The differences between the consumer orientation on transaction and return options of the H&M online shop and Zalando online shop.

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1. Introduction

The last couple of years it seems that people are always in a hurry and have less leisure time. Dutch people spend more and more time on obligations such as work, care for their family and their study (Nu.nl, 2006). This is in line with the popular increase in buying products through the Internet. Rates of 2010 show that 75% of the population is shopping online and 55% is doing this frequently. It is expected that these percentages, especially for the frequently consumers, will increase even further. Relative to 2005 the increase is the largest for women from the age category 25-44, followed up by men from the same age category. Travelling, vacations and accommodations formed the largest online category in 2012, followed up by clothes and sport articles. In 2012 more than half of the frequent e-consumers bought clothes and sport articles online, women considerably more than men (CBS, 2013).

As the Internet-using population has grown, so too has the potential market size for any business that sets up a shop on the Web (Steinfield, 2002). Companies should adapt rapidly to still generate profit. Nowadays it is essential that businesses integrate Internet and technology. Electronic commerce over the Internet may be either complementary to traditional business or represent a whole new line of the new features of the Internet (Timmers, 1998). Therefore almost every physical shop does also have an online shop and are there businesses that only offer their products online.

This research consists of a case study that refers to H&M and Zalando. The consumer orientation on transaction and return options of both shops will be researched. It refers to the consumer orientation, because managers and companies believe that consumer orientation is the key to success in the future (Newell, 2001).

H&M is a hybrid shop that offers its products in 3000 stores in 53 markets worldwide. It also sells its products through a shop online. The store that opened in Västerås in Sweden in 1947 has become a global fashion company (H&M, 2013). In contrast is Zalando a multinational e-commerce company that only offers its products online. Since the foundation of 2008 it expanded to be Europe's largest online provider of shoes and fashion. Zalando is expanding and its revenues are increasing (Nu, 2013).

1.2 Aim of the study

The aim of the study is to come up with different elements of consumer orientation on transaction and return options of a hybrid online shop such as H&M compared to a complete online shop such as Zalando. The literature study and the different orientation on transaction and return options between those two mentioned companies (H&M and Zalando) may provide insights for businesses to improve their online business process.

1.3 Questions

The main question that will be answered in this research is:
What are the differences between the consumer orientation on transaction and return options on the H&M online shop compared to the Zalando online shop?

This main question will be answered on the basis of the next sub questions:
** What are the different reasons between physical shopping and online shopping?

*** What does transaction and return options imply for the consumer approach in a physical shop and on an online shop?*

Case study
*** Analysis Zalando online shop*
*** Analysis H&M online shop*

1.4 Method

From the literature review consumer reasons to buy clothes physically and online will be defined. Also the orientation differences focussing on transaction and return options of a physical and online shop will be defined. Then desk results of transaction and return options will be defined. From these results the success factors for consumer orientation focussing on transaction and return options will be derived. An analysis of the Zalando online shop and an analysis of the H&M online shop will be based on the derived success factors.

2. Theoretical background

2.1 What are the different reasons between physical and online shopping?

In this theoretical background the process of buying clothes in general will be described. Secondly the reasons for physical shopping will be described and thirdly the reasons for online shopping. In this study the construct 'reasons' refer to the stated arguments why people do buy something in one way or another. Those stated arguments may (or may not) be related to (intrinsic or extrinsic) motives or to underlying customs and habits or on the goals that are realized in physically or online shopping (Van Dam, 1997).

2.1.1 Buying clothes general

Clothes can represent human beings more forcefully than any other objects. This is because clothes are worn on the body (Palmer and Clarck, 2005). Clothes can serve as a means of communicating nonverbally in social situations (Fowles, 1974). In this way clothing can be used as a code, a language, which allows a message to be created and understood (Summers, 1970). Fashion has the ability to identify someone as who they are, who they aspire to be or even how they would like others to perceive them (Comunale, 2008). Written below will be the reasons that can influence the general clothes shopping behaviour of people.

Firstly, shopping is a process, composed of a set of distinct components linked together in a particular sequence. Typical elements of a general shopping process include desire, information gathering/receiving, trial/experience, evaluation, selection, transaction, delivery/possession, display/use, and return (Hsiao, 2009; Solomon et al, 2010). This shopping process also includes the clothing shopping process.

Secondly, everybody is involved in wearing clothes but the involvement differs per individual. Many people are interested in keeping informed about the latest trends in fashion or styling (Tauber, 1972). However, there are different ranges in the characteristics of the fashion involvement of the consumer. It ranges from the early adopting and experimenting consumer to the late buying, conservative consumer. This depends on the fashion interest of the consumer. One may be highly interested in fashion another may be totally non-interested in fashion. Fashion involvement also depends on fashion knowledge, awareness and reaction to changing fashion trends. Consumers range from those who are relatively knowledgeable about fashions, styles and trends and they are very actively monitoring the style trends to those who have no insight into the fashion arena and are totally non-aware(Tigert, Ring, & King, 1976).

Thirdly there is price competition between businesses. Businesses should try to create market structures that provide protection from this competition (Becker, 2012). However, many consumers want to have the highest quality for the lowest price. A consumer can find satisfaction when he/she bargains in fixed-price situations by looking at relative prices between stores (comparison shopping) or relative prices over time (special sales) (Tauber, 1972).

Fourthly the ever increasing amount of purchase options confuses people and increases regret (Mick, Broniarczyk, & Haidt, 2004). This is called hyperchoice (Solomon et al, 1999). The hyperchoice is an big barrier for 'clothing consumers', because for shopping clothes comparison is likely (Tauber, 1972).

Especially for women is this an barrier, because they have difficulties in selecting products (Hansen & Jensen, 2009).

Fifthly, the material, colours and/or the fashion brands of the clothes can be a reason to buy something (Comunale, 2008). Companies use a brand to differentiate themselves from other companies. The ideas and values behind the company brand are portrayed through its image so that the consumer is able to relate. The idea behind the brand image is that a whole world opens up when you see, experience or even think of the brand (Comunale, 2008). Some people can buy something of a particular brand, because they admire people who wear that brand for example. This is because products have been known to possess symbolic value in excess of their functional utility (Sheth, 1991). Another word for this is conspicuous consumption (Solomon et al, 2010).

Sixthly, most activities are learned behaviours. Some behaviours can be seen as nature and other behaviours are nurture. There are still lots of debates about nurture versus nature. However, it was found that a person internalizes behaviours and is motivated to participate in expected activities from their environment. Therefore peer group or family influence may motivate the person to 'develop' an interest in the product (Tauber, 1972). This line can be drawn to the influence family and peers may have in buying things online or in a physical store. These influences have to deal with the socio-demographic characteristics of a person. E- Studies have indicated that men, the more highly educated and people in the higher-income groups are more likely to buy online than women, the less-well-educated, and lower-income groups (Farag, Schwanen, Dijst, & Faber, 2007).

