



Bachelor Thesis, 15 credits, for a
Bachelor of Science in business
Administration:
International Business and Marketing
Spring 2019

Mash it up! Make the Physical Store Great Again

An explorative study on store attractiveness

Rasmus Dahlberg & Sam Ouda

Faculty of Business

Högskolan Kristianstad | www.hkr.se

Author

Rasmus Dahlberg & Sam Ouda

Title

Mash it up! Make the Physical Store Great Again – An explorative study on store attractiveness

Supervisor

Karin Alm

Examiner

Jens Hultman

Co-examiner

Helene Tjärnemo

Abstract

Because of the digitalization that takes place today, the retailing field has changed dramatically. Customers buy online, mainly because of its convenience. Consequently, brick-and-mortar stores are facing competition from online companies leading to that some brick-and-mortar stores have to file for bankruptcy. The literature states that brick-and-mortar stores now have to focus on what happens inside the store in order to generate a pleasant experience. In this context, three different concepts are crucial namely, omni-channels, retail customer experience and customer value. A concept that has emerged in order to provide a superior customer experience is Mash-up, which focuses on a mix of offerings in one store. The research question focuses on examining how Mash-up influences retail customer experience and customer value in order to see how Mash-up combined with omni-channels can influence store attractiveness. Data was gathered through semi-structured interviews from customers who visited the retail stores O:Hedd and AB Småland. The results show that Mash-up tends to influence retail customer experience and customer value positively. A series of various integrated activities tend to not only have a positive impact on the retail customer experience, but it also tends to satisfy both hedonic and utilitarian value. It also emerged that omni-channels, in terms of click-and-collect, are highly valued by the customers and it indicates that the digitalization has to be taken into consideration. Thus, Mash-up combined with omni-channels will influence store attractiveness positively. Thereby, by adopting Mash-up and considering omni-channels, brick-and-mortar stores will still stand a chance against online companies.

Keywords: Omni-channels, Retail Customer Experience, Customer Value, Mash-up, Customer Loyalty, Store Attractiveness

ACKNOWLEDGEMENTS

We would like to express our gratitude to:

Karin Alm

For being a supportive supervisor through the whole process and for sharing her expertise within the retailing field. Her contributions have been highly prized and invaluable, for which we are very grateful.

Annika Fjelkner

For her continuous guidance and help in structure, sentence construction and dangling modifiers.

Our Families

For being supportive and for putting out with countless of hours of our whining.

Respondents

For sharing your opinions and, through your contributions, helping this thesis to become relevant and interesting.

Kristianstad 29th of May 2019



Rasmus Dahlberg



Sam Ouda

Table of Content

1. Introduction	1
1.1 <i>Background</i>	1
1.2 <i>Problematism</i>	4
1.3 <i>Purpose and Research Questions</i>	7
1.4 <i>Research Outline</i>	7
2. Literature review	8
2.1 <i>Omni-channels</i>	8
2.2 <i>Retail Customer Experience</i>	9
2.3 <i>Customer Value</i>	12
2.3.1 Hedonic and Utilitarian value	13
2.4 <i>Customer loyalty</i>	14
2.4.1 Attitudinal and Behavioural loyalty	15
2.5 <i>Conceptual Framework</i>	16
3. Method	18
3.1 <i>Research design</i>	18
3.1.1 Research purpose	18
3.1.2 Research philosophy	18
3.1.3 Research approach	19
3.2 <i>Data collection</i>	21
3.2.1 Research Method	21
3.2.2 Selection of Stores	21
3.2.3 Participant selection	23
3.2.4 Interview Guide	24
3.2.5 Interviews	24
3.3 <i>Analysis of Empirical Data</i>	26
3.4 <i>Trustworthiness</i>	30
4. Empirical Findings and Analysis	32
4.1 <i>Omni-Channels</i>	32
4.2 <i>Retail Customer Experience</i>	35
4.3 <i>Customer Value</i>	40
4.4 <i>Store Attractiveness</i>	45
4.5 <i>Synthesis of Analysis</i>	46
5. Thesis Conclusions	49
5.1 <i>Summary of the thesis</i>	49
5.2 <i>Conclusion</i>	50
5.3 <i>Contributions</i>	51
5.4 <i>Suggestions for further research</i>	51
5.5 <i>Limitations</i>	51
Reference List	51
Appendix 1 – Interview guide	55
Appendix 2 – Interview invitation	57
List of Figure	
Figure 1 - The triangle of store attractiveness	17

List of Table

Table 1 - Table of coding - Store Attractiveness 28
Table 2 - Table of analysis – Retail Customer Experience 29
Table 3 - Table of the assigned names 29
Table 4 - Categories and sub-categories for Omni-channels..... 34
Table 5 - Categories and sub-categories for retail customer experience..... 40
Table 6 - Categories and sub-categories for customer value 44
Table 7 - Categories and sub-categories for store attractiveness..... 46

1. Introduction

1.1 Background

Sachdeva and Goel (2015) claim that the retail landscape has changed the past decade dramatically due to digitalization, (see also Petermans, Janssens & Van Cleempoel, 2013; Spence, Puccinelli, Grewal & Roggeveen 2014; Bäckström & Johansson 2017; Bustamante & Rubio, 2017; Hagberg, Jonsson & Egels-sandén, 2017). Digitalization is explained as the integration of digital technology into our everyday life and it refers to a transformation, which indicates the facilitation of new value creation activities such as availability and accessibility (Hagberg, Sundstrom & Egels-sandén, 2016). One important factor is that this transformation is crucial within retail since it has created both opportunities and threats, which retailers have to address (Doherty & Ellis-Chadwick, 2010; Hagberg *et al.*, 2016). On the one hand, the digitalization has been beneficial for retailers since it has simplified, for example, the marketing processes and enabled retailers to enhance the customer relationship via a new channel. On the other hand, digitalization has increased the business opportunities resulting in an increased competition (Doherty & Ellis-Chadwick, 2010).

The birth of the Internet and new technology has generated new patterns amongst customers, which has resulted in significant changes within retailing (Hagberg *et al.*, 2017; Reinartz and Imschloss, 2017). To clarify these new patterns, Reinartz and Imschloß (2017) present a consumption model, which consists of three stages namely, *need occurrence*, *shopping* and *consumption*. Reinartz and Imschloss (2017) claim that before digitalization emerged, the traditional buying pattern followed this model in a chronological order where each stage occurred separately. For instance, a customer feels a need for something, purchase it the day after in the physical store, also known as a brick-and-mortar store, and consume it later on. However, due to digitalization, the buying pattern has changed, resulting in that the three stages have moved much closer to each other in terms of time. It is argued that the three stages almost take place simultaneously (Reinartz & Imschloß, 2017). Convenience and time efficiency are essential regarding new buying patterns (Butler, 2018). These new buying patterns are necessary for retailers to consider since those have created a more efficient way for customers to acquire their wanted products, resulting in them reevaluating their shopping habits and their need for brick-and-mortar stores (Reinartz & Imschloß, 2017).

Digitalization, combined with the recent integration of smartphones into our daily lives has had a crucial impact on the setting of retailing (Hagberg *et al.*, 2016). Companies which have considered these new buying patterns and have benefited from the change are Amazon and Alibaba. These companies have with their e-commerce influenced the competitive environment (Hagberg *et al.*, 2017; Pinto, Dell’Era, Verganti & Bellini, 2017). Hagberg *et al.*, (2017) claim that there has been an increased focus on e-commerce due to its involvement of both large and small retailers. E-commerce could be defined as all purchases made on the internet (Hagberg *et al.*, 2017). However, even though e-commerce is a fundamental aspect of digitalization, the implications go far beyond (Hagberg *et al.*, 2017). Smartphones are not only used for online shopping but also to evaluate products, compare prices, create shopping lists, facilitate payments and compare health, ethical and environmental aspects among other things (Hagberg *et al.*, 2016).

Digitalization has eliminated some constraints, which previously were connected with the traditional brick-and-mortar store such as its location. Many retailers are now choosing to be present online resulting in that the location has now partly shifted from the physical retail stores to the homes and even to the mobile phones where the orders have been placed (Hagberg *et al.*, 2016). For instance, digitalization has brought sellers and buyers together leading to that the location of brick-and-mortar stores is now irrelevant (Hagberg *et al.*, 2016). The location is noteworthy since the stores’ marketing process is mostly based on that costumers visit the store. Therefore, it is essential to retain the flow of visitors. Moreover, a large part of brick-and-mortar stores’ revenue comes from in-store impulse buying, which could be lost when customers engage in e-commerce (Reinartz & Imschloß, 2017).

Since the technology is incrementally becoming more integrated into the customer shopping experience, there is an expectation for seamless integration between online and offline retailing, also known as omni-channels (Huré, Picot-Coupey and Ackermann, 2017). Therefore, the digital aspects should not be neglected (Grewal, Roggevenn & Nordfält 2017). Omni-channels are defined as different online and offline channels being aligned in order to create an ideal customer experience (Huré *et al.*, 2017). It is now important for customers to be able to shift between multiple channels. Grewal *et al.* (2017) claim that retailers have to adapt to the development of technology in order to stay competitive.

Therefore, initiatives have been taken to combine and synchronize physical and digital channels in order to align the fundamentals of the brand at every channel. The omni-channel journeys are dependent on the synchronization of bricks and clicks since it can be highly valued by customers. Furthermore, it can also drive satisfaction, loyalty and word-of-mouth marketing. However, it has been shown that it is more complex to develop initiatives and manage omni-channels for retailers than expected (Huré *et al.*, 2017).

It is important for corporations to enhance the customer relationship and customer loyalty between the corporation and the customer in order to succeed (see also Jones, Comfort, Clarke-Hill & Hillier, 2010; Bhat & Darzi, 2016; Kamran-Disfania, Mantralab, Izquierdo-Yustac and Martínez-Ruiz, 2017). Since there is a positive correlation between customer loyalty and sales, it could be beneficial for brick-and-mortar stores to focus on customer loyalty in order to remain competitive (Jones *et al.*, 2010). Kamran-Disfania *et al.* (2017) state that the creation of positive customer satisfaction increases the likelihood of gaining customer loyalty and customer relationship. Online giants, for example Amazon, have managed to create positive customer satisfaction and gain customer loyalty by focusing on the new buying patterns. The online companies' adaption to the new buying patterns has also put pressure on brick-and-mortar stores (Butler, 2018; Feinberg, 2018).

Because of the online trends, many brick-and-mortar stores have faced difficulties in order to survive (Butler, 2018). The interest in shopping online has increased gradually, which threatens the existence of brick-and-mortar stores, as they cannot compete with online companies (Butler, 2018). An example of a company that failed to provide both online and offline customer experience and remain competitive is SEARS. The company filed for bankruptcy in 2018 after having been operating for 125 years and had once been the largest retailer in the US (Thomas, 2018). Retail stores are vanishing from the streets, and this new buying behaviour is instead in favour of online companies such as Amazon (Butler, 2018). Sales in brick-and-mortar stores are continuously decreasing, leading to that even more stores are expected to close eventually (Butler, 2018). Moreover, since this online trend is time efficient, Butler (2018) claims that people can spend time on other things instead such as traveling, leisure and eating out. These activities take both time and money, which could have been spent in brick-and-mortar stores instead (Butler, 2018). Another example of a consequence of this online trend is the fact that the company Toys R Us was recently forced to file for bankruptcy.

The reason for the bankruptcy was that Toys R Us was in debt. Companies such as Amazon and Walmart were stealing customers from Toys R Us since they sold discounted toys (Monaghan, 2017). Furthermore, these examples show how digitalization puts pressure on brick-and-mortar stores since this online trend is changing the game (Grewal *et al.*, 2017).

In a master's thesis, Johansson and Öjerbrant (2018) examined the concept Mash-up which aims to address the challenges for brick-and-mortar stores caused by the online trend. They explain Mash-up as one single store where customers will have the opportunity to enjoy a combination of shopping, entertainment and lifestyle elements. An example of Mash-up could be the store Urban Deli, located in Stockholm, which offers a combination of restaurant, café, hotel, rooftop bar and grocery store (Johansson and Öjerbrant, 2018). Mash-up is not only limited to the food industry. The concept could be applied to all retail industries such as clothing and furniture. Johansson and Bäckström (2018) further state that in order for retailers to be successful they should combine both offline and online customer experience through an omni-channels approach, which Huré *et al.* (2017) also discuss. Johansson and Öjerbrant (2018) argue that retailing should not be an either-or choice. Retailers should instead integrate the offline and online, which would result in offering valuable advantages from both channels. Corporations can enhance both customer and firm value by creating innovative offerings designed to further develop their omni-channels (Huré *et al.*, 2017). Furthermore, Bell, Gallino and Moreno, (2014) claim that multi-/omni-channels strategy can lead to positive spill-over effects between channels which can be beneficial for retailers. Johansson and Öjerbrant (2018) aimed to investigate Mash-up from a retailer's perspective. This thesis will instead aim to understand how customers perceive the concept Mash-up.

1.2 Problematisation

According to Hortaçsu and Syverson (2015), there are mainly two different opinions regarding the future of the retail landscape. On the one hand, some argue that the online retailing will outcompete the brick-and-mortar stores completely. On the other hand, some argue that brick-and-mortar stores will survive but they will operate differently (Hortaçsu & Syverson, 2015; Jones *et al.*, 2017). However, in order to survive, brick-and-mortar stores have to emphasize on innovation and find new ways to create value and satisfy its customers (Sorescu, Frambach, Singh, Rangaswamy & Bridges, 2011).

