"Market Performance Analysis and Structural Equation Model [SEM] on Vital Facets of Store Attributes on Shoppers' Satisfaction from Retail Store in the Selected Cities of Gujarat State"

Dr. Parag Sunil Shukla*, Professor (Dr.) Parimal H. Vyas**

Abstract

Organized retailing is creating euphoria amongst Indian consumers drawing them into sprawling malls and shopping plazas in huge numbers. Retailers are offering newer service dimensions to create unique shopping experiences for the customers. By the year 2030, nearly 570 Million people are expected to live in cities, nearly twice the current population of the United States. India's consumption level is set to reach figure of US$ 1.5 Trillion from the current level of US$ 750 Billion by the year 2020 (Deloitte Indian Retail Report, 2013).

The present empirical research study is conducted by using exploratory and descriptive research design. An attempt is made by the researcher to decipher the influences of selected store attributes on the shoppers' satisfaction from retail stores and the resultant intention of the shoppers' to recommend the retail store to others. The selected store attributes included in the research study were viz., accessibility of the retail store; range of the products; sales promotional schemes offered; behaviour of staff; store layout; store ambience; store atmosphere, and physical facilities of the retail store respectively. The primary data were collected using structured non-disguised questionnaire from the shoppers' who visit the retail stores for shopping. The samples were conveniently drawn and the data were collected from different retail stores located in the selected Cities of the Gujarat State i.e. Vadodara, Ahmedabad, Surat and Rajkot. The store attributes that influence the shopper satisfaction in the retail store are analysed through the use of statistical methods of Factor Analysis, Market Performance Analysis and Structural Equation Model using Path Analysis.

The present study aims at providing valuable information pertaining to the store attributes which exert influence on the satisfaction of the shopper.

Furthermore, it seeks to point out the important store attributes which requires special attention of the retailers in the selected cities of the state of Gujarat. This will help the retailers to develop an analytical framework of store attributes influencing purchase preference of shoppers so as to realign their business strategies in order to compete in the ferocious organised retail market.

Key Terms: Retailing, Store Attributes, Customer Satisfaction

*Assistant Professor [CES], Department Of Commerce & Business Management, Faculty Of Commerce. The M.s. University Of Baroda, Vadodara, E-mail : parag.shukla.msu@gmail.com
**Vice Chancellor, The Maharaja Sayajirao University of Baroda & Joint Professor of Management Studies, Faculty of Management Studies & Professor of Commerce and Business Management, Department of Commerce and Business Management, Faculty of Commerce, The Maharaja Sayajirao University of Baroda, Baroda, e-mail: Parimalvyas17@gmail.com

A Brief Review of Literature:

An attempt has been made to outline in brief key aspects of earlier research studies given as follows:

The retailing business is greatly affected by the patronage behavioural orientations of retail shoppers. Erdem et al. (1999) had examined the linkages between consumer values and store attributes and had concluded that branding is an important marketing tool in retailing. Herpen and Pieters (2000) had identified that the attribute-approach captures customers' perception of assortment variety better than the product-based approach. Popkowski et al. (2001) had concluded that the importance of various store attributes varies according to store format and customer base. Kotler (1973) too had concluded that store attributes related to a retail outlet can be grouped in terms of 'Store Atmospherics' and Store Location respectively. Store attributes refers to the underlying components of a store image dimensions viz., merchandise; physical facilities; services; atmospherics etc. (Assael, 1992; Wong and Yu, 2003). According to Bitner (1992), the physical environment creates an image and influences individual behaviour of retail shopper in retail stores. Newman and Foxall (2003) had confirmed the importance of store layout as a determinant of consumer behaviour.

Conceptual Framework of the Research Study:

After reviewing the relevant literature the authors have selected the store attributes for narrowing the scope of the research study namely; accessibility of the retail store; range of the products; sales promotional schemes offered; behaviour of staff; store layout; store ambience; store atmosphere, and physical facilities of the retail store so as to relate these attributes to overall satisfaction derived by the shoppers and its influence on the construct of "Intention to recommend to others". Here, the base model (Figure Number 01) is adopted from the existing body of knowledge which exhibits the relationship between store attributes and customer perceptions for the store. The researcher has developed the Structural Equation Model to test the applicability of this base model in the retail stores in the selected cities of Gujarat. Further, an attempt is made to use this base model and to project the relationship between one more additional construct i.e. "Intention to recommend to others" depicted in the figure number 02.

Figure Number 01: Conceptual Model Showing Relationship between Store Attributes and Customers Perceptions for Store.
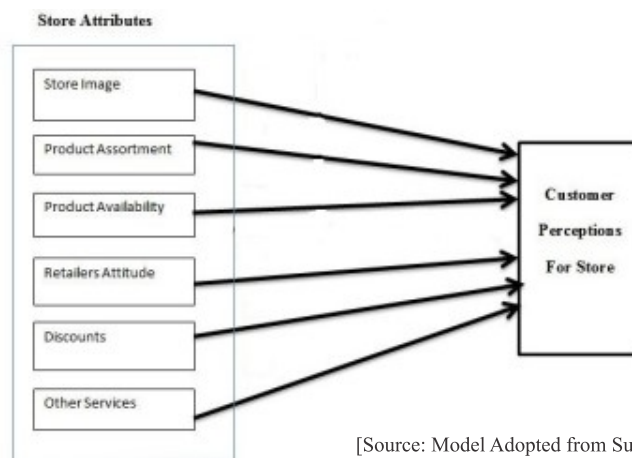
[Source: Model Adopted from Surabhi Koul & Hari Govind Mishra (2013)]

Research Methodology:

The present descriptive research study examines the influence of store attributes that lead to shoppers' satisfaction and repurchase intentions from their preferred retail store. The primary data were collected through structured instrument from 1500 shoppers who were conveniently drawn using non-probability sampling design from different retail stores located in the selected cities of the State of Gujarat viz; 280 respondents from Vadodara, 475 from Ahmedabad, 400 from Surat and 250 from Rajkot city respectively. The items of various constructs in the instrument, covering all the selected aspects of store attributes and shoppers' Behaviour, were extracted from the previous literature [Please Refer Appendix-Table Number-01].

Reliability of the Structured Non-Disguised Questionnaire:

The Cronbach's Alpha (Cronbach Alpha, 1951) score on selected constructs of store attributes ranging from 0.700 to 0.870 which showed the internal reliability of the scale, and reflected the degree of cohesiveness amongst the selected items (Naresh K. Malhotra, 2007 and Jum C. Nunnally, 1981). [Please Refer Appendix-Table Number-02].

Results and Findings of the Research Study:

The key results of the findings of research study are presented in the following section of the research paper.

The Selected Retail Shoppers' Overall Satisfaction / Dissatisfaction on Store Attributes.

The table number 03 represents the perceived importance of the Store Attributes and the Retail stores ability in meeting these expectations of the shoppers'. It clearly indicates that the ratio of the Attribute of 'Institutional Factors' of the retail store is 0.98 which is the highest.

It means that the Institutional factors such as clientele, overall impression, store reputation, store association etc., is having high perceived importance to the shoppers' in the retail store and the retailers are able to successfully meet these expectations of the shoppers' which is reflected in terms of the shoppers' overall satisfaction with these factors. The other important store attribute is 'Accessibility' which is having the ratio 0.94 followed by 'Store Layout/Ambience' having the ratio of 0.91 and 'Range of the Products in the Retail Store' which has the ratio of 0.90.

The level of satisfaction of shoppers' is determined by the proximity of the retail store. It can be deduced that the retail store should be strategically located in areas of the city that can be easily approachable to the shoppers'. The store ambience needs to be inviting and comfortable as most of the purchase decisions are made in the store. So retailers need to make the store atmosphere welcoming, attractive and friendly to provide a visually interesting space. Appropriate lighting, well painted walls, neatly stacked racks, attractive decor, friendly yet unobtrusive sales people, soothing/peppy music (as the brand demands) are a few things the store owner can look into in the hope of increasing footfalls.