It can be concluded that there is a lot of variance between the buying clothes behaviour of consumers. There are different factors that can influence the general clothing shopping process. In summary:

- *The different elements of the shopping process*
- *The fashion involvement*
- *Price*
- *Hyper choice*
- *Brands*
- *Socio-demographic characteristics*

2.1.2 Physical reasons

2.1.2.1 Servicescape

The physical consumer is influenced by the physical appearances of a shop. The impact of the physical environment is an important reason on consumer decision-making. The 'signs symbols and artifacts, ambient conditions, spatial layout and functionality' are important elements for consumers to choose to enter one clothing store over another. Those three elements together are called the servicescape model (Bitner, 1992). The three elements will be explained here.

Firstly, shopping is a function of location (Tauber, 1972; Chiang & Dholakia, 2003). Signs, symbols and/or artifacts of the store can influence consumer's decision to shop in a specific store. Also, professional image or firm image can be part of the influence on a consumer to shop in a specific store (Tauber, 1972; Bitner, 1992). Another fact is that the sight of a store may serve as a reminder to purchase a needed product. It also happens sometimes that the patronage of a store reflects a desire

to be with one's peer group or a reference group to which one aspires to belong (Tauber, 1972; Sheth,1991).

Secondly, the ambience of the shopping environment may influence a consumer's decision to shop in a specific store or mall. It can be that it arouses curiousity and provides novelty to enter the store (Sheth, 1991). Lightning and sound in the store can be an attractive tool. This is because; the 'noisy environment' creates a different image than one that is characterized by silence or soft background music. Scent in a store may also be relevant (Tauber, 1972; Bitner, 1992). Likewise, colour and temperature can be part of the influence of a consumer decision to shop in a specific store or mall. The employee who is in the store can as well have influence on the choice for a consumer to enter a store. The quality of consumer and employee interactions matters (Bitner, 1992).These elements are all part of the ambient conditions that can influence a consumer to shop in a specific store (Bitner, 1992). What could be in the future a new dimension of the ambient condition is the new way of windowshopping (Emerce.nl, 2013). It is a new way of bringing the physical and online shopping together. The consumer gets a whole new experience and therefore the windowshopping creates a whole new ambience.

Thirdly, the 'spatial layout and functionality' can influence a consumer. The 'shopper's eye' informs consumers of the availability of products of interest in the surrounding stores, as well as any cheaper local alternatives (Fano, 1998). Consumers have the senses to estimate the ability of products in a specific store by looking to the spatial layout and functionality. They do have the ability to judge a store based on the arrangement of equipment (Bitner, 1992). When a store can attract consumers based on these conditions this will be good for buying physical, because good shop accessibility has a negative impact on the frequency of online buying (Farag, Schwanen, Dijst, & Faber, 2007).

2.1.2.2 Time

Since many people spend relatively little time at home, using the home as the local point, may be misleading. However the existence of modern transportation and the availability of increasing amounts of discretionary time serve to expose people to many shopping clusters while transit to their job, or social and recreational activities. This mobility increases exposure to new shopping alternatives and enhances opportunities for impulse buying. Shopping offers an opportunity for diversion from the routine of daily life and represents a form of recreation. Not all of the behaviour is well planned. A person may walk down and entering a shop and buying on impulse (Tauber, 1972). Another important reason is that people are pleased with their purchases and often cannot wait to get home to try them out. When a consumer goes physical shopping he/she can immediately wear the new things (Hsiao, 2009; Fano, 1998).

2.1.2.3 Socializing

Other Consumers might be more concerned with socializing. This is the personalizing consumer (Tauber, 1972). Many physical consumers like to shop and do so without having a specific purchase in mind. One study found that 42% of consumers are "non-destination consumers" that visit the mall primarily for leisure browsing and socializing (Fano, 1998). Another study found that among department and discount store consumers in New York and Cleveland, 30% said 'seeing new products and getting new ideas' was the reason they enjoyed shopping (Tauber, 1972). Also the emotional states or moods may be relevant for explaining why someone goes shopping. Consumers buy something nice for themselves when they are depressed or they enter a shop because they are

bored. In this case the physical consumer is not motivated by the expected utility of consuming, but by the utility of the buying process itself (Tauber, 1972; Sheth, 1991).

2.1.2.4 Product information

People are seeking in consuming a given product. Some physical consumers are largely concerned with buying (Tauber, 1972; Sheth, 1991). The physical consumer has information about what materials are used, the colour, how it fits and feels and can evaluate the workmanship. Physical consumers can see and touch first-hand what they're considering before making a purchase decision (Fano, 1998). Consumers enjoy handling the merchandise and are either trying it on or trying it out (Tauber, 1972). Much of the time consumers have not formed preferences until after they have started shopping and had a chance to examine various examples of the target products. When consumers have preferences they sometimes cannot articulate their desires (Fano, 1998). Therefore store personnel compete for the buyer's favour. An advantage of shopping physical is that when consumers have a specific idea in mind they have the opportunity to tell a salesman where they are looking for. They can get the product information of the salesman. Another important thing is that there is transaction security by buying things in the physical store. The consumer is able to return products in the shop according to the return conditions of the shop (Hsiao, 2009).

Table 1. physical reasons

Servicescape	Time
• Entertainment	• Recreational activity
• Movement	• Impulse buying
• Store image	• Diversion of routine of life
• Shopper's eye	• No waiting time for delivery
• Lightning	
• Sound	
• Scent	
• Colour	
• Temperature	
• Employees	
• Availability	
• Functionality	
Socializing	**Product information**
• Non-destination consumer	• Seeking in consuming given product
• Leisure browsing	• Evaluate workmanship
• Getting new ideas from others	• Trying it on or trying it out
• Be with peers/family	• Possibility to ask store personnel
• Role model/conspicuous consumption	• Transaction security
• Emotional state/ mood	
• Communal experience	

2.1.3.1 Competitive price

The online consumer experiences greater savings (Hsiao, 2009; Steinfield, Bouwman, & Adelaar, 2001). So, an argument to shop online is price. It was found that 85% of consumers look for price information when shopping online (Chiang & Dholakia, 2003). Price sensitivity is higher online, because the online consumer has the ability to obtain more information about price (Degeratu, Rangaswamy, & Wu, 2000).

It is also easier to make a good price/quality comparison online. There are no search costs and consumers have the perception that you can find the best and lowest price online (Intomart GFK,2013). However it could be that consumers buy more stuff online, because it is easy to add things to your shopping cart. Therefore it could be that the online consumer does not experience greater savings. Further research is necessary to find this out.

2.1.3.2 Large supply

An argument to buy online is that there is a complete offer online. The availability of products online surpasses the physical offers, it is trans boundary (Goldsmith & Flynn, 2004; Intomart GFK, 2013).

Also online shopping intention is higher when consumers perceive the products to be search goods instead of experience goods. When the consumer knows in advance what to buy, these goods are defined as search goods. Search goods have a greater chance of success in the electronic environment, because search costs are reduced (Chiang & Dholakia, 2003). The results from Intomart GFK (2013) support the findings that consumers look for search goods online. It was found that beforehand 11% of the consumers do not know what to buy online. Intomart also found that especially men and higher educated people know exactly from which brand and what to buy (Intomart GFK, 2013).

In contrast with this finding is that individuals tend to start their shopping process with an information search on the Internet before they go to the store. Product information is important for consumers. In the study from Burke (2002) it was found that 77% search for product information.