It is important for brick-and-mortar stores to increase their attractiveness and the flow of customers to the store since their business model is based on that (Reinartz & Imschloß, 2017). Various concepts such as pop-ups have emerged in order to find a way to add value to customers in a way that enables retailers to compete with the online companies (Jones *et al.*, 2017). Example of a recent pop-up shop is Louis Vuitton which had a temporary shop in the city of New York where the aim was to introduce the brand to new potential customers (Jones *et al.*, 2017). One concept that has emerged in order to compete with online companies is Mash-up, which emphasizes on a mix of offerings in one store. What both pop-ups and Mash-up have in common is that they go beyond the regular sale philosophy and are trying to create a unique shopping experience, which online shopping cannot provide (Johansson & Öjerbrant, 2018).

Due to the pressure from digitalization, retailers are now trying to offer customer experience that is unique and special, which might encourage customers to visit brick-and-mortar stores. To focus on brick-and-mortar stores is crucial since Huré *et al.* (2017) claim that the brick-and-mortar store still has a central role in the retailing field even though the use of e-commerce and mobile devices is increasing. Furthermore, Bagdare and Jain (2013) state that brick-and-mortar stores have huge incentives to create positive customer experience since it is proved to have a positive effect on the sales, which also is supported by Lin and Bennett (2014). In today's society, some customers are putting more emphasis on wanting a memorable and pleasant visit in the store (Sachdeva and Goel, 2015; Petermans *et al.*, 2013; Bustamante & Rubio, 2017). Further, Sachdeva and Goel (2015, p.292), explain that "Success at retail is less about what the retailer has to sell and more about how they sell it". Consequently, brick-and-mortar stores are implementing customer experience as a component of their offerings. Due to the increased competition from e-commerce, brick-and-mortar stores are now focusing more on the in-store experience, which cannot be experienced through the internet, in order to encourage customers to visit the store (Sachdeva & Goel, 2015; Petermans *et al.*, 2013).

Levy, Grewal, Peterson and Connolly, (2005) discuss a concept called *The Big Middle* which demonstrates the marketplace in which retailers compete. It is argued that the retailers which survive in the long run are located in the big middle since the majority of potential customers reside there (Levy *et al.*, 2005).

Brick-and-mortar stores have to be innovative and find new ways to offer value for its customers in order to remain in the big middle and avoid the risk of being outcompeted (Levy

et al., 2005). Therefore, the purpose of this research is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value.

Bäckström and Johansson (2006, 2017) have conducted two studies in 2006 and 2017, which focus on in-store experience from both a retail and a customer perspective. In the study, which was conducted 2006, the authors claim that retailers had paid a lot of attention to cutting-edge technology in order to meet the new customer demands. It revealed that customers, back in 2006, did not pay as much attention to technology as believed. In the study made in 2017, the authors compared the results between the studies and concluded that customers still do not care that much about cutting-edge technology, but that the traditional attributes such as staff and environment matter more in regards to retail customer experience. Sachdeva and Goel (2015) claim that another approach for retailers to focus on is letting customers smell, taste and try the products in order to create positive retail customer experience instead of focusing on the traditional attributes as mentioned above. However, Bäckström and Johansson (2017) discuss multiple dimensions meaning that retailers should maybe not choose one approach but instead include both. According to Bagdare and Jain (2013, p.792), retail customer experience could be explained as “the sum total of cognitive, emotional, sensorial, and behavioral responses produced during the entire buying process, involving an integrated series of interaction with people, objects, processes and environment in retailing.” This indicates that both traditional values and the cognitive aspect are included. Since Johansson & Öjerbrant (2018) explain Mash-up as a mix of offers you can enjoy at one single location, the concept might enable brick-and-mortar stores to include both approaches as mentioned above.

Based on the discussion above, it seems obvious that digitalization puts pressure on brick-and-mortar stores. In order for brick-and-mortar stores to survive, they have to be innovative and find new ways to add value to customers (Sorescu, Frambach, Singh, Rangaswamy and Bridges, 2011). Therefore, the research question is: How does the mix of offerings in one store influence retail customer experience and customer value? The purpose of this thesis is then to see how store attractiveness can be influenced by omni-channels, retail customer experience and customer value.

In this study, Mash-up will be defined as one single location where customers have the opportunity to enjoy a mix of offerings such as entertainment, shopping and lifestyle elements. However, it is important to notice that one single location in this context refers to one specific

store. Therefore, malls will not be considered in this study. Johansson and Öjerbrant (2018) mention Urban Deli as an example of Mash-up, but in this study the concept goes beyond that. Another example of Mash-up could be a hairdresser who offers something to eat and drink.

1.3 Purpose and Research Questions

The purpose of this thesis is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. Our aspiration is to create a comprehension for the opportunities omni-channels, retail customer experience and customer value can generate for brick-and-mortar stores. This thesis will examine the customers' perspective. The research question is:

- How does the mix of offerings in one store influence retail customer experience and customer value?

1.4 Research Outline

This thesis consists of five different chapters. Chapter 1 will provide the reader with necessary information in order to be familiar with the current retail landscape. Chapter 1 also consists of a problematisation, the purpose of the thesis and the research question. Chapter 2 is a literature review, which conceptualizes what previous research has stated regarding the retail landscape. Chapter 3 contains a thorough explanation regarding both the theoretical method and the empirical method. Chapter 4 contains of the empirical findings and an analysis. Chapter 6 is a conclusion where the thesis is summarized and the conclusions are clearly stated. The chapter also consists of limitations and suggestions for further research.

2. Literature review

The aim of this thesis is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. Thus, this chapter will address several concepts which are associated with the retail field. Due to the digitalization, omni-channels have emerged which has created new buying patterns and forces retailers to consider other concepts in order to increase store attractiveness. A number of concepts are required in order to answer the thesis' research questions. The relevant concepts are: omni-channels, retail customer experience and customer value. Moreover, customer loyalty will also be addressed since it is considered to derived from store attractiveness and is beneficial for companies but does not influence retail customer experience and customer value. Lastly, a theoretical framework will be provided in order to summarize the discussion.

2.1 Omni-channels

In the 1990's, many retailers followed the online trend and created e-commerce sites. With time e-commerce companies also developed brick-and-mortar stores, which resulted in the emergence of multi-channel retailing. However, in recent years there has been a shift from multi-channel retailing to omni-channel retailing (Hagberg *et al.*, 2015). Verhoef, Lemon, Roggeveen, Tsiros, and Schlesinger, (2015 p.176) explain, "While multi- and cross-channel retailing focuses on retail channels, the emphasis of omni-channel retailing is on the interplay between channels and brands". The shift is due to the continuous changes of the retail landscape which is affected by the development of mobile channels, tablets, social media and the integration of new channels in online and offline retailing (Verhoef *et al.*, 2015). Hagberg *et al.* (2015 p.698) define and explain the difference between multi-channel and omni-channels as:

the concept of multi-channels implies a separation between channels (although they are combined), whereas the omni-channel concept is more focused on customers and on providing them with the ability to move between "channels" seamlessly during one integrated purchasing process.

The authors' definition is also strengthened by Huré *et al.* (2017 p.315) who define omni-channels as "the complete alignment of the different channels and touch points, resulting in an optimal-brand customer experience". Melero, Sese and Verhoef, (2016) explain that the focal point of omni-channels shopping experience is the relationship between the customer and the brand.

Huré *et al.* (2017) observed that the numbers of touch points that are used by customers and developed by retailers are increasing. A touch point is defined as “an episode of direct or indirect contact with a brand or firm” (Verhoef *et al.*, 2015 p.175). The touch points can be transactional or relational as well as physical or digital. Furthermore, customers interact with these touch points throughout the shopping journey (Huré *et al.*, 2017). Customers’ shopping behavior has become more complicated due to the use of multiple touch points and increased use of mobile technologies, which has resulted in challenges for brick-and-mortar stores (Huré *et al.*, 2017).

Hagberg *et al.* (2015) discuss how brick-and-mortar stores used to be unique in allowing customers to both feel and touch the products and, therefore, provide instant gratification. In the past, online retailers have tried to add value to the customers by offering low prices, wide product selection and information such as product reviews and ratings. However, as the retailing field is shifting toward omni-channel retailing, which emphasizes on seamless integration between channels, the distinction between online and offline will vanish (Verhoef *et al.*, 2015; Grewal *et al.*, 2017). Therefore, it is essential for the brick-and-mortar stores not to neglect the technological development but instead embrace and integrate it into the store in order to continue to be competitive (Grewal *et al.*, 2017).

2.2 Retail Customer Experience

Contemporary retailing has shifted from a traditional exchange process to deliver a thrilled shopping experience (Bagdare & Jain, 2013; Hagberg *et al.*, 2017; Bustamente & Rubio, 2017). However, from the retailers’ perspective it is argued that even though the store is evolving it still remains the primary location to connect with customer (Blázquez, 2014). It is argued that a series of variously integrated activities are supposed to generate a delightful retail customer experience (Bagdare & Jain 2013). Earlier research has chosen to define customer experience as either a noun or a verb. A noun refers to the combination of knowledge, emotions, skills, attitudes and sensations, which results in the outcome of consumed experience in the retail store. The verb on the other hand refers to the process of learning which leads to a learned response (Bagdare & Jain, 2013). However, in this study, retail customer experience will refer to the noun.

Bagdare and Jain (2013) define retail experience as a joyful series of event being integrated, resulting in a pleasurable, relaxing, involving, rewarding and delightful experience in the shopper's life. Grewal, Levy, and Kumar, (2009 p. 1), on the other hand, describe customer experience as:

Customer experience includes every point of contact at which the customer interacts with the business, product, or service. Customer experience management represents a business strategy designed to manage the customer experience. It represents a strategy that results in a win-win value exchange between the retailer and its customers.

The quotation proves that retail customer experience can occur in multiple ways and result in a win-win situation. It is therefore argued that the success of retailing derives from understanding one's customers. Verhoef *et al.* (2009) consider customer experience as holistic and involves several of the customers' responses to the retailer such as, cognitive, emotional, physical and social. However, it is important to be aware of that the experience is only partly created by retailers' controllable factors such as atmosphere, assortment and price. There are also uncontrollable factors that influence the retail customer experience such as the influence of other customers. There is a coherency between the different explanations of retail customer experience and it can be summed up with Terblanche and Boshoff's (2001) definition of customer experience, which is the combined elements that either encourage or discourage customers during their contact with the retailer.

Backer, Parasuramam, Grewal and Voss (2002) mention that it is critical to create a superior in-store shopping experience since it can act as a competitive tool for brick-and-mortar stores that are facing growing competition from online retailers. Furthermore, there is enough evidence that shows how retail customer experience has a very large impact on retail sales, loyalty, satisfaction, more frequent shopping visits, profitability and word-of-mouth communication (Bagdare & Jain, 2013). The authors also describe that retail customer experience can be categorized in four different dimensions namely, *Joy, Mood, Leisure* and *Distinctive*.

Joy of shopping is a feeling, which can be derived from customers' satisfaction (Heidari, Alibeigi and Aghaeifar, 2016). Shopping is considered to be a joyful retail experience. There is a correlation between the sense's fun, pleasure and the entertaining in shopping experience, which are representation of the dimension joy in regard to shopping (Bagdare & Jain, 2013). The authors state that it has been observed that customers are, a majority of the time, in a pleasurable state while shopping.

Strong private or personal feelings can often be derived from customers who are shopping. These feelings can often result into a behavior, which adapts approach or avoidance while shopping. Enjoyment has been considered a source of motivation, especially when shopping in brick-and-mortar stores (Bagdar & Jain, 2013). Furthermore, Heidari *et al.* (2016) argue that there is a significant effect of store environment on customers' joy.

Earlier research argues that shopping is considered as a leisure activity, which can be associated with entertainment, delightful experience and symbolic value (Bagdare & Jain 2013; Bäckström, 2011; Howard, 2007; Bäckström & Johansson, 2006). Furthermore, shopping leads to feelings of pleasure, enjoyment and perceived freedom (Bagdare & Jain 2013; Bäckström, 2011). Shopping is considered to alleviate stress due to the fact that it provides the shopper with an escape from the day-to-day activities (Bagdare & Jain, 2013; Bäckström, 2011).

According to Swinyard (1993, p.271), mood could be explained as “a phenomenological property of a person's subjectively perceived affective state” which means that mood is more like a state than an emotion. It is argued that mood has a significant impact on customer experience since mood influences the decision-making process (Bagdare & Jain, 2013; Arnolda & Reynolds, 2008; Swinyard, 1993). Swinyard (1993) further argues that mood is not only influenced by the customer experience, but also that mood can have a direct impact on the customer experience. For instance, a customer can be in a happy mood and when entering the store, the customer will have a certain attitude towards the shopping experience compared with a customer in a bad mood. Once the customer has entered the store, the staff will have a significant impact on the mood as well (Swinyard, 1993).

Distinctive could be explained as “uniqueness that makes an activity stand out from the ordinary” (Bagdare & Jain, 2013 p. 793). There is a similarity with distinctive and with what Brengman and Willems (2009) call store personality. Store personality is defined as “the way in which the store is defined in the shopper's mind” (Brengman & Willems, 2009 p. 346). In other words, it is the retailer's ability to create a memorable and pleasant visit that determines the retailer's success (Bagdare & Jain, 2013). The authors argue that each customer experience is unique, which the customers personally evaluate. Brengman and Willems (2009) claim that the store design and store environment create a certain personality and distinctiveness such as genuineness, sophistication and enthusiasm.

All four dimensions focus on the atmosphere within in store in order to generate a pleasant visit for its customers (Bagdare & jain, 2013).

