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Abstract

This research assesses the performance of digital marketing implementation on the brand performance at Greggs PLC, through a case study of the UK food-on-the-go retail industry. The justification of this study is based on the fact that digitalisation in the sphere of retail marketing is progressing rapidly, and the managers have a growing necessity to comprehend how digital channels, including mobile applications, social media, click-and-collect services, and online promotions, can be converted into quantifiable brand performance outcomes operating in primarily offline consumption environments. The predominant research methodology followed in the study is primary research, which involves the collection of quantitative data using a structured online questionnaire that was administered using Google Forms. A total of 70 valid responses were received among the digital customers, university students, classmates, and overall consumers who have been exposed to Greggs' digital platforms. Descriptive and inferential statistical methods were used in analysing the data to establish relationships among the indicators of digital marketing engagement, consumer behaviour, and perceived brand performance indicators such as loyalty, purchase frequency, and brand awareness. The results prove that digital marketing tactics, especially the usage of mobile apps, loyalty programmes, and the integration of the omnichannel, have a positive impact on customer interaction and brand performance at Greggs. It was observed that the respondents who actively used the digital channels provided by Greggs indicated more frequent visits, more attachment with the brand, and higher chances of returning to the company with repeat purchases. The findings also indicate the significance of channel integration in supporting the minimization of customer friction and an improved brand experience. Theoretically, the research has made contributions to the body of literature on omnichannel retail pricing and online-to-offline (O2O) marketing by offering some empirical data in the UK food retail setting. In practice the results provide recommendations to retail managers on how best to optimise investment in digital marketing to facilitate brand performance.

Keywords: Digital Marketing, Brand Performance, Omnichannel Retailing, Online to Offline (O2O), Greggs PLC, Consumer Engagement.

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Chapter-1: Introduction

1.1: Background and Rationale

The digital revolution that is rapidly rocking the food-on-the-go industry has altered the way consumers learn, interact, and buy food products and has necessitated the market leaders to consider including digital platforms in the operations of mainstream operations. Digital touchpoints (e.g., mobile apps, loyalty programmes, delivery platforms, click-and-collect, and social media) are now both main elements in customer experience and revenue generation for UK fast-service retailers (Greggs plc, 2024). The corporate reporting by Greggs reflects this strategic change: the company clearly presents its Greggs App and CRM system as an important tool in the creation of customer relationships and the ability to conduct targeted loyalty activity on its network of stores and online platforms (Greggs plc, 2024). Empirical company data indicates that the use of apps has increased significantly over the last few years – the Greggs App scanned in 12.5% of company-managed shop transactions in 2023, and the rate of app scans rose to 18.3% in the first half of 2024 – which shows that app-facilitated interactions are becoming an increasingly important part of the store behaviour (Greggs plc, 2023; Greggs plc, 2024 Interim Results).

Although these innovations have been implemented, determining the digital marketing-to-offline purchasing (the online-to-offline or O2O) attribution dilemma is a pragmatic and methodological challenge to retailers. Common digital analytics are good at quantifying clicks, impressions and in-store conversions and designed to fail at quantifying downstream purchases or footfall (Pathlabs, 2023). Retailers are faced with data silos in CRM and POS/EPOS, third-party delivery aggregators and advertising platforms, making the process of attributing offline sales to the exposure of a particular digital marketing activity a challenge (Mediahawk, 2025). Solutions that fill this gap partially (such as CRM-POS integration, promo codes, unique tracking phone numbers and offline conversion uploads to ad platforms) exist and are becoming more popular, yet their implementation and technical integration are largely inconsistent across retailers and have their limitations associated with privacy, data completeness and complexity of implementation (Shopify, 2025; OptimumClick, 2025).

On the scholarly level, the O2O literature emphasises that consumer behaviour within the O2O systems is multidimensional: online messages (reviews, social posts, targeted ads, or loyalty notifications) may affect the offline intentions via the multi-touch pathways that are hard to capture using the single-channel attribution approaches (Yao et al., 2022). The bibliometric and review studies of O2O commerce highlight the importance of the research community in identifying both the strategic relevance of the O2O model and the absence of empirical quantification at the channel level of digital activities to in-store results (Yao, 2022; ResearchGate thematic reviews 2015–2023). These scholarly insights are supported by industry insights: although Greggs is experiencing like-for-like growth and an increase in evening and delivery business via digital channels, company reporting and market analysis indicate that the channel-specific ROI is an open issue among management (Greggs plc, 2023; Edison Group, 2024).

It is in this light that there is a pressing requirement for an analysis framework that incorporates the available digital datums (number of app scans, CRM interactions, exposure to campaigns) and incremental datums (promo code redemption, offline upload conversions) with store-level performance datums (EPOS/footfall) to estimate O2O impact more effectively. For food-on-the-go retailers such as Greggs, with most of their revenues still going through the physical stores despite the increased use of digital platforms, this framework would facilitate a more effective distribution of resources, campaign management and strategic decision-making. That is why this research aims to go beyond a descriptive account of digital expansion and develop an evidence-based approach to measure the contribution of certain digital marketing practices to offline store performance that fulfils not only the gaps in the literature but also the urgent demands of managers.

1.2: Research Aim

To examine and quantify the relationship between Greggs' digital marketing strategies and customer engagement and purchasing behavior, in order to assess their effectiveness in driving online engagement and in-store purchasing within the UK food-on-the-go retail sector.

1.3: Research Objectives:

- a) To identify the digital marketing channels through which Greggs customers are most frequently exposed to the brand.
- b) To evaluate customers' perceptions of Greggs' digital marketing activities in terms of engagement, relevance, and appeal.
- c) To analyse the influence of Greggs' digital marketing on customer engagement behaviours, including interaction, brand recall, and purchase intention.
- d) To examine the extent to which Greggs' digital marketing activities encourage customers' online-to-offline purchasing behaviour (e.g. visiting stores following online exposure).

1.4: Research Questions

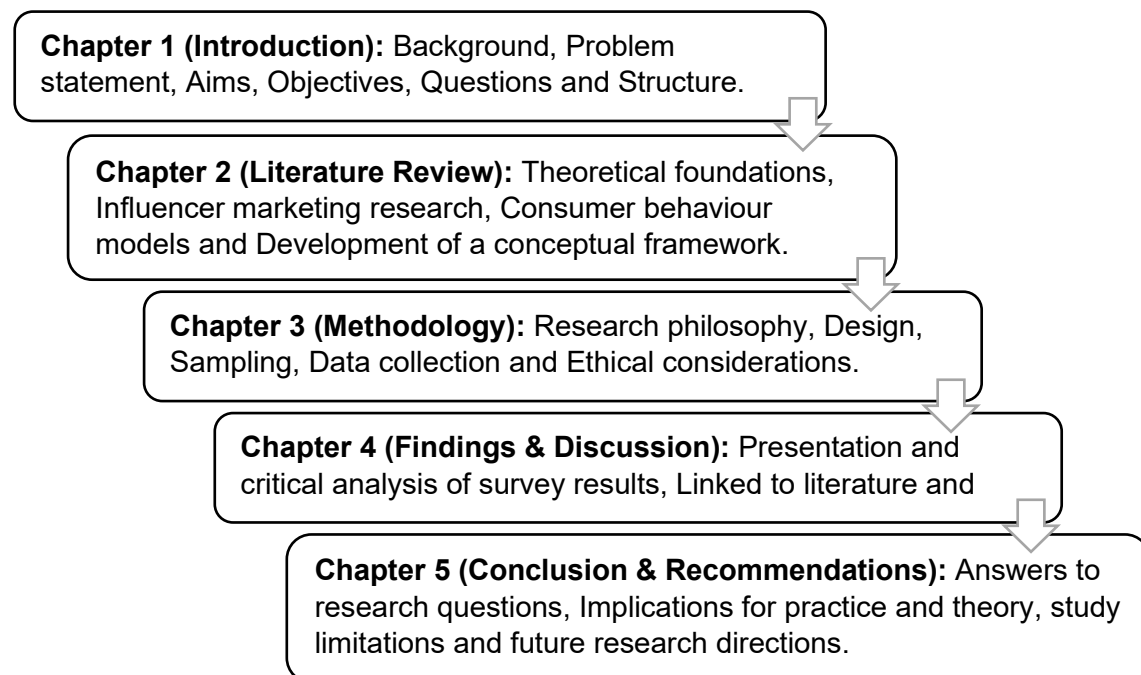
- 1. Which digital marketing channels do Gregg's customers most commonly engage with?
- 2. How do customers perceive the effectiveness of Greggs' digital marketing in enhancing their engagement with the brand?
- 3. To what extent do Greggs' digital marketing activities influence customers' purchase intentions and in-store buying behaviour?

1.5: Problem statement

Although tremendous amounts of digital marketing have been invested in, such as the Greggs App, CRM, delivery relationships, and many levels of social media marketing, there remains a fundamental quantifiable clarity gap on how these elements can and do lead to tangible offline retail delivery in the UK food-on-the-go industry. Many retailers who have grown brand awareness and online engagement struggle to assign and measure the direct effect of digital touchpoints (push notifications, targeted offers, and campaign exposure) on in-store sales conversion, customer visit frequency, and average transaction value (ATV). Three related issues are the root causes of this measurement gap: fragmented attribution models that focus on online conversions; data isolation between online measures of digital engagement and proprietary data of what happens in the store, such as a physical purchase; and measurement limitations due to methodological constraints of tracking the complicated multi-touch consumer pathway between first online encounter and eventual physical purchase. As a result, Greggs does not have the data-driven structure that can be used to isolate and

compare the effectiveness of separate digital channels, such as the use of apps versus the use of social media campaigns, to generate the most online-to-offline (O2O) returns. This lack of strong channel-specific O2O attribution results in strategic indecision and hinders the optimal distribution of resources within the marketing mix, as well as the ability to optimise digital content and personalisation activities to achieve the highest levels of real-world purchasing behaviour and business performance.

1.6: Structure of the Research



1.7: Chapter Summary

Chapter 1 presents the context of the research, has identified the problem, and has identified the scope and direction of the study. The Background and Rationale emphasises the speed of digital transformation of the UK food-on-the-go industry, and Greggs is one of the key examples of the sector since it has made significant and aggressive investments in digital platforms such as the Greggs App and delivery partnerships. According to the data of 2024, the proportion of the usage of apps by companies had already increased to 20.1, and the total sale summed more than 2 billion, proving that digital channels are essential to develop the business (James Sharp and Co., 2025). Nevertheless, this success is not quantitatively clear on how exactly certain digital touchpoints affect the offline sales, which is fundamentally a problem of Online-to-Offline (O2O) attribution (Pathlabs, 2023). The Problem Statement maintains that, despite the heavy investment, a gaping hole in knowledge

and quantification of the explicit, granular influence of Greggs' digital undertakings on in-store sales conversion, customer frequency and ATV is crucial. Such an absence of an effective O2O attribution model prevents the efficient allocation of resources and effective decision-making. The Research Aim is to examine and estimate the connection between the digital marketing efforts of Greggs and quantifiable consumer engagement indicators to determine its success and the role of these efforts in the overall business performance. That is backed by four objectives that aim to define the key channels, measure online interactions, assess O2O sales conversion, and examine measurement issues in this case. The chapter ends with the list of the five major Research Questions based on the objectives and the outline of the ensuing four chapters of the structure of the dissertation.

Chapter 2: Literature Review

2.1 Introduction

This chapter aims to critically review the available academic and industry literature pertinent to the research, which will give this study a theoretical and empirical basis to analyse the effect of digital or influencer marketing on consumer behaviour and purchasing decisions. The purpose of the chapter is to synthesise the major theories, conceptual frameworks, and recent research results which will collectively inform the conceptual framework of the study. Applying a combination of traditional background and modern insights, the chapter sets the analytical background of assessing the processes according to which digital marketing and influencer-based communication can impact consumer attitudes and behaviours.

Cooperating with the research problem identified in Chapter 1, the chapter frames the literature review in the larger context of the desire to fill the existing gaps of knowledge about the translation of digital marketing strategies (influencer marketing in particular) into quantifiable consumer actions. Chapter 1 found a two-fold gap in the ways of a largely incomplete evidence base and theoretical explanations which are unified around influencer attributes, credibility of messages, platform dynamics and consumer decision-making. Thus, this gap is attempted to be filled by the literature review that examines the theoretical context of influencer persuasion, digital interaction and consumer psychology.

The topics of this chapter include four domains, namely: (1) theoretical marketing and communication concepts, including credibility of sources, persuasion systems and consumer behaviour theories; (2) empirical evidence on influence marketer effectiveness; (3) behavioural and psychological frameworks of consumer processing of digital content; and (4) literature to support the development of a conceptual model. Research that is not within the scope of digital and consumer-orientated fields, along with the ones that are not related to influencer-based communication, is purposefully excluded to preserve accuracy and relevance.

The chapter is organised into four major parts, including theoretical backgrounds, influencer marketing studies, consumer behaviour frameworks, and the creation of a conceptual framework that would incorporate all of the reviewed literature.

2.2: Theoretical Framework

This study is theoretically based on two complementary theories. To begin with, the Omnichannel Retailing Theory is applied to describe the process of digital and physical channel integration to form a unified customer experience and affect consumer interaction and buying behaviour at various touchpoints. Second, there is the Online-to-Offline (O2O) Marketing Theory that is used to understand the relationship between online activities like using mobile apps, social media posts and online promotions and offline behaviour, specially making visits to stores and making purchases. Collectively, the theories would form a solid basis for the effectiveness analysis and attribution issues in digital marketing within the UK food-on-the-go retailing industry.

Theory 1: Omnichannel / Multichannel Retailing

Omnichannel retailing is a customer-based strategic model where various retail outlets, i.e., physical stores, mobile apps, websites, social media, and third-party delivery services, are strategically combined to give the customer an all-encompassing and cohesive experience throughout the buying process. As opposed to the traditional multichannel retailing, where channels are considered parallel but generally separate ways to reach the market, the omnichannel theory focuses on profound operational, informational, and experiential integration among channels (Quach et al., 2022; Thaichon et al., 2024). The fundamental idea of the theory is that in the modern world, consumers do not shop in one channel silo; rather, they are moving in a dynamic channel ecosystem and expect brand consistency in pricing, availability of information, service quality, and brand communication as they switch between touchpoints, both digital and in-person (Thaichon et al., 2024). Considering the behavioural aspect, the theory postulates that the lower the friction between channels, the more likely the customer is to purchase a good, the more often, and the more valuable a customer will be in the long run by allowing transmission of purchase movements (different channels) without interference (do Nascimento João et al., 2019).

Empirical studies emphasise that successful omnichannel approaches must conduct technical and organisational alignment, especially by means of aligning EPOS systems, CRM services, mobile applications, and digital marketing infrastructures (Quach et al., 2022). This integration is reflected in the business practice of food-on-the-go retailers like Greggs through loyalty rewards via apps that can be redeemed in-store, online order tracking, and click-and-collect services that transgress the online

and offline interaction (Greggs plc, 2023). These processes enhance the relational relationships between the consumer and the brand, which leads to trust and repeat purchasing behaviour. Systematic reviews continuously prove that a properly implemented omnichannel integration provides an increase in customer satisfaction and positive sales outcomes, which proves the topicality of the theory in the modern retail context (Thaichon et al., 2024).

Nevertheless, notwithstanding the high level of its explanatory power, the omnichannel retailing theory has certain limitations. Such difficulties as a focus on legacy IT systems, disjointed data silos, organisational resistance, and high costs of integration are common challenges to the implementation of theoretical benefits in practice (Radomska, 2024). In addition, even though the theory describes the process of channel integration in improving consumer experience, it does not provide much direction on how to gauge the incremental contribution of each channel, especially in an online-to-offline environment. This imprecision of measurement limits the management decisions, as well as the assessment of ROI, which is a significant limitation of the theory in its practical implementation. However, omnichannel retailing contributes to a solid conceptual framework of exploring digital-physical integration and is regarded as one of the foundational theoretical frameworks to investigate the relevance of digital marketing strategies in food-on-the-go retail.

Theory 2: Online-to-Offline (O2O) Marketing and Attribution

Online-to-offline (O2O) marketing theory is concerned with more thoroughly understanding how digital interactions, online advertising exposure, mobile application notifications, social media content, and influencer communications can be transformed into offline consumer behaviours, which include visiting physical stores and making in-store purchases. The theory is based on the fact that modern consumer experiences are seldom linear and are usually typified by various digital experiences before an offline purchase. Accordingly, the O2O theory puts a great emphasis on the consumer decision journey, as well as the corresponding attribution challenge, i.e., how to find out which digital touchpoints impact offline purchase behaviour in a meaningful way (Yao et al., 2022; Lee et al., 2022). But fundamentally, the theory postulates that there is an ability to initiate offline demand by using digital intent cues, i.e., search activity, app utilisation, promotion disclosure, and convenience-based functions like click-and-

collect or mobile loyalty rewards, yet that the process of exposure to purchase is a multi-step and multi-touch process as opposed to a one-step and one-touch process.