Another way consumers use the internet is to search for a product online, check it out in-store, and finally buy it online (Farag et al., 2007). Consumers check it out in-store, because of the fact that product-size information is often not conveyed realistically in online stores yet (Degeratu et al., 2000). But it is generally believed that online information will be to a great extent improving both in quantity and quality in the near future (Hsiao, 2009). Bijenkorf already innovated the digital fitting rooms where consumers are able to view how clothes will fit them without trying the clothes on. The camera scans the person and is able to put the clothes virtual on the body (Retaildetail.nl, 2014).

At last it must be said that online consumers are less loyal consumers. In a research from Intomart GFK it was found that only 5% buys stuff on the same online shop. Likewise it was found that third of consumers lose their interest in a product if it is not immediately available (Intomart GfK, 2013).

2.1.3.3 Ease

Users like to buy online, because of the convenience of delivery and ease of purchase (Goldsmith & Flynn, 2004; Hsiao, 2009; Teo, 2002). It can also be entertainment for them (Goldsmith & Flynn,

2004; Hsiao, 2009). Prior home consumers tend to do this more, because they experienced shopping via catalogue, telephone, or television, for example. This has a positive effect on online buying (Farag, Schwanen, Dijst, & Faber, 2007). Likewise people do not need to carry bags with new clothes throughout the city. There are also no parking costs or parking stress. There is no social stress from for example children who are annoying during the shopping time. There is no need to wait for the fitting rooms. Online shopping avoids the crowds in the city and/or shops (Intomart GFK, 2013).

Another important fact is that most consumers may need extra shopping advice. In the article from Wang (Wang & Benbasat, 2005) was stated that when people buy a complex product, such as a digital camera, they might not have sufficient relevant expertise and experience to make satisfactory decisions. This can also be with clothes. When consumers buy clothes online they have more time to try things on and ask their families/friends for advice.

2.1.3.4 Speed
Shopping online is always possible, because consumers can shop 24/7 online. It is also easy to compare price, quality and reviews of offers online. It costs less time and it saves energy (Goldsmith & Flynn, 2004; Intomart GFK, 2013). Both, fast Internet connection and Internet experience have a positive effect on online buying (Farag, Schwanen, Dijst, & Faber, 2007).

Table 2. Online reasons

Competitive price	Large supply
• Greater savings • Price sensitivity higher online • It is easier to make a good price/quality ratio • No search costs • Perception that you can find online the best and lowest price	• Search goods • Complete offer (surpasses physical offers) • Almost everything can be found online • It is trans boundary (worldwide)

Ease	Speed
• No carry, delivered at home • No parking costs, no parking stress • Entertainment • No social stress • No annoying fitting rooms • Avoid crowds in the city/shops	• 24/7 is online shopping possible • Fast comparison on price, quality (reviews) and offers • Costs less time and energy • Fast connection

2.1.4 Conclusion
The most important reasons to buy clothes in a physical store are:
- Physical shopping is entertainment
- Physical shopping has no waiting time for delivery
- Physical shopping can give a social experience
- In a physical shop there will be more product certainty and transaction safety

The most important reasons to buy clothes in an online store are:
- Competitive prices
- The availability of online shopping surpasses physical shopping
- Online shopping saves time
- 24/7 possible

First of all there is a difference between the different elements of shopping process, fashion involvement, hyperchoice, prices, brands and/or socio demographics characteristics that can influence the shopping behaviour of consumers in general. When the specific reasons for shopping online or shopping physical are researched the following is found: Shopping physically is entertainment and recreation whereas for some consumers shopping online is also entertainment. However consumers get more social satisfaction from shopping physically. An important difference is that shopping online saves time, but shopping physically has no waiting delivery time. Therefore shopping physical also saves some time. Also for shopping online there is a larger supply. However consumers have more product information on comparing products when buying online, whereas shopping physical gives the opportunity to evaluate the workmanship better. Therefore physical shopping provides consumer more information about a specific product, because it is tangible. An important advantage of shopping online is that consumers do not have to stand in the line for a fitting room and can avoid crowded situations.

A majority of consumers expressed a preference to use multiple channels for shopping and in the study from Burke (2002) 77 percent said to search for product information. Online information will be to a great extent improving. It will improve both in quantity and quality in the near future (Hsiao, 2009). To conclude: There will always be different reasons why people go physical or online shopping and the two possibilities will still exist in the close future. The differences will probably only become less concrete, because of new innovations.

2.2 What does transaction and return options imply for the consumer approach in a physical shop and on an online shop?

The different reasons between online and physical shopping were described above. It was found that product information is an important aspect in choosing between physical and online shopping. It was also found that online extrinsic and intrinsic product information will improve in quantity and quality in the near future (Hsiao, 2009). This will lead to a greater consumer orientation and managers and companies believe that consumer orientation is the key to success in the future (Newell, 2001). Improving the quantity and quality of product information will influence quality perceptions. Product information includes product specifications, photographs, video clips, expert ratings, consumer discussionforums, the brand, price, product inventory, transaction security, shipping costs, delivery time and return (Burke, 2002; Intomart GFK, 2013). For a manager it is important to know how these elements combine and how this translates into purchase intensions (Chang & Wildt, 1994).

When the welfare increases consumers become more demanding. Nowadays consumers expect to be early informed about the buying process, the delivery possibilities and costs (Intomart GFK,2012; Marketingfacts.nl; Teo, 2002). Consumers also would like to have more flexibility about return options. So, organizations need to respond on these wishes in order to have a good consumer orientation. In this part of the research the differences about the consumer orientation focussing on the product information, transaction and return, in a physical and in an online shop will be described. The transaction part includes; product inventory, transaction security, shipping costs and delivery time.

2.2.1 Transaction process

2.2.1.1 Physical

Part of the transaction process is the product inventory. Businesses need to be clear about the online product inventory (what is in stock) (Burke, 2002). This is necessary for the consumer orientation, because people will lose interest when a product is not immediately available. (Intomart GFK,2013) Therefore it is important that the size of a consumer wanted piece of clothes is available. Most services exchanges in physical stores involve face-to-face interactions between the buyer and the retailer. The experience of interpersonal interaction between a consumer and a service provider has been recognized as a key competitive weapon that allows retailers to differentiate themselves from other service outlets (Fung, 2008). When consumers go physically shopping, they know which company they are dealing with and have the possibility to ask the personnel questions. The transaction security therefore will be guaranteed more. Shopping physically has no shipping costs. When the physical shop does also have an online shop it is called a hybrid shop. In this type of shop the physical outlet can be used as the pick-up location for online purchases or as the initiation point for local deliveries (Steinfield et al., 2001).

2.2.1.2 Online

Consumers want to have a cheaper process online than in retail stores (Kim & Kim, 2004). Consumers expect to be early informed about the buying process, the delivery possibilities and total costs. It should be spelled out in businesses policies clearly (Intomart GFK,2012; Marketingfacts.nl; Teo, 2002). Price sensitivity is higher online, but having more information on non-price attributes could reduce price sensitivity for differentiated products (Degeratu et al., 2000). Therefore it is important that there is enough and clear product information about the transaction process online, because

this can influence the buying behaviour of consumers; what leads to more consumer orientation and companies who are gaining more profit.