2.3 Customer Value

Kumar and Reinartz (2016, p. 36) explain customer value as “the overall assessment of the utility of an offering”. In other words, customer value goes far beyond the actual service or product that is purchased (Kumar & Reinartz, 2016). Various studies demonstrate the importance for brick-and-mortar stores to focus on what happens inside the store in order to create customer value for its customer (Jonesa *et al.*, 2006; Lin Thanga & Boon Tan, 2003; Babina & Attaway, 2000). One of the biggest advantages brick-and-mortar stores have compared to e-commerce is the fact that salespeople have the opportunity to serve customers face-to-face and brick-and-mortar stores have to benefit from this opportunity when creating customer value (Fisher, Gallino, & Netessine, 2019).

One of the most essential factors for companies is to create and communicate value to its customers in order to gain satisfaction, loyalty and profitability (Kumar & Reinartz, 2016). Thus, the knowledge of customer value is of significant importance (Kumar & Reinartz, 2016). Kumar and Reinartz (2016) argue that there are numerous implications on the positive correlation between value creation and long-term financial health for companies. This is also supported by Bath and Darzi (2016, p. 292) who discuss the concept *customer orientation*, which refers to “a set of beliefs that puts the customer’s interest first”. Customer orientation becomes an integrated part of the organizational culture with the objective to generate implicit value for its customer. It is argued that customer orientation and customer value generate customer loyalty (Bath & Darzi, 2016). Cossío-Silvaa, Revilla, Vega-Vazques and Palacios-Florencio (2016) refer to value as a co-creation process between customers and retailers since it is based on mutual dependence. The authors define the value creation process as “value is a joint function of the actions of the supplier and the customer and always results from co-creation” (Cossío-Silvaa *et al.*, 2016 p.1622). The value co-creation process is in line with what Grewal *et al.* (2009) explain as a win-win situation regarding the retail customer experience.

It is evident that in order for businesses to stay competitive, they must create value for its customers but in order to be able to do that, it is crucial to be aware of what value really is and what customers perceive as value (Kumar & Reinartz, 2016). Kumar and Reinartz (2016 p.37) define perceived value as; “customers’ net valuation of the perceived benefits accrued from an offering that is based on the costs they are willing to give up for the needs they are seeking to satisfy”. Value is of huge importance since it has a positive impact on customer satisfaction and thereby, the outcome, which refers to repurchases, loyalty and positive word-of-mouth communication (Jonesa *et al.*, 2006). However, it should be noticed that various scholars divide value into two dimensions namely, *hedonic* and *utilitarian* value, since there is a significant difference between the two concepts (Jones, Reynolds, & Arnold, 2006; Babin & Attaway, 2000). The distinction between the concepts is relevant for this study since there is a chance that Mash-up influences both hedonic and utilitarian value or only one of the concepts, which will have an impact on the outcome.

2.3.1 Hedonic and Utilitarian value

When dividing value in regards to retail customer experience, scholars often discuss *shopping value*. Jones *et al.* (2006) claim that shopping value should be divided into two different dimensions namely, *Hedonic* and *Utilitarian* value. According to Jones *et al.* (2006), utilitarian value refers to the actual acquisition of a certain product and could be explained as a task-oriented perspective. Hedonic value on the other hand, is the value that a customer receives beyond the actual purchase and could be explained as the value from the shopping experience itself. It is evident that both hedonic and utilitarian values have a positive impact on customer satisfaction (Jones *et al.*, 2006; Babin & Attaway, 2000), which is very important for retailers to create according to Bloemer and Ruyter (1998). Kamran- isfani *et al.* (2017 p. 16), define satisfaction as “The outcome of the subjective evaluation that the chosen alternative (the store) meets or exceeds expectations”. In other words, there has to be a match between what the customer expects to receive from the store and what he or she actually receives (Lemon & Verhoef, 2016). However, the evidence of that hedonic value has greater impact on satisfaction than utilitarian is significant, which indicates that personal gratification beyond the actual purchase is important for customers (Jones *et al.*, 2006; Babin & Attaway, 2000; Bagdare & Jain, 2013). Here it is possible to refer back to the four dimensions within retail customer experience since those dimensions focus on the experience beyond the actual product or service (Bagdare & Jain, 2013).

For instance, Atulkar and Kesari (2017) claim that hedonic value in terms of entertainment in the store is a crucial competitive tool when generating satisfaction. It is argued that entertainment generates excitement and enjoyment, which influence the satisfaction (Atulkar & Kesari, 2017).

Instead of explicitly talking about shopping value, Lin Thanga and Boon Tan (2003) talk about store image which in this context refers to various attributes in the store such as merchandising, accessibility and reputation. Lin Thanga and Boon Tan (2003) claim that there is a correlation between store image and customer preference, which in this context refers to the fact that a customer chooses a certain retailer above others. According to Lin Thanga and Boon Tan (2003), some of the attributions that directly contribute to a positive customer preference is; merchandise, store atmosphere and in-store experience, which are similar to hedonic and utilitarian value (Jones *et al.*, 2006; Babin & Attaway, 2000). These implications are of importance since satisfaction and loyalty can lead to profitability.

2.4 Customer loyalty

It is argued that customer loyalty has a positive impact on sales and revenue, which therefore is a strong incentive for retailers to pay attention to (Omid Kamran-Disfani, 2017). Customer value and satisfaction lead to customer loyalty, which is essential for brick-and-mortar stores since the competition in the marketplace today is very intense (Kamran-Disfania *et al.*, 2017). Companies today are facing huge competition and especially retailers. The competition comes from multiple channels, online as well as offline, and in order to deal with this competition, companies are partly focusing on customer loyalty (Kamran-Disfania *et al.*, 2017). Customer loyalty could be seen as a crucial intangible asset, which differentiates the company from its competitors. Furthermore, it is well argued that retailers have to invest in customer loyalty in order to succeed (Cossío-Silvaa *et al.*, 2016).

Researchers have studied customer loyalty for a long time and it has been examined from various perspectives. It is a complex concept and therefore, there are many definitions (Cossío-Silvaa *et al.*, 2016). What all definitions have in common is that customer loyalty refers to customers repeating their purchases from the same retailer.

Milan, Slongo, Eberle, De Toni Bebbber (2018 p.3938) explain customer loyalty as:

a commitment of the customer in the sense of buying or using a given product and/or service, resulting on the purchase repetition and maintenance of his preference to a determinate supplier or service provider through time, even though situational influences and competition efforts have potential to cause a change or switching behavior

This quotation contributes to the understanding of how customer loyalty focuses on the commitment of a customer to a certain product or service. Furthermore, the commitment remains even though external factors influence the customer (Milan *et al.*, 2018). Previous research regarding customer loyalty has mainly focused on goods, which refers to brand loyalty but customer loyalty goes far beyond that (Dick & Basu, 1994). Customer loyalty is highly relevant in other contexts such as services and retail establishment, which refers to service loyalty and store loyalty (Dick & Basu, 1994). However, it is of significant importance to be aware of that the literature distinguishes between two types of customer loyalty namely *behavioral* loyalty and *attitudinal* loyalty (Dick & Basu, 1994).

2.4.1 Attitudinal and Behavioural loyalty

There are two dimensions of loyalty namely *attitudinal* and *behavioural* (Cossío-Silvaa *et al.*, 2016). Attitudinal loyalty refers to a customer's personal attitude towards a retailer, service or a product where the emotions are essential. It is the positive emotions created by the retailer that generate loyalty among the customers (Cossío-Silvaa *et al.*, 2016; Kamran-Disfania *et al.*, 2017). Regarding attitudinal loyalty, it is important to notice that whether a customer purchases something or not is irrelevant here and attitudinal loyalty does not guarantee a purchase. Instead focus is on customers' preferences for the retailer and the fact that customers recommend the retailer to others in terms of word-of-mouth (Cossío-Silvaa *et al.*, 2016). It is about creating a positive image of the retailer and thereby, attitudinal loyalty could be referred to as a "psychological construct".

Behavioral loyalty, on the other hand, refers to customers' actions and here the repurchases are in focus (Cossío-Silvaa *et al.*, 2016; Kamran-Disfania *et al.*, 2017). Since it focuses on the behavior among customers, behavioral loyalty could be explained as "a substantial element" (Cossío-Silvaa *et al.*, 2016). It is argued that attitudinal and behavioral loyalty have to be distinguished since there is no guarantee that there is a correlation between the them (Omid Kamran-Disfani, 2017).

For instance, even though a retailer manages to create attitudinal loyalty, it does not necessarily mean that it has to generate the desired behavior from the customer namely, repurchases. It is of course good for retailers to create attitudinal loyalty, but it is argued that most attention should be paid to behavioral loyalty since it has a direct impact on the repurchases, which is essential in this context (Omid Kamran-Disfani, 2017). It is important for brick-and-mortar stores to be aware of these implications since customer loyalty could be seen as a crucial intangible asset (Cossío-Silva *et al.*, 2016). Moreover, maintaining and improving customer loyalty is crucial for brick-and-mortar stores in order to secure future sales due to digitalization that takes place today (Kamran-Disfania *et al.*, 2017).

2.5 Conceptual Framework

Brick-and-mortar stores have to increase their store attractiveness in order to attract customers to visit the store rather than having them shop online. In the process of staying competitive, previous research suggests that brick-and-mortar stores should consider three concepts namely, omni-channels, retail customer experience and customer value (Hagberg *et al.*, 2015; Grewal *et al.*, 2009; Jonesa *et al.*, 2006). The model conceptualizes that store attractiveness is equally influenced by the three mentioned concepts (see figure 1). Furthermore, the model indicates that there is a mutual importance among the concepts. Customer loyalty is also discussed in this chapter, but it is not included in the conceptual model because store attractiveness is not affected by customer loyalty. Instead customer loyalty is something that derives from store attractiveness. Therefore, store attractiveness will be addressed in the forthcoming chapters and customer loyalty will only be discussed if any implications can be found. Furthermore, the remaining chapters will be structured based on the conceptual model.

The concept on the top of the model (see figure 1) is omni-channels. Digitalization has led to that the technological aspect cannot be neglected and customers are expecting to gain value through both online and offline stores. Since it has been observed that the number of touch points used are increasing, brick-and-mortar stores have to include the digital aspect in their stores (Hure *et al.*, 2017; Verhoef *et al.*, 2015). The concept down to the left in the model (see figure 1) is retail customer experience. Brick-and-mortar stores have to benefit from the fact that they actually meet the customers face to face and therefore, retail customer experience should be considered (Jonesa *et al.*, 2006; Lin Thanga & Boon Tan, 2003; Babina & Attaway, 2000).

In order to create retail customer experience, retail managers can focus on integrating a series of activities which are valued by customers (Bagdare & Jain, 2013). Without retail customer experience that provides something extra, customers might as well order online. The concept down to the right in the model (see figure 1) is customer value. This concept focuses on the emotions and perceptions that customers feel towards a retailer. These generated feelings are important since they determine how customers relate to the store. Customer value is divided into hedonic and utilitarian. The distinction is important to have in mind since hedonic and utilitarian can influence store attractiveness in different ways (Jonesa *et al.*, 2006 & Babin and Attaway, 2000). The concept in the middle of the model (see figure 1) is store attractiveness. The purpose of this thesis is to examine how store attractiveness can be increased through the surrounding three concepts.

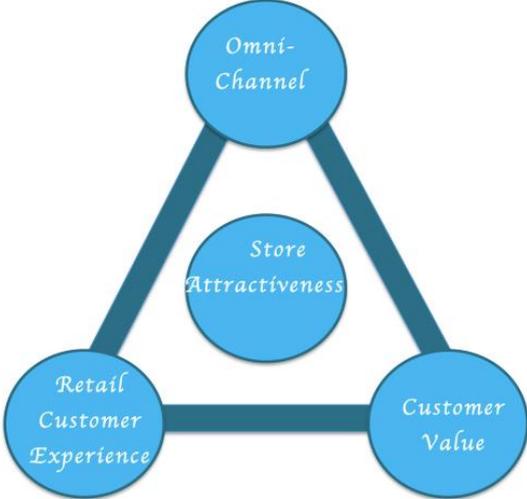


Figure 1 - The triangle of store attractiveness

3. Method

The aim of this thesis is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. Therefore, the following chapter will provide the reader with the authors' view of research and information regarding how data has been gathered in order to fulfill the research purpose. The chapter will consist of our research design, data collection, analysis of empirical data and trustworthiness.

3.1 Research design

The following part will provide the reader with information regarding the methodology. The research design consists of research purpose, research philosophy and research approach.

3.1.1 Research purpose

Our research was exploratory with the aim to gain new knowledge and insight of how a mix of offerings in one store is perceived by customers. An exploratory study seeks to ask questions, understand what is happening and give insight on a phenomenon from new perspectives (Saunders, Lewis & Thornhill, 2009). The advantage is that an exploratory study has the possibility to be flexible and adaptable to changes. Furthermore, we had to be able to change our direction if new result or data gave new insight (Saunders, Lewis & Thornhill, 2009). The authors also emphasize that the flexibility does not implicate an absence of direction rather that the focus originally is broad but incrementally becomes narrower as the research develops (Saunders, Lewis & Thornhill, 2009). An exploratory study is preferred, since it enabled us to review and analyze concepts in related fields in order to embrace new findings.

3.1.2 Research philosophy

Epistemology is defined as the theory of knowledge and regards what is considered as appropriate knowledge about the social world, which knowledge should be considered legitimate and how humans acquire knowledge. Epistemology consists of mainly two research philosophies namely, *positivism*, and *interpretivism* (Bell *et al.*, 2019; Bryman & Bell, 2015). We started with the idea that the retail scene is a social construct build by people and it therefore will have different meaning depending on the humans' subjective interpretations and experiences (Bell *et al.*, 2019).