The range of products in the retail store relates with assortment planning that allows the retailer to provide a more consistent product offering, most profitable mix of products, and pleasant shopping experience to the consumer. Such a strategy will help the retailers to increase sales, margin and inventory productivity. It will help to avoid costly mistakes by analyzing and projecting product assortment needs in advance. The retailers can also

identify new opportunities around changes in product mix, potential cost reduction, and effects on the bottom line. Retailers can compare and analyze competitive product assortment by brand. Retailers can gain valuable insights into how competitive their product mix really is.

[Please Refer Appendix-Table Number-03].

Findings Based on Factor Analysis:

The researcher has made an attempt to apply factor analysis to identify underlying dimensions responsible for resultant satisfaction of the retail shoppers considering the selected store attributes. The result of KMO measure of sampling adequacy was closer to 0.60 which indicated that the present data were suitable for application of the factor analysis. Similarly, Bartlett's Test of Spehericity (0.00) was found as significant (p<.05) reflective of the fact that sufficient correlation exists between the criteria for application of the factor analysis. The key implications based on factor analysis are given in the table number 10. The research study had revealed that out of 65 items, the 55 items were finalised as underlying dimensions using data purification through factor analysis [Please Refer Appendix-Table Number- 04, 05 and 06].

Market Performance Analysis on Selected Store Attributes:

Market performance analysis considering all 65 criteria was conducted based on ratio of expectations and experiences of retail shoppers and the researcher has computed 'Mean Importance Ratings' (IM) and 'Mean Performance Ratings' (PM) for selected store attributes.

These criteria were defined as: Retail Shoppers were delighted if IM/PM> 0.98; Retail Shoppers were satisfied if 0.98>IM/PM> 0.90; Retail Shoppers were dissatisfied if IM/PM< 0.90. The criteria of store attributes in the retail store that gives delight to the shoppers' having score of the ratio more than 0.98 includes the selected criteria viz; retail store has an attractive look; the retail store has an attractive interior; there is plenty of room to walk around in the retail store; the sufficient information on signboards is displayed in the retail store; credible promotional and discount schemes offered in the retail store

[Please Refer Appendix-Table Number-07 and 08].

These overall ratings are separately provided in Graph No. 01 to 08 for all the selected eight store attributes in the Performance-Importance Matrix.

[Please Refer Appendix-Graph Number- 01 to 08].

Structural Equation Modeling [SEM] Using Path Analysis Considering Store Attributes:

The researcher has developed a Structural Equation path analysis Model using AMOS 18.0 Software as given in the figure number 01.

Figure Number 01: Structural Equation Modelling [SEM] Using Path Analysis
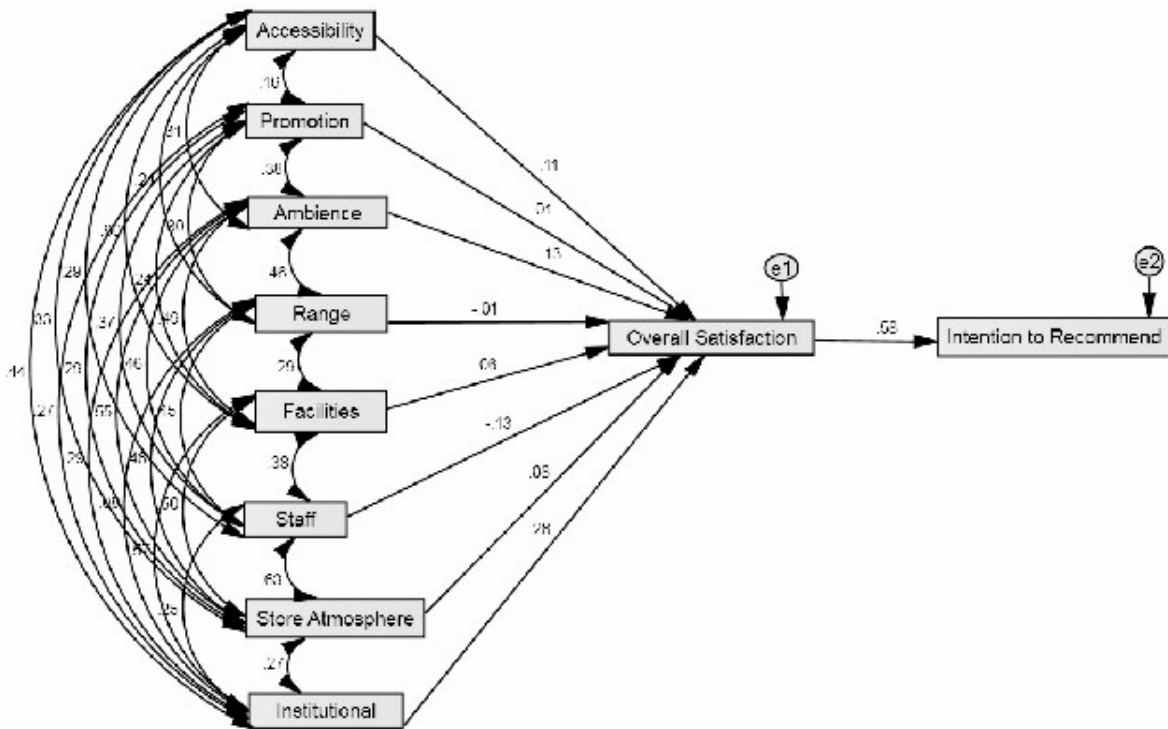
In the above simple regression model where one observed variable, the Intention to recommend to others of the retail shopper, is predicted as a linear combination of the other eight observed variables, viz., ambience of the store; accessibility; sales promotion schemes of the store; atmosphere of the retail store; behaviour of the sales personnel in the retail store; physical facilities offered in the store; range of products in the store, and institutional factors of the retail store respectively considering the mediating variable that is the Shopper's overall satisfaction from the retail store.

The values of 0.58 showed against the single sided arrow is the standardized regression weight for influence of store attributes on intention of shoppers for recommendation to others through the mediating variable of overall satisfaction. It can also be inferred that the shopper determines his or her level of satisfaction considering the selected store attributes which have a significant influence

are Institutional factors (0.26), Behaviour of staff (0.13), Store Ambience (0.13) and Accessibility (0.11) respectively.

Key Discussions and Implications of the Research Study:

The research study suggested that the retail shoppers' in the State of Gujarat are value conscious and not only price-driven. Recognising this, retailers need to offer value in terms of important criteria identified by the research study which are discussed as follows:

Considering the Accessibility criteria the spatial convenience of the retail store is a multidimensional construct and the shoppers who visit the retail store do pay importance to access convenience, search convenience, possession convenience, and transaction convenience. Based on the empirical evidence emerging from this

research study the retailers can configure a strategy which relates with easy accessibility of the outlet as it has a high correlation with the choice of a shopping mall in the selected cities of Vadodara, Ahmedabad, Surat and Rajkot. In addition to a convenient location, the other equally important area to be incorporated includes the convenience incentives provided by retailers, such as longer operating hours and ample parking, can draw more shoppers to the retail outlet.

The retailer by capitalising on this aspect of accessibility can become competitive as they provide their shoppers' the benefits of the access convenience that concerns with the speed and ease with which shoppers' can reach a retailer in optimum time for purchasing products. Shoppers' also considers attributes such as accessible location, parking availability, store operating hours, proximity to other stores, and telephone and internet access as it helps the shopper to contact the retailer to facilitate their choice in the retail store.

The institutional factors of the retail store play a pivotal role as it connotes the overall image of the retail store. The retailers need to understand the fact that people who visit the retail store will get influenced by the other people and clientele of the retail store. The focus of the retailers should be to give enriching experiences to the shoppers' who visit the store. The people visiting the store i.e. the store clientele will act as a motivating factor for the potential shoppers' to visit and make their purchases from that particular store as the satisfied shopper is likely to become a brand ambassador of the retail store. The positive word of mouth as an outcome of the institutional factor will act as catalyst which lures shoppers.

The attempts of the retailer to improve the institutional factors of the retail store will provide benefits to shoppers' in terms of consistent services, assurance, knowledge and courtesy,

trust and confidence shown by staff; good tangible facilities; empathy by caring and giving individualized attention to shoppers; prompt services; treating the shoppers with dignity and respect.