Firstly, businesses need to be clear about the online product inventory (what is in stock) (Burke, 2002). Therefore it is important that the products consumers want to buy are immediately available; otherwise lots of consumers lose their interest (Intomart GFK, 2013).

Secondly, transaction security and trust issues are major deterrents to online purchasing. Consumers want to know what they are dealing with and they need to have the confidence to buy. Online businesses must be aware that lack of transparency about product quality makes the market opaque to consumers and reduces the information content of prices, which distorts competition (Beckert & Wehinger, 2013). Therefore online businesses do really need to make sure that they are transparent to their consumers. They need to gain trust.

Online shopping has a higher trouble with the valuation of goods. As said in part one online consumers do not have all the specific information about an product, because it is intangible. They need to go through a process of classification and commensuration, in which actors rank products according to how well each product contributes to the fulfillment of a functional need or provides status within a status order of goods. Therefore is the creation of value for a certain class of goods a vital issue of competitive struggles on markets (Beckert & Wehinger, 2013). Using a brand for the company can do this. Online businesses should establish their stores' names so that anything sold by them is perceived as reliable (Teo, 2002).

Also institution-based trust for online shops might work (Beckert & Wehinger, 2013). While trust in earlier economic configurations was largely anchored in personal relationships, in modern economies trust is mostly made possible through institutions. Institution-based trust allows for the unique time-space market conditions and is the bedrock of expansion on market relations.

Businesses can also gain trust by making advertisements and using appropriate models. People criticize advertisements by looking to the person who says it and in which way it is said. The source factors are authority, credibility and attractiveness. Authority is derived from a certain position and credibility is subjective (Perloff, 2010).

Also customization is important for online shops. Customization is any behaviour occurring in the interaction to recognize the consumer's uniqueness as an individual rather than an anonymous service recipient. Therefore websites greet users by name when they revisit a website and giver (Fung, 2008). Customization can be perceived as more trustful and can induce a user's commitment to an online shop. The level of commitment to the online shop determines intentions to remain in a relationship with an organization.

Another fact is that hybrid firms have enhanced opportunities to build trust due to their physical presence in the markets they serve, because there is an accessible location where consumers can go to (Steinfield et al., 2001). Therefore some online businesses open a pop-up store. For example Zalando did this to gain trust among its target group (Retailupdate.be, 2013).

What consumers can do themselves in order to know more about transaction security, is making use of an online shopscan. Consuwijzer is a site that offers practical advice from the government about

the rights of consumers. This site offers the shopscan. With this scan the consumer follows some simple steps in order to review the reliability of an chosen online shop (Consuwijzer.n).

In contrast with all those elements for transaction security is that not every consumer is using his/her central cues in this way (Perloff, 2010). It is possible that the consumer may accept uncertainty regarding product quality. This can be out of either desperation or deliberate ignorance. Desperation can emerge from a lack of an alternative market for the product or a lack of the financial means to buy the licit product. Deliberate ignorance can be expected if the value of the product emerges primarily from symbolic qualities that are visible to the consumer. The consumer can be for example more interested in the label of a product than the material of the product (Beckert & Wehinger, 2013). The last example shows the advantage of a well-known and trustful brand over an unknown brand that can have better quality.

Thirdly, shipping costs are for the transaction process important. Consumers would like to do not have shipping costs at all. Businesses can lose consumers when they ask for shipping costs (Intomart GFK, 2013; Kim & Kim, 2004).

Fourthly, consumers want to have a fast delivery time (Kim & Kim, 2004). Service managers should especially concentrate on an accurate order delivery (Bauer, Falk, & Hammerschmidt, 2006). Consumers would also like to know on which day and what time the product will be delivered. They also would like to know where the product right now is. Giving consumers a track and trace code can do this. Product tracking information is becoming increasingly important (Burke, 2002; Lancaster, 2008). Therefore it is important for consumer orientation. Businesses can gain more consumer satisfaction by letting consumers choose a pay method and delivery time. Consumers nowadays want to indicate where and when they want to receive their product. Consumers want to have the opportunity to indicate to deliver the products at their neighbours' house whenever they are not home. They want to have a choice for delivery or pick it up somewhere (Steinfield et al., 2001; Intomart GFK, 2012).

2.2.2 Return process
2.2.2.1 Physical
Dutch consumers would like to have more flexibility in return options. Returning products is not a right for the consumer; it is a favour of the business. In many shops consumers can only return products when they are defect or not used. The receipt says until which day consumers can return their products. When consumers do not find another product, they get their money back or they get a voucher (Consuwijzer.nl).

If consumers buy a product and the product breaks down quickly, the product is by law 'unsound'. The consumer has the right to get a new product or reparation. If the salesman gives the consumer a voucher by then, the consumer is allowed to reject this offer. This also applies to broken products that were on sale (Consuwijzer.nl).

Another important development is that return pinning was invented recently. Consumers can bring a product back to the store and they can transfer the amount back on their bank account (RTLnieuws.nl). This all has to do with the consumer orientation, because in this way consumers do not get a lot of cash back and they appreciate this possibility.

2.2.2.2 Online

When consumers buy products on distance, consumers have by law 14 days reflection time (Consuwijzer.nl). Businesses should have a online shop where the transaction log is saved to simplify returns (Burke, 2002). This is an example of consumer orientation. It was also found that consumers would like to return unsatisfactory by visiting a retail store (Burke, 2002). Consumers want to experience that physical and online are properly integrated (Goldsmith & Flynn, 2004). It is already a common option of many retailers (Teltzrow, Günther, & Pohle, 2003). Some consumers go one step further and they think it is important that their products are collected at their home; therefore retailer's agents can pick up product returns (Burke, 2002). In general it is becoming more common to bring products back at a central collection point or giving it directly to the delivery man (DeGelderlander, 2014). Another important element for consumer orientation is that money-back guarantees are necessary (Kim & Kim, 2004).

As a sideshow it must be said that there are new developments to decrease the amount of returns. Placing fitting rooms at central pick up points and in this way giving consumers time to fit the products or providing a digital fitting room are important innovations (DeGelderlander, 2014; Retaildetail.nl, 2014). Because of those new innovations the differences between online and physical shopping are becoming less concrete.

3. Method

3.1 Desk results

3.1.1 Transaction desk results

From a study from Marketingfacts it was found that 69% of the Dutch consumers put extra products in their shopping bag to be accountable for no shipping costs (marketingfacts.nl). So, from a business point of view businesses should ask shipping costs for a minimum amount. In this way they can earn more money. Contradictionary, it was found that shipping costs appeared to be the biggest deterrent to shopping online as expressed by 54 percent of French consumers and 53 percent of American consumers (Kim & Kim, 2004). Therefore businesses should not ask for shipping costs at all.