Interpretivism focuses on mainly developing knowledge and insight about the humans' (also known as social actors) beliefs and experiences through qualitative data (Denscombe, 2018). Bryman and Bell (2015) discuss that many researchers are critical to positivistic philosophy and argue that the social world of business and management is too complex to be able to be theorized by definite laws in the same way that physical attributes can. Researchers who advocate for interpretivism argue for the necessity of understanding the differences between humans as social actors. Interpretivism emphasizes that there is a difference when conducting research among humans rather than objects. Furthermore, interpretivism is concerned with understanding human behavior and the "how" and the "why" of social action (Bell *et al.*, 2019; Bryman & Bell, 2015). We emphasized on understanding peoples' experiences and thereby customers' perception and behavior in regard to the concept Mash-up. Interpretivism was the research philosophy most aligned with our view on knowledge. Furthermore, this study aimed to understand individuals' experience of an organization that is a social construct, which is why this study had a subjectivist assumption and was positioned according to our view of the interpretative paradigm.

3.1.3 Research approach

We have chosen to adopt a qualitative approach in this thesis. Qualitative research is often used in small-scale studies and is concerned with answering the question "why" and emphasize on explaining and describing (Denscombe, 2018). One significant reason for researchers to adopt a qualitative approach is because they have a desire to deliver descriptive details in order to show a contextual understanding of social behavior (Bell *et al.*, 2019). A qualitative approach aligned with this study's size and our research questions, which emphasizes on understanding social actors' behavior and perception towards the concept Mash-up. Furthermore, the qualitative approach is often associated with the idea that the research questions neither can nor should be formulated before the data collection. The analysis tends to develop and occur during the data collection rather than afterwards (Denscombe, 2018). Since the research on the concept Mash-up is limited, we were open and embraced the opportunity to be surprised by the data as well as being prepared to possibly change direction. A qualitative approach was therefore best suitable for this study.

In regards to research approaches there are three different courses of action that can be used namely, induction, deduction and abduction (Bryman & Bell, 2015). An inductive approach normally builds on developing hypothesis and theories based on generalizing findings that have emerged from the empirical observations instead of relying on previous theories. A deductive approach on the other hand, normally builds on researchers studying existing theories and building their hypothesis based on that (Bryman & Bell, 2015). Lastly, abduction builds on using the social world as an empirical source as well as using earlier literature for theoretical ideas (Bryman & Bell, 2015). The authors relate it to the “hermeneutic circle”, which describes understanding as a continuous journey where the combination of new data and previous knowledge is necessary. We found that building this study through an abductive approach was most appropriate, due to the fact that the research field still is considered new. This enabled us to review and analyze relevant theories from related fields as well as embrace new potential findings. This is also argued by Alvesson and Kärreman (2007) who explain that it is crucial for researchers to be open for the possibility to be surprised by the data, instead of only using it to confirm their previous knowledge.

Since this thesis was based on a qualitative and abductive approach, the research strategy was be based on grounded theory. Saunders, Lewis and Thornhill (2009) explain grounded theory as “theory building” through the combination of inductive and deductive approaches. Furthermore, the authors explain that grounded theory focus on predicting and explaining peoples’ behavior, such as customers and employees, as well as developing and building theories. Denscombe (2018) explains that grounded theory focuses on small-scale studies that study human interactions by an explorative approach in a specific environment. Grounded theory was most suitable for this study since it aligned with our exploratory research purpose as well as our research question.

3.2 Data collection

The following part will provide the reader with information regarding how the data has been gathered. This part will consist of research method, selection of stores, participant selection, interview guide and interviews.

3.2.1 Research Method

In order to gather the empirical data, we used semi-structured interviews. Since we aimed to get a deeper understanding on how customers perceived the concept Mash-up, it was relevant to conduct interviews since this method is associated with a qualitative study and an explorative study (Bell *et al.*, 2019). Further, Denscombe (2018) argues that interviews are highly appropriate when one wants to get a deeper insight in people's experiences and perceptions about a certain phenomenon, which we also aimed to do. Semi-structured interviews have been conducted in order to get an insight in how customers perceive Mash-up. The interviews were semi-structured which is defined as the interviewers preparing a number of questions and deciding the order for them (Denscombe, 2018). Moreover, semi-structured interviews allowed us to ask follow-up questions on each question we asked which was very beneficial for us since we could go deeper into areas we found interesting. One advantage associated with this approach is the fact that the respondents are able to talk relatively free in order to be able to elaborate on his/her thoughts and opinions (Denscombe, 2018). Further, semi-structured interviews allowed us to control the interviews and we had the opportunity to direct the respondents into certain topics in order to gain useful information (Denscombe, 2018). The reason for why we decided to not adopt structured interviews is because that approach would have limited the respondent to elaborate on his/her thoughts because of the well-structured questions (Denscombe, 2018).

3.2.2 Selection of Stores

The purpose of the interviews was to gather data from customers in order to be able to answer the research question. We wanted to explore how customers related to of a mix of offerings in one store. Therefore, we decided to first interview several customers from O:Hedd in Lund. The store could be described as a Mash-up since customers are able to enjoy a mix of offerings in the store such as purchasing furniture and interior design combined with enjoying the services from a hairdresser and a café.

O:Hedd is a recently opened store located very centrally in Lund, opposite to the central station. O:Hedd is a hairdresser from the beginning but when the owner decided to move from a small place to a bigger one in Lund, the owner also decided to change the business model. Apart from being an exclusive hairdresser, O:Hedd also offers a wide selection of furniture, interior design, hair products, jewelry, paintings, flowers and bags. Moreover, O:Hedd also has a café where the customers have the opportunity to enjoy a coffee and snacks while sitting in furniture that is for sale. The whole store is exclusive and the products are from well-known brands.

In order to increase the credibility, we did not only gather data from customers who have experienced O:Hedd, but we also conducted several interviews with customers who have experienced AB Småland in Malmö. AB Småland could be described as a Mash-up since the customers are able to enjoy a mix of different offerings such as buying clothes and furniture as well as enjoying the café in the meantime. AB Småland has a central location in Malmö nearby Triangeln. The company was founded in Småland and the company's business model is based on sustainability. AB Småland has a wide selection of furniture and interior design for each room. The products are not only new, but also used, which have been repaired by the personnel with the purpose of being environmental friendly. Apart from furniture and interior design, AB Småland also offers clothes and even the clothes are both new and second hand. Moreover, AB Smålands has a café which the customers can enjoy.

The fact that we decided to conduct interviews in both Lund and Malmö increases the credibility since we gathered data from two different cities. The reason for choosing stores in Malmö and Lund was that we found those stores appropriate for this study since both O:Hedd and AB Småland are aligned with what we have referred to as Mash-up.

3.2.3 Participant selection

The respondents are between the age of 19-50 and the sample consists of five males and seven females. Since we considered O:Hedd and AB Småland to have a mix of various offerings, we aimed to find customers who had visited those stores. Therefore, in order to find potential respondents for our interviews, we used purposive sampling (Bryman & Bell, 2015). According to Bryman and Bell (2015), a purposive sampling is relevant when one does not want to have a sample which is randomly chosen. The researchers' objective is instead to find participants who are relevant for the study. Since the researcher does not aim to generalize the results when using purposive sampling, key characteristics among the participants such as gender, age and religion become irrelevant (Bryman & Bell, 2015). Purposive sampling is optimal when the researcher chooses the sample with a certain purpose in mind, which in this case was to examine how customers perceived a mix of offerings in one store. Therefore, we collaborated with O:Hedd and AB Smålands in order to find potential respondents who have experience from visiting stores which offer a mix of offerings in one store.

We met the personnel face to face where we introduced ourselves and explained that we were writing a thesis about the concept of a mix of offerings in one single store and that we found their stores interesting and useful. We asked for their permission to interview their customers and they were positive. We used two different methods to contact respondents. First method, we approached some customers who we knew had visited the stores and asked for their permission to interview them. Second method, we wrote a note where we introduced ourselves and explained our situation and left the note in the store in order for customers to contact us (see appendix 2). The majority of the sample contains of respondents that we approached actively. Even though the respondents were informed that we would offer something to eat and drink for the inconvenience and that we were flexible regarding both time and location for the interview, we did not get as many interviews as we wanted. The main reason was that the customers did not have the time to participate. However, we think that the number of interviews was adequate and we gathered sufficient data.

3.2.4 Interview Guide

An interview guide contains of a number of questions for the respondents to answer (Bryman & Bell, 2015). Bryman and Bell (2015) explain that, when structuring an interview guide, it is important for the researchers to clarify what the researchers need to know in order to answer the research question. Moreover, it is beneficial to divide the questions into different topics which all are important to examine in order to answer the research questions. Therefore, when we constructed our interview guide (see appendix 1), we designed several questions regarding each concept in our conceptual model (see figure 1) and all questions were equally important in order to answer the research question. According to Bryman and Bell (2015), there are several types of questions that should be asked since the different questions have different purpose. For instance, introducing questions which inform the respondent about the topic and follow-up questions which allow the respondent to elaborate on his/her thoughts. When we constructed the interview guide, we went through all the concepts one at the time and designed different types of questions for each concept. For instance, all respondents were asked what they considered to be a positive customer experience. Then they were asked to give some examples and later on how they thought O:Hedd and AB Småland related to retail customer experience. Moreover, structuring questions were included after each concept in order to clarify for the respondent that we moved on to the next concept (Bryman & Bell, 2015).

3.2.5 Interviews

In total, 12 interviews have been conducted in order to gather the data. The interviews lasted for approximately 30 minutes. Five interviews were conducted with respondents who had experience from visiting O:Hedd in Lund and seven interviews with respondents who had experience from visiting AB Småland in Malmö.

We asked for permission to record the interviews and each respondent were informed that information such as name, gender and age would not be used. According to Bryman and Bell (2015), it is not only what the respondents say in the interview that is important, but also how the respondents say it. Therefore, the interviews took place face to face in order for us to take notes regarding the respondent's body language. Moreover, Bryman and Bell (2015) argue that the location where the interview takes place is important.

It is beneficial if the interview is conducted at a location where the likelihood for being interrupted is low (Bryman & Bell, 2015). However, we were flexible regarding the location of where the interviews took place in order to simplify the process for the respondents. Consequently, the location varied a lot since we adapted to the respondents' wishes. The majority of the interviews took place at cafes in Lund and Malmö, which the respondents chose. However, we did not consider the cafes an inappropriate location because we were never interrupted and we managed to find cafes which were not so crowded, something Bryman and Bell (2015) point out can otherwise be a problem. All interviews with respondents who had experience from visiting O:Hedd took place at cafes in Lund. All interviews with respondents who had experience from visiting AB Småland took place at Malmö University except two, which took place in a café in Malmö.

Furthermore, Denscombe (2018) states that it is important that one gathers data which is valid and accurate in order to increase the credibility. Therefore, we preferred to not have the interviews at the cafes in O:Hedd and AB Smålands in order to make sure that the respondents were honest. Bryman and Bell (2015) also state that the location where the respondents tend to be overheard should be avoided. It could have been sensitive to be totally honest about the store if the owner and the personnel were nearby and were able to hear the interviews. The interviews took place between the 6th of May and the 12th of May.

We decided to conduct semi-structured interviews since that allowed us to ask follow-up question on topics we found interesting (Bryman & Bell, 2015). It also allowed us to direct the respondent if we thought the respondent mentioned something particular interesting or began to discuss irrelevant topics (Bryman & Bell, 2015). However, the questions that we asked were based on our interview guide (Appendix 1). The questions were based on our conceptual model where we asked several questions which all were related to the different concepts (Bryman & Bell, 2015). The different concepts that we asked questions about were; *Store attractiveness*, *Retail Customer Experience*, *Customer Value* and *Omni-channels*. Firstly, the respondents were asked questions about their general opinions regarding the different concepts. Secondly, the respondents were asked how they thought the stores related to the different concepts. Lastly, the respondents were asked about their opinion regarding the mix of various offerings in one store.

Bryman and Bell (2015) state that it could be beneficial to inform the respondent about the questions before the interview in order to strengthen the dependability. Therefore, in the beginning of each interview, we explained what the interview was about, how the interview was structured and what type of questions we were going to ask. We were both present during all interviews and we both had the chance to act as a mediator and as an observer. The mediator's task was to ask all the questions while the observer took notes regarding the interview such as face expressions and unnatural long pauses which indicated some sort of hesitation. We both were allowed to ask follow up questions when we thought something was of interest because that would increase the likelihood of gathering credible data (Bryman & Bell, 2015).

3.3 Analysis of Empirical Data

We transcribed the recorded materials directly after the interviews took place, which resulted in 52 pages. Thereafter, we read through the material and took notes. We tried to transcribe and read the material as soon as possible after we conducted the interviews in order to increase the likelihood of understanding the data (Bryman & Bell, 2015). According to Bryman and Bell (2015), it is beneficial to reread the transcripts multiple times in order to gain perspective. Therefore, we read the transcripts separately to be able to compare our thoughts afterwards.

When we analyzed the material, we used content analysis since we wanted to categorize the data (Bryman & Bell, 2015). The approach we adopted was *semiotics*. According to Bryman and Bell (2015), semiotics is optimal to use when one wants to get a deeper understanding of the gathered data. In the coding process we used open coding, which according to Bryman and Bell (2015), implies that the data is broken down, examined, compared and conceptualized which will result in different categories.

We began coding one concept, in the conceptual model, at the time (see table 1). For instance, we started with store attractiveness and went through all questions that were related to store attractiveness. Then we gradually went through all the concepts from the conceptual model. When we coded the material, we mainly looked for similarities and differences among the respondents' answers in order to see if all respondents agreed on certain questions or not. We also looked for repetitions through the transcribed materials in order to see if certain categories were recurrent in several concepts (Bell, Bryman, & Harley, 2019).