This research study has identified store appealing ambience of the store plays an important role in keeping the shoppers' engaged in the store. The retailer should attempt to improve the certain aspects of pleasantness in store's environment such as colour; music and crowding as it affects the shoppers' perception of the store image at large. The research study implies that the infrastructural facilities made available, the appropriate placement of aisles and the attractiveness of the retail store can play crucial role for making the retail shoppers feel at ease while moving around and browsing the products can enhance their shopping experiences.

The shopper tends to favour and visit the retail store that is perceived as having a pleasant and moderately arousing atmosphere and also leads to impulse buying. These variables impact on the information processing that takes place during a store visit and subsequently influence the consumers' judgements regarding the quality of the store and the store's image.

The staff behaviour of the retail store that is courteous, friendly and caring manner with their shoppers plays an important role in providing an opportunity for socialisation and an avenue to cope with latest product trends. The sales personnel also becomes a conduit between the customer and the retail store as the sales staff will handle the shopper service encounters which in turn defines his moments of truth in the retail store. This will in turn help retailers for facilitating a better shopping experience, as the sales staff can now assimilate customer intelligence and deliver it to the business.

It also leads to increased sales per customer visit, based on relevant, targeted cross-selling and up-selling opportunities. The shopper will be able to get an enhanced shopping experience, delivered by a retailer through a more personalized and enriching service experience by trained and caring sales staff.

The restaurants in the retail store would certainly result into increased footfalls in the retail stores but the absence of such factors will definitely make the retail shopper dissatisfied at the time of shopping. These factors are therefore very important in order to maintain and add to retail shoppers' satisfaction in the retail store. The overall convenience orientation value of shopping is also one of the most important considerations and the utilitarian aspect of the retail shoppers for shopping.

The retailers must plan to make innovative change in the organization's infrastructural facilities, focus on attractive designing their retail shops so that retail shoppers are attracted and be motivated for impulsive shopping finally resultant into offering of a satisfying shopping experience. The retailer must diligently strive for making all the products available in the retail store for the shoppers by maintaining proper product assortments to increase the convenience of shoppers for buying of small proportions which could also result into their impulsive shopping.

Concluding Remarks:

This research study has acknowledged the important store attributes viz; accessibility, Institutional factors, Behaviour of sales staff and store ambience which creates a strong influence on the shoppers' level of satisfaction and it also influences shoppers' intention to recommend the store to others.

The market performance analysis used in this research study will be helpful to the modern day retailers for increasing their core competencies and to leverage their resource capabilities in order to become more competitive in the retail market landscape. The study has attempted to identify the performance indicators which provided a delighted shopping experience to retail shoppers' by the retailers of the State of Gujarat by using market performance analysis. The criteria of store attributes which leaded to the delighted shopping experiences to the shoppers' includes retail store has an attractive look; the retail store has an attractive interior; there is plenty of room to walk around in the retail store; the sufficient information on signboards is displayed in the retail store, and credible promotional and discount schemes offered in the retail store. The other criteria identified by market performance analysis which provides dissonance to shoppers' which includes provision of after sales services, escalator facilities, clean washroom/toilets, availability of resting area and special arrangement for specially challenged people needs special consideration by the retailers.

It is therefore being anticipated that the findings, implications and recommendations of this research study shall be helpful to retailers in suitably segmenting, targeting and positioning their retail store for shoppers having similar needs and preferences considering their lifestyles. It will result into increased footfalls of retail shoppers to stores and inculcate repurchase intention in the minds of the shopper.

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Figure Number 01: Structural Equation Modelling [SEM] Using Path Analysis

APPENDIX

Table Number 01:

Table showing the Sources of Item Generation for Selected Dimensions of Store Attributes

Sr. No.	Dimensions of Store Attributes	Source of Item Generation
01	Accessibility of the Store	O'Connor & Peter & Olson (1990)
		Osman (2001)
02	Range of Products (Assortment)	James et al.(1976 and 1996)
		O'Connor (1990)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
		O'Connor (1990)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
03	The Physical Facilities in the Store	Martineau (1958)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
04	Sales Promotion Schemes in the Store	Martineau (1958)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
05	The Sales Personnel Behaviour and Social Interaction in the Store	Martineau (1958)
		James et al (1976)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
06	Store Atmosphere	James et al (1976)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
07	Store Ambience	Lindquist (1974)
		James et al (1976)
		Terblanché , Boshoff, C (1998)
		Peter & Olson (1990)
		Newman and Foxall (2003)
08	Institutional Factors	Schutte (2000)
		James et al (1976)
		Terblanché , Boshoff, C (1998)
		Minshall (1994 and 1995)
		Assael (1992)
		Osman (2001)
		Peter & Olson (1990)
09	Overall Satisfaction Experienced by Shoppers with regards to Retail Store Attributes	Kwon, Y-H, Paek, Sl & Arzeni, M. (1991)
		Abratt (1989)
		Kennedy (1977)
		Stuart (1999)
		Varley (2005)
		Livingstone S, Bovill M (2001)

Table Number 02:
Summary of Indicators (Experience) and Reliability Alpha Score for Measuring Store Attributes

Sr. No	Name of the Grouping Variable	Constructs	Vadodara City (No. of Respondents = 280)	Surat City (No. of Respondents = 470)	Rajkot City (No. of Respondents = 275)	Ahmedabad City (No. of Respondents = 475)	Total Sample Size= 1500
		Number of Items = 65	CRONBACH'S ALPHA SCORE				Overall Reliability
01	Accessibility of the Retail Store	05	0.663	0.787	0.818	0.649	0.737
02	Range of the Products in the Retail Store	04	0.773	0.861	0.890	0.686	0.794
03	Sales Promotion Schemes offered in the Retail Store	05	0.679	0.697	0.736	0.601	0.692
04	Behaviour of Staff of the Retail Store	09	0.773	0.825	0.854	0.737	0.796
05	Store Layout/Ambience of the Retail Store	12	0.712	0.714	0.754	0.639	0.700
06	Physical Facilities in the Retail Store	17	0.795	0.894	0.922	0.727	0.870
07	Atmosphere in the Retail Store	08	0.717	0.792	0.814	0.636	0.742
08	Institutional Factors	05	0.713	0.744	0.762	0.632	0.715

Table Number 03:
Table showing the Ratio of perceived importance and overall satisfaction with the selected criteria of store attributes

Sr.	Selected Store Attributes	Mean Score	Selected Store Attributes	Mean Score	Ratio
01	Perceived Importance of Accessibility of the Retail Store	3.57	Overall Satisfaction with Accessibility of the Retail Store	3.34	0.94
02	Perceived Importance of Range of the Products in the Retail Store	3.81	Overall Satisfaction with Range of the Products in the Retail Store	3.44	0.90
03	Perceived Importance of Sales Promotion Schemes offered in the Retail Store	3.93	Overall Satisfaction with Sales Promotion Schemes offered in the Retail Store	3.30	0.84
04	Perceived Importance of Behaviour of Staff of the Retail Store	3.70	Overall Satisfaction with Behaviour of Staff of the Retail Store	3.19	0.86
05	Perceived Importance of Store Layout/Ambience of the Retail Store	3.66	Overall Satisfaction with Store Layout/Ambience of the Retail Store	3.34	0.91
06	Perceived Importance of Physical Facilities in the Retail Store	3.70	Overall Satisfaction with Physical Facilities in the Retail Store	3.23	0.87
07	Perceived Importance of Atmosphere in the Retail Store	3.84	Overall Satisfaction with Atmosphere in the Retail Store	3.26	0.85
08	Perceived Importance of Institutional Factors	3.52	Overall Satisfaction with Institutional Factors	3.44	0.98