The concept of bridging mechanisms is also a key aspect of O2O theory and is applied to bridging online activities with offline actions. They involve promotional codes, QR codes, mobile wallet coupons and geo-fenced notifications and integrations of customer relationship management (CRM) and electronic point-of-sale (EPOS) data (Mediahawk, 2025; Shopify, 2025). These mechanisms minimise friction in behaviour and set visible signs which allow retailers to make inferences about offline impacts of online activity. Attribution modelling is thus one of the core methodological grounds of O2O theory, which involves a variety of statistical and algorithmic strategies, such as last-click, linear, time-decay, and multi-touch attribution models, incrementality testing, and econometric media-mix modelling (Cardoso et al., 2021; Mrad, 2024). These methods strive to distribute credit among different touchpoints and calculate the value of digital stimuli contribution to offline results.

Although the O2O marketing theory has a high conceptual and practical relevance, it has significant limitations. The simplicity of single-touch attribution models, including last-click attribution, is why it has been widely adopted; however, it fails to capture the true impact of upper-funnel interactions and is biased to overstate the real impact of awareness-building interactions (Cardoso et al., 2021). On the other hand, multi-touch and data-driven models are more analytically accurate and need high-quality data integration across platforms and large computational power, which cannot be conducted regularly in practice (Mrad, 2024). Moreover, the privacy rules, like GDPR, the decrease in the use of third-party cookies, and the fragmentation of data in the third-party delivery systems and separate POS systems severely limit the O2O measurement data accessibility and quality (Mediahawk, 2025; OptimumClick, 2025).

O2O theory is most relevant in the situation of the food-on-the-go retailers like Greggs, and the company itself notes the rise in the number of transactions scanned via apps and an increase in the use of click-and-collect services (Greggs plc, 2023). Nonetheless, company reports, as well as independent equity research, show that there remains a high degree of uncertainty about accurate attribution of in-store sales to particular digital touchpoints, supporting scholarly arguments of merging and combining analytical methods (Edison Group, 2024). As a result, the O2O marketing

theory is both highly effective in the conceptualisation of digital-to-physical transformation and in identifying gaps in empirical and methodological knowledge that are nonetheless vast—gaps that this study aims to fill by a more robust and data-driven analysis design.

2.3: Literature Review

The literature is aligned with the research objectives outlined in Section 1.3, drawing on relevant scholarly and industry sources.

Digital marketing platforms used by food retailer:

According to recent research, retailers are rapidly enhancing their application of mobile applications, click-and-collect and delivery services, social media, and integrated e-commerce websites, which altogether have become the fundamental digital marketing platforms in modern retailing. One of them is the so-called mobile application, which is especially identified as an effective digital path in which retail chains can connect with customers and provide individual offers along with direct impact on purchasing behaviour (Mladenović et al., 2025). The strategic value of the omnichannel strategies is further supported by academic studies, which combine the online and offline channels to provide a consistent and seamless customer experience throughout the touchpoints (Rahman et al., 2024). Simultaneously, social media and digital content marketing are presented as the key instruments of raising customer engagement and brand awareness, especially on the awareness and consideration levels of the consumer journey (Journal of Information Systems Engineering and Management, 2025).

The retail literature thus has a reasonably aligned collection of digital platforms that trigger consumer engagement within the food-on-the-go industry, which are mobile applications and loyalty programmes, owned websites, third-party delivery platforms, click-and-collect services, paid online advertising, email and CRM communications, and social media and influencer marketing (Thaichon, 2024; Rahman et al., 2024). The use of mobile apps is particularly salient in this regard, as the industry sources indicate that major food stores in the UK have made the functionality of apps a key area of interaction in terms of loyalty-based points, contactless payment, and customised offers. Greggs has demonstrated this strategic focus in the company's corporate disclosures, whereby app-scanned transactions have increased significantly

in company-managed shops, from 6.2 per cent in 2022 to 12.5 per cent in 2023, and continued to increase in 2024 (Greggs plc, 2023; Greggs plc, 2024).

Distribution and promotional channels like third-party delivery options like Deliveroo, Just Eat, and Uber Eats are attractive because they increase the market range but, at the same time, influence the hybrid online-offline revenue streams (Yao et al., 2022). Likewise, stocks and click-and-collect services provided by geofenced are direct online-offline (O2O) middlemen because they allow consumers to interact online and make purchases in stores, and these mediums are important to conversion measurement (Yao et al., 2022). Social media and influencer marketing can be used at the highest levels of the funnel to create awareness and purchase intent, but empirical reviews also indicate that their effectiveness also depends on the platform and relies heavily on the credibility and perceived authenticity of the influencer (Thaichon, 2024).

On a managerial and measurement front, the practitioner literature and industry literature always emphasise the fact that value creation does not occur in the course of single-channel optimisation but evolves with the incorporation of channels into the actual omnichannel capability (Radomska, 2024). It puts two priorities on retailers: the first one is a channel-specific functionality, like the usage of apps and the integration of POS data; the second is the correlation of data flows between CRM systems and EPOS data and third-party platforms to provide meaningful performance analysis (Mediahawk, 2025; Shopify, 2025). Methodologically, academic and industry sources warn that various digital channels should be met with different measurement solutions, such as promo codes to use on app campaigns, offline conversion uploads to use on paid media and unique identifiers to use on call or store-visit tracking, which highlights the need to capture channel heterogeneity in empirical research designs (Mediahawk, 2025; OptimumClick, 2025).

Digital marketing strategies in increasing consumer engagement:

Overall, empirical evidence shows that the use of digital marketing can drastically boost consumer behaviours, which can be expressed by higher levels of participation in loyalty programmes, higher rates of ordering household products, and greater utilisation of mobile shopping applications. In other words, social media marketing has been found to lead to the rise in the number of web visits, the number of orders, and

sales activities in the retail setting (Journal of Retailing and Consumer Services, 2021). The mobile-mediated in-store services (e.g., scanning products or coupons through smartphones, using mobile options to pay) have become significant dimensions of consumer engagements, being an expression of how digital tools are used not only in online shopping but also in facilitating online-to-offline experiences through the use of digital technologies in stores (Frontiers, Mix Index Study, 2021). Such interactions demonstrate how mobile technologies can add the aspect of digital interaction to the physical shopping experience.

Additional proof of the effectiveness of digital marketing is that these online marketing efforts, such as social media, email marketing, search engine optimisation and content marketing, increase brand awareness and customer loyalty that is often linked to better sales performance and competitive advantage (Journal of Information Systems Engineering and Management, 2025). A systematic review and meta-analysis of omnichannel retailing shows that an integrated channel strategy tends to result in greater customer satisfaction and a higher purchase rate, especially when channel consistency in providing services and technical integration is successfully integrated (Thaichon, 2024; Laurensia, 2023). Empirical examples indicate that companies with integrated individual CRM tools with mobile app push notifications and in-store reward redemptions have more chances to trigger repeat buying and customer lifetime value, as long as the offers are timely and relevant (Thaichon, 2024; Greggs plc, 2023).

These findings are also strengthened by industry disclosures. The investor communications report of Greggs indicates that the active users of the apps have shown an elevated level of transaction frequency and spending as compared to the non-app users, implying that loyalty-based push promotion and target promotions can lead to tangible increases in consumer behaviour (Greggs plc, 2023; Greggs plc, 2024 Preliminary Results). Nonetheless, the literature also warns that, despite the ability of social media advertising and influencer endorsements to affect brand attitudes and short-term purchase intention positively, their success in stimulating actual sales will rely on such aspects as message credibility, the congruence between an influencer and the audience, and the inclusion of clear calls to action (Thaichon, 2024; Yao et al., 2022).

Notably, scholars point out that the traditional online engagement measures, including the click-through rate, impressions, or time spent on an application, are not adequate proxies of business impact. To determine a causal effect, researchers and practitioners suggest integrating the data on engagement with the outcomes of the engagement, such as redemption rates and the sales data associated with EPOS, which can be facilitated by experimental or quasi-experimental designs, including A/B testing and holdout groups (Cardoso et al., 2021; Mrad, 2024). In answer, the customary practice of the industry is shifting to incrementality examinations and data-driven attribution models to decide the capacity of digital interventions to produce truly incremental sales and not to seize demand that would have been attracted anyway (Criterion Global, 2025; OptimumClick, 2025).

Online-to-offline (O2O) sales conversion:

The findings of the recent systematic reviews of the omnichannel retail marketing strategies suggest that the implementation of online and mobile channels in the classical offline retail settings tends to increase the overall level of the retail performance, especially in the context of purchase frequency, value of transaction, and overall sales. The introduction of mobile channels, especially in the provision of convenience, personalisation, and continuity throughout the consumer journey, is closely related to long-term effects on customer buying behaviour and revenue growth. As a case of food retail and online-to-offline (O2O) consumption, a 2024 study assessing business-to-consumer food delivery and click-and-collect food delivery models in developed economies, such as the UK, validates that O2O channels are instrumental in determining consumer frequency and behavioural patterns of purchases (Electronic Commerce Research, 2024). These results confirm the assumption that online channels, in particular, delivery and click-and-collect capabilities, could have a beneficial effect on offline sales and the operation of the store.

They support this view by stating that online reviews, targeted ads, and mobile app alerts are the so-called digital cues that frequently precede offline buying behaviour, especially in the food and quick-service retail industries, where convenience and habitual buying are the two leading factors influencing consumer behaviour (Yao et al., 2022). These insights can be seen through industry data of Greggs, which has

recorded consistent growth in the number of scans, use of click-and-collect features, and delivery orders, plus an improvement in the level of like-for-like sales performance and the growth of evening trade, which was positively correlated with digital engagement and business performance (Greggs plc, 2023; Edison Group, 2024). Nevertheless, it is also underlined in the literature that the extent and direction of O2O effects largely hinge on channel design, integration quality and strength of measurement methods.

Empirical studies in retail analytics have shown that when electronic point-of-sale (EPOS) data is combined with campaign exposure data, like advertising logs and CRM contact histories, using econometric and experimental data analysis techniques can make more dependable estimates of the effect of sales than individual analysis of channel metrics would indicate (Cardoso et al., 2021). In this respect, the multi-touch attribution models and media mix modelling are becoming more and more considered complementary tools: where the former can generate insights at user granularity into the conversion paths, the latter can cause estimates of causality at an aggregate level in which individual attribution is no longer viable (Cardoso et al., 2021; Mrad, 2024).

In spite of these benefits, researchers warn against the need to believe that every digitally motivated sale is a true growth. The implementation of delivery services or ordering applications can lead to channel cannibalisation, where e-commerce shopping replaces part of in-store shopping as opposed to increasing overall demand (Thaichon, 2024; Radomska, 2024). In order to differentiate between substitution effects and actual incremental growth, practitioners are also using share-of-wallet analysis, cohort tracking, and incremental lift testing more and more often (Criterion Global, 2025). In the case of Greggs, it means that the managerial process requires triangulating the engagement measure of apps and CRM with EPOS sales and footfall data and underpinning it with experimental and incrementality-based analysis to determine the responsiveness of digital marketing interventions in increasing offline sales (Greggs plc, 2023; Mediahawk, 2025).

O2O sales conversion of digital marketing:

In spite of the fact that the omnichannel strategy and the digital one are often regarded as positive performance results, empirical reviews also emphasise significant data challenges in the exact cross-channel performance measurements. According to a

giant review in the Journal of Retailing, although channel integration has led to both sales and customer experience being merged, the significant doubt about channel cannibalisation, whereby online sales replace offline transactions, and the attribution, i.e., on which channel can a particular purchase be attributed, is still high. The latter are further complicated by the infrastructural constraints that have been identified in studies on consumer engagement, including the MIX Index studies, that indicate that not all mobile in-store activities are supported by advanced in-store technologies such as reliable Wi-Fi, sensors, and closely integrated point-of-sale systems, which not all retailers have (Frontiers, 2021).

Industrial and university data also indicates that the very existence of the digital channels may not necessarily translate into better performance results unless it is accompanied by the well-developed operational capacity, data systems, and marketing performance (International Journal of Business Management and Technology, 2025). Consequently, the literature has warned against making confident causal inferences about the impact of digital marketing on offline sales in the absence of methodological designs that are strong. One of the recurring patterns in the literature on online-to-offline (O2O) attribution is that, because of fragmented data ecosystems such as disconnected EPOS, third-party delivery systems, advertising networks, and CRM databases, it is a technical and methodological challenge to perform the attribution. Privacy laws, including the GDPR, complicate these problems by limiting deterministic identification of online identities with offline identities and making more and more use of probabilistic or aggregate identification techniques (Radomska, 2024; Mediahawk, 2025).

The attribution model selected creates other sources of bias. Single-touch models, including last-click attribution, are easy to implement and in a systematic way undervalue upper-funnel activities. Multi-touch attribution (MTA) models can provide more detailed information, but they do demand user-level data which is privacy-compliant, whereas media mix modelling (MMM) can address privacy limitations but is only a model that does not offer individual-level prediction (Cardoso et al., 2021; Mrad, 2024). As a result, the industry best practices are now also going toward hybrid measurement methods, which include a combination of MTA when it is possible, MMM to allocate budgets strategically, and incrementality testing (holdout groups or geo-

experiments) to determine causes and effects (OptimumClick, 2025; Criterion Global, 2025).

In practice, retailers use various forms of attribution, such as promotional code redemption, mobile wallet coupons, QR codes, offline conversion upload to advertising platforms, and dynamic call tracking (Mediahawk, 2025; Shopify, 2025). Nevertheless, all approaches have trade-offs: promo codes can achieve wrong consumer behaviour, QR codes can be reliant on consumer adherence, and offline uploads can only be implemented with advanced identity-resolution systems. The solution to these shortcomings is to implement mixed-method research designs that incorporate quantitative tests of causality with a qualitative process tracing approach like the customer journey mapping (Yao et al., 2022; Cardoso et al., 2021).

Lastly, governance and organisational capability become important facilitators of developed attribution and measurement practices. Retailers that have established data engineering operations, established data lineage and cross-functional teamwork are in a better position to adopt sound O2O measurement models (Radomska, 2024). To researchers, this highlights the key role of empirical studies that utilise linked EPOS and CRM data where feasible, which is supplemented with randomised or quasi-experimental designs so as to derive defensible causal estimates of the effects of digital marketing on offline performance (Mrad, 2024; Mediahawk, 2025).

2.4: Research Gap

Although the literature is wealthy regarding the technical architecture of Online-to-Offline (O2O) systems and the advantages of omnichannel integration in a strategic approach, there exists a major gap in the existing empirical research about the customer-centric view in the high-frequency, low-value-transacted food-on-the-go industry. Most of the current studies follow a managerial or employee-centric approach, which is concerned with the efficiency of operations, integration of data silos, and internal ROI indicators (Radomska, 2024; Thaichon et al., 2024). Therefore, the UK retail context lacks a comprehensive understanding of how individual consumers perceive, navigate, and respond to digital stimuli such as the Greggs App or social media campaigns.

The paper finds and fills four gaps in the existing body of knowledge. First, as general digital exposure is measured by platforms, no independent studies report which

particular digital channels prove to be the most efficient in capturing the attention of consumers of high-street food (Objective A). Second, despite the widespread theoretical construct of the omnichannel experience, there is very little empirical evidence that would assess how customers perceive the relevance and attractiveness of digital interactions in relation to the quick-service sector (Objective B). The O2O research literature has been majority in the luxury or high-involvement retail sectors with little understanding of the psychological motivations behind the interest in high-convenience food retail (Yao et al., 2022).

Third, the association between the digital interaction and the internal consumer cognitive conditions, including brand recall and purchase intention, is still underdeveloped in terms of mobile-mediated loyalty (Objective C). Although the scans of the apps can be counted, the psychological impact of these scans on the intentions to purchase in the future is not often measured using consumer-driven methodology. Lastly, the lack of the evidence-based analysis of the Online-to-Offline (O2O) conversion with regard to the customer's perspective on the journey (Objective D) is quite evident. The majority of attribution models direct their efforts toward probabilistic backend information as opposed to actual customer testimonies about their inclination to go to a physical store after being exposed to digital information (Mrad, 2024). This study is crucial in addressing a critical gap in existing knowledge of the actual effectiveness of digital marketing in promoting physical footfall and habitual purchasing behaviour in the UK food-on-the-go sector by replacing employee-based operational perspectives with a customer-based inquiry.

2.5: Summary

This chapter presents an extensive review of the theoretical, conceptual, and empirical literature on which this study is based and its impact on consumer behaviour in the UK retail sector through influencer-driven digital marketing. The chapter began by outlining its purpose, which is to establish the academic foundation for analysing the role of influencer marketing in shaping consumer perceptions, purchase decisions, and brand engagement. It framed the review as part of the overall research problem presented in Chapter 1, which is the increasing dependence of modern retailers on social-media-driven strategies and the necessity to have a better academic understanding of their efficacy.

The theoretical framework presented two foundational theories, such as Social Influence Theory and Consumer Decision-Making Models, both of which provide a stream through which the attitude, trust formation, and behavioural intentions of consumers can be explained using the influencer. These theories were reviewed thoroughly, and they showed that they were applicable to explain digital persuasion, social proof mechanisms, and mental processes that explain consumer decisions.