We distinguished different categories and sub-categories from the transcribed material regarding topics we found suitable in order to be able to answer the research purpose (see table 1). When we coded the transcribed material, we adopted an inductive approach since we discussed the similarities and differences. Thereafter, we named our own categories based on a specific number of quotes we found suitable (Bryman & Bell, 2015). Table 1 is an extract from the coding in order to show how the transcribed material has been coded. The first column in this extract represents the main category, which we have distinguished via an inductive approach by analyzing the transcribed material (Bryman & Bell, 2015). For instance, the respondents were asked questions regarding the concept store attractiveness and personnel were one of the categories they found to be important. Table 1 shows how the category personnel could be distinguished. The second column represents the sub-category which we also concluded via an inductive approach (Bryman & Bell, 2015). When we investigated the main category more thoroughly, two different sub-categories could be distinguished. For instance, some respondents thought that the personnel's knowledge was important while some respondents thought the personal treatment was important, which resulted in the sub-categories *knowledge* and *personal treatment*. The third column includes the quotes we found interesting in regards to the research purpose. The quotes give an example and therefore specify the different categories and sub-categories. The name within the brackets after each quote indicates which respondent is quoted.

Each category could be related to one or more concepts in our conceptual model, depending on the respondents' answers. For instance, the personnel were also mentioned when the respondents were asked about retail customer experience and customer value. Consequently, the category personnel is associated with three concepts in the conceptual model (see figure 1). All respondents are quoted at least once and many respondents are quoted several times. Some quotes are present twice or more since they are relevant in several concepts (see table 1).

Table 1 - Table of coding - Store Attractiveness

Category	Sub-category	Quote
Personnel	Knowledge	It is important that they have a good selection and a staff that are well-educated (Sigrid)
Personnel	Personal treatment	The staff is important: they cannot be too pushy. I hate stores like [...] and [...] because their staff is very annoying. I don't even want to enter the store. (Hanna)

Bell *et al.* (2019) discuss that one should not be afraid of creating too many codes in the beginning. It is more beneficial to have many codes, which later on can be separated when rereading the transcribed material. Therefore, we distinguished approximately 20 different categories in the beginning which later on was reduced to 8 categories when we reread the material. In each category, some sub-categories are included. The categories are: *Convenience*, *Personnel*, *Atmosphere*, *Extra features*, *Visual structure*, *Mix of Offerings*, *Sensorial attributes* and *Audial structure*. In chapter four we have constructed four tables, one for each concept, showing which categories and sub-categories that is associated with the different concepts (see table 4, 5, 6, 7).

Once we had completed the coding, we constructed another table (see table 2) in order to simplify the analysis. The table consists of two different columns. The left column with theory from chapter two and the right column with quotes from the transcribed material. The table is divided into three different parts based on the literature review namely, Omni-channels, Retail customer experience and Customer value. Table 2 shows an extract from the complete table. The purpose with the table was to compare the literature with quotes from the transcribed material in order to easily see if the respondents' opinions are aligned with the literature or if there are any contradictions. For instance, when it comes to retail customer experience, the literature claims that a series of various integrated activities are supposed to generate a delightful retail customer experience. The transcribed material has then been examined in order to distinguish quotes which either strengthen the literature or contradicts it.

Table 2 - Table of analysis – Retail Customer Experience

Literature	Quote
It is argued that a series of various integrated activities are supposed to generate a delightful retail customer experience (Bagdare & Jain, 2013).	[...] in Malmö was nice since they had a centerpiece in the entrance of the store. Then they had a wide selection of clothes and you were able to buy even more flowers in the cashier. They also had a department where you were able to buy interior design so I thought it was really fresh. (Hedda)

In order to clarify the empirical findings and the analysis, we have decided to name the respondents. All respondents who visited O:Hedd have been assigned a name which starts with the letter “H”, and all respondents who visited AB Småland have been assigned a name which start with the letter “S”. For instance, one respondent who visited O:Hedd has been assigned the name Hedda while another respondent who visited AB Småland has been assigned the name Sigrid (See table 3).

Table 3 - Table of the assigned names

Respondent	Store	Name	Age
1	O:Hedd	Hedda	22
2	O:Hedd	Hanna	28
3	O:Hedd	Hilda	19
4	O:Hedd	Hampus	22
5	O:Hedd	Helene	50
6	AB Småland	Susanne	23
7	AB Småland	Sigrid	25
8	AB Småland	Simon	28
9	AB Småland	Samuel	23
10	AB Småland	Sanna	22
11	AB Småland	Sune	22
12	AB Småland	Svante	23

3.4 Trustworthiness

Regardless of the method used, it is always important to be critical and reflective (Bell *et al.*, 2019). When it comes to the qualitative approach, it is relevant to discuss the trustworthiness of the gathered data. Bell *et al.* (2019) mention four different aspects of trustworthiness regarding the qualitative approach namely, *credibility*, *transferability*, *dependability* and *confirmability*. The first aspect is credibility which according to Denscombe (2018), focuses on that one has to prove that the data is valid and accurate. In order to increase the credibility, we have focused a lot on the sample. All respondents have experienced a mix of offerings in one store and the interviews took place right after the visit in order for the respondents to have the experience fresh in mind. Furthermore, we also chose to interview customers from two different stores in two different cities in order to increase the credibility. Bell *et al.* (2019) also discuss the concept *respondent validation* when it comes to the credibility. Respondent validation implies that the respondents are informed afterwards regarding the findings in order for them to see if the findings are accurate. In order to deal with the respondent validation, we contacted the respondents afterwards and gave them a short briefing of how we perceived their data in order for them to accept or adjust it.

Transferability is the second aspect and according to Denscombe (2018), this aspect focuses on to what extent the findings can be generalized and applicable in other contexts since the studies tend to be narrow. We have made a thorough investigation on how a mix of offerings has influenced retail customer experience and customer value in O:Hedd and AB Småland. However, we cannot say that the mix of offerings in one store has the same impact in other stores since the mix of offerings is limitless and the combination is essential in this context.

The third aspect is dependability. According to Denscombe (2018), this aspect discusses if the result would be the same if the study was conducted by someone else or was conducted in the future. When different people are interviewing respondents, the questions tend to vary. Therefore, an interview guide could be very helpful in order to make sure the same questions are asked. However, one thing that might have influenced the dependability negative is that the interviews were held in Swedish in order to make the respondents feel more comfortable. Thereby, the recorded material had to be translated from Swedish to English, which can influence the accuracy regarding the translation process when different people are doing it.

The last concept that is crucial to consider regarding the trustworthiness of the data is conformability. According to Denscombe (2018), conformability focuses on that the researchers have to be objective and not let the emotions and feelings influence the result. We have been as objective as possible through the whole process. For instance, we have reread each other's coding in order to see if we perceived the transcribed material the same way.

4. Empirical Findings and Analysis

This chapter will be structured based on the conceptual model where each concept will be addressed. The reader will be provided with findings regarding each concept where theory will be included and discussed. The aim of this thesis is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. Therefore, the findings are related to these concepts. Lastly, a synthesis of the analysis will be presented.

4.1 Omni-Channels

Regarding the concept omni-channels, the respondents were asked questions such as if they prefer to buy online or in a brick-and-mortar store and if they think it is important to be able to combine both online and offline shopping. The respondents were also asked about their opinions regarding stores that combine several offerings, compared to online shopping. Brick-and-mortar stores used to be unique in providing instant gratification through allowing customers to both feel and touch the products. Online retailers on the other hand, provided value through their wide selection and low prices (Hagberg *et al.*, 2015). The interviews indicate that these factors still are the main reasons for customers to either shop online or in brick-and-mortar stores. According to the responses, brick-and-mortar stores are visited when they want to try the product or use their senses such as touch, smell and feel. This can be related to the category *sensorial attributes* where the sub-category *see/touch/smell* is distinguished (see table 4). While the online shopping is often used when customers purchase items that they already have tried or do not need to try such as videogames or dog food. Sanna who likes to visit the store when purchasing, explains it as:

I use online-websites mostly to check out the selection because I still want to go to the store and feel the products before I buy them.

Samuel on the other hand, mostly enjoys shopping online and explains it as:

They have most often a better selection online than in a physical store, which can be quite nice when it comes to sizes and so on.

When analyzing the transcribed material, it appears that mainly two different categories are recurring namely, *convenience* and *atmosphere* (see table 4). The category convenience is recurring when it comes to why customers prefer to buy online or not. However, several sub-categories appeared from the transcribed material. One of the sub-categories is *time efficiency* (see table 4).

Some respondents prefer to buy online because it saves them time, which they can spend on other things instead. *Selection* is also a sub-category that could be distinguished from convenience, since many respondents mention the benefits with a wide selection in regard to online shopping (see table 4). However, according to Hampus, he mentions that:

I would prefer a brick-and-mortar store with a mix of offerings if the selection in the store was the same as online.

These opinions correspond with Hagberg *et al's.* (2015) discussion regarding online stores' added value through a wide selection. Another sub-category that could be distinguished within convenience is *location* (see table 4). From the transcribed material, it emerges that the location is a contributing factor in this context. Some respondents claim that they prefer to visit brick-and-mortar stores when the store is located nearby. Otherwise, they prefer to shop online instead. Hence, the location of brick-and-mortar stores is crucial since it can influence whether the customers shop online or visit the brick-and-mortar store.

In the category *atmosphere*, *mental satisfaction* could be distinguished as a sub-category (see table 4). Regarding the question whether customers prefer to buy online or not, many respondents indicate that mental satisfaction is essential. For instance, Hedda explains that she prefers to visit brick-and-mortar stores when they have a nice atmosphere because that gives her some sort of experience, which is highly valued. Moreover, Simon says:

I prefer to buy in the physical store because it is a much better experience, which you cannot experience behind the screen

Helene also says:

I would definitely shop in a store like O:Hedd instead. I think the concept was cool and I value the experience much which I do not get online

Further, Hilda prefers to buy in the brick-and-mortar store since that allows her to combine the purchase with hanging out with friends and grab a coffee, which is considered to contribute to her mental satisfaction. These opinions align with Verhoef *et al's.* (2009) discussion regarding customer experience. The authors explain it as holistic and involve several of the customers' responses to the retailer, such as cognitive, emotional, physical and social.

It is clear that the number of touch points that are used by customers and developed by retailers are increasing (Hure *et al.*, 2017), which is shown by the respondents' answers when discussing

the mix of online and offline shopping. For instance, the majority of the respondents agree on that it is important to be able to combine online and offline shopping since it could be seen as convenient as well as it meets their needs. Hanna states that it is beneficial to be able to see the selection on the Internet and then visit the store to try the product and eventually buy it. Moreover, Hampus says:

I prefer to buy in the physical store but if a product does not exist in the store, it is great to have the opportunity to order it online

These opinions are aligned with what Huré *et al.* (2017) describe as the optimal-brand customer experience, through the alignment of the different channels and touch points.

Grewal *et al.* (2017) argue that omni-channel journeys are dependent on the synchronization of bricks and clicks since it can be highly valued by customers. Furthermore, it can also drive satisfaction, loyalty and word-of-mouth marketing. The gathered data indicates that customers' demand for the possibility to synchronize online and offline is increasing. Sigrid mentions that:

It would be appreciated if the staff could mention that the desired item that I am looking for is available online and if I pay in the store, they would be able to send it home to me.

Simon also discusses that people appreciate the concept *click and collect*, which is when ordering a product online and receiving it in the brick-and-mortar store. It is obvious that retailers have understood the demand for synchronization between bricks and clicks since initiatives have been taken to combine and synchronize physical and digital channels in order to align the fundamentals of the brand at every channel. Both O:Hedd and AB Småland have understood the demand for omni-channels and offer therefore, among other things, the possibility to order online and collect the product in the store. These initiatives are aligned with Grewal *et al.*'s. (2017) discussion regarding how brick-and-mortar stores should not neglect the technological developments, but instead embrace and integrate them into the store in order to continue to be competitive.

Table 4 - Categories and sub-categories for Omni-channels

Categories	Sub-categories
------------	----------------

Convenience	Selection
	Location
	Time efficiency
Sensorial attributes	See/Touch/Smell
Atmosphere	Mental satisfaction

4.2 Retail Customer Experience

Regarding the concept retail customer experience, the respondents were first asked what they perceived as a positive retail customer experience. Then they were asked how they thought O:Hedd and AB Småland related to retail customer experience. Several categories and sub-categories could be distinguished from the questions (see table 5). However, the two most recurring categories were *visual structure* and *mix of offerings* (see table 5). Visual structure indicates the customers' perception of the store's interior. For instance, how the store is structured and if the store is well organized, which resulted in two sub-categories namely, *layout* and *setup* (see table 5). Furthermore, the sub-category *hedonic value* is distinguished from the category mix of offerings (see table 5).

The category visual structure is important when the respondents were asked about what they consider to be a positive retail customer experience. Grewal *et al.* (2009) argue that retail customer experience includes every point of contact between the customer and the business, which in this context refers to the visual structure. This is indicated from the gathered data, where many respondents say that visual structure, and especially the layout, inside the store play a major role when generating a positive customer experience. For instance, Hilda mentions that the store has to be well organized otherwise she would not feel comfortable. Moreover, Hampus explains that there has to be a clear path for where the customers are supposed to go in order to easily find everything. From the transcribed material, it appears that O:Hedd has managed to structure the store in a good way while AB Småland has not. Terblanche and Boshoff (2001) define retail customer experience as “the combined elements that either encourage or discourage customers during their contact with the retailer”.

On the one hand, Sigrid mentions that:

When I was in the city last time with my mother we were thinking about eating at AB Småland. However, we had to leave the store a few minutes after we entered because their dining area was by the entrance where everyone was entering or leaving the store, making it unpleasant”.

