attached to the thesis

**Online Grocery Operations in  
Omni-channel Retailing**  
- Opportunities and Challenges

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## I

Omni-channel retail should not only focus on achieving seamless customer experience but also on the integration of operations of online and store channels to utilize the synergy that exists between the two channels.

*(This Thesis)*

## II

Centralized distribution planning of e-fulfilment and store replenishment channels is challenging because of different dynamics in the fulfilment of the channels and a siloed organization structure of the channels. Combining operations with minimal disruption in existing processes will be easier to implement and lead to savings in distribution costs.

*(Chapter 2)*

## III

Physical stores are more than a mere sales channel, they form an integral part of the supply chain of an omni-channel retailer, especially in case of *buy-online-pick-up-in-stores* operating model where stores are part of distribution planning of both online and offline channels.

*(Chapter 2 and 3)*

## IV

The cost of fulfilling an e-grocery order is typically higher than the delivery cost charged from the customer. In pursuit of gaining more market share, retailers often subsidize the delivery fee.

*(Chapter 4)*

## V

Despite the steep growth of e-grocery over the last decade with a significant leap during the Covid pandemic, grocery is still primarily bought at the stores. Unless there is a significant shift in customers' willingness to pay the delivery fee, stores will continue to have better profitability than the e-grocery channel.

*(Chapter 4)*

## VI

The emergence of ultra fast *flash delivery* services, that are backed with huge investments, puts additional pressure on existing players in the market to offer similar service. However, such flash delivery service can only be operationally and economically feasible in high-dense city areas.

## VII

Review of an academic paper in management should be based on theoretical and practical contributions rather than the style of presentation. The latter is important, however due to this authors should not delay the process of sharing novel ideas to the community.

## VIII

Solving a real-life problem is not realistic without leaving the comfort of the university office. Internships through industry collaboration will help PhD students to better understand the practical aspects of operational challenges and accordingly, build novel models to help solve them.

## IX

A simple Excel model in operations management often has more socio-economic impact than a complex model.

## X

The PhD journey provides a platform to meet people, go places and have experiences that nourish one's perception of self and world. This holistic personal growth is equally important as the academic growth.

## XI

Scientific knowledge has fractal properties, that no matter how much we learn, whatever is left, however small it may seem, is just as infinitely complex as the whole was to start with.

*(Inspired by Issac Asimov)*