After that, the chapter organised the literature as per the four objectives of the research. The study revealed that the credibility of digital influencers, the mechanisms of platform engagement, and various content formats play a significant role in shaping consumer perceptions. It also put a point to the issue that emotional appeal, authenticity, expertise, and parasocial relationships are the factors that influence purchase intentions. In the case of retailers like Greggs, empirical data revealed that influencer-based digital campaigns are more efficient in enhancing brand awareness and interactivity. Nevertheless, transparency and algorithmic bias issues, alongside the inability to track the ROI consistently, are also crucial concerns.

The research gap section indicates the following questions remain: limited employment by UK high-street food retailers; no integrated model combining influencer marketing with traditional consumer behaviour theory; a lack of evidence addressing Gen Z and millennial digital consumption behaviour; and an absence of comparative studies analysing different levels of influencer marketing.

In general, this chapter formed the theoretical and empirical background of this dissertation by synthesising the available knowledge, finding inconsistencies, and defining where future research is to be done—thus informing the methodological approaches in the next chapter.

CHAPTER 3: Methodology

3.1. Introduction

This chapter describes the study technique to analyse Greggs' digital marketing initiatives' effects on customer engagement and corporate performance. The major goal of this chapter is to describe the research design, philosophy, methodology, strategy, data gathering techniques, sampling, and data analysis methodologies. This chapter will ensure the study's reliability, validity, transparency, and replicability by clearly articulating these methodological decisions. Research Onion of Saunders et al. (2019) provides a stratified research design for the investigation. In the Research Onion, research methodology design has progressed from research philosophy to approach, strategy, options, time span, and data gathering tools. This framework rationalises methodological choices that make every research stage relevant to the goals and issues. The positivist study assumes that Greggs' digital marketing techniques and their effects on customer engagement and online-offline conversions are objective, quantifiable occurrences. To support this, the research is logical and quantitative, using omnichannel retailing and O2O marketing theoretical frameworks. To represent the UK food-on-the-go retail market, Greggs was chosen for case study research, which is explained in the chapter.

This chapter also covers study design, sample, data collecting, analysis, ethics, and feasibility. These levels of methodology offer a thorough and transparent approach with empirically solid conclusions that support the research's goal of quantifying Greggs' digital marketing initiatives' efficacy.

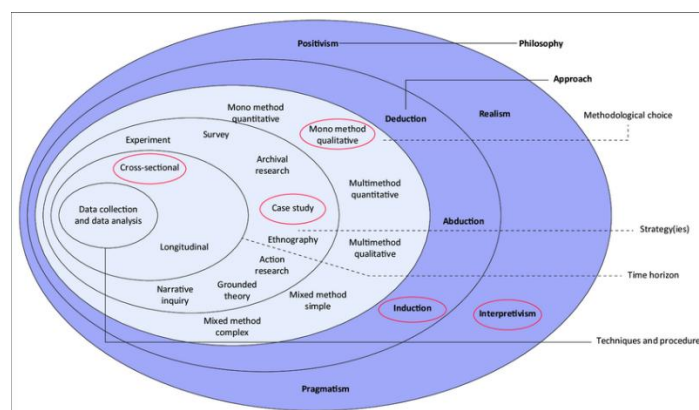


Figure 1: Research Onion

Source: (Saunders, Lewis & Thornhill 2019)

3.2 Research Philosophy

Research philosophy can be described as the beliefs about the nature of reality (ontology), the nature of knowledge (epistemology), and the way that knowledge can be produced and understood (Saunders, Lewis, and Thornhill, 2019). Philosophical positioning is important in the field of management and marketing research because it determines the research design, interpretation of data, and validity of the results. In the research, the organizing framework is based on the works of Saunders et al. (2019) Research Onion, which clarifies the philosophical position taken in the current research and its appropriateness to analyze the effectiveness of digital marketing strategies in the context of the current study of the UK food-on-the-go retailer Greggs.

Ontological Position: Ontology deals with the suppositions on the nature of reality and the presence of the latter independent of the perceptions of humans (Saunders et al., 2019). This paper considers a subjectivist ontological stance in the sense that the realities in organizations, including consumer engagement, brand perception, and digital experience, are generated socially as opposed to being objective.

Consumer experiences in the context of digital marketing and omnichannel retailing are determined by individual interpretation of mobile applications, content on social media, influencer messages, and interactions in-store. Studies have found that customer experiences in the retail omnichannel setups are dynamic, situational, and dependent on circumstantial and technological conditions (Thaichon, 2024). Hence, a subjectivist position is suitable because the analysis can reflect various realities that Greggs's digital customers are going through instead of presupposing one and only one objective fact.

Epistemological Position: Epistemology deals with what is acceptable knowledge and how it is possible to come by (Saunders et al., 2019). The paper takes a pragmatic approach to epistemology, acknowledging the fact that objective data (sales, data on app usage, etc.) and subjective knowledge (customer perceptions and attitudes) are useful in responding to the questions of the research.

Pragmatism is prevalent in applied research in business, as it emphasizes practical results and methodological adaptability (Saunders et al., 2019). In digital marketing research, researchers claim that rigid positivist methodologies are unable to reflect the complexity of online-to-offline (O2O) consumer behavior, whereas entirely

interpretivist methodologies are not relevant to management (Yao et al., 2022). The pragmatic epistemology can thus enable this research to combine survey data with secondary organizational information as submitted by Greggs and industry analysts.

Interpretivism and Pragmatism in Case Study Research:

This study fits within pragmatism and has the elements of interpretivism. Interpretivism focuses on the perception of social phenomena in their respective contexts, considering that meanings are created in the process of interaction (Saunders et al., 2019). This is especially true when we consider the perception of customers of the digital platforms like mobile apps, loyalty programs, and influencer content.

Nonetheless, since the purpose of the study is also to evaluate the implications of business performance, including engagement frequency and the result of behavior, a purely interpretivist position would not be adequate. Pragmatism also allows the researcher to adopt the best approaches based on the research goals by balancing the subjective with the performance-based analysis (Saunders et al., 2019).

It is also widely suggested by Harvard Business Review and industry reports that in terms of assessing the effectiveness of digital strategies, pragmatic approaches should be taken, as decision-makers not only need abstract theory but also practical insights (Mrad, 2024; Radomska, 2024).

Alignment with Research Questions and Objectives:

Chapter 1 has also set research questions and objectives that inform the philosophical framework of this study directly. In particular, the research is conducted on:

- The value of different digital channels in creating consumer engagement.
- The use of omnichannel to transform online stimuli into offline buying.
- The procedures needed to quantify success despite the nature of the difficulty of O2O attribution.

These questions are both exploratory and explanatory in their nature; they involve a context-sensitive interpretation of customer experiences and evidence based on the performance outcomes. The pragmatic philosophy alone is best adapted to such a task, since it allows embracing the idea of mixed evidence to provide the complex reality of the modern retail environment (Saunders, Lewis and Thornhill, 2019).

Following pragmatism, the analysis will be able to successfully triangulate customer surveys on subjective data to disclose the perception and motivation with objective metrics and corporate reporting of Greggs plc (2021; 2024). This correspondence ensures that the results are not merely abstract, as the findings are grounded in the functional reality of the UK food-on-the-go industry, thereby satisfying the research objective of measuring the connection between digital strategy and physical store performance.

Philosophical Implications for Methodological Choices:

The pragmatic approach to philosophy has an effect on the future methodological choices in this dissertation. It supports the use of:

- Primary data to be collected through a survey to get a sense of customer views and involvement,
- Company report analysis and industry research, Secondary data.
- Adaptable methodologies of analysis that recognize the constraints of attribution in omnichannel retail.

This is in line with the current research in digital marketing that focuses more on triangulation and situational insight than on the dominance of particular methods (Cardoso et al., 2021).

Overall, this research paper takes the subjectivist ontological perspective and the pragmatic epistemological approach as informed by the Research Onion of Saunders et al. This philosophical stance would be appropriate to the research of the effectiveness of digital marketing in the omnichannel retail environment, where consumer behavior is socially constructed, data is fragmented, and practical insight is critical. Pragmatism offers a solid basis for analyzing the digital marketing strategies of Greggs and their implications on consumer engagement and business performance by focusing on what has worked to answer the research questions.

3.3 Research Approach

Business studies suggest that deductive, inductive, and abductive methods may affect theory-data interaction (Saunders, Lewis, and Thornhill, 2019). Deductive methods are based on theoretical propositions that are empirically tested, and inductive methods are based on empirical observations that are used to derive a theory, but

neither can be used iteratively to relate theory and empirical observations. Complex, theory-driven case research like this study needs a flexible abductive research approach to uncover how digital marketing tactics promote customer engagement and company results.

Instead of adopting a line, researchers abduct and produce plausible explanations by travelling back and forth between theoretical frameworks and actual evidence. Originally from logic and philosophy, it is now used to create explanatory hypotheses for observable occurrences that current theories cannot explain. Deduction investigates hypotheses based on theory, whereas induction generates theory from data patterns. Abduction synthetically blends the two to produce and refine theory by interacting with data one at a time.

The abductive technique has grown popular in business and management research because it bridges dogmatic hypothesis testing and pure research discovery. Dubois and Gadde (2002) found that abductive logic can justify systematic combining, in which theoretical frameworks and empirical observations constantly inform and reform each other in case study research. In this approach, data collection, analysis, and theory refinement overlap and intertwine to allow the researcher to respond to unexpected empirical findings and facts (Dubois and Gadde, 2002).

Chapter 2 deduces a theoretical conceptual framework to start this investigation. The concept describes how mobile apps, social media, and the omnichannel may affect customer behaviour and offline sales conversion in food-on-the-go retail. Abductive research recognises that empirical facts may contradict, improve, or extend this paradigm, unlike deductive research. Case study information regarding Greggs' digital activities may be utilised to reveal patterns or linkages that theory cannot fully predict, refining hypothetical building via trial and error. This circular, repetitive movement of theory and data exemplifies abduction's capacity to reconcile theoretical prediction with reality's complexity.

Ambivalence follows a pragmatic research orientation that prioritises practical solutions to research concerns. Pragmatism encourages methodological flexibility and recognises that research designs using deductive, inductive, and abductive reasoning processes can provide useful findings. Pragmatism promotes a problem-oriented and contextually sensitive research logic over a strict epistemology (Saunders et al., 2019).

Empirically, the abductive technique requires researchers to be open to new information that might change or contradict theoretical assumptions. Abductive reasoning lets one construct hypotheses based on theory and empirical difficulties, which are best resolved by revisiting data and theory (Research-Methodology.net, 2025). This strategy is ideal for case studies that include digital channels and offline performance in food retail and provide delicate findings that cannot be simply categorised into a theory.

In secondary data investigations like this dissertation, abduction might deepen insights. Annual reports, campaign analytics, and industry performance data may reveal trends not predicted by the theoretical framework due to their complicated empirical signals. Iteratively interacting with secondary materials and aligning them with conceptual conceptions improves explanation and theoretical complexity in the abductive technique.

3.4 Research Design

The research design is the general outline under which this study will be conducted to answer the research questions and achieve the aims and objectives. It includes choices about procedures, information sources, analysis plans, and general patterns of investigation. A designed research design is expected to provide coherence, validity, reliability, and rigour in resolving the identified research issue (Wisenthige, 2023).

Purpose Paradigm of Research Design:

The key aim of the research design is to provide a systematic framework in which one can analyse the digital marketing strategies used within the UK food-on-the-go industry at Greggs to identify their effects on consumer engagement and offline performance. Malhotra (1999) classifies research design as the guide or map according to which the processes of data collection, measurement, and analysis are defined to solve the problem successfully.

This research design has been chosen because it involves studying complex phenomena using available secondary data sources, such as annual reports, industry analytics, and published scholarly research. Secondary research refers to the analysis of information gathered by other people instead of gathering one-on-one primary data,

which enables researchers to use existing information to gain new insights (Scribbr, 2023).

Research Design:

The proposed study uses a case study research method that is especially applicable to the analysis of the modern events in their real-life environment (Yin, 2018). Case studies enable the profound study of a delimited system; in this instance, the digital marketing policies of Greggs and their impact on consumer interaction and business performance with the help of numerous evidence sources (Coombs, 2023; Wikipedia).

The case study method is considered rational for the following reasons:

- a) It helps to bring out in-depth contextual knowledge of the digital strategy's implementation and impacts in real life.
- b) It enables the researcher to use various sources of secondary data, including company documents, academic articles, and industry analyses, which, when combined, tend to triangulate the phenomenon of interest.
- c) It suits well the abductive research methodology, in which theoretical knowledge (which is presented in Chapter 2) is developed and tested through the interpretations of real-life data in the Greggs case.

Since the paper will focus on explaining what and how digital channels affect Greggs outcomes, a single case design will allow the researcher to explore the context of the study in depth without the need to water down the research. In case the plausibility is available, the embedded cases (e.g., disaggregated analysis of the adoption of apps vs. social media campaigns) may be added, providing a better specificity in clarifying the multi-touch effects on offline performance.

Methodological Decision: Secondary Data Analysis:

The main methodology in this study is the secondary data analysis. Secondary research is described as the act of gathering and analysing data previously collected by other persons for some purpose concerning studies, reports, or data sets (Scribbr, 2023; Qualtrics, 2021).

The rationale for choosing secondary data analysis is as follows:

- a) **Relevancy and availability:** There is a plethora of reliable information in annual reports, industry publications, academic studies, and analytics reports that is directly related to digital marketing performance, consumer behaviour measurements, and attribution issues.
- b) **Feasibility:** Secondary data can be analysed exhaustively within the workable parameters of time and resources, considering that the general representation of digital channels on various platforms and years is vast.
- c) **Cost and Efficiency:** Secondary research is less expensive and less time-consuming than a large primary survey or experiment but can provide strong indicators in case it is properly validated and interpreted (Scribbr, 2023).
- d) **Triangulation:** Integration of different sources of secondary data will improve reliability and credibility by allowing us to cross-verify results in different datasets and studies.

Rationalisation of Time Horizon and Data Scope:

The study is cross-sectional, i.e., it examines multiple data points of various years (e.g., 2022, 2023 and 2024 Greggs disclosures and industry reports) to identify trends and impacts on consumer engagement without necessarily tracking them over time. Cross-sectional designs suit cases where the study is interested in relationships at a given time, and the change is of interest in the short term (Saunders et al., 2019).

Techniques and Procedures:

In this design, data collection and analysis processes will be synchronised to the research questions:

- a) **Document analysis:** an analytical review of company reports, annual reports, industry analysis, and literature to derive measures or data on the use and performance of digital channels.
- b) **Comparison:** Benchmarking sources (e.g., industry standards, third-party delivery statistics) to point out the trends and anomalies in engagement results.
- c) **Analytical synthesis:** The synthesis of evidence based on multiple sources that are used to provide causal relationships and put the evidence into context with the pre-existing theory.

This hierarchical structure ensures that there is methodological coherence in the sense that philosophical underpinnings, research plans, and methods of collecting data are aligned such that valid, trustworthy, and relevant findings pertaining to the issues of digital marketing in contemporary retail performance are produced.

3.5 Research Strategy

As per Saunders, Lewis and Thornhill (2019) and Yin (2018), the research uses a case study approach. Case studies are ideal for business and management studies, when one wants to understand a current phenomenon in its real-life context. This research examines the efficacy of digital marketing and omnichannel techniques in food-on-the-go retail chain Greggs in the UK. Yin (2018) defines a 'case study' as an empirical examination that examines a phenomenon in its true setting, even when the borders between the phenomenon and its environment are unclear. The organisational procedures, technology infrastructures, and market circumstances underpin digital marketing, customer engagement, and offline sales success. Thus, experiments or surveys that separate these components risk simplifying interrelations. Keep and examine these contextual intricacies utilising case study technique. Saunders et al. (2019) also emphasise that case study methodologies may be used to answer how and why questions, which is near to the dissertation's goals. The study could use annual reports, industry analysis, and scholarly literature to contextualise and analyse digital strategy implementation and its effects by focussing on Greggs, a single, information-rich case. This technique emphasises analytical generalisation, where discoveries are linked to the theory rather than statistically generalised to a population.

3.6 Data Collection

The quality, reliability and validity of empirical findings of research depend on data collection, which is a critical phase in all research. Saunders, Lewis and Thornhill (2019) argue that data collection entails the systematic acquisition of data that will help the researcher to address research questions and achieve the objectives stated. Primary quantitative data in this research is gathered by use of a structured questionnaire survey and supplemented by secondary contextual information using academic literature, industry reports and company disclosures. This is strong evidence that enhances triangulation and contributes to the abductive logic taken in the study.

The main emphasis of the section is to describe the data sampled; the selection of the respondents and the selection of the sample size are suitable to guarantee transparency and rigour of the methods.

3.6.1 Target Population and Sampling Frame

The target population is the overall population of individuals who have the characteristics that can be applied to the goals of the research (Saunders et al., 2019).

The target group in this research will be digital customers of Greggs, such as:

- ♦ The Greggs mobile application.
- ♦ Social networks (e.g., Instagram, Facebook, TikTok).
- ♦ Click-and-collect services
- ♦ Third-party food delivery services (e.g., Deliveroo, Just Eat, Uber Eats)

The selected population is suitable since the study will focus on studying the effects of digital and omnichannel marketing strategies on consumer engagement and offline purchasing behaviour. Those who have never been exposed to Greggs' digital channels would not be able to bring meaningful information about these mechanisms.