On the other hand, Hanna mentions:

It was easy to find everything because there was a clear distinction between the different departments

These quotes indicate that O:Hedd's structure could be seen as encouraging, while AB Småland's structure could be seen as discouraging in accordance with Terblanche and Boshoff's (2001) definition of retail customer experience.

The mix of offerings was not mentioned when the respondents were asked about retail customer experience in general. However, the category was recurring when the respondents discussed the specific stores that they visited. Bagdare and Jain (2013) describe that a store, which chooses to integrate a series of activities, is supposed to generate a delightful customer experience. Svante and Hedda focus on the experience from the mix of offerings, which is aligned with Bagdare and Jain's (2013) description. Furthermore, in Svante's example, hedonic value could also be distinguished when he says:

I think it was cool that I was able to experience various offerings in the same store.

Another example on a delightful customer experience is mentioned by Hedda:

The store [...] in Malmö was very nice because it had a centerpiece outside of the store and once you entered the store they had a large selection of clothes. When you continued in the store you were also able to buy flowers and they also had their own interior design store within the same store.

These activities and factors are created and controlled by the retailers (Verhoef *et al.*, 2009). However, there are uncontrollable factors as well, such as the influence from other customers (Verhoef *et al.*, 2009). For instance, Hedda mentioned how her visit to store [...] was solely based on her friends' recommendation of the store.

The category *personnel* could also be considered important regarding what customers think generate a positive retail customer experience (see table 5). According to the literature, retailers consider brick-and-mortar stores to still be the primary location to connect with the customer (Blázquez, 2014).

Swinyard (1993) argues that once the customers have entered the store, the staff will have a significant impact on their *mood*. The majority of the respondents agreed that both the personnel's knowledge about the products and the personal treatment are essential in this context. For instance, Hanna explains that it is important that the staff is well informed about

the products in order to be able to answer questions. Instead, Hilda discusses how it is important that the personnel acknowledge her when she enters the store. Otherwise, she would not feel welcomed. This resulted in the sub-categories *knowledge* and *personal treatment* (see table 5). However, all the respondents agreed that the experience could be ruined when the personnel were too pushy and tried to offer unwanted help. Susanne mentions that:

If the staff would be rude or too pushy it can make me very annoyed and make me end up shopping somewhere else

Furthermore, Grewal *et al.* (2009) describe that the success of retailing derives from understanding one's customer. Simon says that he visits the store [...] all the time mainly because he likes the staff very much. The respondent explains that it feels like the personnel know him on a personal level and therefore, the respondent is loyal to the store. Simon explain it as:

the personnel should have a natural and open conversation with me and not just how can I help you. I feel that there is a connection and there is a difference between helping a customer and caring about the customer

This opinion increases the understanding of Sachdeva and Goel's (2015) argument of how success at retail is less about what the retailer has to sell and more about how they sell it.

When it comes to AB Småland, Svante, Sanna and Sigrid were not as satisfied. For instance, Svante believes that the service was bad since the personnel had a lack of engagement. Regarding O:Hedd, the majority of the respondents believed that the personnel were kind and nice. However, Hilda was not totally satisfied, since the personnel were not able to say hello to her when entering the store because they were occupied in the saloon.

Apart from the categories mentioned above, *extra features* and *atmosphere* could also be distinguished (see table 5). By extra features means everything that the customer is offered beyond the traditional, which normally is not a guarantee. Two different sub-categories could be distinguished namely, *compensation* and *nice to have* (see table 5).

This aligns with what Bagdare and Jain (2013, p. 793) explain as distinctive namely, "uniqueness that makes an activity stand out from the ordinary".

For instance, regarding what creates a positive retail customer experience, Susanne discusses that the compensation is important. The respondent was offered extra dressing for the pizza since the personnel thought she waited too long. Moreover, Hedda explains that she once was

offered tea when entering a store, which was highly appreciated. This example could be referred to as nice to have.

The respondents consider atmosphere to be important when generating a positive customer experience. The respondents want some sort of mental satisfaction. For instance, Hedda says that it is important that the store looks fresh. When she was asked about the retail customer experience in O:Hedd, she responded:

I think that the store was fresh which is important for me when considering to enter the store

Some retailers have understood that customers can also respond to the holistic customer experience such as cognitive and emotional, which is mentioned by Verhoef *et al.* (2009). An example is when Sigrid mentions that:

a large part of being able to walk in a store and look for a pair of pants contributes to my mental satisfaction. The mental experience of walking around in the store makes me happy.

Sigrid mentioned that, a positive mental experience and atmosphere create feelings of happiness, when walking around in a store. This aligns with Heidari *et al*'s. (2016) description of the feeling *joy* when shopping, which is derived from customers' satisfaction. Bagdare and Jain (2006) argue that strong private or personal feelings can often be derived from customers who are shopping. These feelings can often result in that customers either choose to stay in the store or leave. This is clearly indicated since Susanne mentions that she could either feel uncomfortable or very welcomed into the store, which of course is essential when considering where to shop.

The interviews indicate that a nice atmosphere and a positive retail customer experience are relaxing. For instance, Simon says that it's important for him to be relaxed when shopping. Therefore, it is important to have some peace and quiet where nobody is too pushy. Bagdare and Jain (2013) discuss how shopping can be seen as a *leisure* and how it is considered to

alleviate stress due to the fact that it provides the shopper with an escape from the day-to-day activities.

Brengman and Willems (2009 p. 346) define store personality as “the way in which the store is defined in the shopper's mind”. When interviewing customers from O:Hedd, there was a clear coherency between the respondents’ answers on how they define the store. Hedda describes how she experiences the mix of offerings in O:Hedd as:

You were able to get a cup of tea or coffee and just relax while at the same time look at the stuff in the store. They also had a hairdresser, which was very nice. But it is a little bit as I described earlier regarding efficient shopping. You get everything in one place. But it also gives you extra value when you have the possibility to enjoy a cup of coffee at the same time

The majority of the respondents give similar responses when defining O:Hedd’s store personality, as discussed by Brengman and Willem (2009). This proves that the store has a clear and consistent message, resulting in that all customers could identify the store personality similarly. This aligns with Bagdare and Jain’s (2013, p.793) explanation of the dimension *distinctive*, which is “the uniqueness that makes an activity stand out from the ordinary”. There were also similarities between the customers who visited AB Småland. Sigrid describes how she experiences the mix of various offerings in AB Småland as:

It feels like they are focusing a lot on the feeling of having a sustainable store and there are a lot of natural choices and natural elements in their color choices and the material. The colors of the clothes are very similar to the landscape. However, I don’t like the structure of the store, making it disorganized and seem very busy. They have the café by the entrance, so there was a lot of running and it became very loud which was not charming

The responses were similar from the rest of the customers who visited AB Småland. They enjoyed the mix of activities that focused on sustainability but thought that the store was a bit disorganized. Bagdare and Jain (2013) explain that the retailer’s success depends on the retailer’s ability to create a memorable and pleasant visit. When comparing the respondent’s answers from the customers who visited O:Hedd and the customers who visited AB Småland, it seems like both created a memorable visit.

As mentioned by Brengman and Willems (2009), the two stores were able to create a certain personality and distinctiveness such as genuineness, sophistication and enthusiasm through their store design and store environment. However, O:Hedd seems to have been able to create a more pleasant visit due to having a more organized store.

Table 5 - Categories and sub-categories for retail customer experience

Category	Sub-category
Visual structure	Layout Set up
Personnel	Knowledge Personal treatment
Extra features	Compensation Nice to have
Atmosphere	Mental satisfaction
Mix of offerings	Hedonic

4.3 Customer Value

Regarding the concept customer value, the respondents were asked what they consider as added value when they shop in a brick-and-mortar store and then how O:Hedd and AB Småland relate to customer value. The respondents were also asked what they value most when shopping in a brick-and-mortar store; to easily find what they look for, to enjoy the experience or a combination. In order for businesses to stay competitive, they must create value for their customers. In order to be able to do that, it is crucial to be aware of what value really is and what customers perceive as value. This is important since one of the most essential tasks for companies is to create and communicate value to their customers in order to gain satisfaction, loyalty and profitability (Kumar & Reinartz, 2016). Also when discussing customer value, the categories *visual structure* and *personnel* were recurring (see table 6). The respondents' answers indicate that a store with an organized visual structure adds value to their shopping experience since it simplifies the shopping acquisition. This corresponds with Jones *et al's.* (2006) argument regarding how utilitarian value emphasizes on the actual acquisition of a certain product.

All the respondents think that the layout in O:Hedd is well structured and the different departments are well distinguished from each other. *Layout* is a sub-category which is derived from the category visual structure (see table 6). For instance, Hampus says that:

I think that the layout was really good and well-structured. The distinctions between the departments were clear.

However, the respondents who have experience from visiting AB Småland say that the layout was not well planned. For instance, Sigrid explains that the café was located nearby the entrance and it became crowded, which was stressful.

The category personnel is as important when it comes to customer value as retail customer experience. Fisher et al. (2019) describe that one of the biggest advantages brick-and-mortar stores have compared to e-commerce is the fact that the personnel have the opportunity to serve the customer face to face. It is crucial for brick-and-mortar stores to benefit from this advantage. When the respondents were asked what they consider as added value, the majority of the respondents mention the personnel in terms of personal treatment. For instance, Samuel mentions:

I enjoy to shop at store [...] because the staff is not too pushy and waits before asking if they can help me with anything.

Moreover, Sigrid says:

I was in store [...] this last weekend and the staff asked so much questions and followed me all the time so it resulted in me leaving the store instead.

The respondents who visited O:Hedd thought that the personnel were kind and nice most of the time. However, some problem may occur if the personnel are occupied in the saloon. When it comes to AB Småland, some respondents believe that the personnel are kind but have a lack of engagement. However, Sune points out that the personnel were competent which was perceived as added value. These opinions indicate that O:Hedd and AB Småland tend to, most of the time, benefit from the advantage of meeting customer face-to-face, which Fisher (2019) discusses. These opinions regarding the personnel indicate two different sub-categories namely, *personal treatment* and *knowledge* (see table 6).

One category which appears to be important, when discussing customer value is *audial structure* (see table 6). Audial structure mainly refers to the music inside the stores and other noise, which result in the sub-category *sound* (see table 6). The respondents explain that the music inside the store can contribute to a better visit. For instance, Hanna says that the music within the stores is subconscious and can lead to a harmonious atmosphere. Furthermore, Hilda states that good music could lead to that customers stay in the store for a longer time. Regarding

O:Hedd Hilda mentions that the music inside the store was really good and she was singing along.

Another category that is recurring when the respondents were asked how O:Hedd and AB Småland provided added value is the *mix of offerings* (see table 6). Both sub-categories namely, *hedonic* and *utilitarian*, were mentioned (Jones et al., 2006) (see table 6). For instance, Hedda says that O:Hedd had what she was looking for and it was efficient that there was an opportunity to style her hair as well. This example aligns with the sub-category utilitarian. Furthermore, Helene focuses on the sub-category hedonic by saying:

I though the store was unique. It was really cool with the concept of offering various things and it gave me a wow-experience

Regarding AB Småland, Sigrid explains that she used to shop online because of its time efficiency. However, when visiting AB Småland, she is able to try out various things simultaneously to see if the products are appreciated and she is also able to sit down and grab a coffee. This example indicates that one could be time efficient in AB Småland as well as having the opportunity to enjoy a coffee. Thereby, Sigrid's hedonic and utilitarian values are being fulfilled.

The majority of the respondents discuss how an experience can add value to the shopping process. When asking the respondents about their opinion about O:Hedd and AB Småland, the idea of several offerings within the same store seem to be positive by the majority while a few are indifferent. Samuel says that he found AB Småland to be pleasant since he never had experienced such a store earlier except for IKEA¹ and therefore, it was quite cool.

However, there was an emphasis on the importance of the different offerings to match in order for the respondent to feel added value:

I think that most of the concepts in here match which is nice, like a café, which works with clothing and some furniture and interior design. It is quite important for me that these type of stores have concepts which match and works together so that there is not a concept that is in the store but does not fulfill a purpose

¹ IKEA is Swedish company which is most famous for its furniture but does also have a bistro and a restaurant.

This quote increases the understanding of how businesses have to understand what customers perceive as value in order to stay competitive (Kumar & Reinartz, 2016). For instance, brick-and-mortar stores have to be aware of which offerings customers consider to match in order to add value. Otherwise, customer will not see any reason to visit the store even though the store has a mix of offerings.

When discussing the category a mix of offerings in one store, the data indicates implications on *customer loyalty*. Value is not only important because it has a positive impact on customer satisfaction but also because it results in repurchases, loyalty and positive word-of-mouth communication (Jones *et al.*, 2006). The gathered data indicates that good or added value often results in the respondents going back to the store or recommending it to friends. These behaviors align with what Cossío-Silvaa *et al.* (2016) describe as attitudinal and behavioral loyalty. Hampus mentions that he easily could recommend the store to a friend because of the wide selection that O:Hedd has. Furthermore, Hedda mentions:

I have already visited O:Hedd several times since I like the idea of grabbing a coffee, and in the meantime, be able to look at furniture.

These opinions could be referred to what Jones *et al.* (2006) explain as hedonic and utilitarian value. According to Cossío-Silvaa *et al.* (2016), added value tends to increase loyalty. These examples indicate on both behavioral and attitudinal loyalty.

An interesting aspect that emerged when analyzing the gathered data is that, regardless of store, the respondents can be divided into two groups. Depending on their purpose with shopping, the two groups appreciate the mix of offerings differently. The first group perceives the mix of offerings as an experience where the focus is on the hedonic perspective (Jones *et al.*, 2006). They find it to be entertaining and pleasurable. Therefore, they can see it more as some sort of activity or experience and not just shopping.