From the same study from Marketingfacts it was found that 91% wants to know on which date their products will be delivered. This study also found that 33% of the Dutch consumers would like to buy something online and pick it up offline in the physical store. In the research from Intomart GFK the importance of date, time of delivery and product tracking were researched (Diagram 2).
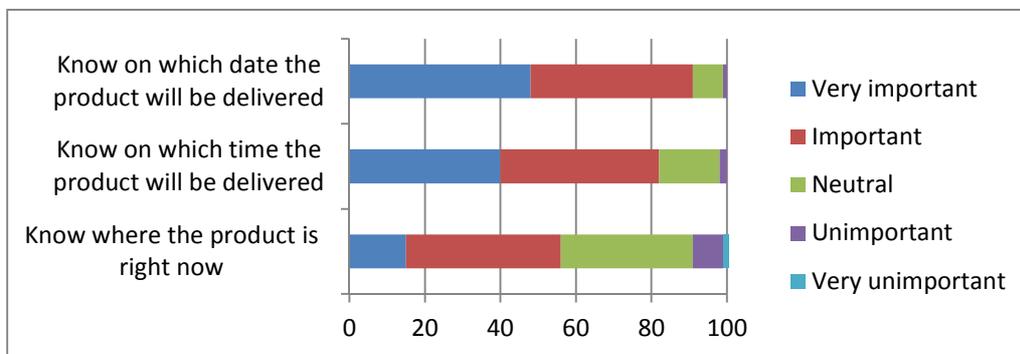

Diagram 2 (Source: Intomart GFK, 2013)

3.1.2 Return desk results

In general it was found that 30% of the online purchases is returned (ING.nl, 2013). From the Gelderlander (2014) it was found that around half of the purchases of Zalando is returned. From another research from Marketinfacts it was found that 56% of the Dutch's will buy more in a store where the return options are easy (Marketingfacts.nl). So, because many products will be returned and consumers will buy more in a store where return options are easy is it important to be consumer oriented on return options. In the research from Intomart their panel was asked about the option of 30 days return. 80% of the respondents thought this to be an important or even a very important element. It also followed that consumers would like to have a limited distance to the drop-off point (Intomart GFK, 2013). 33% of the interviewers from the Marketingfacts research would like to leave their returns in a physical store. It was also found that 45% of the respondents of the questionnaire of Intomart GFK think that it is very important to leave their return sendings in a physical store. All those aspects are displayed in diagram 2.
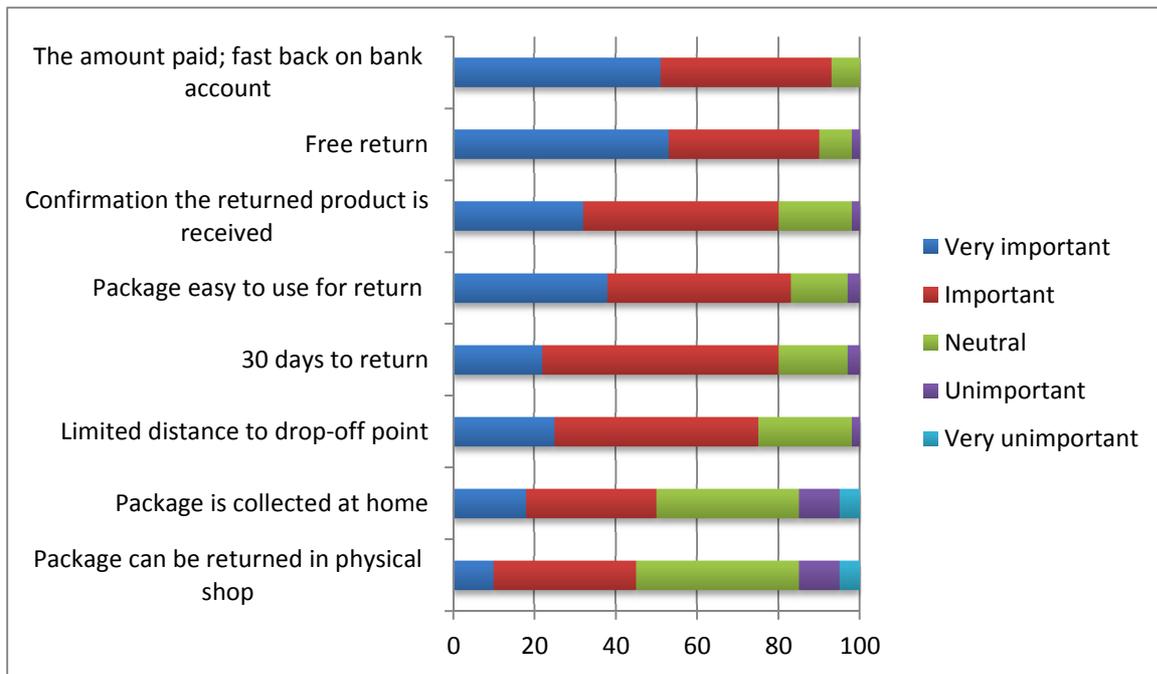
Diagram 2 (Source: Intomart GFK, 2013)

3.2 Success factors

The consumer approaches on the online transaction and return processes will be applied to the Zalando and the H&M online shop. The success factors were derived from the literature study and the desk results. The success factors for transactions and returns are written below.

3.2.1 Transaction success factors (transaction security, shipping costs and delivery time)

- Clearness about online product inventory
- Trustworthy brand
- Privacy policy
- Customization
- Shipping costs
- Possibility to choose where and when the product will be delivered
- Product tracking information (Which day, Which time, Where product is right now)
- Physical and online integrated

3.2.2 Return success factors

- Free return
- 14 days to return
- Transaction log saved
- Package easy to use for return
- Easy to change the product in different size/colour
- Limited distance to drop-off point
- Package collected at home
- Confirmation returned product(s) is/are received
- Amount paid fast back on account
- Physical and online integrated

3.3. Results analysis H&M and Zalando

3.3.1 Transaction

3.3.1.1 H&M transaction

H&M has a product inventory system whereby consumers can see, based on the colours of the circles of the different sizes, whether the wanted product is sold out or not. When a product is not sold out the consumer can place this product in the shoppingbag. Until the consumer gets to the payment section he/she is not able to know whether the chosen product is on stock or not. When the consumer figures out that the product is not on stock, but still wants the product, he/she needs to wait longer until that specific product can be send. The consumer therefore receives the ordered products separately. The consumer does also have the option to choose to receive all the ordered products at the same time.

As a sideshow it is important to mention that when consumers decide not to pay immediately the product, but has placed the product in the online shopping bag, the product will be saved for seven days. However, H&M cannot guarantee that the product in the online shopping bag is not sold out after seven days.

H&M is trustworthy since it has physical stores and also has a partnership with Kiala. Kiala is a company that has offline pick-up points through the Netherlands. H&M explains the delivery process on the online shop. The online shop of H&M guarantees that the data of consumers will be protected. H&M does not sell the data of their consumers to third parties. H&M also has committed itself technical and organisational measures to protect the data against external circumstances.

H&M makes use of customization since it targets consumers in a personal way and allows its consumers different payment possibilities. The shipping costs at H&M are 4.90 euros. This does not depend on the weight or the size of the package. When a consumer orders on reimbursement the shipping costs are 6 euros. When a consumer has separate deliveries, because of stock delays, consumers do not need to pay two times shipping costs.