Table Number 04:
Summary of Important Criteria of Selected Store Attributes

Sr No.	Selected Factors	Important Criteria	Factor Loading Score
01	Accessibility	I get required information about the retail store	0.909
		The opening hours of the retail store are convenient to me	0.823
		I like a retail store for shopping which is located near to my office	0.806
		It is convenient for me to go for shopping at any time in the retail store	0.759
		I like a retail store for shopping which is located near to my residence	0.752
02	Atmosphere	I feel safe due to the presence of other shoppers in the retail store	0.888
		The retail store has sufficient air conditioning	0.879
		The house keeping of retail store is good	0.796
		There are sufficient lights in the retail store	0.793
		I feel comfortable because of light music being played in the retail store	0.774
		I feel pleased and comfortable due to the presence of the other shoppers in the retail store	0.756
03	Physical Facilities	The retail store accepts a debit card	0.908
		The retail store accepts a credit card	0.879
		The retail store has a resting area	0.855
		The retail store provides membership cards	0.842
		The availability of parking area in retail store is sufficient	0.835
		The retail store provides discount on membership cards	0.807
		The retail store refunds price of products once sold	0.790
		The retail store has an escalator facilities	0.781
		The retail store has spacious fitting and dressing rooms	0.774
		There are restaurants and other shops in the vicinity of the retail store	0.765
		The retail store has adequate security arrangements for the safety of vehicles in the parking area	0.754
		The retail store exchanges products returned by me	0.747
		The retail store has clean washroom/toilets	0.737
		The retail store has a provision for physically challenged people	0.702
04	Promotional Schemes	I like to buy products offered to me by retail store on promotional, discounted schemes	0.778
		The colour(s) and symbols used in promotions (e.g. advertisements) are attractive	0.665
		I like to buy products at special events (For e g Wednesday bazaar at big bazaar)	0.615
05	Range of Products	The retail store provides me a variety in different categories of products	0.655
		The retail store provides me a wide variety of products	0.638
		The products are available in different sizes in the retail store	0.607
06	Behaviour of the Sales Staff	The sales staff of retail store are well trained	0.883
		The sales staff of the retail store responds to my queries	0.870
		The sales staff of the retail store responds to my problems	0.836
		The sales staff of the retail store has required information of the products	0.765
		The sales staff of retail store are polite and courteous	0.738
		The sales staff of the retail store has required information of the availability of the products	0.720
		The sales staff of the retail store has the required information of the price of the products	0.716
		The sales staff of retail store are friendly with me	0.623
07	Institutional Factors	The retail stores are crowded	0.977
		I receive birthday wishes on email from the retail store	0.816
		I receive anniversary wishes on mobile from the retail store	0.790
		I receive anniversary wishes on email from the retail store	0.764
		I receive birthday wishes on mobile from the retail store	0.714

08	Store Ambience	The infrastructure of the retail store is properly maintained	0.880
		The retail store has an attractive look	0.755
		The retail store has an attractive interior	0.742
		The placement of aisles in the retail store is appropriate which makes easy for me to get what I want	0.759
		There is plenty of room to walk around in the retail store	0.808
		The sufficient information on signboards is displayed in the retail store	0.712
		The décor of the retail store is attractive	0.844
		I like clearly visible store advertisements in the retail store	0.808
		The entry to the retail store is comfortable	0.801
		The retail store has enough checkout points	0.734

The above table gives details about 55 important criteria which Shopper' have considered important for retail stores for expressing their satisfaction with retail store services availed by them.

Table Number 05:
Summary of Criteria Needs Improvement for Selected Store Attributes

Sr. No.	Selected Factors	Important Criteria that Needs Improvement	Factor Loading Score
01	**Ambience**	Striking window displays of products increases my desire to buy in that retail store	0.558
		I feel at ease while shopping at the retail store	0.535
02	**Atmosphere**	The environment of the retail store motivates me for shopping	0.481
		I get pleasant smells inside the retail store	0.697
03	**Physical Facilities**	The retail store has an elevator facilities	0.627
		A trolley and/or shopping basket for carrying products is available in the retail store	0.394
		The retail store provides after sales services	0.385
04	**Promotional Schemes**	The products offered with lower prices makes me feel less burden of making the payment	0.132
		The retail store gives me discount schemes	0.099
05	**Range**	I get products of good quality in the retail store	0.446
06	**Sales Staff**	The sales staff of the retail store has the required information of the display of the products	0.683

Table Number 06:
Table Showing the Key Implications Based on Factor Loading Score of the Selected Store Attributes.

Sr. No	Constructs of the Selected Store Attributes	Key Implications Based on Factor Loading Score
01	Accessibility	In case of accessibility criteria all the selected five criteria were considered important by shoppers. It means the availability of required information, the convenient opening hours, the location of the shop nearby the residence as well as office, and convenient time for shopping are the major determinants for shoppers.
02	Store Atmosphere	The key criteria of feeling of warmth in the store, proper air-conditioning, proper housekeeping, adequate and ambient lighting, light music played in the background and the pleasing environment in the store are the major determinants for shoppers' satisfaction considering the Store Atmosphere attribute of the retail store. The two important criteria i.e. the stimulating and motivating environment of the retail store and presence of odour free, fresh and hygienic environment inside the retail store needs utmost attention of the retailers to improve the atmosphere.
03	Store Ambience	For the shoppers the ambience in the retail store plays a very important role and the most important criteria emerging out of it includes the well maintained infrastructure of the store, attractive look of the store building, decor inside the retail store, placements of the aisle in the store, abundance of space to walk around in the store, clearly visible signboards and window display, attractive layout of the store and enough entry and exit points for ease of processing of transactions
04	Sales Staff Behaviour	In case of the attribute of the sales staff behaviour in the retail store the shoppers give due consideration to the training of the sales staff, their polite and courteous behaviour, ability to solve complaints and queries and their friendly approach in engaging the shoppers in the retail store. The sales staff should possess the required information about all the brands so that they can communicate to the shoppers while they select and purchase the products of their choice.
05	Institutional Factors	The store attribute of Institutional factors which encompass the criteria of crowding inside the retail store, sending wishes and greetings on special personal occasions of shoppers and sending updates for communicating about the various schemes, discount offers by sending e-mails, SMS updates etc to the shoppers.
06	Range of Products offered	In terms of store attribute of Range of Products in the retail store the shoppers have given more importance to wide assortment availability in a given product categories, in different sizes so as to facilitate the shoppers for wider choice of products. The retailers need to ensure offering of products of quality standards while giving a wide array of products to shoppers so as to maintain the store image and reputation.
07	Sales Promotion Schemes	The store attribute of sales promotional schemes in the retail store includes the criteria of fresh promotional/discount schemes of the store, visually aesthetic and appealing promotional signages and symbols and special weekly offers and events in festival period.
08	Physical Facilities in store	The selected dimensions related to the physical facilities of the retail store includes the facility of Membership cards for discounts to loyal shoppers, acceptance of Debit/Credit cards, Resting area for shoppers and for physically challenged people, adequate arrangements for parking of vehicles, proper refund and replacement schemes and procedures, spacious fitting rooms, food courts and other entertainment options in the retail store play a vital role for determining the shoppers' satisfaction in the retail store. The retailers need to be cautious for providing and maintaining proper elevator services for ease of the shoppers, availability of adequate number of shopping baskets and trolleys and the after sales service so as to reduce the dissonance of the shoppers.

Table Number 07: Market Performance Analysis And Shoppers' Satisfaction Score From Retail Store Attributes In Selected Cities (s.s.s.)