Hedda, who enjoyed the hedonic aspects, explains it as:

They have very nice interior design, which is great because me and my friends love interior design. So to be able to grab a cup of coffee and maybe style your hair while looking at the interior design is definitely something I could do.

The other group perceives the mix of offerings as convenient where focus is on the utilitarian perspective (Jones *et al.*, 2006). They find it to be time efficient due to the fact that the store

has a wide selection and the customer can shop most of their products in the same store. Hanna, who enjoyed the utilitarian value, explains it as:

I would visit O:Hedd because the shopping process becomes much more efficient when the store offers a wide selection, For instance, I can look at interior design and furniture but also utilizing the hair-dresser. The store satisfies many needs.

These quotes are relevant to understand because the mix of offerings in one store satisfies both customers' hedonic and utilitarian values.

When the respondents were asked what they value most when shopping in a brick-and-mortar store, two categories could be distinguished namely, *atmosphere* and *convenience* (see table 6). Some respondents value the atmosphere a lot while some respondents value the fact that you easily can find what you look for, which is aligned with hedonic and utilitarian value (Jones et al., 2006). Regarding convenience, the respondents focus on the selection, meaning that the wide selection in one store is highly valued. For instance, Hampus says:

I do not like to shop so for me I would say it is most important for me to find everything easy and quick. O:Hedd is really good because they sell o lot of things at the same place so I can save time

However, some respondents consider the atmosphere and mental satisfaction to be most important. For instance, Susanne says:

I always value the experience most because if the store does not have a nice environment, I would not consider entering the store.

Furthermore, Hilda discusses that she values the experience most since she does not find it that important to always find something.

Table 6 - Categories and sub-categories for customer value

Category	Sub-category
Visual structure	Layout
	Set up
Audial structure	Sound
Personnel	Personal treatment
	Knowledge

Mix of offerings	Hedonic
	Utilitarian
Atmosphere	Mental satisfaction
Convenience	Selection

4.4 Store Attractiveness

Regarding what the customer consider being an attractive store, the concepts omni-channels, retail customer experience and customer value have frequently been discussed. The interviews indicate that the demand for omni-channels is large. Grewal *et al.* (2017) argue that a synchronization of online and offline stores, such as click and collect, would satisfy the customers' demand. For instance, Sigrid mentions:

It would be appreciated if the staff could mention that the desired item that I am looking for is available online and if I pay in the store, they would be able to send it home to me.

The quote increases the understanding of how the omni-channel journeys are dependent on the synchronization of online and offline channels, which is valued by customers (Hure *et al.*, 2017).

The interviews indicate that the most recurring categories in regard to store attractiveness are *visual structure*, *personnel* and *atmosphere* (see table 7). One aspect that emerges from the gathered data, is the importance of visual structure in terms of *layout* and *setup* within the store (see table 7). Visual structure appears to have a particular importance in regards to store attractiveness, but also when it comes to retail customer experience and customer value. Regarding store attractiveness, the majority of the respondents mention that it is crucial that the store is well structured and well organized. These fundamental requirements have to be satisfied in order for customers to even consider entering a store.

Furthermore, the requirements also align with what the respondents discuss regarding retail customer experience and customer value. Grewal *et al.* (2009) argue that retail customer experience includes every point of contact between the customer and the business. The layout inside the store, therefore becomes essential in this context.

Apart from discussing the visual structure regarding store attractiveness, the respondents also mentioned the importance of personnel and atmosphere. These categories are also recurring

when discussing retail customer experience and customer value. The respondents state that the personnel are essential when it comes to store attractiveness and both sub-categories *personal treatment* and *knowledge* could be distinguished (see table 7). Some respondents prefer the personnel to be kind while other respondents prefer the personnel to be knowledgeable. These opinions are aligned with what Swinyard (1993) states when discussing the personnel’s impact on customers. The personnel have a direct impact on the customer once they have entered a store.

The respondents also mention the importance of the *atmosphere* and *mental satisfaction* when discussing store attractiveness (see table 7). This category is also present when discussing retail customer experience. The respondents mention that the atmosphere within the store has a direct impact on store attractiveness. For instance, Hedda says:

I think it is important that the store looks fresh inside and the environment inside has to be pleasant. Otherwise, I would not even enter the store

This is aligned with what Bagdare and Jain (2013) discuss when they state that retailers have to create memorable and pleasant visits for the customers.

Table 7 - Categories and sub-categories for store attractiveness

Category	Subcategory
Personnel	Knowledge
	Personal treatment
Atmosphere	Mental satisfaction
Visual Structure	Layout
	Setup

4.5 Synthesis of Analysis

Regarding omni-channels, there are mainly two findings which are of importance in order to answer the research question and the purpose. The first finding is that the respondents appreciate a synchronization between online and offline in terms of bricks and clicks. This synchronization enables customers to order a product online and then collect the product in store. This process is highly valued and is considered to drive satisfaction, loyalty and word-of-mouth marketing. The analysis indicates that both AB Småland and O:Hedd have managed to synchronize online and offline shopping. The second finding discusses customers’

preferences regarding online shopping. The main reason for shopping online is because it is convenient in terms of time efficiency and that the selection tends to be better. The main reason for shopping in the store is because of the experience, which cannot be provided behind the screen.

Regarding retail customer experience, there are mainly four findings which will contribute to answering the research question and the purpose of this thesis. The first finding is that the series of activities in O:Hedd and AB Småland tend to influence the retail customer experience positively. The reason is that the mix of offerings is unique and highly valued, which contribute to a memorable and pleasant visit. The second finding is that the visual structure within the store is essential when generating a pleasant visit. The store has to be well structured in order for customers to easily find what they look for. The third finding is that the personnel matter a lot when generating a positive retail customer experience. Some respondents consider personal treatment to be most important while some respondents consider knowledge to be most important. The fourth finding is that the atmosphere within the store has to be pleasant in order to generate a good retail customer experience.

Regarding customer value, there are mainly four findings which are important in order to answer the research question and the purpose. The first finding is that the purpose of shopping determines whether you value hedonic or utilitarian value. The second finding is that personnel and visual structure tend to be important when it comes to customer value. Furthermore, personnel and visual structure are important for customers when considering to enter a store.

The third finding is that O:Hedd and AB Småland tend to satisfy both hedonic and utilitarian value because of their wide selection and the possibility to provide a pleasant visit. The fourth finding is that O:Hedd and AB Småland drive customer loyalty since the stores tend to satisfy both hedonic and utilitarian value.

When discussing store attractiveness, the same aspects appear as in retail customer experience and customer value. *Personnel*, *visual structure* and *atmosphere* are recurring which indicate that retail customer experience and customer value is highly related to store attractiveness. However, because of the change in the retailing field, omni-channels still have to be taken into consideration when discussing store attractiveness. The synchronization of online and offline shopping, such as click and collect, is highly demanded and is seen as convenient. Thus,

technological developments should not be neglected, but instead embraced and integrated into the store in order to continue to be competitive.

The research question for this thesis is: how does the mix of offerings in one store influence the retail customer experience and customer value? The answer is that a mix of offerings tends to influence both retail customer experience and customer value positively as long as there is a coherency between the offerings. The series of various integrated activates are highly appreciated by the customers which generate a pleasant and memorable visit. Moreover, the mix of offerings influences customer value positively as well since it tends to satisfy both hedonic and utilitarian value. However, it should be noticed that personnel, visual structure and atmosphere within the store have to be satisfied. Otherwise, customers will not enter the store and the mix of various offerings cannot be taken advantages of.

5. Thesis Conclusions

This chapter will start with a summary of the thesis and culminate in a conclusion regarding how the mix of various offerings influences the retail customer experience and customer value. Furthermore, this chapter will contain of our contributions, which retailers can benefit from in order to influence the store attractiveness. Lastly, this chapter will include limitations and suggestions for future research.

5.1 Summary of the thesis

The retail landscape has changed dramatically and new buying patterns have emerged the last decade due to the digitalization. This thesis has therefore investigated how a mix of offerings influence retail customer experience and customer value, which combined with omni-channels also influences store attractiveness. The concepts retail customer experience, customer value and omni-channels were identified through conceptualizing the theory. In order to investigate customers' perception regarding a mix of offerings, a qualitative approach was adapted. Interviews were held with respondents who had an experience of the concept. The research focused on two stores which have adopted the concept of combing a mix of offerings in one store namely, O:Hedd and AB Småland. Consequently, the chosen respondents had experience from visiting one of the stores. The choice of the two different stores was made with the purpose to gather as much data as possible. The gathered data from the interviews was analyzed through semiotics and content analysis where the data was coded and compared with previous research in order to find similarities or contradictions.

Many similarities can be drawn between the gathered data and previous research. It is clear that the number of touch points are increasing and the customers' demand for a combination and synchronization of physical and digital channels is becoming stronger (Huré et al., 2017) Furthermore, it has been indicated that brick-and-mortar stores still remain the primary location to connect with customers. Identifying, creating and communicating value is likewise essential for companies in order to gain satisfaction, loyalty and profitability (Kumar & Reinartz, 2016). The gathered data has however showed that many retailers think that the personnel can be too pushy or that the stores are too disorganized. This indicates that some retailers have still not identified what customers consider to be added value (Kumar & Reinartz, 2016).

The analyzed data implies that the mix of offerings is indeed influencing both hedonic and utilitarian value. Earlier research implied that hedonic value has greater impact on satisfaction

than utilitarian. However, from the gathered data, we cannot conclude that hedonic value has a greater impact on customer satisfaction.

5.2 Conclusion

It is clear that there has been an increase in the numbers of touch points between online and brick-and-mortar stores due to the demand from the customers (Huré et al., 2017). The respondents explain that their customer experience and customer value would be influenced positively if they were able to order at home and collect the product in the store. Our first conclusion is therefore, omni-channels contribute to an increased store attractiveness through the synchronization between online and brick-and-mortar stores.

The majority of the respondents indicates that both O:Hedd and AB Småland manage to satisfy both their hedonic and utilitarian value (Jones et al., 2006), leading to that the purpose of shopping does not matter. Furthermore, the gathered data implies that the majority of the respondents had a positive retail customer experience because of the series of integrated activities (Bagdare & Jain, 2013). However, the respondents indicate that they find it important that the mix of offerings within the store match. Therefore, our second conclusion is that a Mash-up store satisfies both hedonic and utilitarian value. Furthermore, it tends to complement the regular brick-and-mortar store by positively influencing the retail customer experience and customer value. However, there has to be a coherency between the mix of offerings.

When the respondents in general discuss retail customer experience, customer value and store attractiveness they emphasized on *personnel*, *visual structure* and *atmosphere* (Swinyard, 1993; Grewal et al., 2009; Bagdare & Jain, 2013). Our third conclusion is therefore, even though the mix of offerings in one store is appreciated by the customers, the necessary aspects such as personnel, visual structure and atmosphere still have to be fulfilled. Otherwise, the store will not be able to benefit from the concept Mash-up since the customers will not consider entering the store.

The reason for visiting a store with a mix of offerings tends to vary from time to time. Consequently, customers can visit the same store several times for different reasons. Moreover, it is much easier to recommend a store with mixed offerings because of the wide selection. You may not like furniture and clothes but you may like to grab a coffee and relax. In other words,

there is something for everyone. Our fourth conclusion is therefore, the Mash-up concept tends to generate both behavioral and attitudinal loyalty.

5.3 Contributions

The purpose of this thesis is to see how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. It is evident that store attractiveness is affected by retail customer experience and customer value. Therefore, the concept Mash-up, also referred to as a mix of offerings, tends to increase the store attractiveness since it influences retail customer experience and customer value positively. However, the analysis indicates that the combination of seamless and synchronized omni-channels have to be taken into consideration because of the demand. Thereby, omni-channels together with a positively influenced retail customer experience and customer value from Mash-up increases the store attractiveness.

5.4 Suggestions for further research

This thesis has examined how customers in general perceive a mix of offerings in one store. It could be interesting to examine if there are any similarities or differences between the genders regarding the perception of a mix of offerings in one store. Furthermore, it could be interesting to examine if there are any differences between what is most preferred between hedonic value and utilitarian value.