The consumer has some options to choose when and where the product will be delivered. When there are stock delays the consumer has the possibility to choose to receive the wanted products all together at once or to receive them separately. The consumer can choose between their home or can choose to pick the products up at a Kiala point. When a consumer chooses for the Kiala point he/she can pick his/her product up when and whenever they want to. The consumer cannot yet decide what time he/she wants the product to be delivered.

For the product tracking information H&M aims to send the products after 3-5 workdays. At the payment section the expected delivery date will be displayed. The consumer can follow the products online at the H&M site or at the track and trace code of Kiala at the Kiala site. The consumer receives an email, sms or tellphone when the product is at the Kiala pick-up point.

The consumer cannot pick the product up in the physical store.

3.3.1.2 Zalando transaction

Zalando has a product inventory system whereby consumers can see on the selecting item page

whether a product and the size is sold out. When consumers want to know when the wanted product is available again they can ask for a notification by email.

Zalando is trustworthy since it is a known brand. Zalando opened a pop-up store to gain trust among its target group. Zalando has a marketing strategy that literally screams for attention. The company uses a role model to make itself trustworthy. The role model is Lieke van Lexmond. Zalando explains the delivery process on the site. The site says that data of consumers will not be provided to third parties.

Zalando makes use of customization since it targets the consumers in a personal way and show products that may also interest them. Zalando also has different payment possibilities. Zalando does not ask for shipping costs.

The consumer can choose between the delivery options: 'his/her home, his/her work address and a postNL office point'. The consumer cannot yet decide what time he/she wants the product to be delivered.

At the Zalando site it is guaranteed that the products will be delivered within 3-5 days. After the package left the warehouse, the consumer receives an email with a PostNL track and trace code. In this way the consumer is able to follow their products at the PostNL website.

Table 3. Transaction

Success factors	Similarities	Typical H&M	Typical Zalando
Clearness about online product inventory	-Both online shops let the consumer know whether the product is sold out or not at the selecting products page	-The consumer can figure out at the payment section that the wanted product is not on stock.	-The consumer can ask for a notification by email when the wanted product is available again
Trustworthy brand	-Both online shops do explain the delivery process	-H&M has also a physical store -H&M is partners with Kiala	-Zalando uses a role model -Zalando opened a pop-up store
Privacy policy	-Both online shops do not sell data to third parties	/	/
Customization	-Both online shops do have more payment possibilities -Both online shops target their consumers in a personal way	/	/
Shipping costs	/	-4.90 euros, it does not depend on the weight or the size of the package -When the consumer orders on	-Free

		reimbursement the shipping costs are 6 euros -When there are stock delays, the consumer does not need to pay two times shipping costs	
Possibility to choose where and when the product will be delivered	-At both online shops the consumer can choose the product to be delivered at their home -The consumer cannot decide at what time the product will be delivered	-The consumer can also choose for a Kiala pick-up point. -The consumer is able to receive the products in parts -At the Kiala point the consumer can pick up their products when and whenever they want to	-Consumer can also choose for their work or a PostNL collection point
Product tracking information	-Both online shops make it possible to follow the products	-The consumer is able to follow the product at the H&M shop -When the consumer chooses for a Kiala point, the consumer receives a Kiala track and trace code	-Follow the products by a PostNL track and trace code on the PostNL website
Physical and online integrated	/	-The consumer cannot pick his/her ordered product up in the physical stores	/

3.3.2 Return

3.3.1.1 H&M return

All the returns by post cost 1 euro. It does not depend on the weight or size of the package. The consumer has 14 days to decide to return the product or not. The transaction log of consumers is saved on the return forms. The consumer has to fill in the return form and sign it. The package, in which the consumers received the product, can be used for return. After this the consumer puts the pre-printed address label on the package. When the consumer wants to change the product in a different colour or size he/she does not need to pay extra shipping costs.

The consumer can return the product at a PostNL drop-off point, at a Kiala drop-off point or at one of the physical stores of H&M. The package cannot yet be collected at home. When the consumer returns the product, he/she receives a receipt and the consumer can use this as a proof to certify he/she delivered the package at the PostNL drop-off point or at the Kiala drop-off point. After this the consumer receives an email with a track and trace code provided by PostNL or by Kiala. When H&M received the returned package the consumer receives an email.

If the consumer sends the products back by post the paid amount will be back on the consumer's bank account or being recalculated within 30 days. It depends on the payment option the consumer has chosen if the paid amount will be back on the bank account or if it will be recalculated. If the consumer has chosen to pay by accept giro, monthly facture or monthly period the amount will be recalculated with the amount of the consumer's H&M-balance. When this amount is in the plus, the amount can be calculated through the consumer's next order. When the consumer wants to get the amount back on his/her bank account, he/she needs to call the H&M customer service. When a consumer pays by credit card, the amount will be transferred back to the credit card. When a consumer orders under reimbursement, the money will be transferred back on the consumer's bank account. In this occasion the consumer needs to fill in the back of the return coupon. The consumer has in this occasion also has the possibility to let the amount for what it is, so he/she can make use of it at another time.

Every product can be returned in every physical shop of H&M in the Netherlands with exception of the products of the H&M Home collection. The consumer needs to bring the delivery coupon. When the consumer returns the products in this way, he/she gets a card with money to spend in the H&M store instead of real money. This card is only valid in the store. If the consumer had an amount that was not paid yet on the online shop, the consumer first needs to pay this and can then return the product in the physical store.

3.3.2.2 Zalando return

There is free return. The consumer has 100 days to return. This is with exception of buying a product on account. This consumer has 14 days to return the product. When this consumer pays first he/she can also make use of the 100 days return. The transaction log is saved online. The consumer needs to print the return form and the etiquette out, fill the return form in and put the return form in the package. The consumer can use the received package to return the products. Finally the consumer needs to put the etiquette on the package. At the Zalando online shop it is easy to change the product in different size/colour, because the consumer can give this as a reason for return on the form and ask for a different size/colour.

The consumer needs to drop the product at one of the PostNL drop-off points. The package cannot yet be collected at home. When the consumer returns the products he/she can have products from a partner of Zalando and a product of Zalando as well. The consumer needs to send the two products back separately.

When the consumer returns the product, he/she receives a receipt and the consumer can use this as a proof to certify he/she delivered the package at the PostNL drop-off point. After this he/she receives an email with a track and trace code. When Zalando received the package the consumer receives an email again.

It takes within two weeks before the amount will be back on the consumer's bank account. It is not possible to recalculate the difference between new ordered products and returns.