The sampling frame is the available subdivision of the target population upon which the respondents are in fact chosen (Bryman, 2016). Since there are practical limitations and the need to rely on the customer database of Greggs, the sampling frame includes:

- a) University students
- b) Classmates
- c) Working professionals
- d) Citizens of the population.

The respondents must also have previous experience of buying at Greggs and using at least one of their digital platforms. This methodology aligns with the past consumer behaviour and digital marketing research that is based on self-reported exposure to brand touchpoints (Thaichon, 2024).

3.6.2 Sampling Technique

Purposive and convenience sampling will be used in the study. Purposive sampling requires responders to be Gregg's customers with digital contact. Purposive sampling works best when participants have particular knowledge or expertise connected to the

research phenomena, according to Saunders et al. (2019). Due to time, access, and resource restrictions, convenience sampling is employed. Recruiting respondents using academic networks, peer groups, and internet resources makes data collecting efficient. Although convenience sampling reduces generalisability, it is generally accepted in exploratory and explanatory marketing and consumer behaviour studies that aim for analytical rather than statistical generalisation (Yin, 2018).

The hybrid strategy will ensure that:

- ♦ The respondents are informed and pertinent.
- ♦ Gathering of data is feasible and in time.
- ♦ The experiment can be compared to the previous studies of online retail with the same sampling tools (Rahman et al., 2024).

3.6.3 Sample Size and Rationale (70 Responses)

The required number of respondents in this study is 70 responses to the completed questionnaires. The choice of this sample size is based on the methodological advice and empirical evidence in business and marketing research.

According to Saunders et al. (2019), the quantitative survey research requires a sufficient sample size to establish patterns and connections and be within the bounds of the project. In small studies on academic research, a sample size of between 50 and 100 respondents is usually deemed to be sufficient in descriptive and exploratory statistical analysis.

Moreover, as Hair et al. (2019) point out, in the research which involves the use of structured questionnaires and Likert-scale questions, 5 or 10 respondents per variable are sufficient to carry out basic analysis. Since this questionnaire will contain about 20 questions, a sample of 70 respondents will meet this requirement.

From a practical perspective:

- ♦ Other research in the area of digital retail and omnichannel engagement also often uses 60-120 respondents as a sample (Thaichon, 2024; Laurensia, 2023).
- ♦ Consumer research by university can usually employ similar sample sizes and have analytical plausibility.
- ♦ The size of the sample is sufficient to balance data richness, quality of responses, and time.

Even though the results may not be statistically applicable to the whole population of the UK, the sample size is adequate to generalise the study analytically, where the findings can be traced back to theory and previous empirical studies (Yin, 2018).

Data Collection Procedure

The questionnaire will be distributed online on a digital survey platform (e.g., Google Forms). The approach enables effective data gathering, minimisation of administrative mistakes and enables participants to take the survey at their own pace. The use of online surveys as a method of conducting digital marketing research is popularly accepted, especially when researching on the topic of technology-mediated consumer behaviour (Bryman, 2016).

To ensure data quality:

- a) The presence of screening questions verifies previous Greggs use and online communication.
- b) Questions are close-ended and have 4–5 response options.
- c) Anonymisation of responses is done in order to achieve honest responses.

3.7 Data Analysis

This project will use systematic data analysis to turn quantitative survey into useful information that answers research questions and goals and I will collect and analysis data in the excel table. Quantitative data analysis uses descriptive and inferential statistics to investigate data trends and relationships. These organised analytical tools make it easier to analyse results and make evidence-based choices on digital marketing initiatives' customer engagement and corporate success. Descriptive statistics will be used to summarise and describe survey data. Descriptive analysis may arrange numerical data to show core trends (means, medians) and distribution (frequency, mode, percentages) of variables (age, gender, app usage, engagement levels, etc.). A preliminary sample summary and patterns that assist inferential tests are provided by the stage. For instance, the frequency of mobile app answers may be used to assess overall involvement, whereas central tendency indicators can show how customers prefer digital platforms.

Second, inferential statistics will be used to assess variable correlations and generalise the sample to Greggs digital consumers. Inferential methods like correlation

analysis, regression analysis, and cross-translation will test hypotheses about how digital marketing (e.g., social media use, apps, click-and-collect service) affects customer loyalty, buying frequency, and in-store behaviour (UQ Pressbooks, 2025). In this scenario, regression analysis may determine how well digital marketing channels predict customer engagement measures, which are controlled by demographic data. Correlation research will establish the degree and direction of connections between factors such app use and offline shop visits (UQ Pressbooks, 2025).

The study quantifies the influence of digital initiatives on engagement and conversion using inferential statistical analysis. Inferential analysis may evaluate hypotheses like whether digital interaction predicts offline conduct. The study will use confidence and significance levels to assess whether the observed effects are representative of the population or random sample fluctuations.

Data preparation will include data cleansing and coding survey data into numerical values for dependability and correctness before statistical analysis (Chegg Writing, 2025). Excel allows these analyses. Historicised descriptive and inferential analysis procedures provide a powerful framework for deriving insights from quantitative data, allowing the study to draw evidence-based conclusions on the relationship between digital marketing practices and consumer-engagement outcomes in UK food-on-the-go retail.

3.8 Ethical Considerations

Ethics safeguard participants, studies, and study integrity in this research. The main ethical criteria for this study are informed permission, confidentiality, anonymity, and data protection. Participants will be informed of the study's goal, scope, and use of data, and they may choose to join or withdraw at any time by contacting them (Saunders, Lewis and Thornhill, 2019). To protect participant privacy, no names, email addresses, or payment information will be collected. Feedback will be anonymous. The UK General Data Protection Regulation (GDPR) requires password-protected devices to keep data so only the researcher may access it (Information Commissioner's Office, 2025). Using publicly accessible secondary sources and non-sensitive poll answers, the study will not violate ethical guidelines for private or secret firm data. Participants will experience little psychological pain, tension, and risk from the survey. Data will be gathered following university ethical permission, and all study

will follow British Educational study Association guidelines. Integrity and transparency will also be determined throughout the study process by assuring correct findings reporting, appropriate source citation, and no data fabrication, falsification, or plagiarism (Editage Insights, 2025). These ethical principles will help the study seem credible and trustworthy and safeguard the rights and well-being of all participants.

3.9 Summary

The following chapter describes the research design that will be used to analyse how Greggs' digital marketing strategies affected the consumer engagement and the performance of the business. Considering the Research Onion developed by Saunders et al. (2019) as the framework, the research follows a positivist philosophy and a quantitative and deductive design. It uses a case study approach that concentrates on Greggs, and data is gathered by using structured questionnaires on 70 online clients. The sampling, data collection, and data analysis procedures, including the descriptive and inferential statistics, are justified and consistent with the research objectives. Ethical issues, including informed consent, confidentiality, or GDPR is followed to the letter.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents the compilation and the analysis of the primary data employed in this research. The aim of the data collection process was to learn more about consumer behaviour and digital presence, as well as online-to-offline (O2O) purchasing behaviour in the UK retail sector of food-on-the-go, and focus more specifically on online marketing efforts of Greggs. Primary data collection was done to learn how consumers engage with digital platforms, i.e., mobile applications, websites, and social media, and how the interactions affect purchasing decisions and in-store behaviour. A questionnaire was created and implemented in Google Forms that provided an effective method of dissemination, standardisation of answers, and accessibility to the participants. The questionnaire was based on 20 structured questions that included demographic attributes, the frequency of using the digital platforms, the reasons that prompted them to use the digital services, their perception of the click-and-collect functionality, their satisfaction with the online-to-offline integration, and their perception of the effectiveness of online marketing by Greggs. These questions were categorical, multiple choice, and Likert scale in an attempt to have a holistic approach to the question, that is, to ensure that both attitudinal and behavioural patterns were captured.

The Google Form was sent through email, where a survey link was sent directly to the potential respondents. One hundred and forty-seven (147) people were contacted, and they included classmates, university students, and other individuals who were deemed to be relevant in the context of the research. The respondents were chosen according to convenience and a purposive sampling strategy; that is, the participants were required to be familiar with digital platforms and online purchasing behaviours that were pertinent to the UK retail context. A total of 70 out of the 147 individuals approached filled out the questionnaires, adding up to a response rate of about 47.6%.

This is because all respondents were given a consent statement at the start of the Google Form before attempting to participate in the survey. The consent form stated the objective of the study clearly, and it was clear that the respondents participated voluntarily, and the study guaranteed the respondents that any form of involvement would be anonymous and confidential, and they were notified that they could pull out

at any point before submissions. Ethical standards of research were ensured because only those who had signed the consent statement were able to move through the questionnaire.

In general, this chapter gives a review of the data collection procedure and brings out the demographic and behavioural attributes of the respondents. The coded information with the help of Google Forms will be the basis of the further analysis and interpretation of the results, which will be presented in correlation with the purpose of the research and how the digital marketing effectively affects the engagement and purchasing behaviour of the consumer.

4.2 Data Analysis

Question-01: What is your age group? (70 responses)

Age Group	Frequency	Percentage (%)
18–24	33	47.14%
25–34	37	52.86%
Total	70	100%

Table 1: Age Group Distribution Summary

Graph:

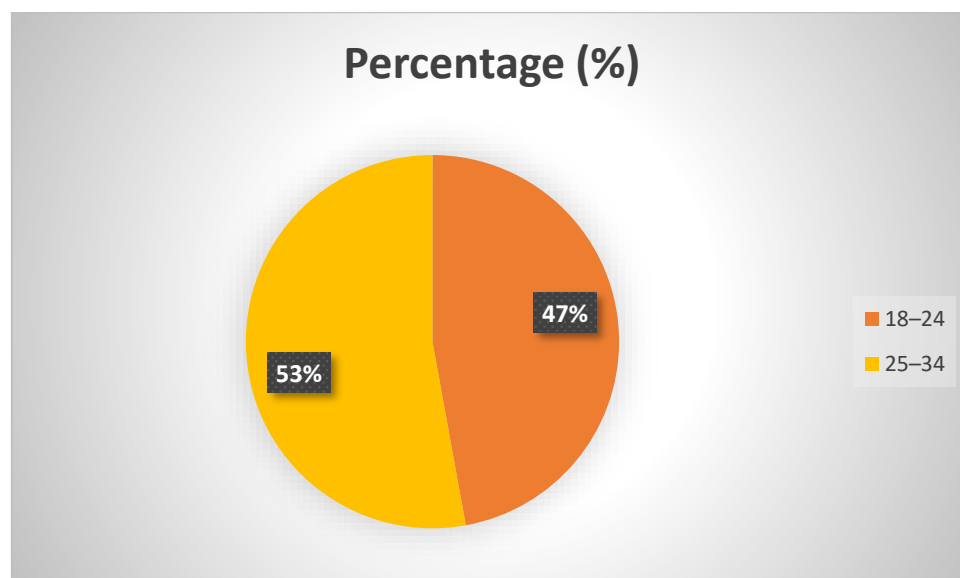


Figure 2: Age Group Distribution

Summary:

The pie chart shows the age group of the survey respondents. The age groups of most of the participants are 25 to 34 (52.86%), and a significant percentage is between 18 and 24 (47.14%). This means that the younger customers are the main consumers of Greggs' digital platforms, which have a higher probability of responding to digital marketing programmes and internet shopping platforms.

Question-02: What is your gender? (70 responses)

Gender	Frequency	Percentage (%)
Female	41	58.57%
Male	29	41.43%
Total	70	100%

Table 2: Gender Distribution

Graph:

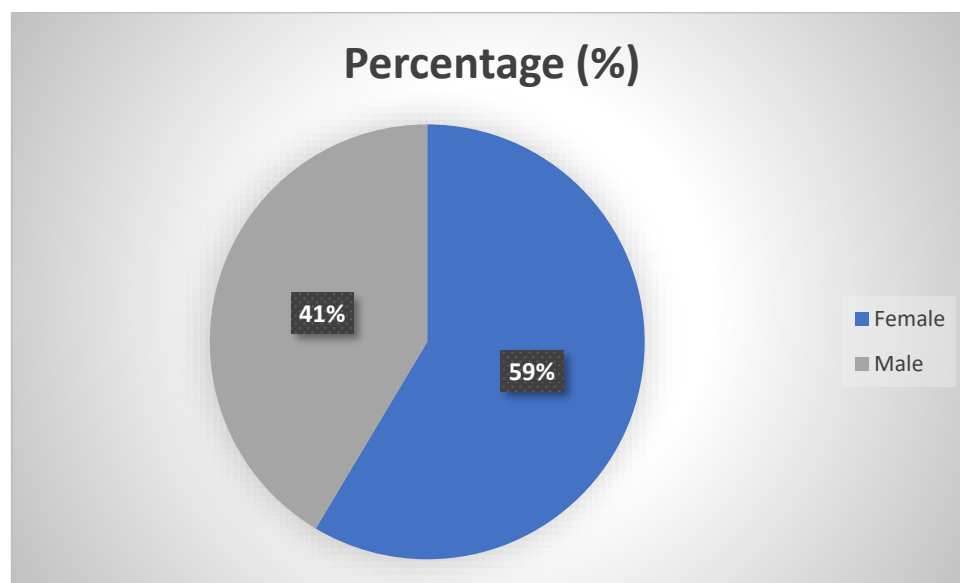


Figure 3: Gender Distribution

Summary:

The gender of the respondents is depicted on the pie chart. The sample is dominated by female participants (58.57%) and male respondents (41.43%). It suggests that the digital platforms of Greggs have a slightly greater degree of interaction with the surveyed female customers.

Question-03: What is your monthly personal income (approx.)?

(70 responses)

Income Group	Frequency	Percentage (%)
No income / Student	27	38.57%
Below £1,500	17	24.29%
£1,501–£2,500	10	14.29%
£2,501–£3,500	10	14.29%
Above £3,500	6	8.57%
Total	70	100%

Table 3: Income Distribution

Graph:

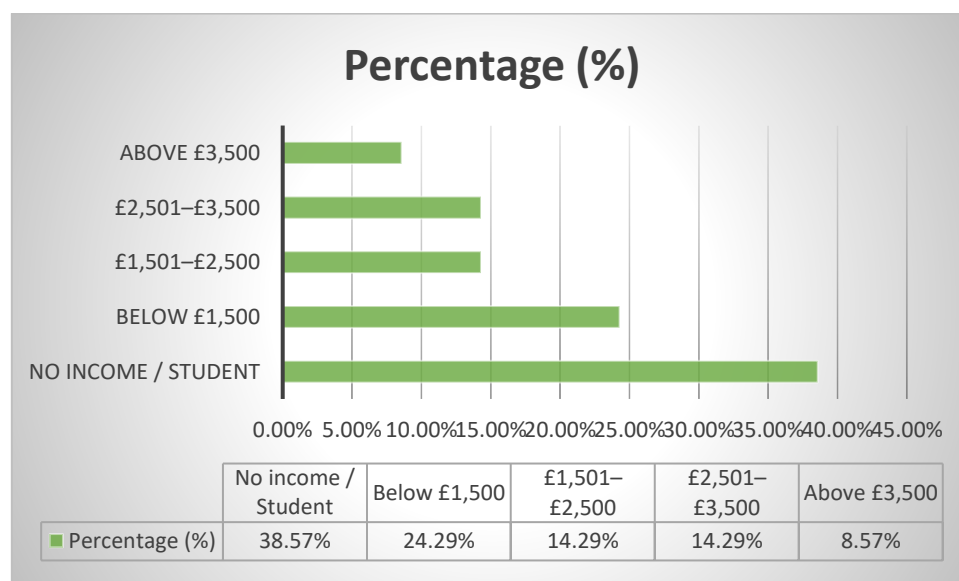


Figure 4: Monthly Personal Income

Summary:

The bar chart shows how income is distributed among the respondents. The percentage of the respondents who are students or do not have any personal income is high (38.57%), as well as the percentage of the participants with income less than 1,500 per month (24.29%). This implies that the consumers of Greggs on the digital

platform are dispersed among lower-income and student groups, which is why value and digital promotions are important, as well as marketing strategies based on affordability.

Question-04: Which ethnic group do you identify with?