Selected Store Attributes	Label	VADODARA				SURAT				RAJKOT				AHMEDABAD			
		Pm	Im	S.S.S. = Im/Pm	Sat. level	Pm	Im	S.S.S. = Im/Pm	Sat. level	Pm	Im	S.S.S. = Im/Pm	Sat. level	Pm	Im	S.S.S. = Im/Pm	Sat. level
I like a retail store for shopping which is located near to my office	A1	3.65	3.43	0.94	S	3.56	3.19	0.90	DS	3.56	3.16	0.89	DS	4.08	2.89	0.71	DS
I get required information about the retail store	A2	3.89	3.33	0.86	DS	3.95	3.53	0.89	DS	3.86	3.65	0.95	S	3.58	2.61	0.73	DS
The opening hours of the retail store are convenient to me	A3	3.99	3.49	0.87	DS	4.12	3.46	0.84	DS	4.01	3.47	0.87	DS	3.51	2.99	0.85	DS
It is convenient for me to go for shopping at any time in the	A4	3.43	3.19	0.93	S	3.60	3.09	0.86	DS	3.72	3.16	0.85	DS	3.82	3.17	0.83	DS
I like a retail store for shopping which is located near to my residence	A5	3.83	3.59	0.94	S	3.46	3.22	0.93	S	3.11	2.92	0.94	S	4.10	2.83	0.69	DS
The infrastructure of the retail store is properly maintained	B1	3.88	3.42	0.88	DS	3.91	3.46	0.88	DS	3.83	3.51	0.92	S	4.23	3.24	0.77	DS
The retail store has an attractive look	B2	3.67	3.51	0.96	S	3.78	3.61	0.96	S	3.75	3.67	0.98	S	3.38	3.54	1.05	DE
The retail store has an attractive interior	B3	3.75	3.48	0.93	S	3.64	3.49	0.96	S	3.55	3.67	1.04	DE	3.37	4.10	1.22	DE
The placement of aisles in the retail store is appropriate which makes easy for me to get what I want	B4	3.83	3.49	0.91	S	3.74	3.36	0.90	DS	3.66	3.52	0.96	S	3.52	3.78	1.07	DE
There is plenty of room to walk around in the retail store	B5	3.85	3.17	0.82	DS	3.77	3.19	0.85	DS	3.72	3.41	0.92	S	2.89	3.96	1.37	DE
The sufficient information on signboards is displayed in the retail store	B6	3.67	3.29	0.90	DS	3.66	3.38	0.92	S	3.80	3.52	0.93	S	3.01	4.16	1.38	DE
The décor of the retail store is attractive	B7	3.68	3.33	0.90	DS	3.60	3.23	0.90	DS	3.62	3.26	0.90	DS	3.04	3.08	1.01	DE
I like clearly visible store advertisements in the retail store	B8	3.69	3.32	0.90	DS	3.74	3.33	0.89	DS	3.83	3.43	0.90	DS	3.60	3.17	0.88	DS
Striking window displays of products increases my desire to buy in that retail store	B9	3.57	3.31	0.93	S	3.57	3.13	0.88	DS	3.58	3.21	0.90	DS	3.11	3.08	0.99	DE
I feel at ease while shopping at the retail store	B10	3.66	3.29	0.90	DS	3.63	3.22	0.89	DS	3.58	3.21	0.90	DS	3.57	3.41	0.95	S
The entry to the retail store is comfortable	B11	3.73	3.50	0.94	S	3.79	3.44	0.91	S	3.93	3.41	0.87	DS	3.31	3.28	0.99	DE
The retail store has enough checkout points	B12	3.93	3.46	0.88	DS	3.83	3.64	0.95	S	3.80	3.63	0.95	S	3.50	3.22	0.92	S
There are sufficient lights in the retail store	C1	3.94	3.48	0.88	DS	3.81	3.50	0.92	S	3.81	3.67	0.96	S	3.04	3.08	1.01	DE
The retail store has sufficient air conditioning	C2	3.82	3.53	0.92	S	3.93	3.59	0.91	S	3.89	3.60	0.92	S	4.13	3.79	0.92	S
The house keeping of retail store is good	C3	3.92	3.34	0.85	DS	3.97	3.39	0.85	DS	3.98	3.48	0.87	DS	3.63	3.83	1.05	DE
I feel pleased and comfortable due to the presence of the other shoppers in the retail store	C4	3.49	3.55	1.02	DE	3.68	3.38	0.92	S	3.77	3.46	0.92	S	3.19	2.44	0.77	DS

Item	Code																
I feel safe du e to the presence of other shoppers in the retail store	C5	3.46	3.56	1.03	DE	3.61	3.43	0.95	S	3.65	3.50	0.96	S	3.10	2.59	0.84	DS
I feel comfortable because of light music being played in the retail store	C6	3.70	3.65	0.99	DE	3.74	3.43	0.92	S	3.75	3.49	0.93	S	3.59	2.81	0.78	DS
The environment of the retail store motivates me for shopping	C7	3.71	3.39	0.91	S	3.84	3.49	0.91	S	3.96	3.60	0.91	S	3.67	3.52	0.96	S
I get pleasant smells inside the retail store	C8	3.86	3.49	0.91	S	3.84	3.49	0.91	S	3.80	3.44	0.91	S	3.71	3.18	0.86	DS
A trolley and/or shopping basket for carrying products is available in the retail store	D1	3.68	3.70	1.00	DE	3.71	3.48	0.94	S	3.72	3.40	0.91	S	3.83	3.33	0.87	DS
The retail store exchanges products returned by me	D2	3.60	3.31	0.92	S	3.62	3.10	0.85	DS	3.58	3.03	0.85	DS	3.49	2.85	0.82	DS
The retail store refunds price of products once sold	D3	3.48	2.93	0.84	DS	3.62	2.97	0.82	DS	3.71	3.19	0.86	DS	2.93	2.41	0.82	DS
The retail store accepts a credit card	D4	3.81	3.72	0.98	S	3.75	3.38	0.90	DS	3.70	3.21	0.87	DS	3.24	2.96	0.91	S
The retail store accepts a debit card	D5	4.07	3.74	0.92	S	4.01	3.55	0.89	DS	3.94	3.38	0.86	DS	3.56	3.07	0.86	DS
The retail store provides membership cards	D6	3.88	3.56	0.92	S	4.00	3.46	0.86	DS	4.02	3.44	0.86	DS	3.40	2.98	0.88	DS
The retail store provides discount on membership cards	D7	3.92	3.22	0.82	DS	4.00	3.29	0.82	DS	3.95	3.40	0.86	DS	3.68	3.05	0.83	DS
The retail store provides after sales services	D8	3.74	3.21	0.86	DS	3.92	3.37	0.86	DS	3.95	3.56	0.90	DS	3.59	2.78	0.78	DS
The retail store has an escalator facilities	D9	3.79	3.40	0.90	DS	4.02	3.62	0.90	DS	4.05	3.80	0.94	S	3.32	2.73	0.82	DS
The retail store has an elevator facilities	D10	3.72	3.60	0.97	S	3.80	3.63	0.95	S	3.90	3.76	0.96	S	3.16	2.56	0.81	DS
The retail store has clean washroom/toilets	D11	3.86	3.32	0.86	DS	3.91	3.49	0.89	DS	3.85	3.73	0.97	S	3.39	2.68	0.79	DS
The retail store has a resting area	D12	3.60	3.15	0.88	DS	3.77	3.27	0.87	DS	3.89	3.57	0.92	S	3.10	2.58	0.83	DS
The retail store has a provision for physically challenged people	D13	3.68	3.11	0.84	DS	3.82	3.31	0.86	DS	3.89	3.65	0.94	S	3.51	3.02	0.86	DS
The retail store has spacious fitting and dressing rooms	D14	3.62	3.53	0.97	S	3.53	3.39	0.96	S	3.61	3.45	0.96	S	2.95	2.77	0.94	S
The retail store has adequate security arrangements for the safety of vehicles in the parking area	D15	3.69	3.03	0.82	DS	3.82	3.38	0.89	DS	3.84	3.41	0.89	DS	3.33	2.59	0.78	DS
The availability of parking area in retail store is sufficient	D16	3.59	3.43	0.96	S	3.94	3.53	0.89	DS	4.14	3.67	0.89	DS	3.31	3.19	0.96	S
There are restaurants and other shops in the vicinity of the retail store	D17	3.56	3.76	1.06	DE	3.85	3.70	0.96	S	3.99	3.77	0.95	S	3.56	3.51	0.98	S
The retail stores are crowded	E1	3.26	3.61	1.11	DE	3.74	3.37	0.90	DS	3.95	3.29	0.83	DS	3.63	3.44	0.95	S
I receive birthday wishes on mobile from the retail store	E2	3.70	3.08	0.83	DS	3.49	3.10	0.89	DS	3.49	3.27	0.94	S	2.37	2.89	1.22	DE
I receive birthday wishes on email from the retail store	E3	3.66	3.21	0.88	DS	3.66	3.16	0.87	DS	3.68	3.35	0.91	S	2.71	2.81	1.04	DE
I receive anniversary wishes on mobile from the retail store	E4	3.52	3.36	0.96	S	3.62	3.10	0.86	DS	3.69	3.15	0.85	DS	2.69	2.72	1.01	DE
I receive anniversary wishes on email from the retail store	E5	3.35	3.21	0.96	S	3.41	2.99	0.88	DS	3.49	3.12	0.90	DS	2.77	2.09	0.76	DS