Table 4. Return

Success factors	Similarities	Typical H&M	Typical Zalando

Free return	/	-All returns cost 1 euro	-Free
14 days to return	/	-14 days to return	-100 days return
Transaction log saved	-Both online shops save the transaction log	-The consumer needs to fill in the attached return form	-The consumer needs to download and print the online return form and return etiquette
Package easy to use for return	-Both online shops provide a package that is easy to use for return	/	-The consumer needs to return partner products of Zalando separately
Easy to change the product in different size/colour	-At both online shops this is free and easy to indicate on the return form	/	/
Limited distance to drop-off point	-PostNL drop-off point	-Kiala drop-off point -Physical H&M stores	/
Package collected at home	/	/	/
Confirmation returned product(s) is/are received	-At both companies the consumer is able to follow the product(s) by a track and trace code provided by PostNL -Both do give their consumers a confirmation by email to let them know the returned product(s) is/are received	-The consumer can drop the product at a Kiala point, the consumer receives a track and trace code provided by Kiala	/
Amount paid fast back on account	/	-Within 30 days the paid amount is back on the bank account - When the consumer has chosen to pay by accept giro, monthly facture or monthly period the amount will be recalculated with the amount of the consumer's H&M balance.	-14 days
Physical and online integrated	/	-The consumer can bring the returning products back in the physical store	/

4. Discussion & Conclusion

Both companies let the consumer at the selecting products page know whether the product is sold out or not. But H&M disappoints its consumer at the payment section where the consumer can find out the wanted products are not on stock and need to wait longer until the products can be send. Zalando is clear about its stock at the selecting item page and therefore does not disappoint its consumer that much as H&M does. Zalando also makes it possible for its consumer to ask for a notification by email when the wanted product is available again. Therefore Zalando excels in the clearness about online product inventory.

Both companies have trustworthy brands and trustworthy marketing strategies. Zalando is following the rules of a trustworthy marketing strategy by using a role model in its commercials. Both sites do not sell the data of its consumer to third parties. Being trustworthy is very important since literature study found that transaction security and trust issues are major deterrents to online purchasing. Both companies also make use of customization. Both companies try to recognize the consumer's uniqueness as an individual rather than an anonymous service recipient. At the H&M online shop the consumer needs to pay shipping costs and at the Zalando online shop this is free. H&M should get rid of the shipping costs or at least make it cheaper for its consumer, since the desk results have shown that this is an important factor for a consumer to choose between one site over another.

H&M has different payment possibilities where the consumers can choose from. For the different payment possibilities of H&M are different rules that makes the system more complex. At the same time it also leads to consumer orientation, because every consumer can choose the option he/she prefers. Zalando also has different payment options, but no different rules. So, Zalando does excel in this point.

Both companies strive to deliver the products within 3-5 days. The H&M consumer can chooses between his/her home and a Kiala point. The Zalando consumer can chooses between his/her home, his/her work or a PostNL point. Literature study found that it is important that physical and online are integrated. Therefore H&M could provide the consumer also the possibility of picking the product up in the H&M physical store. Zalando could improve by also starting a partnership with Kiala to provide the consumer more flexibility. At both online shops consumers can follow his/her product online, but in different ways.

At the Zalando online shop the return is free and at the H&M online shop the consumer needs to pay 1 euro. An important fact is that H&M is unclear about the price the consumer needs to pay when he/she returns all products. On the online shop of H&M it is not clear what amount the consumer gets back. It could be the total amount including the shipping costs or it could be the total amount except the shipping costs. It is also unclear what happens with the costs when a consumer returns a part of the ordered products. It is important that H&M gets clearer about this or gets rid of the return costs. This is important since the desk results have shown that free return is an important deterrent for consumers to choose one site over another.

For the Zalando online shop the consumer has 100 days to return and on the online shop of H&M the consumer has 14 days. Zalando excels in this point. On the other hand the long time to return can lead to less consumer orientation. Because knowing that it is possible that a bought product has been stayed at someone else's home for 100 days can also give a consumer a negative feeling.

Both sites save the transaction log. H&M saves it at the return forms and Zalando saves it online. Zalando has a more online approach to return products than H&M does. H&M includes the return forms in the packages the consumer receives. Zalando offers the return forms online. H&M excels here, because consumers do not need to print forms out.

Both sites make it easy to use the package for return. At the H&M online shop the consumer can change the product in a different colour or site without paying extra shipping costs and at the Zalando webs hop the consumer can also change the products easily.

The consumers of H&M can either drop the products at the physical store, Kiala points or PostNL points. When a consumer returns the products in a physical store, the consumer needs to pay the products first. The consumer does not get his/her money back, but receives a gift card. H&M could improve this process by giving the consumer his/her money back instead of giving them a gift card. Consumers of Zalando can drop their products at the PostNL point. As said earlier Zalando could also begin a partnership with Kiala as H&M does. Zalando has partnerships with other clothing/shoes companies. Therefore it is more complex to return products to Zalando, because the consumers do sometimes need to return these products to the partners of Zalando. Zalando could improve this by letting the consumer sending the partner products back to them instead to the partner. In this way the consumer does not need to send the returning products to two different addresses. An ultimate option would be that both online shops improve their facilities by picking up the products for return at consumer's homes.

Another difference is that at the H&M online shop the difference between the returning products and new products can be calculated when the consumer chooses to pay by accept giro, monthly facture or monthly period. This is not possible at the Zalando online shop. H&M excels in this point.

It takes at H&M 30 days to get the money back at the consumer's bank account and at the Zalando online shop it takes two weeks. Both online shops can improve this by decreasing this time. Since the desk results shown that this is one of the major deterrents for consumers to choose one site over another.

Based on the analyses of the Zalando and H&M online shop it can be concluded that there are many differences in transaction and return options between the two companies. The transaction and return options that Zalando provides is more in line with the important elements of consumers' demands. Zalando had from the beginning an online consumer orientation. This can be the reason that Zalando excels in more points about its transaction and return options compared to H&M.

It can also be concluded that the transaction and return options that online shops are providing will become more and more important. This is because rates have shown that online shopping is increasing. Therefore it is important that the online shops of H&M and Zalando base their transaction and return options on the consumers' demands. Online shops should frequently test the demands of consumers and develop their strategies based on those results. This can make an online shop more profitable, because in the end also the online customer is always right.

5. Limitations and future research

The first limitation of this research is that both online shops were analysed by one researcher. When more researchers instead of one researcher did this study it could have given more insights from different viewpoints. These different insights can have an effect on the results and the conclusion. Yet this influence is minimized since the researcher has analysed every success factor simultaneously on both online shops.

The second limitation is that this research is only focussing on one hybrid shop and one online shop whereas there exist multiple hybrid and multiple online shops. Because of the limited time this study is a case study and can therefore not be generalized to all hybrid online shops and all complete online shops.

Based on the limitations and conclusions of this study a future research question could be: '*What are the transaction and return options of different hybrid and complete online shops and how do those options relate to the consumer's demands?*' This research question may provide more insights for businesses to improve their online business process.

6. Appendix

6.1 Analysis Transaction

- **Clearness about online product inventory**

  -H&M communicates a sold out product by a grey circle with the wanted size instead of the communication of an available product by a black circle with the wanted size. When there is a grey circle the consumer is not able to order the product.

  -When a product is not on stock the consumer is only able to know until he/she goes to the payment section and there he/she can figure out that the product is not on stock yet and therefore needs to wait longer until the product can be send.

  -The products that the consumer places in his/her shoppingbag will be saved for seven days, however H&M cannot guarantee the consumer that the product is then still available.

  -Zalando communicates a sold out product by the size and after the size it says 'sold out'.

  -If you have an account you can click on 'size not available' 'select your size' 'fill in your name and email address'. Then the consumer receives an email when the wanted product is available again.