(70 responses)

Ethnic Group	Frequency	Percentage (%)
White	30	42.86%
Asian	17	24.29%
Mixed	16	22.86%
Black	7	10.00%
Total	70	100%

Table 4: Ethnicity Distribution

Graph:

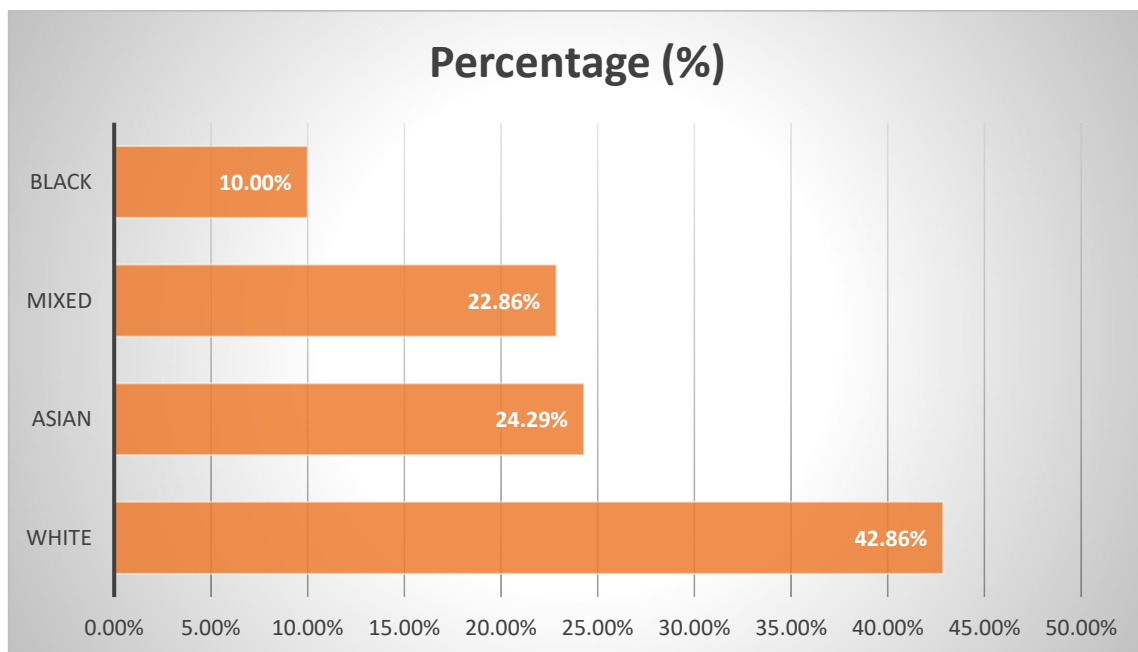


Figure 5: Ethnic Background

Summary:

The bar chart shows the ethnic breakdown of the people interviewed. The highest percentage of the sample consists of white people (42.86), then Asian people (24.29),

and Mixed ethnic groups (22.86). The sample size of black respondents is 10 per cent. This variety suggests that customers with different ethnic backgrounds are attracted to Greggs through digital channels, which justifies the inclusivity and extensive targeting of customers of Greggs' digital marketing activities.

Question-05: How frequently are you purchasing from Greggs? (70 responses)

Purchase Frequency	Frequency	Percentage (%)
Monthly	22	31.43%
Daily	18	25.71%
Weekly	17	24.29%
Rarely	13	18.57%
Total	70	100%

Table 5: Purchase Frequency at Greggs

Graph:

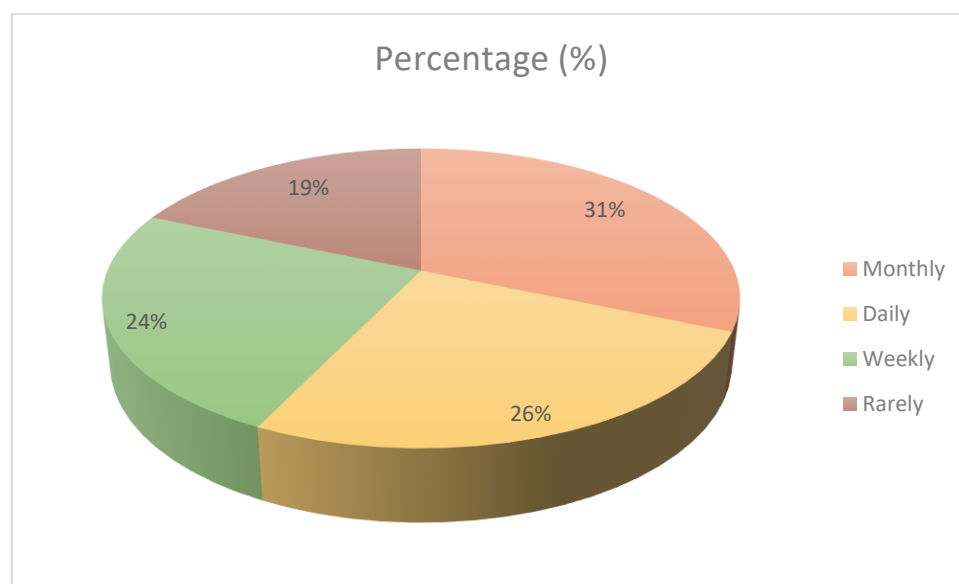


Figure 6: Purchase Frequency of Greggs Customers

Summary:

The pie chart shows the frequency of the respondents when they buy at Greggs. The greatest percentage of the respondents are monthly purchasers (31.43%), then daily (25.71%), and weekly customers (24.29%). The lesser percentage of respondents make purchases in infrequent situations (18.57%). This distribution indicates that

although Greggs has a high number of regular consumers, there is a significant number of consumers who attend less frequently, which opens up opportunities to pursue digital marketing campaigns that would help this company attract more consumers to visit more often.

Question-06: Which Greggs digital platforms have you used?

(70 responses)

Digital Platform	Frequency (Users)	Percentage (%)
Website	38	54.29%
Mobile app	36	51.43%
Third-party delivery apps	34	48.57%
Social media	32	45.71%

Table 6: Digital Platforms Used

Graph:

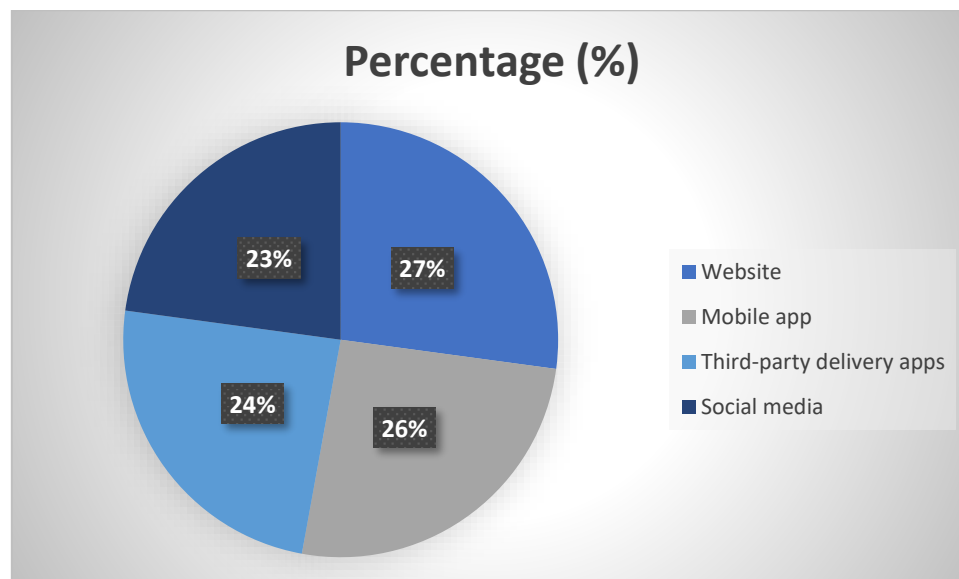


Figure 7: Digital Platforms Used by Greggs Customers

Summary:

The pie chart displays the most frequent digital platforms that the respondents use most in dealing with Greggs. The most popular platforms are the site (54.29%), the mobile application (51.43%), and the third-party delivery application (48.57%). There is also the extensive use of social media platforms (45.71%). This graph shows

that Greggs has a great multi-platform digital presence, and the need to maintain an integrated omnichannel digital marketing strategy is valid.

Question-7: How often do you use the Greggs mobile app?

(70 responses)

App Usage Frequency	Frequency	Percentage (%)
Weekly	19	27.14%
Daily	18	25.71%
Monthly	18	25.71%
Rarely	15	21.43%
Total	70	100%

Table 7: Greggs App Usage Frequency

Graph:

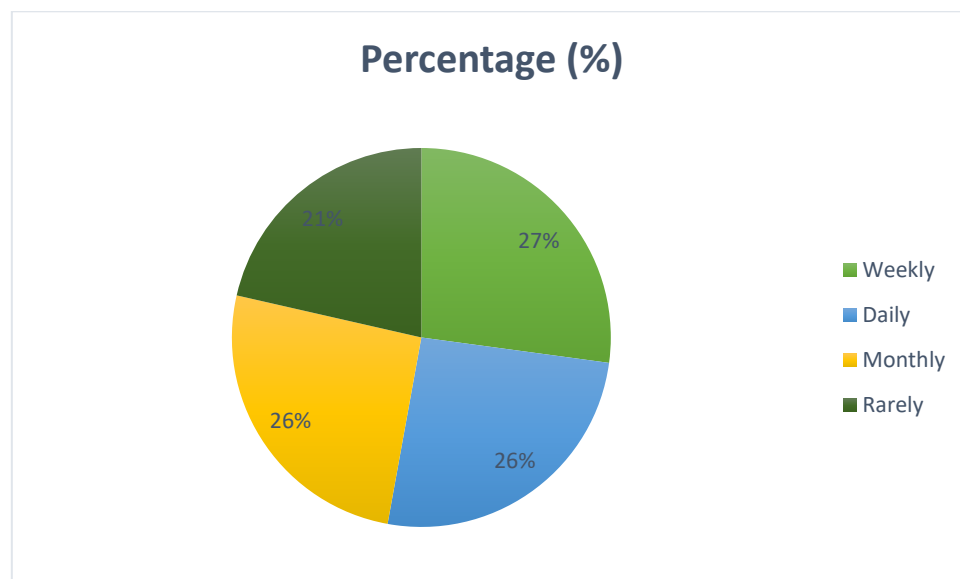


Figure 8: Frequency of Greggs Mobile App Usage

Summary:

The pie chart shows the frequency of the respondents using the Greggs mobile app, with the highest frequency being a week (27.14%), then the next frequency of using the Greggs mobile app is daily (25.71%), and finally monthly (25.71%). A lesser percentage of the respondents consume the app infrequently (21.43%). This graph

shows steady interaction with the Greggs app by the user, which is significant as it is a major digital interaction point with customers in terms of interaction and purchasing behaviour.

Question-8: What is your main reason for using Greggs' digital platforms?

(70 responses)

Reason for Digital Use	Frequency	Percentage (%)
Convenience	22	31.43%
Faster ordering	20	28.57%
Product information	16	22.86%
Discounts / loyalty rewards	12	17.14%
Total	70	100%

Table 8: Reasons for Using Greggs' Digital Platforms

Graph:

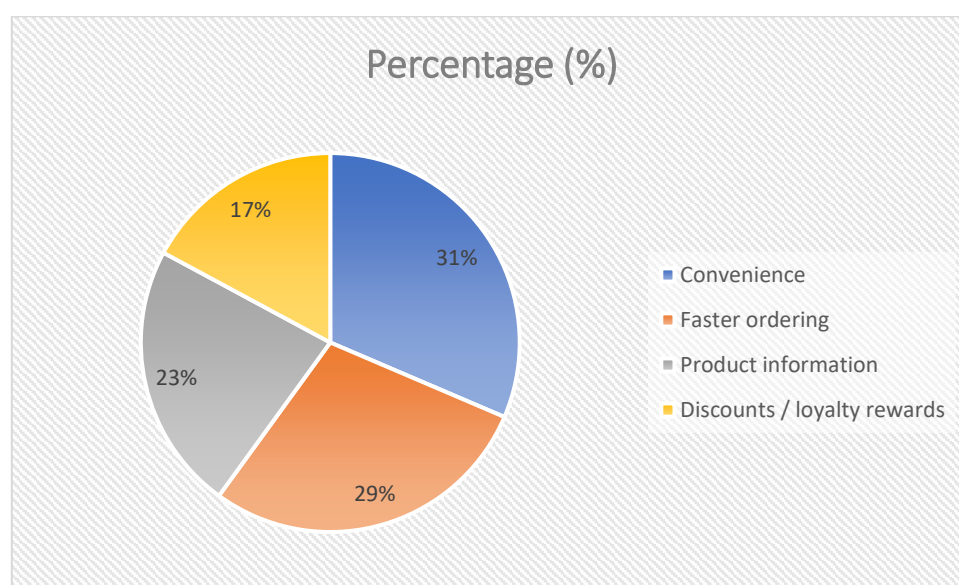


Figure 9: Reasons for Using Greggs' Digital Platforms

Summary:

The pie chart shows the primary rationales that the respondents use Greggs' digital platforms. The factor with the most effect (31.43%) is convenience, and then comes faster ordering (28.57%). The percentage of responses that are based on product information is 22.86%, and discounts/loyalty rewards is 17.14%. These results indicate

that practical advantages or convenience and speed are more influential than advertising motivation factors when it comes to encouraging Gregg's customers to use digital platforms.

Question-9: Which digital feature influences you the most?

(70 responses)

Digital Feature	Frequency	Percentage (%)
Click-and-collect	22	31.43%
Push notifications	18	25.71%
Online menu browsing	13	18.57%
Loyalty rewards	10	14.29%
Delivery options	7	10.00%
Total	70	100%

Table 9: Most Influential Digital Feature

Graph:

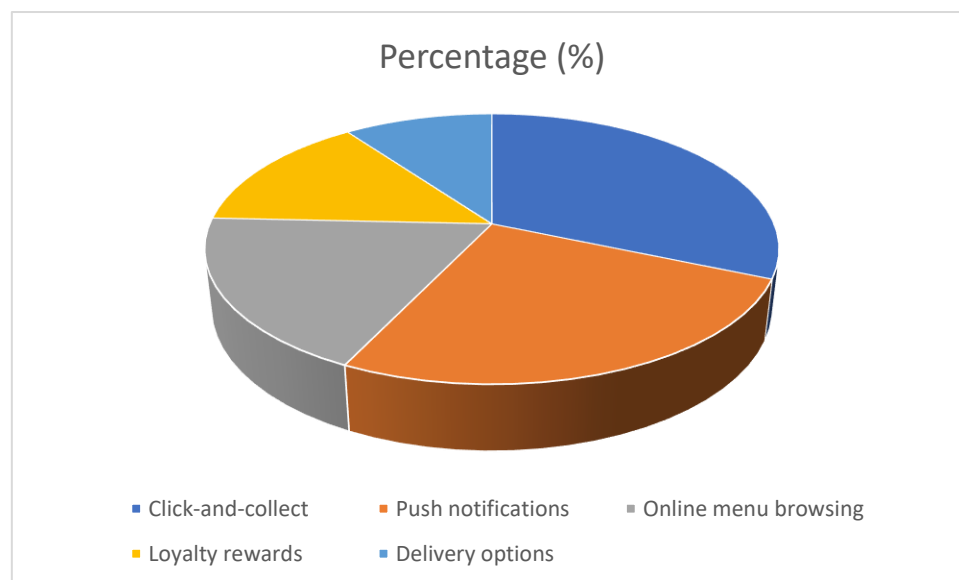


Figure 10: Most Influential Digital Features for Gregg's Customers

Summary:

The pie chart shows what digital features have the most impact on the respondents in making purchasing decisions. The most impactful one is click-and-collect (31.43%),

then there are push notifications (25.71%) and online menu browsing (18.57%). The less influential ones include loyalty rewards (14.29%) and delivery options (10.00%). It underlines the idea that convenience-driven aspects such as click-and-collect and timely notifications have been the drivers of digital customers at Greggs.

Question-10: How easy do you find Greggs' digital platforms to use?

(70 responses)

Ease of Use	Frequency	Percentage (%)
Very easy	26	37.14%
Easy	23	32.86%
Neutral	21	30.00%
Total	70	100%

Table 10: Ease of Use of Greggs' Digital Platforms

Graph:

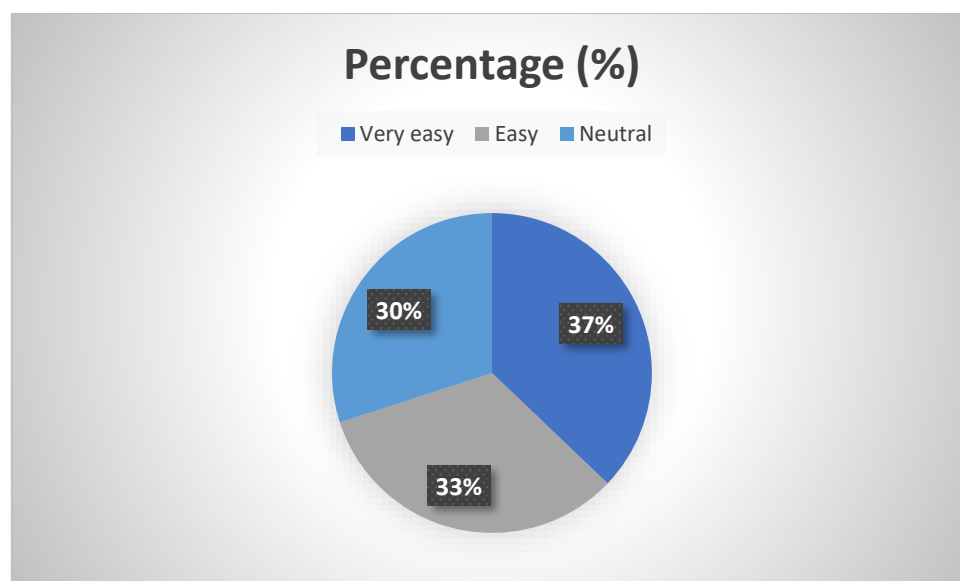


Figure 11: Ease of Use of Greggs' Digital Platforms

Summary:

The pie chart depicts the perception of the respondents of the ease of using the digital platforms at Greggs. The majority of the participants consider the platforms effortless (37.14) or easy (32.86), and 30% of them are neutral. This means that the user perception towards usability is generally favourable, and so the Greggs online

interfaces are easily accessible and easy to use, which will potentially aid the customer engagement and repeated usage.