Statement	Code																
The retail store gives me discount schemes	F1	3.61	3.44	0.95	S	3.50	3.03	0.87	DS	3.33	2.84	0.85	DS	3.24	2.99	0.92	S
The products offered with lower prices makes me feel less burden of making the payment	F2	3.61	3.41	0.94	S	3.59	3.27	0.91	S	3.59	3.20	0.89	DS	3.95	3.81	0.96	S
The colour(s) and symbols used in promotions (e.g. advertisements) are attractive	F3	3.46	3.51	1.02	DE	3.67	3.20	0.87	DS	3.83	3.19	0.83	DS	3.68	3.93	1.07	DE
I like to buy products offered to me by retail store on promotional, discounted schemes	F4	3.38	3.35	0.99	DE	3.67	3.21	0.87	DS	3.89	3.30	0.85	DS	2.80	3.78	1.35	DE
I like to buy products at special events (For e g Wednesday bazaar at big bazaar)	F5	3.29	3.31	1.00	DE	3.56	3.13	0.88	DS	3.72	3.17	0.85	DS	3.80	3.83	1.01	DE
The retail store provides me a wide variety of products	G1	3.63	3.32	0.92	S	3.56	3.34	0.94	S	3.56	3.34	0.94	S	3.46	3.27	0.94	S
The retail store provides me a variety in different categories of products	G2	3.60	3.47	0.96	S	3.65	3.38	0.93	S	3.65	3.37	0.92	S	3.56	3.13	0.88	DS
The products are available in different sizes in the retail store	G3	3.73	3.28	0.88	DS	3.70	3.18	0.86	DS	3.69	3.24	0.88	DS	3.72	2.99	0.80	DS
I get products of good quality in the retail store	G4	3.77	3.31	0.88	DS	3.71	3.19	0.86	DS	3.71	3.22	0.87	DS	3.89	3.67	0.94	S
The sales staff of the retail store has required information of the products	H1	3.63	3.13	0.86	DS	3.68	3.23	0.88	DS	3.78	3.25	0.86	DS	3.03	2.89	0.95	S
The sales staff of the retail store has required information of the availability of the products	H2	3.75	3.20	0.85	DS	3.78	3.20	0.85	DS	3.79	3.17	0.84	DS	3.40	3.20	0.94	S
The sales staff of the retail store has the required information of the price of the products	H3	3.81	3.52	0.92	S	3.83	3.28	0.86	DS	3.88	3.14	0.81	DS	3.33	3.28	0.99	DE
The sales staff of the retail store has the required information of the display of the products	H4	3.78	3.51	0.93	S	3.83	3.32	0.87	DS	3.86	3.17	0.82	DS	3.61	3.01	0.83	DS
The sales staff of the retail store responds to my queries	H5	3.53	3.41	0.97	S	3.84	3.24	0.84	DS	3.99	3.32	0.83	DS	3.50	3.48	1.00	DE
The sales staff of the retail store responds to my problems	H6	3.60	3.65	1.01	DE	3.88	3.46	0.89	DS	4.04	3.43	0.85	DS	4.09	3.13	0.77	DS
The sales staff of retail store are friendly with me	H7	3.69	3.71	1.01	DE	3.84	3.48	0.91	S	4.01	3.41	0.85	S	4.14	3.62	0.87	DS
The sales staff of retail store are polite and courteous	H8	3.72	3.55	0.95	S	3.85	3.41	0.89	DS	3.87	3.33	0.86	DS	3.87	3.44	0.89	DS
The sales staff of retail store are well trained	H9	3.51	3.41	0.97	S	3.85	3.29	0.85	DS	4.00	3.28	0.82	DS	3.84	3.27	0.85	DS

Note: DE= Delighted; S= Satisfied and DS= Dissatisfied

Table Number 08: Overall Market Performance Analysis And Customers' Satisfaction Score

Selected Store Attributes	Label	Pm	Im	C.S.S.=Im/Pm	Sat. level
I like a retail store for shopping which is located near to my office	A1	3.74	3.13	0.84	DS
I get required information about the retail store	A2	3.81	3.22	0.85	DS
The opening hours of the retail store are convenient to me	A3	3.88	3.32	0.86	DS
It is convenient for me to go for shopping at any time in the retail store	A4	3.66	3.15	0.86	DS
I like a retail store for shopping which is located near to my residence	A5	3.67	3.11	0.85	DS
The infrastructure of the retail store is properly maintained	B1	3.99	3.39	0.85	DS
The retail store has an attractive look	B2	3.63	3.58	0.99	DE
The retail store has an attractive interior	B3	3.56	3.72	1.04	DE
The placement of aisles in the retail store is appropriate which makes easy for me to get what I want	B4	3.67	3.54	0.97	S
There is plenty of room to walk around in the retail store	B5	3.50	3.47	0.99	DE
The sufficient information on signboards is displayed in the retail store	B6	3.48	3.64	1.04	DE
The décor of the retail store is attractive	B7	3.44	3.21	0.93	S
I like clearly visible store advertisements in the retail store	B8	3.70	3.30	0.89	DS
Striking window displays of products increases my desire to buy in that retail store	B9	3.43	3.16	0.92	S
I feel at ease while shopping at the retail store	B10	3.61	3.29	0.91	S
The entry to the retail store is comfortable	B11	3.65	3.40	0.93	S
The retail store has enough checkout points	B12	3.74	3.47	0.93	S
There are sufficient lights in the retail store	C1	3.59	3.40	0.95	S
The retail store has sufficient air conditioning	C2	3.96	3.64	0.92	S
The retail store provides after sales services	D8	3.79	3.19	0.84	DS
The retail store has an escalator facilities	D9	3.76	3.33	0.89	DS
The retail store has an elevator facilities	D10	3.60	3.31	0.92	S
The retail store has clean washroom/toilets	D11	3.73	3.25	0.87	DS
The retail store has a resting area	D12	3.55	3.08	0.87	DS
The retail store has a provision for physically challenged people	D13	3.71	3.24	0.87	DS
The retail store has spacious fitting and dressing rooms	D14	3.38	3.23	0.96	S
The retail store has adequate security arrangements for the safety of vehicles in the parking area	D15	3.64	3.07	0.84	DS
The availability of parking area in retail store is sufficient	D16	3.71	3.43	0.92	S
There are restaurants and other shops in the vicinity of the retail store	D17	3.73	3.67	0.98	S
The retail stores are crowded E1		3.65	3.42	0.94	S
I receive birthday wishes on mobile from the retail store	E2	3.18	3.06	0.96	S
I receive birthday wishes on email from the retail store	E3	3.36	3.09	0.92	S
I receive anniversary wishes on mobile from the retail store	E4	3.32	3.04	0.92	S
I receive anniversary wishes on email from the retail store	E5	3.21	2.77	0.86	DS
The retail store gives me discount schemes	F1	3.41	3.06	0.90	DS
The products offered with lower prices makes me feel less burden of making the payment	F2	3.71	3.45	0.93	S
The colour(s) and symbols used in promotions (e.g. advertisements) are attractive	F3	3.66	3.49	0.95	S
I like to buy products offered to me by retail store on promotional, discounted schemes	F4	3.38	3.43	1.02	DE

Code	Statement				
C3	The house keeping of retail store is good	3.86	3.54	0.92	S
C4	I feel pleased and comfortable due to the presence of the other shoppers in the retail store	3.51	3.13	0.89	DS
C5	I feel safe due to the presence of other shoppers in the retail store	3.43	3.20	0.93	S
C6	I feel comfortable because of light music being played in the retail store	3.69	3.29	0.89	DS
C7	The environment of the retail store motivates me for shopping	3.79	3.50	0.92	S
C8	I get pleasant smells inside the retail store	3.79	3.38	0.89	DS
D1	A trolley and/or shopping basket for carrying products is available in the retail store	3.74	3.46	0.92	S
D2	The retail store exchanges products returned by me	3.57	3.05	0.85	DS
D3	The retail store refunds price of products once sold	3.39	2.82	0.83	DS
D4	The retail store accepts a credit card	3.59	3.28	0.91	S
D5	The retail store accepts a debit card	3.87	3.40	0.88	DS
D6	The retail store provides membership cards	3.79	3.32	0.88	DS
D7	The retail store provides discount on membership cards	3.87	3.22	0.83	DS