- **Trustworthy brand**

  -H&M has a physical store

  -H&M is partners with Kiala. Kiala is a collection point (supermarkets, petrol points, flowerstores, newspaperstore) where the H&M consumer can choose to make use from. There are more than 700 Kiala points in the Netherlands. Kiala asks for identity card.

  -H&M uses role models, but they are unknown pretty teenagers. Their role models are chosen based on attractiveness and not on authority or credibility.

  -The delivery process is explained on the site.

  -Zalando is trustfworthy since it has lots of commercials and Zalando is a well-known brand. The commercials of Zalando have won the *Loden Leeuw* in 2011 and 2012 (RTLnieuws.nl, 2012). The strategy literally screams for attention.

  -Zalando uses a role model, Lieke van Lexmond. She is attractive and she is has been perceived as credible among a great audience.

  -Zalando placed a pop-up store.

  -The delivery process is clearly explained under the heading 'klantenservice'.

- **Privacy policy**

  -*The website says that the data of consumers will be protected. They do not sell the data to third parties. They have been undertaken technical and organisational measures to protect the data against external circumstances.*

  -The website says 'Your data will not be sold to third parties'

- **Customization**

  -*There are more pay possibilities where the consumer can choose from: accept giro, month facture, monthly period, credit card or/and reimbursement.*

  -*'My H&M'*

  -*'Welcome Merel'*

  -They have different pay possibilities 'ideal, creditcard, paypal, on account, prepay'

  -'Mijn Zalando'

  -'Hello Madam. Merel van Westreenen'.

  -Zalando does also show products, which may also interest you.

- **Shipping costs**

  -The sending costs are 4.90 euros. It does not depend on how much the weight of the package is or what the size is.

  -When the consumer orders on reimbursement the shipping costs are 6 euros.

  -When the consumer decides to get the products in separate deliveries, because of stock problems, they do not need to pay twice.

  - No shipping costs.

- **Possibility to choose where and when the product will be delivered**

  -Consumers can choose between their home and between a Kiala pick up point.

  -When not all products are immediately available the consumer is able to choose to receive the products in parts or wait for the not immediately available product and let it send all at once. If the consumer chooses for the first option he/she does not need to pay two times the shipping costs.

  -When a consumer chooses for the Kiala collection point he/she can pick up their products when and whenever they want to.

  -Consumers can choose between their home, their work or a PostNL collection point.

  -Consumers cannot decide yet at what time the product will be delivered.

  -When consumers were not home the first time of the delivering the consumer receives a notification from PostNL and can therefore chose between – a new delivery appointment, - the delivery being placed by their neighbours, - or the delivery being placed by a collection point of PostNL, they need to let PostNL know this before 22:00 on the first delivery attempt.

  -When consumers make not use of this possibility the order is delivered the next day again. When the consumer is not there during the second attempt the order is send to a PostNL collection point where the consumer have three weeks the time to pick it up.

- **Product tracking information (Which day, Which time, Where product is right now)**

  -When the consumer receives an order confirmation, H&M aims to send the products after 3-5 workdays.

  -At the payment section the expected delivery date will be displayed.

  -When products are not immediately available the consumer can choose to get all the products at the same time or to receive separate deliveries.

  -The consumer can follow the product online.

  -The consumer can also choose for Kiala. The consumer is able to follow the product on www.kiala.nl/tnt. *When the product arrives at the chosen collection point the consumer gets an email, sms or telephone.*

  -At the Zalando webshop the consumers are guaranteed that the product will be delivered within 3-5 days.

  -After the order is send from the warehouse, the consumer can see this under 'Mijn Zalando' heading 'Bestelling'. It says: 'Verzonden'

  -The sending takes like 12-36 hours and after this, consumers receive a PostNL track and trace code and are able to follow the product online at the PostNL website.

- **Physical and online integrated**

  -*Consumers cannot pick their ordered products up in the physical stores.*

  -Not applicable.

6.2 Analysis Return

- **Free return**

  -All returns by post cost 1 euro. It does not depend on the weight or size.

  -They provide free return for their own products as well as partner products.

- **14 days to return**

  -The consumer has 14 days to decide to return the products or not.

  -100 days to return for all products

  -With one exception: If a consumer buys a product on account he/she needs to return it within 14 days otherwise the consumer needs to pay first and can still make use of the 100 days return.

- **Transaction log saved**

  -The transaction log is saved.

  -The consumers have to fill in the return form and they have to use the pre-printed address label. They can either drop it at a PostNL point or at a Kiala point.

  -Inside the package there is a return form and a printed address label.

  -The transaction log is saved.

  -Consumers have to download the return form and return etiquette. They need to print it out, fill it in and put the return form in the return package and the return etiquette on the return package.

- **Package easy to use for return**

  -The package has been made in this way that the consumer can use it to return the product easily.

  -The consumer can use the package (bag/box) to return their products.

  -If a consumer purchased Zalando articles and articles from partners from Zalando, the products cannot be returned together. The consumer needs to return those two packages separately.

- **Easy to change the product in different size/colour**

  -The consumer can change the wanted product in a different colour or size without paying again the shipping costs.

  -The consumer can choose to fill in on the return form under heading 'reasons to return' that the product was not in the right size or right colour.

- **Limited distance to drop-off point**

  -Consumers can return their products at the closest PostNL drop-off point. Whether it is a limited distance depends on the location where people live.

  -Consumers can also return their products at a Kiala drop-off point.

  -Consumers can also return their products at the physical store.

  -The consumer from the Zalando webshop needs to drop the packages at one of the Post NL drop-off points.

- **Package collected at home**

  -Not applicable.

  -Not applicable.

- **Confirmation returned product(s) is/are received**

  -The consumer is able to follow the product by the PostNL or by the Kiala track and trace code.

-The consumer receives an email that the returned product(s) is/are received.
-Consumers can follow their products by a track and trace code, given from PostNL.
-The consumer receives an email that the returned product(s) is/are received. In this email the money the consumer gets back is also displayed.

- **Amount paid fast back on account**

  -Within 30 days will the paid amount be back on the bank account.

  -If the consumer paid by accept giro, month facture or monthly period the amount will be recalculated with the amount of the consumer's H&M-balance. When this amount is in the plus, the amount can be calculated through the consumer's next order. When the consumer wants to get the amount back on his/her bank account, he/she needs to call the H&M customer service.

  -When a consumer paid by credit card, the amount will be transferred back to the credit card.

  -When a consumer orders under reimbursement, the money will be transferred back on the bank account. In this occasion the consumer needs to fill in the back of the return coupon. The consumer also has the possibility to let the amount for what is, so he/she can make use of at another time.

  -It takes within two weeks before the amount is returned to the bank account.

  -When the consumer places a new order the difference between the amounts cannot be calculated.

- **Physical and online integrated**

  -Every product can be returned in every physical shop of H&M in the Netherlands. The delivery coupon needs to be brought with.

  -With exception of the H&M Home collection.

  -Every consumer gets a card with money to spend in the H&M store instead of real money. This card is only valid in the store.

  -When the consumer had an amount that was not paid yet on the online webshop, the consumer still needs to pay this.

  -Not applicable since Zalando is only online

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