Question-11: How often do digital promotions encourage you to purchase from Greggs?

(70 responses)

Promotion Encouragement	Frequency	Percentage (%)
Very often	21	30.00%
Often	16	22.86%
Sometimes	17	24.29%
Rarely	16	22.86%
Total	70	100%

Table 11: Influence of Digital Promotions on Purchases

Graph:

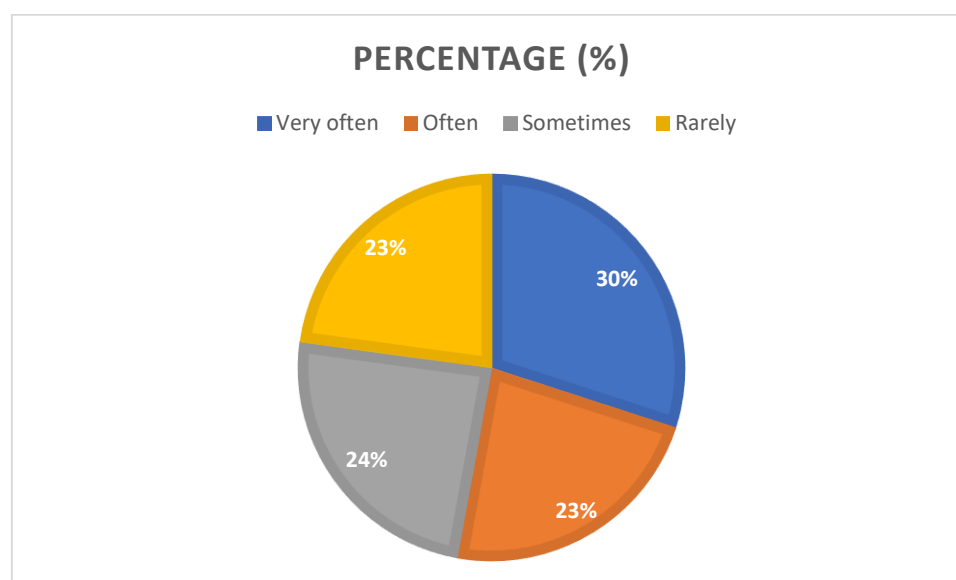


Figure 12: Influence of Digital Promotions on Greggs Purchases

Summary:

The pie chart shows the frequency of the occurrence of the digital promotions that make the respondents purchase. The greatest percentage of the respondents indicate that they were influenced very often (30%), then sometimes (24.29%), and often/rarely

(both 22.86%). This finding implies that online promotions contribute to the generation of purchases to a considerable extent, but different customers react differently to them, and continuous and directed promotional campaigns are crucial.

Question-12: Which digital marketing activity influences your purchase most?

(70 responses)

Digital Marketing Activity	Frequency	Percentage (%)
App notifications	15	21.43%
Social media posts	17	24.29%
Email offers	14	20.00%
Influencer content	13	18.57%
Online ads	11	15.71%
Total	70	100%

Table 12: Most Influential Digital Marketing Activity

Graph:

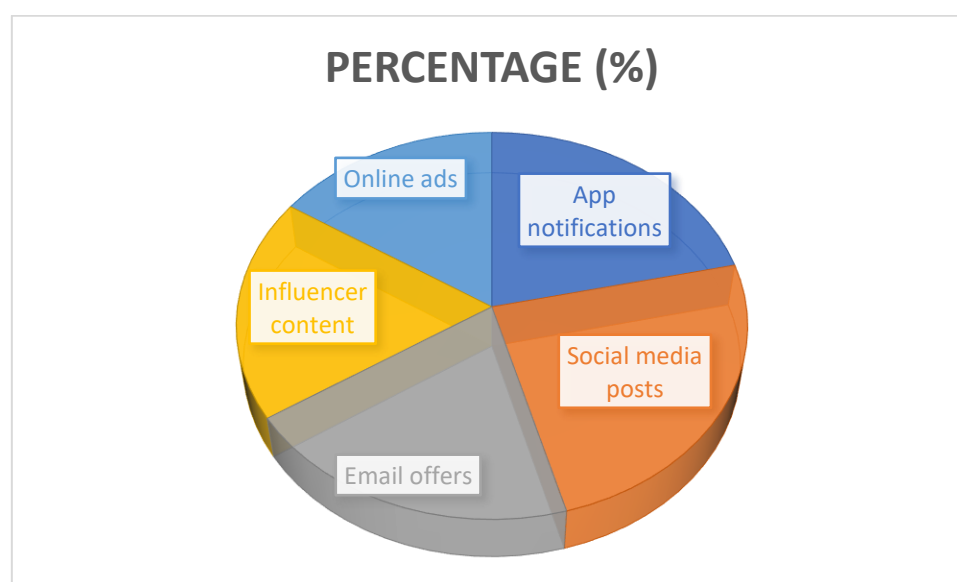


Figure 13: Most Influential Digital Marketing Activities for Greggs Customers

Summary:

The pie chart shows the activities in digital marketing that mostly affect the buying decision of the respondents. The most influential are the social media posts (24.29%),

then the app notifications (21.43%), and the email offers (20.00%). The slightly less impactful ones are influencer content (18.57%) and online ads (15.71%). This result implies that real-time interaction through social media and prompt notification is the central factor in the influence of customer behaviour and purchasing patterns.

Question-13: Have digital offers increased your visit frequency to Greggs?

(70 responses)

Visit Frequency Change	Frequency	Percentage (%)
Yes, significantly	19	27.14%
Yes, slightly	19	27.14%
No change	32	45.71%
Total	70	100%

Table 13: Impact of Digital Offers on Visit Frequency

Graph:

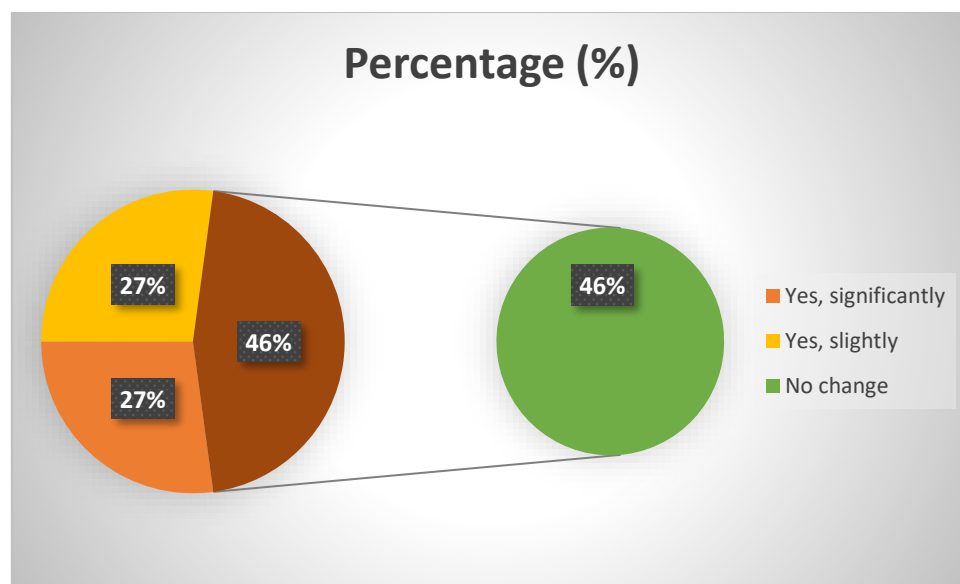


Figure 14: Impact of Digital Offers on Greggs Visit Frequency

Summary:

The pie chart presents the impact of digital offers on the number of visits to Greggs made by the respondents. Although a significant percentage of them do not change their visits (45.71%), almost identical percentages of them state that their visits are boosted by digital offers slightly (27.14%) or considerably (27.14%). This graph shows

that digital promotion has a significant impact on customer engagement, but a significant number of customers already visit it consistently or are less sensitive to the digital promotions.

Question-14: How likely are you to try new Gregg's products promoted digitally?

(70 responses)

Likelihood	Frequency	Percentage (%)
Likely	23	32.86%
Neutral	19	27.14%
Very likely	14	20.00%
Unlikely	14	20.00%
Total	70	100%

Table 14: Likelihood to Try New Greggs Products Promoted Digitally

Graph:

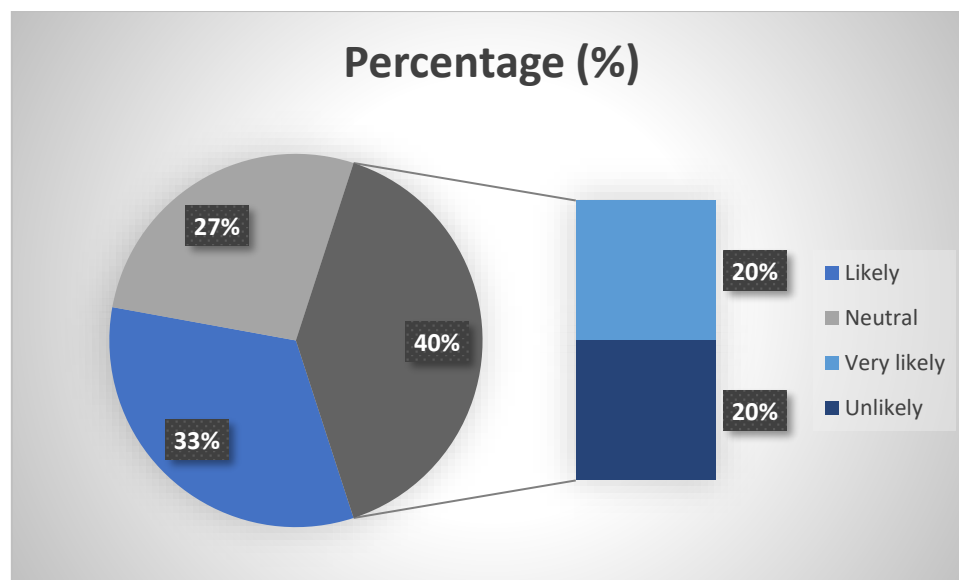


Figure 15: Likelihood of Trying New Greggs Products Promoted Digitally

Summary:

The pie chart shows the probability of the respondents trying the new products after being advertised in digital outlets. The highest percentage will be those who will be willing to sample new products (32.86%), neutral respondents (27.14%), and very

likely (20.00%) and unlikely (20.00%) respondents. This implies that online promotions will be successful in stimulating new product testing in a large percentage of the customers, although a balanced approach to marketing might be necessary to tap into a larger share of reluctant shoppers.

Question-15: Compared to non-digital customers, how do you view your spending at Greggs?

(70 responses)

Spending Comparison	Frequency	Percentage (%)
About the same	32	45.71%
Slightly higher	21	30.00%
Much higher	17	24.29%
Total	70	100%

Table 15: Spending Compared to Non-Digital Customers

Graph:

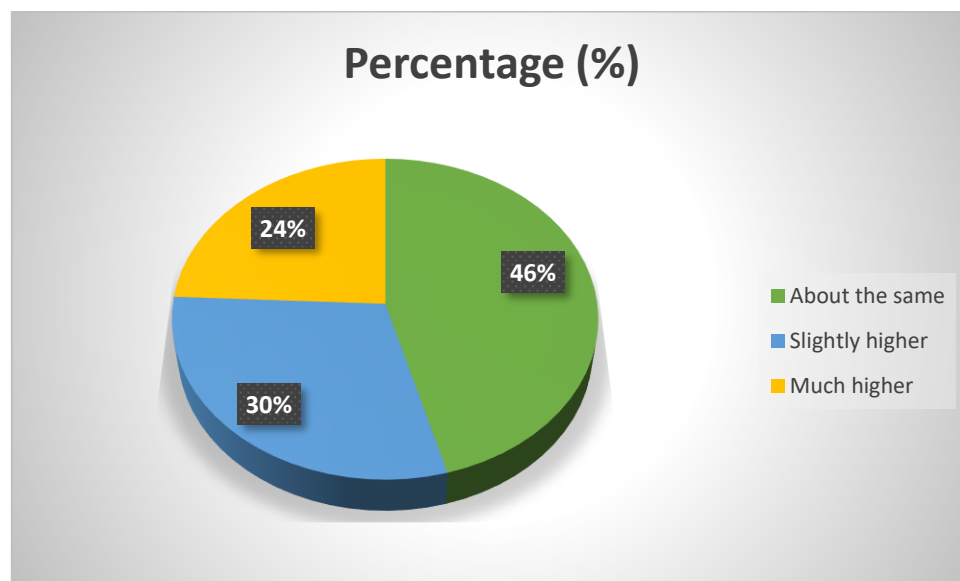


Figure 16: Spending Comparison of Digital vs Non-Digital Customers

Summary:

The pie chart depicts how digital respondents think of their expenditure in Greggs compared to non-digital respondents. Approximately 50% of the respondents (45.71%) claim to spend approximately the same amount, 30% spend somewhat more, and 24.29% spend a lot more. This indicates that online interactions can help

make more customers spend a considerable amount, which reminds us of the possible usefulness of online marketing efforts in motivating purchases.

Question-16: Have you ever seen a digital promotion and then purchased in-store at Greggs?

(70 responses)

Digital-to-In-store Purchase	Frequency	Percentage (%)
Very frequently	19	27.14%
Frequently	18	25.71%
Occasionally	14	20.00%
Rarely	19	27.14%
Total	70	100%

Table 16: Digital-to-In-store Purchase Frequency

Graph:

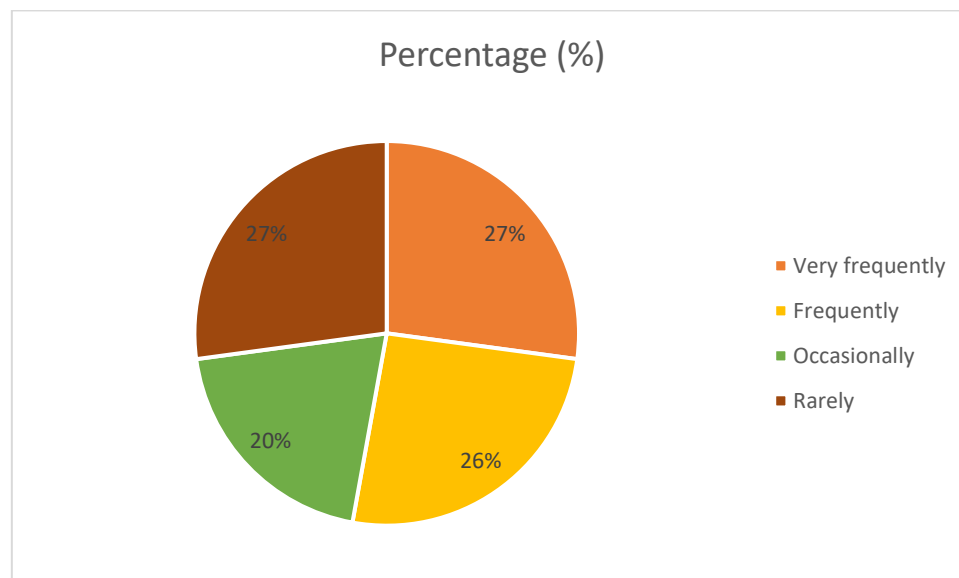


Figure 17: Digital-to-In-store Purchase Behavior

Summary:

The pie chart shows the frequency of the in-store purchases by respondents following the view of digital promotions. A good share of this report shows very frequent (27.14%) and frequent (25.71%) purchases between the digital and the store, and 20% of them occasionally buy items, and 27.14% of them hardly turn digital interaction into visiting the store. It means that the digital marketing campaign will be effective in

making offline purchases for a large portion of the customer base, but there will be the customers who will be less receptive.

Question-17: Which digital-to-offline journey do you use most?