Code	Statement				
F5	I like to buy products at special events (For e g Wednesday bazaar at big bazaar)	3.62	3.39	0.94	S
G1	The retail store provides me a wide variety of products	3.54	3.31	0.94	S
G2	The retail store provides me a variety in different categories of products	3.61	3.32	0.92	S
G3	The products are available in different sizes in the retail store	3.71	3.15	0.85	DS
G4	I get products of good quality in the retail store	3.78	3.37	0.89	DS
H1	The sales staff of the retail store has required information of the products	3.48	3.11	0.89	DS
H2	The sales staff of the retail store has required information of the availability of the products	3.66	3.20	0.87	DS
H3	The sales staff of the retail store has the required information of the price of the products	3.68	3.30	0.90	DS
H4	The sales staff of the retail store has the required information of the display of the products	3.76	3.23	0.86	DS
H5	The sales staff of the retail store responds to my queries	3.70	3.36	0.91	S
H6	The sales staff of the retail store responds to my problems	3.92	3.38	0.86	DS
H7	The sales staff of retail store are friendly with me	3.94	3.55	0.90	DS
H8	The sales staff of retail store are polite and courteous	3.83	3.43	0.89	DS
H9	The sales staff of retail store are well trained	4.07	3.50	0.86	DS

Note: DE= Delighted; S= Satisfied and DS= Dissatisfied

Criteria Wise Graphical Matrix Presentation Of Market Perfomance Analysis: [graph Number 01 To 08]

The X-axis denotes mean performance ratings (PM), and Y-axis means importance ratings (IM). These figures have been divided into four quadrants. The Quadrant a shows stores important service attributes, which were not being performed at the desired levels, and the retail stores are expected to concentrate on improving service performance on it. The Quadrant B indicates the stores important service attributes that retail stores performed well and need to maintain the high performance. The Quadrant C reveals fair performance of retail stores on minor stores service attributes that may need less attention, because of its lesser importance perceived by the Shoppers. The Quadrant D shows minor service features that were being performed excellent by the retail stores but these features too are perceived as relatively unimportant by the Shoppers.
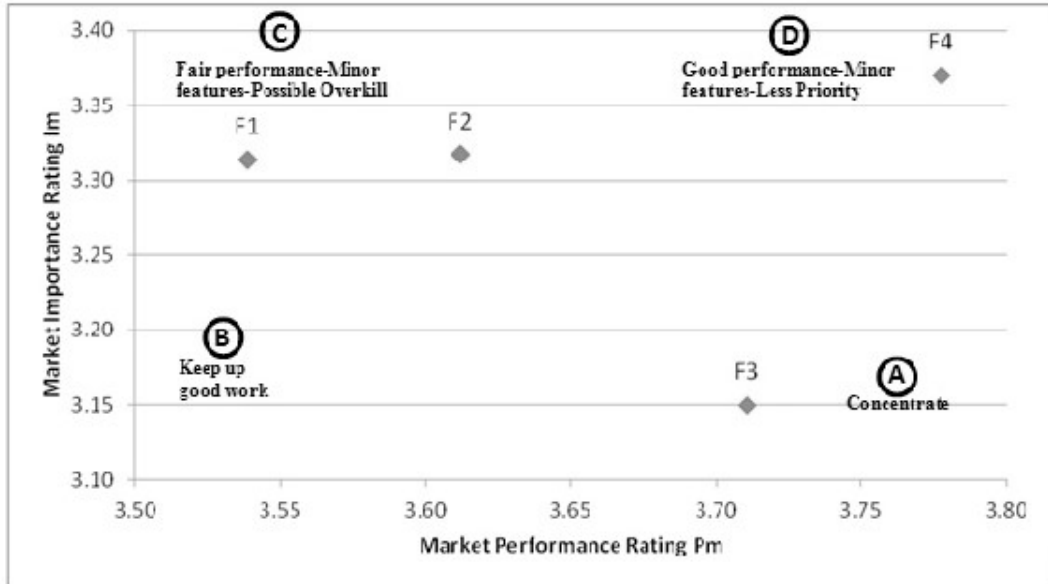
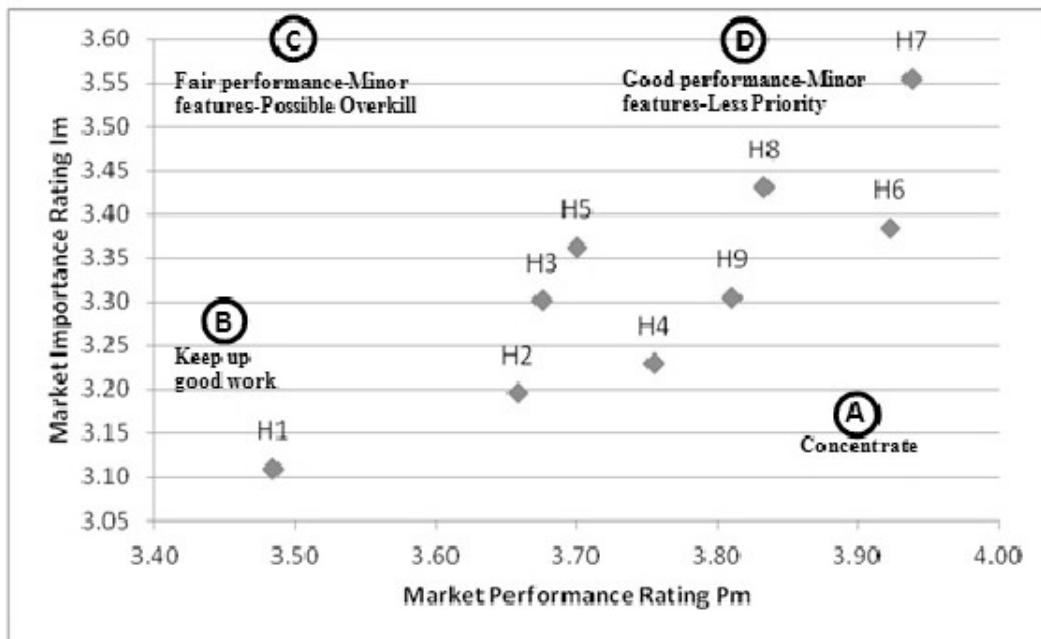**Graph 01 of Market Performance Analysis for Criteria of Accessibility**
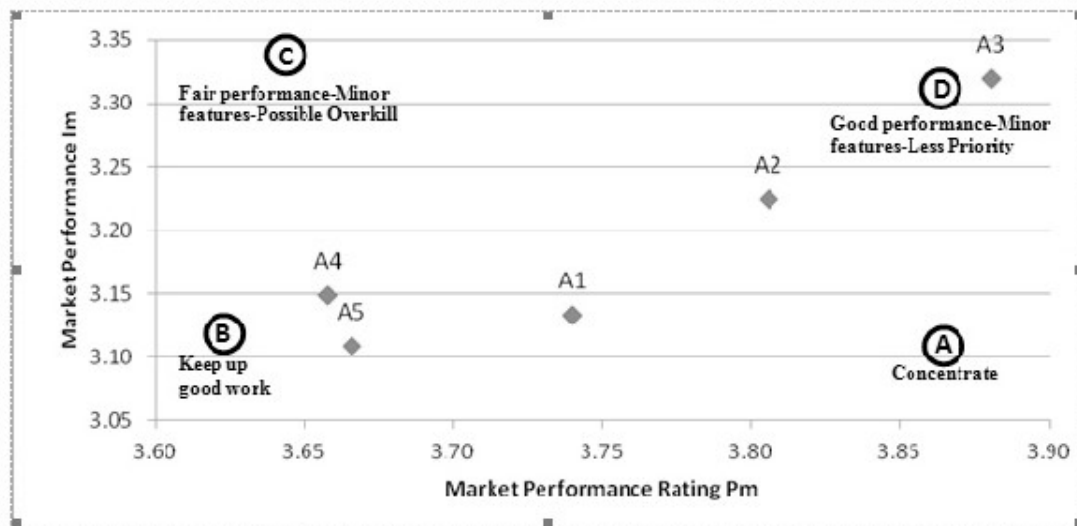
Graph 02 of Market Performance Analysis for Criteria of Ambience
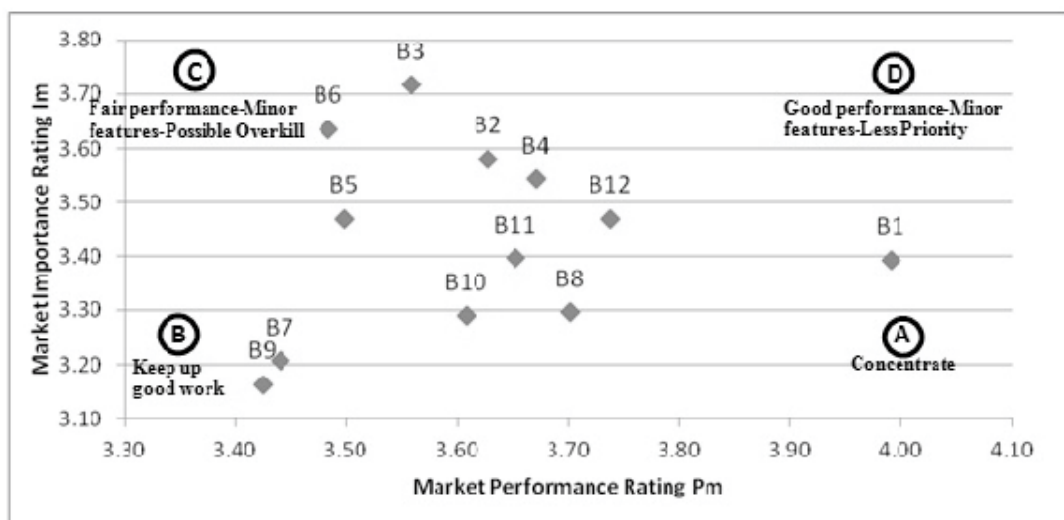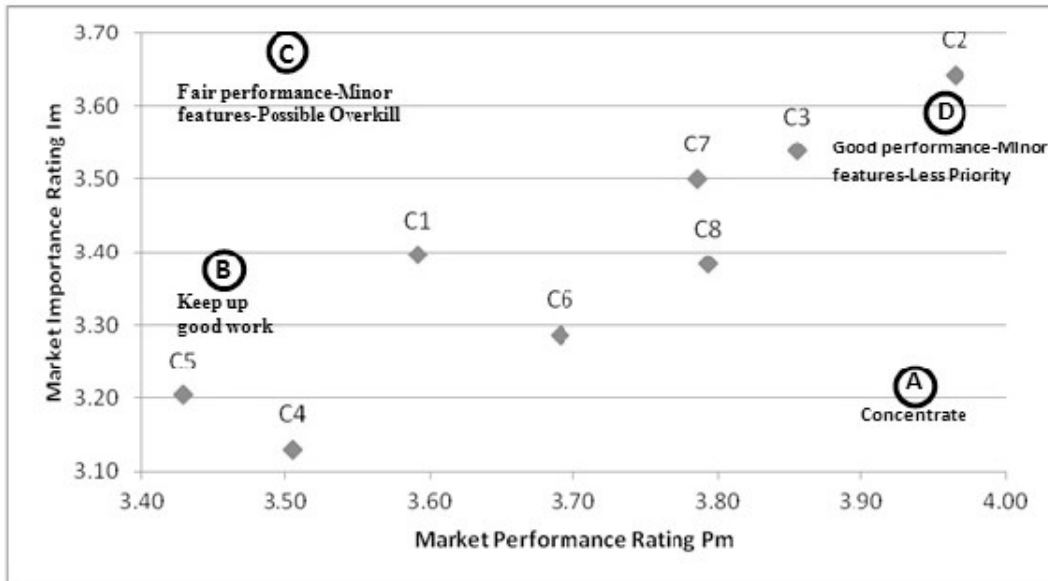
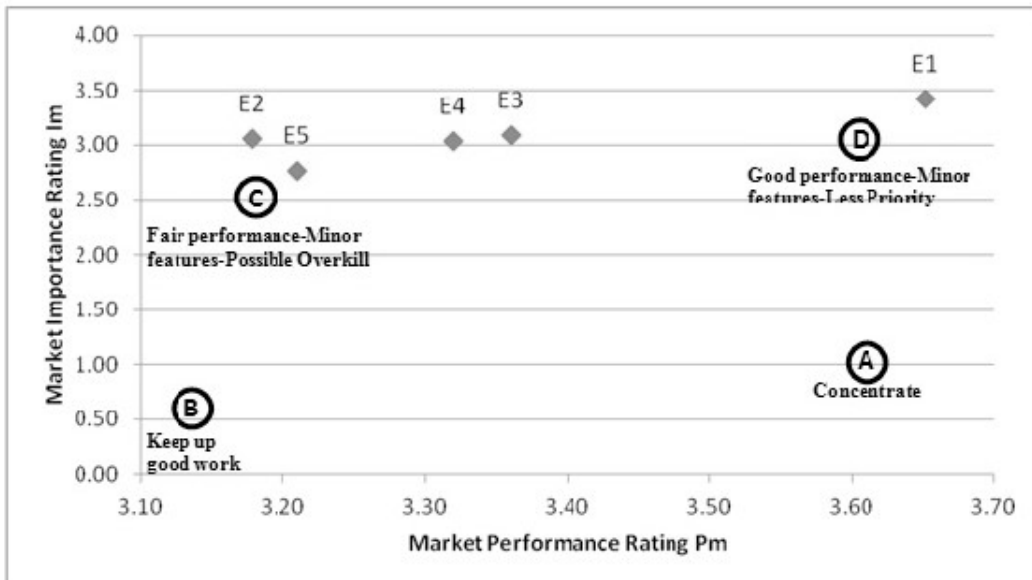**Graph 03 of Market Performance Analysis for Criteria of Range of Products**