5.5 Limitations

The purpose of this thesis is to examine how store attractiveness can be influenced by omni-channels, retail customer experience and customer value. The limitation with this thesis is that we have conducted interviews with respondents who have only visited stores which are located in Malmö and Lund. This could not only lead to a Swedish customer perspective of the result, but also a geographical perspective of the Öresundregion. However, more stores from different countries, which have a mix of offerings in one store, would need to be examined in order to give a wider view of the research questio

Reference List

- Ahrne, G., & Svensson, P. (2015). *Handbok i kvalitativa metoder* (andra upplagan ed.). Stockholm: Liber.
- Arnolda, M. J., & Reynolds, K. E. (2008). Affect and Retail Shopping Behavior: Understanding the Role of Mood Regulation and Regulatory Focus. *Journal of Retailing*, 85(3), pp. 308-320 .
- Atulkar, S., & Kesari, B. (2017). Satisfaction, loyalty and repatronage intentions: Role of hedonic shopping values. *Journal of Retailing and Consumer Services*, 39, pp. 23-34.
- Bäckström, K., & Johanson, U. (2017). An exploration of consumers' experiences in physical stores: comparing consumers' and retailers' perspectives in past and present time. *The International Review of Retail, Distribution and Consumer Research*, 27(3), pp. 241–259.
- Bäckström, K., & Johansson, U. (2006). Creating and consuming experiences in retail store environments: Comparing retailer and consumer perspectives. *Journal of Retailing and Consumer Services*, 13(6), pp. 417-430.
- Babin, B. J., & Attaway, J. S. (2000). Atmospheric Affect as a Tool for Creating Value and Gaining Share of Customer. *Journal of Business Research*, 49(2), pp. 91-99.
- Bagdare, S., & Jain, R. (2013). Measuring retail customer experience. *International Journal of Retail & Distribution Management*, 41(10), pp. 790-804.
- Baker, J., Parasuraman, A., Grewal, D., & Voss, G. B. (2002). The Influence of Multiple Store Environment Cues on Perceived Merchandise Value and Patronage Intentions. *Journal of Marketing*, 66(2), pp. 120-141.
- Bell, D. R., Gallino, S., & Moreno, A. (2014). How to Win in an Omnichannel World. *MIT Sloan Management Review*, 56(1), pp. 45-53.
- Bell, E., Bryman, A., & Harley, B. (2019). *Business Research Methods* (Fifth Edition ed.). Oxford: Oxford University Press.
- Bhat, S. A., & Mushtaq, A. D. (2016). Customer relationship management: An approach to competitive advantage in the banking sector by exploring the mediational role of loyalty. *International journal of bank marketing*, 34(3), pp. 388-410.
- Blázquez, M. (2014). Fashion Shopping in Multichannel Retail: The Role of Technology in Enhancing the Customer Experience. *International Journal of Electronic Commerce*, 18(4), pp. 97-116.
- Bloemer, J., & Ruyter, K. d. (1998). On the relationship between store image, store satisfaction and store loyalty. *European Journal of Marketing*, 32(5/6), pp. 499-513.,
- Brengman, M., & Willems, K. (2009). Determinants of fashion store personality: a consumer perspective. *JOURNAL OF PRODUCT & BRAND MANAGEMENT*, 18(5), pp. 346-355.
- Bryman, A., & Bell, E. (2015). *Business Research Methods* (Fourth Edition ed.). Oxford: Oxford University Press.
- Bustamante, J. C., & Rubio, N. (2017). Measuring customer experience in physical retail environments. *JOURNAL OF SERVICE MANAGEMENT*, 28(5), pp. 884-913.
- Butler, S. (2018, 2 17). *The Guardian*. Retrieved from Apocalypse now for Britain's retailers as low wages and the web cause ruin: <https://www.theguardian.com/business/2018/feb/17/uk-retail-industry--gloom-high-street-shift-consumers>
- Cossío-Silva, F.-J., Revilla-Camacho, M.-Á., Vega-Vázquez, M., & Palacios-Florencio, B. (2016). Value co-creation and customer loyalty. *Journal of Business Research*, 69(5), pp. 1621-1625.
- Denscombe, M. (2018). *Forskningshandboken; För ett småskaligt forskningsprojekt inom samhällsvetenskaperna* (fjärde upplagan ed.). Lund: Studentlitteratur.

- Dick, A. S., & Basu, K. (1994). Customer Loyalty: Toward an Integrated Conceptual Framework. *Journal of the academy of marketing science*, 22(2), pp. 99-113.
- Feinberg, E. (2018). *Forbes*. Retrieved from How Amazon is investing in customer experience by reimagining retail delivery: <https://www.forbes.com/sites/forbescommunicationscouncil/2018/01/04/how-amazon-is-investing-in-customer-experience-by-reimagining-retail-delivery/#3cfe92c22c2e>
- Fisher, M., Gallino, S., & Netessine, S. (2019). Retailers Are Squandering Their Most Potent Weapons. *Harvard Business Review*.
- Grewal, D., Levy, M., & Kumar, V. (2009). Customer Experience Management in Retailing: An Organizing Framework. *Journal of Retailing*, 85(1), pp. 1-14 .
- Grewal, D., Roggevein, A. L., & Nordfält, J. (2017). The Future of Retailing. *Journal of Retailing*, 93(1), pp. 1-6.
- Hagberg, J., Jonsson, A., & Egels-sandén, N. (2017). Retail digitalization: Implications for physical stores. *Journal of Retailing and Consumer Services*, 39, pp. 264-269.
- Hagberg, J., Sundstrom, M., & Egelz-Sandén, N. (2016). The digitalization of retailing: an exploratory framework. *INTERNATIONAL JOURNAL OF RETAIL & DISTRIBUTION MANAGEMENT*, 44(7), pp. 694-712.
- Heidari, M. G., Alibeigi, H., & Aghaeifar, A. (2016). "An analytical study on customer perception of store environment and its effect on brand loyalty through joy of shopping (a case study: LG home appliance store)". *Problems and Perspectives in Management*, 14(3), pp. 380-387.
- Hortaçsu, A., & Syverson, C. (2015). The Ongoing Evolution of US Retail: A Format Tug-of-War. *Journal of Economic Perspectives*, 29(4), pp. 89–112.
- Huré, E., Picot-Coupey, K., & Ackermann, C.-I. (2017). Understanding omni-channel shopping value; A mixed-method study. *Journal of Retailing and Consumer Services*, 39, pp. 314-330.
- Johansson, E., & Öjerbrant, F. (2018). Mash it up! Exploring the Phenomenon of Retail Mash Up and the Survival of the Physical Retail Place in a Digitalised World. *Lund University School of Economics and Management*.
- Jones, M. A., Reynolds, K. E., & Arnold, M. J. (2006). Hedonic and utilitarian shopping value: Investigating differential effects on retail outcomes. *Journal of Business Research*, 59(9), pp. 974-981.
- Jones, P., Comfort, D., & Hillier, D. (2017). A commentary on pop up shops in the UK. *Property Management*, 35(5), pp. 545-553.
- Jones, P., Comfort, D., Clarke-Hill, C., & Hillier, D. (2010). Retail experience stores: experiencing the brand at the first hand. *Marketing intelligence & Planning*, 28(3), pp. 241-248.
- Kamran-Disfania, O., Mantralab, M. K., Izquierdo-Yustac, A., & Martínez-Ruiz, M. P. (2017). The impact of retail store format on the satisfaction-loyalty link: Anempirical investigation. *Journal of Business Research*, 77, pp. 14–22.
- Kumar, & Reinartz, W. (2016). Creating Enduring Customer Value. *Journal of Marketing*, 80(special issue), pp. 36–68.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80, pp. 69-96.
- Levy, M., Grewal, D., Peterson, R. A., & Connolly, B. (2005). The concept of the "Big Middle". *Journal of Retailing*, 81(2), pp. 83-88.
- Lin Thanga, D. C., & Boon Tan, B. L. (2003). Linking consumer perception to preference of retail stores: an empirical assessment of the multi-attributes of store image. *Journal of Retailing and Consumer Services*, 10(4), pp. 193-200.

- Lin, Z., & Bennett, D. (2014). Examining retail customer experience and the moderation effect of loyalty programmes. *INTERNATIONAL JOURNAL OF RETAIL & DISTRIBUTION MANAGEMENT*, 42(10), pp. 929-947.
- Melero, I., Sese, F. J., & Verhoef, P. C. (2016). Recasting the customer experience in today's omni-channel environment. *Universia business review*, 50.
- Milan, G. S., Slongo, L. A., Eberle, L., De Toni, D., & Bebbber, S. (2018). Determinants of customer loyalty: a study with customers of a Brazilian bank. *BENCHMARKING: AN INTERNATIONAL JOURNAL*, 25(9), pp. 3935-3950.
- Monaghan, A. (2017, 10 19). *The Guardian*. Retrieved from Toys R Us files for bankruptcy in US and Canada: <https://www.theguardian.com/business/2017/sep/19/toys-r-us-files-for-bankruptcy-in-the-us-and-canada>
- Petermans, A., Janssens, W., & Van Cleempoel, K. (2013). A Holistic Framework for Conceptualizing Customer Experiences in Retail Environments. *International Journal of Design*, 7(2), pp. 1-18.
- Pinto, G. L., Dell'Era, C., Verganti, R., & Bellini, E. (2017). Innovation strategies in retail services: solutions, experiences and meanings. *European Journal of Innovation Management*, 20(2), pp. 190-209.
- Reinartz, W., & Imschloß, M. (2017). From Point of Sale to Point of Need: How Digital Technology Is Transforming Retailing. *The Future of Retailing*, 9(1), 42-47.
- Sachdeva, I., & Goel, S. (2015). Retail store environment and customer experience: a paradigm. *JOURNAL OF FASHION MARKETING AND MANAGEMENT: AN INTERNATIONAL JOURNAL*, 19(3), pp. 290-298.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students* (Fourth Edition ed.). Harlow: Pearson Education.
- Sorescu, A., Frambach, R. T., Singh, J., Rangaswamy, A., & Bridges, C. (2011). Innovations in Retail Business Models. *Journal of Retailing*, 87(1), pp. 3-16.
- Spence, C., Puccinelli, N. M., Gewal, D., & Roggeveen, A. L. (2014). Store Atmospherics: A Multisensory Perspective. *Psychology and Marketing*, 31(7), pp. 472-488.
- Swinyard, W. R. (1993). The Effects of Mood, Involvement, and Quality of Store Experience on Shopping Intentions. *Journal of Consumer Research*, 20, pp. 271-280.
- Terblanche, N., & Boshoff, C. (2001). Measuring customer satisfaction with some of the controllable elements of the total retail experience : an exploratory study. *South African Journal of Business Management*, 32(2), pp. 35-42.
- Thomas, L. (2018). *CNBC*. Retrieved from Sears, Mattress Firm and more: Here are the retailers that went bankrupt in 2018: <https://www.cnbc.com/2018/12/31/here-are-the-retailers-including-sears-that-went-bankrupt-in-2018.html>
- Verhoef, P. C., Lemon, K. N., A., P., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer Experience Creation: Determinants, Dynamics and Management Strategies. *Journal of Retailing*, 85(1), pp. 31-41.
- World Economic Forum. (2017, 1). *World Economic Forum*. Retrieved from Shaping the Future of Retail for Consumer Industries: http://www3.weforum.org/docs/IP/2016/CO/WEF_AM17_FutureofRetailInsightReport.pdf

Appendix 1 – Interview guide

Har du någon gång hört ordet Mash-up? Det är ett koncept som går ut på att kunder kan ta del av flera olika utbud på en och samma plats. Lite som ett köpcenter fast i en och samma butik. Ett exempel är att det finns allt fler frisörer som väljer att servera dryck med tilltugg i samband med klippningen. Ett praktiskt exempel är ju IKEA/nya HM. Med facit i hand, har du någon gång upplevt någon form av Mash-up? Utöver Ikea.

Store attractiveness

- Kan du nämna en fysisk butik som du gillar?
- Vad är det med butiken som gör att du gillar den så mycket?
- Besöker du denna butik regelbundet?
- Vad är det som får dig att besöka den ofta/sällan?
- Vad tycker du utmärker en attraktiv butik?

Retail customer experience

- Vad anser du personligen vara en bra kundupplevelse i en fysisk butik?
- När upplevde du senast en bra kundupplevelse?
- Vad anser du gjorde det till en bra kundupplevelse?
- Hur tycker du att denna affär har påverkat din kundupplevelse?

Customer value

- Vad anser du vara värdeskapande för dig när du handlar i en fysisk butik?
- Hur viktigt är det för dig att det du söker finns i butiken? (Utilitarian)
- Hur viktigt är det att du lämnar butiken med det du sökte? (Utilitarian)
- Hur viktigt är det att enkelt kunna hitta och köpa det du söker efter i en butik? (Utilitarian)
- Hur stor roll spelar personalens attityd in ditt köp? (Hedonic)
- Hur stor roll spelar butikens ljud/ljus/layout in i ditt köp (Hedonic)
- Hur viktigt är det för dig att du kan se/känna/dofta på det du köper? (hedonic)
- Hur tycker du att denna affär förhåller sig till detta som vi just pratat om?

- Vilket av alternativen uppskattar du mest i en butik och varför?
 - Att enkelt kunna hitta och köpa det du vill ha
 - Kunna njuta av miljö och upplevelse
 - En kombination av båda två

Omni-channels

- Hur stor vikt tycker du e-Commerce har när det gäller att handla?
- Finns det en vikt av att kunna kombinera handel via både fysiska butiker och online?
- Hur ofta handlar du online i förhållande till i fysiska butiker?
- Ser du något behov av att kunna bläddra, beställa och köpa i den fysiska butiken via smartphones?
- What would you prefer? To shop in a Mash-up store or online?

Appendix 2 – Interview invitation

Hej, vi behöver din hjälp!

Har du en halvtimme över så får du gärna hjälpa oss genom att delta i vår intervju. Vi är två studenter från Högskolan i Kristianstad som håller på att skriva vår kandidatuppsats och har kommit till skedet där det är dags att samla in empirisk data. Syftet med vår kandidatuppsats är att förstå hur den fysiska butiken kan öka sin attraktivitet genom att undersöka olika koncept som rör detaljhandeln och hur det påverkar kundens upplevelse. Intervjun tar cirka 30 minuter och inga förberedelser behövs. Vi vill gärna uppmärksamma om att intervjun kommer att spelas in för att underlätta vår kommande analys. Er integritet (namn och andra personuppgifter) kommer dock skyddas genom anonymitet i uppsatsen.

Praktisk information

När: Vi anpassar oss efter er tillgänglighet.

Plats: Önskad plats, vi är flexibla.

Vi hoppas att du kan delta på vår intervju. Du kan göra skillnad genom att tillföra värdefull information till vår kandidatuppsats – vi behöver DIG! 😊

Hoppas vi ses! Har ni flera frågor eller vill boka en tid får ni gärna kontakta oss.

Bästa hälsningar

Rasmus Dahlberg & Sam Ouda

0725211795 eller 0700660703

P.S. Vi bjuder på fika!