(70 responses)

Digital-to-Offline Journey	Frequency	Percentage (%)
App → in-store purchase	26	37.14%
Click-and-collect	18	25.71%
Social media → store visit	19	27.14%
Delivery → later store visit	7	10.00%
Total	70	100%

Table 17: Digital-to-Offline Journey

Graph:

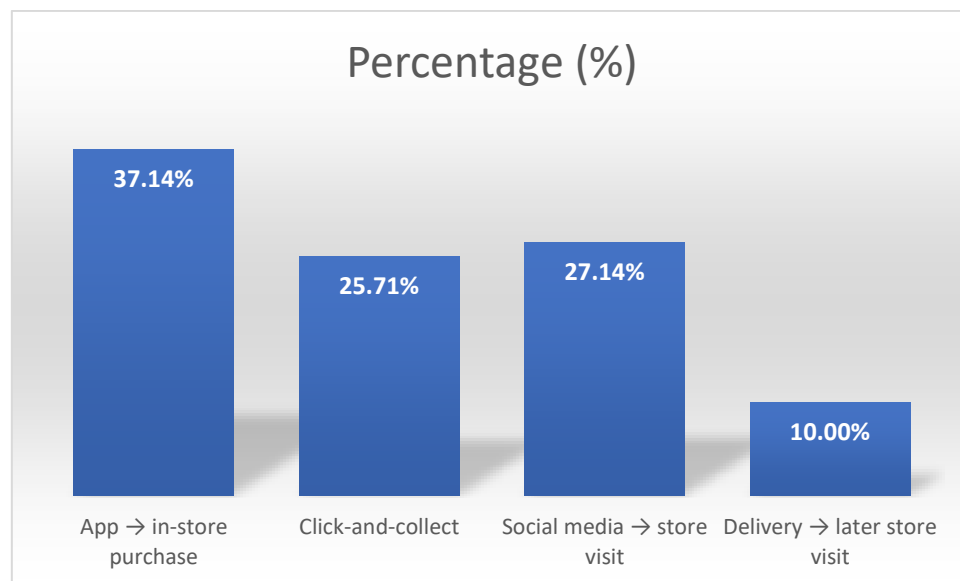


Figure 18: Digital-to-Offline Customer Journeys

Summary:

The bar chart represents the most frequent online-to-offline customer paths. Most of the respondents translate app usage into in-store shopping (37.14%); next comes social media-based in-store shopping (27.14%); and lastly, there are click-and-collect shoppers (25.71%). The least common is delivery that results in subsequent visits to

the store (10%). These data points suggest that the most significant digital touchpoints that generate offline interaction for Greggs are the app and social media, which means that omnichannel strategies should be considered first.

Question-18: How important is click-and-collect in your purchasing decision?

(70 responses)

Importance Level	Frequency	Percentage (%)
Very important	28	40.00%
Important	23	32.86%
Neutral	19	27.14%
Total	70	100%

Table 18: Importance of Click & Collect

Graph:

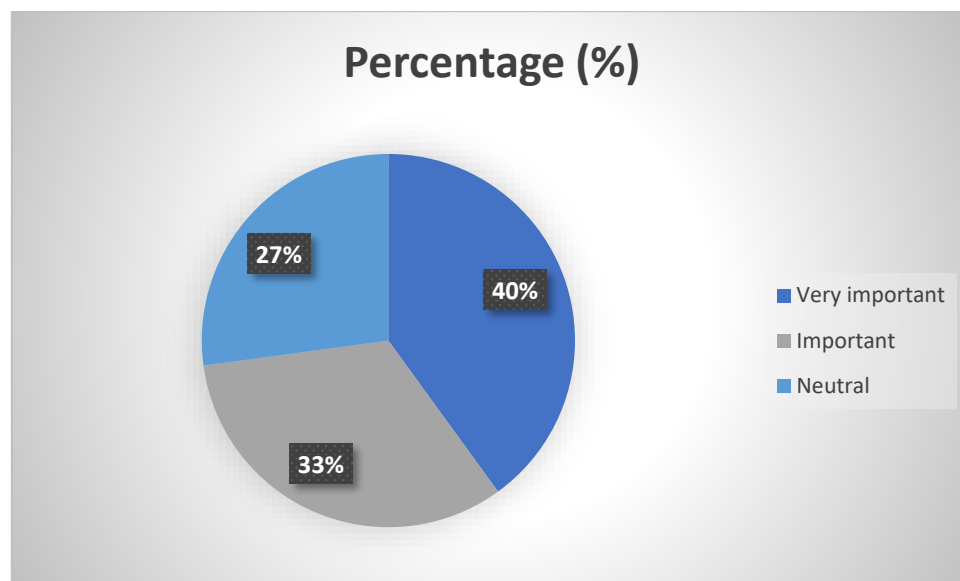


Figure 19: Importance of Click & Collect in Purchasing Decisions

Summary:

The pie chart shows the significance of the use of click-and-collect in the purchase decision-making of respondents. Most of them regard it as very important (40.00%) or important (32.86%), and 27.14% are neutral. This data indicates that click-and-collect is one of the important elements in inspiring online shopping and visits to the stores to serve as a priority attribute of the Greggs omnichannel strategy.

Question-19: How satisfied are you with the integration of Greggs' online and offline services? (*Explain what does the offline service includes*)

(70 responses)

Satisfaction Level	Frequency	Percentage (%)
Very satisfied	23	32.86%
Satisfied	21	30.00%
Neutral	26	37.14%
Total	70	100%

Table 19: Satisfaction with Online-Offline Integration

Graph:

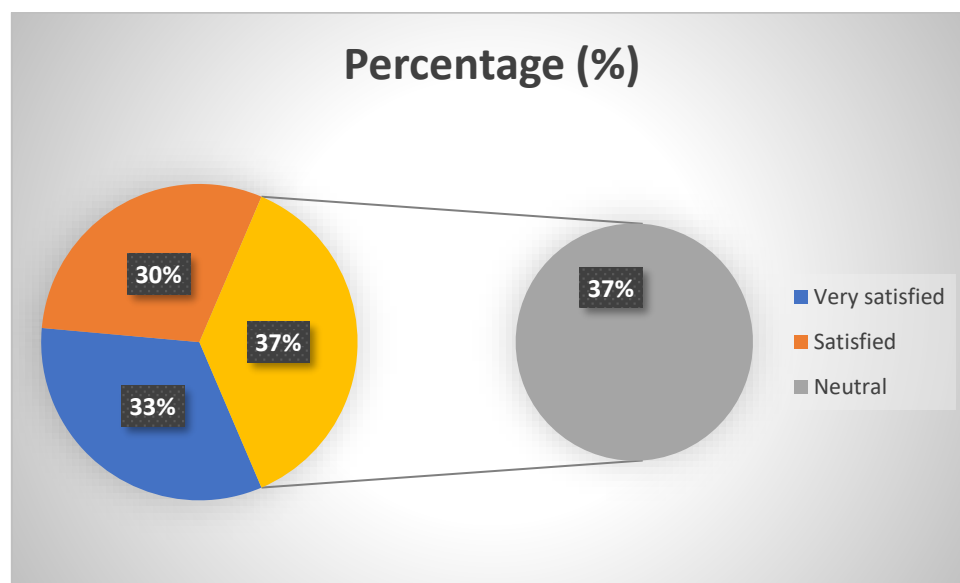


Figure 20: Satisfaction with Integration of Online and Offline Services

Summary:

The pie chart shows the satisfaction of the respondents in the integration of the Greggs online and offline services. Although 32.86% are very satisfied and 30.00% are satisfied, there is a significant percentage (37.14%) of neutral ones. It means that despite the fact that digital and physical channel integration is valued by a large portion of customers, the online-retail experience linkage can be made more seamless to improve customer satisfaction further.

Question-20: Overall, how effective do you think Greggs' digital marketing is in influencing your purchases?

(70 responses)

Effectiveness Level	Frequency	Percentage (%)
Very effective	21	30.00%
Effective	15	21.43%
Moderately effective	34	48.57%
Total	70	100%

Table 20: Overall Effectiveness of Greggs' Digital Marketing

Graph:

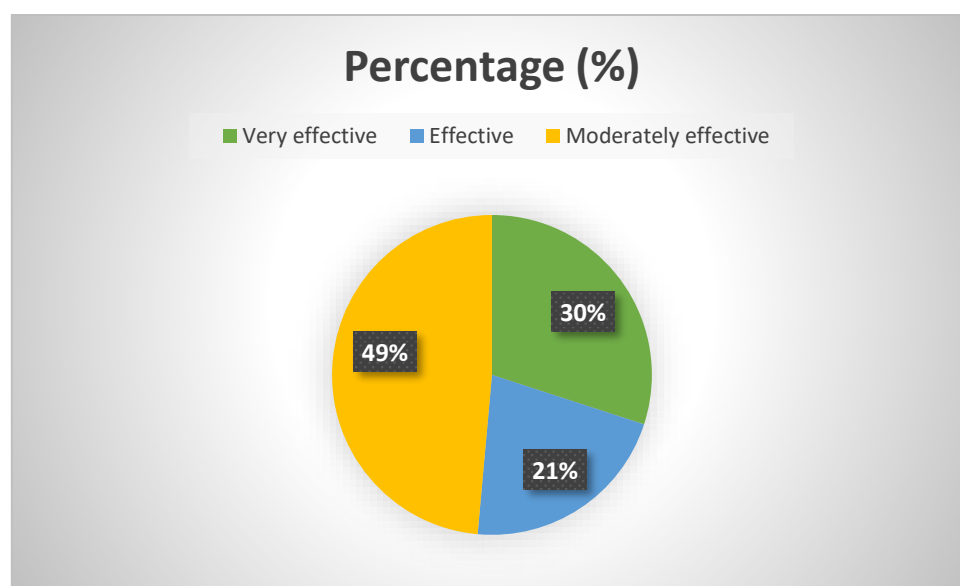


Figure 21: Perceived Effectiveness of Greggs' Digital Marketing

Summary:

The pie chart shows how the respondents perceive Greggs to be effective in its digital marketing. Almost half of the interviewees (48.57%) regard it as moderately effective, 30.00% as very effective, and 21.43% as effective. This indicates that the overall reaction of Greggs to digital marketing campaigns is quite positive, though there are still opportunities to make them more efficient, especially in terms of focusing on more interesting content and even individualised offers that would be more impactful.

4.3 Discussion

4.3.1 Overview

This part will describe the findings of the research concerning the indicated research objectives and comment on the novel findings that arose after analysing the survey data. The results discuss figure 9, 19, 20 and 21 there greggs' online marketing initiatives and their role in customer involvement and online-to-offline (O2O) consumer behaviour. There is a critical comparison between the results and the existing literature on digital marketing and consumer behaviour, and points of convergence and variance are identified. In general, the results suggest that online platforms facilitate customer communication, which confirms previous research on omnichannel retailing (Chaffey and Ellis-Chadwick, 2019; Kotler et al., 2021).

4.3.2 Digital Marketing and Spending Behaviour Relationship

Testing the influence of digital marketing activities on customer purchasing behaviour is the primary goal of this study. According to the survey results in figure 7, 12, 17 the majority of the respondents also stated either the same or slightly increased spending due to exposure to digital marketing, and a smaller percentage stated significantly increased spending. This data is an indication that digital marketing technologies like mobile applications, promotional offers, and social media campaigns play a moderate role in influencing purchasing behaviour and not in a transformative way. These results confirm that digital communications can boost the interaction but may not necessarily lead to significant growth in costs among most consumers (Chaffey and Ellis-Chadwick, 2019; Lemon and Verhoef, 2016).

Moreover, the findings demonstrate that those respondents who had more engagement with the Greggs mobile application and social media sites were more prone to report a slight rise in spending, which is a positive correlation between the use of digital channels and consumer spending. This finding is in line with prior research that found that repeated online to offline (O2O) touchpoints intensify customer relations and promote incremental online to offline (O2O) spending (Verhoef, Kannan, and Inman, 2015). Nevertheless, in accordance with the more recent studies of omnichannel, the observed effect in this paper is not substantial, but the overall gradual one indicates that digital interactions tend to be a constituent of a multi-touch customer experience, but not one that contributes greatly to the increase in sales (Kotler et al., 2021).

Whereas earlier studies tend to indicate that the influence of social media engagement on in-store buying behaviour is direct and positive (e.g., Stephen and Galak, 2012; Kumar et al., 2016), the current research states that social media has a direct and beneficial impact on brand awareness, as opposed to prompting consumers to visit the store. Evidence from surveys indicates that posts on social media were less effective at creating in-store purchases, despite the perceived influence, than app-based interactions, which indicate a poorer behavioural conversion effect than postulated previously.

4.3.3 Purchase Frequency (Online to Offline)

The second research aim was to study the effects of online communication on the in-store purchasing behaviour of the customers. Results of the survey show that most of the survey frequently or very often change channels between the digital and the real-world store visitations, with only a few of them indicating that they resort to very infrequent movement between online and offline worlds. It indicates that digital marketing efforts are relevant in terms of contributing to store traffic, especially with the assistance of mobile applications, promotional emails, and purpose-specific social media communications (Verhoef, Kannan and Inman, 2015).

Moreover, the respondents that mentioned being more exposed to receiving the app notifications and the use of click-and-collect services showed increased visit frequency as well, which also means that online cues serve as efficient drivers of offline behaviour. This observation is consistent with the literature on omnichannel, which emphasises the superiority of the transactional and action-orientated digital tools in eliciting in-store traffic in relation to the awareness-based campaign (Lemon and Verhoef, 2016; Chaffey and Ellis-Chadwick, 2019). Although social media will help raise awareness, it seems that its impact on direct store visitation has relatively lower strength.

Previous researchers frequently assert that the digital marketing practices result in significant growth in sales performance (Lemon and Verhoef, 2016; Kotler, Kartajaya and Setiawan, 2021). Nevertheless, the current study indicates that the impact of digital marketing is more in terms of addition than in terms of revolution, most especially in low-value, high-frequency shopping like food-on-the-go. According to the results of the survey, the majority of the respondents indicated that there were no

differences or only slightly increased spending patterns after being engaged digitally. This difference illustrates the significance of channel- and context-sensitive measurement, as opposed to the use of evenly distributed financial impact between sectors and client groups.

4.3.4 Patterns of Digital-to-Offline Journeys

The digital-to-offline pathway analysis revealed four major journeys for respondents, including app-to-in-store purchase, social media-to-store visit, click-and-collect, and delivery with a subsequent store visit. The most commonly cited route was the app-to-in-store journey, with the next being the social media-led store visit, with click-and-collect being a prominent hybrid process between the online and offline activity. These trends show that mobile applications continue to be the most productive physical retail engagement driver (Pantano et al., 2020).

The results also indicate in figure 18 that the digital channels have different roles in the consumer's behaviour. The in-store visits seem to be more influenced by the mobile apps, with the help of loyalty rewards and personalised offers, but social media only adds to awareness and does not trigger action. Customers, already motivated to visit stores, use click-and-collect as an enabling device. This phenomenon proves the idea of omnichannel research that digital tools, which are integrated and based on utility, are more useful in transforming online interaction into offline behaviour (Hubner, Wollenburg and Holzapfel, 2016).

4.3.5 Importance of Click-and-Collect

The responses of the survey participants show that the majority of them believe that click-and-collect is critical or important enough, and consumers like convenience-orientated online-to-offline systems. The results prove that click-and-collect not only makes the transactions easier but also promotes further purchases in the store, which supports its strategic significance in the context of omnichannel retailing (Gallino and Moreno, 2014).

Such findings are aligned with O2O literature because bridging mechanisms are determined to play a crucial role in lessening friction between digital and physical channels (Shi, Wang and Yu, 2018). However, the results also reveal that click-and-collect does not outperform mobile applications in promoting repeat behaviour. Rather,

there seem to be several digital touchpoints working in synergy, and their comparative efficacy is determined by circumstances, urgency, and consumer motivation.

4.3.6 Online-Offline Integration Satisfaction

Regarding satisfaction with online-offline integration, the majority of respondents expressed satisfaction or great satisfaction, which shows that Greggs overall has been able to address the expectations of the consumer in terms of its integration of digital and physical channels. An increase in customer satisfaction was especially linked to using the apps regularly and enrolling in loyalty programmes, which supports the significance of digital personalisation in improving the customer experience (Kotler, Kartajaya, and Setiawan, 2021).

The results also indicate in figure 10, 13, 14, 15 that the perceived value of customised offers and the ease of in-store redemption are important factors influencing satisfaction, in addition to technical efficiency. It confirms the body of literature that defines digital marketing as a customer experience amplifier and not as a promotion mechanism (Grewal et al., 2017). Nevertheless, the level of satisfaction was higher in line with the intensity of engagement, which shows that perceived benefits could be constrained by incomplete or irregular use of digital channels.

There is a tendency in the past omnichannel literature to report an overall and consistent positive correlation between online-offline integration and customer satisfaction (Verhoef, Kannan and Inman, 2015; Huebner, Wollenburg and Holzapfel, 2016). Conversely, the research results in this paper have shown that satisfaction with channel integration differs based on the intensity of usage and perceived worth. The active customers who used Greggs' application and loyalty options associated themselves with a greater level of satisfaction, whereas less frequent users conveyed more neutral responses. This shows that the effects of integration are not equally felt by all consumers, as it presents a challenge to the homogeneous assumption of satisfaction in the omnichannel setting.

4.3.7 Perceived Digital Marketing Effectiveness

Regarding the overall effectiveness of digital marketing, the survey responses were predominantly positive, with most respondents rating Greggs' digital marketing as effective or very effective. The positive experience with mobile applications, promotional activities, and reward schemes was a significant contributor to

perceptions and played a role in supporting previous studies that customer ratings were affected by usability and perceived relevance (Chaffey and Ellis-Chadwick, 2019).

However, the results reveal a distinction between perceived efficacy and perceived behavioural impact. Although people perceived the social media campaigns positively, they did not significantly reduce store visits or expenditure. Conversely, promotions and click-and-collect services based on the app had closer correlations with offline behavioural outcomes. This finding helps to consider the argument that digital marketing is best achieved when it removes the friction and motivates an immediate response, not necessarily through building awareness (Verhoff et al., 2021).

4.3.8. Findings of This Research

The study presents three important findings that build and deepen the existing knowledge about digital marketing and online-to-offline (O2O) consumer behaviour in the UK food-on-the-go retail situation.

Firstly, the results show that digital marketing channels vary widely based on their power to facilitate in-store buying behaviour. According to the survey-based evidence, more effective in terms of prompting offline purchases than social media activity, in its turn, are action-orientated digital tools, specifically the Greggs mobile app and click-and-collect services. The data on the digital-to-offline journey supports this conclusion, as the most common way to visit the store was via app-to-in-store purchase (37.14%), then social media to store visit (27.14%), and click-and-collect was also a significant percentage (25.71%). Contrary to that, the use of social media, though widespread and well-received, did not always result in direct visits to the stores. It means that the transactional and utility-based channels provide a better understanding of behavioural triggering than the awareness-oriented platform, which notes the significance of channel-specific approaches in digital marketing as opposed to homogeneous investment across all channels.

Secondly, the research indicates that there is a distinct discrepancy between the perceived digital marketing effectiveness and the observed behavioural results. Though most respondents rated the digital marketing of Greggs as effective or very effective, this perception was not always related to the increase in the store visits or store spending which can be measured. For example, social media campaigns were

ranked as the most influential among the perceived ones (24.29%), but almost half of the respondents (45.71%) said they did not change the frequency of visits after getting digital offers. This difference indicates that the presence of positive attitudes to digital content does not necessarily lead to offline behaviour. The result makes the literature on the subject matter more nuanced, as it shows that consumer cognition (liking or approving digital marketing) and consumer behaviour (visiting stores or spending more) do not always go hand in hand.

Thirdly, it is found that digital touchpoint combinations are more effective in arousing offline behaviour compared to the use of single channels. The feedback on the survey showed that those customers who engaged with a variety of digital services on a regular basis, including app notifications and click-and-collect services, noted that they visit the store more often and have a more impressive in-store shopping experience. The high value attributed to the use of click-and-collect (72.86% rated it important or very important) and the frequent use patterns of apps are indicative of that. These channels do not work alone but complement each other as they minimise friction, enhance convenience and induce action in a timely manner. Although the concept of omnichannel synergy has been addressed in previous studies, this paper presents empirical survey-based research that demonstrates the role of using particular channel combinations to affect consumer behaviour in a food-on-the-go retail business.

On the whole, the findings are relevant to existing knowledge by shedding light on which digital channels influence offline behaviour and why positive perceptions do not necessarily result in action and how integrated digital tools increase O2O effectiveness. This provides the theoretical polish as well as practical advice regarding digital marketing strategy in fast-service retail settings.

4.4 Summary

Chapter 4 included the analysis and interpretation of the primary data that were gathered using a structured questionnaire, developed to test the role of digital marketing in consumer engagement and online-to-offline (O2O) purchasing behaviour. Google Forms was used to invite 147 participants through emails, and 70 valid answers were obtained, which offered the insights of a group of people when it comes to students and their peers or other people. The chapter was dedicated to major trends, including the reasons to use the digital platform, the most powerful digital

attributes, convenience, promotion effects, online marketing performance, O2O purchasing behaviour, and general satisfaction with online and offline experience integration.

The analysis showed that the most significant reasons to use digital platforms were convenience, faster ordering, and product information, whereas the ability to use digital platforms to perform such functions as click-and-collect, push notification, and reward loyalty was considered the most influential reason to engage people and visit offline stores. They tended to consider digital platforms to be easy to very easy to use, and promotions, loyalty rewards, and personalised digital content played a big role in motivating them to make purchases. Another important issue raised by the findings was that digital engagement positively correlated with the increase in visit frequency, readiness to use new products, and the amount of spending, indicating that successful digital marketing approaches have a direct impact on consumer behaviour and store performance.

On balance, Chapter 4 proved that the digital touchpoints of Greggs, especially mobile applications and click-and-collect services, are the significant factors contributing to the development of the customer experience and offline transactions. The results are empirical evidence of the efficacy of omnichannel and O2O strategies, as well as spheres where the consumer experience may be optimised more.

CHAPTER 5: CONCLUSION

5.1 Introduction

This portion is the last chapter of the research because it does a synthesis of the research findings and considers their implications for the digital marketing strategies within the food-on-the-go industry with reference to Greggs. It ponders how the primary data obtained via surveys gives details on consumer behaviour, online-to-offline (O2O) interactions, and the success of digital marketing actions. These findings are also compared with the existing literature in the chapter to establish the areas of consistency, contradictions, and areas of investigation. In addition, the practical implications of the study, its weaknesses, and future research opportunities are addressed. This chapter is aimed at giving a complete close to the study to show how the research goals are achieved and the importance of digital engagement, omnichannel strategies, and consumer experience on the development of purchasing behaviour in the UK retail food market.

5.2 Findings for Each Objective

Objective 1: To identify the digital marketing channels through which Gregg's customers are most frequently exposed to the brand

The survey data indicate that Gregg's clients use a variety of different digital channels, and the most popular platforms used are the site (54.29%), the mobile app (51.43%), third-party delivery applications (48.57%) and social media (45.71%). It shows a presence across multiple digital platforms in line with the theory of omnichannel retailing, which argues that the digital touchpoints between customers and brands interact more and more frequently (Verhoff, Kannan and Inman, 2015). The extensive use of the mobile application and website substantiates the study done earlier on the core of mobile channels in creating loyalty and re-engagement (Chaffey and Ellis, 2019). Nevertheless, social media, which has been theorised to have a potent force of customer focus and desire (Stephen and Galak, 2012), was highly aware and relatively less aligned with offline conversion processes, which suggests that a high level of exposure does not necessarily lead to more purchasing behaviour.

Objective 2: To evaluate customers' perceptions of Greggs' digital marketing activities in terms of engagement, relevance, and appeal

Mostly the respondents found the digital platforms at Greggs to be easy to use, with 37.14% stating that they are very easy to use and 32.86% finding them easy to use. The convenience (31.43%) and faster ordering (28.57%) were the major reasons for using digital channels, followed by product information (22.86%). Loyalty rewards and promotions were less commonly mentioned (17.14%), which may signal that functional value has a more significant influence on customer perception development than incentive-based appeal. This is consistent with the studies that declare usability and quality of experience as two major determinants of online interaction (Lemon and Verhoef, 2016). Online-offline integration also achieved reasonably satisfactory ratings, with a majority of over 60% of the respondents registering positive reviews. Nevertheless, the inclusion of a large neutral group (37.14%) indicates that there are differences in the quality of perceived integration and supports literature that highlights the impact of personal usage patterns on the results of satisfaction (Hubner, Wollenburg and Holzapfel, 2016).

Objective 3: To analyse the influence of Greggs' digital marketing on customer engagement behaviours, including interaction, brand recall, and purchase intention

The data show that online platforms affect engagement behaviours, which are not necessarily predicted in a consistent manner. The use of apps was common, with 27.14% of them applying it weekly and 25.71% using it daily, which confirms the idea that mobile applications can develop a long-term brand engagement (Pantano et al., 2020). Digital promotions led to purchase behaviour to a certain extent, as 30% said that promotions affected their buying very often and 22.86% often. However, about 22.86% of them said they were influenced rarely or exhibited heterogeneous responsiveness to digital stimuli. Remarkably, the offers of social media and email channels were considered to be the most influential (24.29% and 20.00%, respectively); however, they did not necessarily lead to instant changes in behaviour. This gap between perceived influence and actual on-hand engagement or purchasing behaviour relates to studies that acknowledge the complexity of cognitive and behavioural pathways in the online setting (Verhoef et al., 2021).

Objective 4: To examine the extent to which Greggs' digital marketing activities encourage customers' online-to-offline purchasing behaviour (e.g., visiting stores following online exposure)

The results of this survey indicate that the digital interaction influences the offline buying, even though the level depends on the channel. The most common digital-to-offline pathways were app usage (37.14%), social media-to-store visits (27.14%), and click-and-collect (25.71%). Another significant percentage of the respondents also made in-store purchases when they saw digital promotions very often (27.14%) and frequently (25.71%). Nevertheless, 45.71% indicated that there was no significant alteration in the frequency of visits with the digital offers, which shows that digital marketing has a significant impact on the store traffic, though not on every customer. This finding confirms the opinion that online channels are capable of arousing offline behaviour, though the success of such channels depends on the type of digital touchpoint and the clarity of the call to action (Kotler, Kartajaya and Setiawan, 2021).

5.3 Practical Contribution

The results of this study provide some of the important practical implications for retailers and marketing practitioners working in the competitive food-on-the-go industry. To begin with, there is evidence to support the idea that digital channels are not equal in their ability to affect in-store behaviour, implying that the managerial strategies should focus on investing in the channels that prove the good offline conversion chances. In particular, the paper demonstrates that mobile apps and click-and-collect services drive more stable online-to-offline (O2O) purchasing behaviour compared to social media. Institutions that are seen as heavily dependent on core transactional digital experiences, like well-functioning app interfaces, personalised push notifications, and integrated click-and-collect workflows, should be optimised by retailers to ensure maximum conversion efficiency (Verhoef, Kannan, and Inman, 2015).

As a managerial implication, the discovery that the interactions on social media create awareness but do not necessarily lead to visits to the store means that the promotional materials of the social sites need to be more closely combined with actionable components. As an illustration, a social media campaign may include direct call-to-action links to mobile app deals, time-based incentives to be redeemed in store or QR codes to be associated with certain promotions, thus lessening behavioural friction and aligning upper-funnel exposure with quantifiable in-store results (Stephen and Galak, 2012). This synergistic strategy can be used to overcome the attitudinal-behavioural gap that was detected during the survey, as positive customer attitudes

towards their engagement in social media do not necessarily result in direct buying behaviour.

Another idea related to the research is the channel synergy, which implies that digital touchpoint combinations (e.g., app notifications and click-and-collect) produce more significant O2O outcomes when compared to independent single channels. In practice, it would imply that marketers need to create digital campaigns that coordinate various touchpoints and match across the board, conveying similar messages through platforms and connecting incentives through channels. As an example, a personalised mobile application can be emailed or shared on social media to ensure a stronger interaction and no need to visit a shop in person. These multi-touch strategies are in line with omnichannel retail models focusing on the essence of interconnected customer experiences (Hubner, Wollenburg and Holzapfel, 2016).

The other important practical implications are customer segmentation and targeting. The research expresses inconsistency in the response of various segments towards digital marketing stimuli, with heavy users of the mobile application expressing greater satisfaction and robust offline behaviour. Retailers need to thus harness behavioural data to segment customers according to digital engagement behaviour and tailor the marketing interventions based on such behavioural data. The high-value customer segments can be rewarded with tailored offers to track and reward through the use of the loyalty programmes, which encourage repeat purchases in store and enhance their attachment to the brand (Chaffey and Ellis-Chadwick, 2019). Using data analytics, managers can optimise resource allocation and tailor campaigns to engage customers and maximise return on investment.

The findings have also shed light on the management of user experience and satisfaction. Online-offline satisfaction was found to be positive in most cases, but the fact that there were neutral responses indicates that they could have improved on this aspect. Managers are advised to focus on uninterrupted digital experiences that meet the expectations of the consumers; that is, mobile applications, websites, and store operations must be compatible. To improve customer perceptions of the quality of the work done with integration and increase their overall satisfaction, investing in usability testing, mobile application performance optimisation, and educating staff on the digital fulfilment process can be helpful (Lemon and Verhoef, 2016).

Overall, the practical value of this study is based on the necessity to plan digital marketing resources strategically, to ensure a high level of integration between digital and in-store experiences, to coordinate the work of multi-touchpoints, and to segment customers based on the data. These managerial implications can be used to enhance customer interactions and sales, and in that way, the retailers can utilise the full potential of digital marketing in omnichannel retailing.

5.4 Limitations

This study is also limited by a number of limitations. To begin with, the sample size was quite small, as only 70 survey responses were taken into account, which can be a limitation to the possibility of generalising the results to a larger group of consumers of food-on-the-go in the UK. Second, the research was based on one research methodology, that is, a quantitative survey, which might not be sufficient to describe the complexity of consumer attitudes or motivations. Also, there could be biases in the use of self-reported data due to social desirability or recall. These restrictions imply that the findings can be applied with reservations.

5.5 Future Research Avenues

Future research will employ a mixed-methodology approach, incorporating a quantitative survey alongside qualitative research methods, such as interviews or focus groups. This would allow for a more in-depth understanding of consumer behaviour, motivations, and digital-to-offline (O2O) interaction perceptions. The generalisability of findings could be improved by a bigger and more varied sample in more regions. Also, longitudinal research would be able to look at how digital interest and O2O buying behaviours change with time, enabling a more active interpretation of how digital marketing campaigns are affecting consumer behaviour.

5.6 Summary

The chapter summarises the major findings of the study, highlighting the role of digital marketing channels in consumer interactions and O2O buying behaviours. The results of the survey indicate that mobile apps and click-and-collect systems are more efficient at encouraging in-store behaviour when compared to social media. Also, online-offline integration satisfaction is associated with perceived convenience and personalised offers, which proves the necessity of omnichannel strategies. The research affirms that digital marketing exerts a moderate and quantifiable effect on expenditures and

buying frequency, and it shows that it creates differences depending on the use of channels. The managerial implications indicate that specific campaigns tailored to each channel and integrated digital solutions are necessary. Limitations described in the form of small sample sizes and monomethod research are also appreciated, and it is recommended that future research be conducted with mixed methods and a larger sample to confirm and generalise these results.

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Appendices:

Appendix-01: Questionnaire for Data Collection Link

<https://forms.gle/KAND3Q54Pz4vkJSn7>

Appendix-02: Data collection table Link

[https://docs.google.com/spreadsheets/d/1-](https://docs.google.com/spreadsheets/d/1-8rgU1vUoDTkAuQpyZraa7g5Jqly_TSTwYwCEopPpyg/edit?resourcekey=&gid=513416614#gid=513416614)

[8rgU1vUoDTkAuQpyZraa7g5Jqly_TSTwYwCEopPpyg/edit?resourcekey=&gid=5134](https://docs.google.com/spreadsheets/d/1-8rgU1vUoDTkAuQpyZraa7g5Jqly_TSTwYwCEopPpyg/edit?resourcekey=&gid=513416614#gid=513416614)

[16614#gid=513416614](https://docs.google.com/spreadsheets/d/1-8rgU1vUoDTkAuQpyZraa7g5Jqly_TSTwYwCEopPpyg/edit?resourcekey=&gid=513416614#gid=513416614)

Questionnaire:

Q1. What is your age group?

- 18–24
- 25–34
- 35–44
- 45–54
- 55+

Q2. What is your gender?

- Male
- Female
- Non-binary / Other
- Prefer not to say

Q3. What is your monthly personal income (approx.)?

- No income / Student
- Below £1,500
- £1,501–£2,500
- £2,501–£3,500
- Above £3,500

Q4. Which ethnic group do you identify with?

- White
- Asian
- Black
- Mixed / Other
- Prefer not to say

Q5. How frequently are you purchasing from Greggs?

- Daily
- Weekly
- Monthly
- Rarely
- Never

Q6. Which Greggs digital platforms have you used?

- Mobile app
- Website
- Third-party delivery apps (e.g. Deliveroo, Just Eat)
- Social media
- None

Q7. How often do you use the Greggs mobile app?

- Daily
- Weekly
- Monthly
- Rarely
- Never

Q8. What is your main reason for using Greggs' digital platforms?

- Convenience
- Discounts / loyalty rewards

- Faster ordering
- Product information
- Curiosity / browsing

Q9. Which digital feature influences you the most?

- Loyalty rewards
- Click-and-collect
- Delivery options
- Push notifications
- Online menu browsing

Q10. How easy do you find Greggs' digital platforms to use?

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

Q11. How often do digital promotions encourage you to purchase from Greggs?

- Very often
- Often
- Sometimes
- Rarely
- Never

Q12. Which digital marketing activity influences your purchase most?

- App notifications
- Social media posts
- Email offers
- Influencer content
- Online ads

Q13. Have digital offers increased your visit frequency to Greggs?

- Yes, significantly
- Yes, slightly
- No change
- Reduced visits
- Not applicable

Q14. How likely are you to try new Greggs products promoted digitally?

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

Q15. Compared to non-digital customers, how do you view your spending at Greggs?

- Much higher
- Slightly higher
- About the same
- Lower
- Unsure

Q16. Have you ever seen a digital promotion and then purchased in-store at Greggs?

- Very frequently
- Frequently
- Occasionally
- Rarely
- Never

Q17. Which digital-to-offline journey do you use most?

- App → in-store purchase
- Social media → store visit
- Click-and-collect
- Delivery → later store visit
- None

Q18. How important is click-and-collect in your purchasing decision?

- Very important
- Important
- Neutral
- Slightly important
- Not important

Q19. How satisfied are you with the integration of Greggs' online and offline services?
(Explain what offline service includes — e.g., visiting stores after seeing something online)

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied

- Very dissatisfied

Q20. Overall, how effective do you think Greggs' digital marketing is in influencing your purchases?

- Very effective
- Effective
- Moderately effective
- Slightly effective
- Not effective