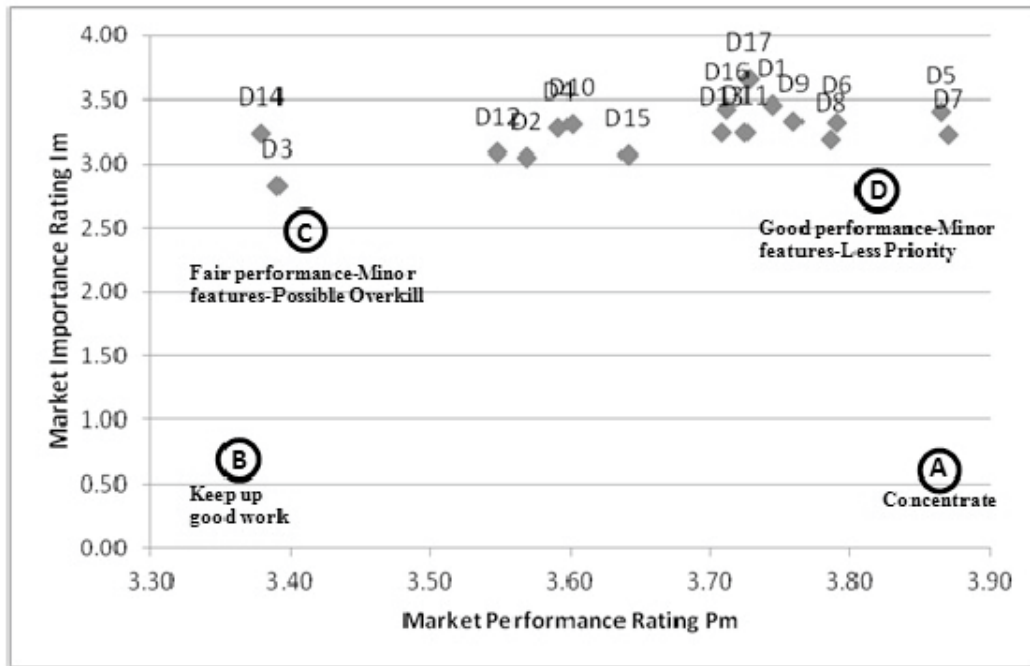**Graph 04 of Market Performance Analysis for Criteria of Behaviour of Sales Staff**

Graph 05 of Market Performance Analysis for Criteria of Store Atmosphere

Graph 06 of Market Performance Analysis for Criteria of Institutional Factors

Graph 07 of Market Performance Analysis for Criteria of Physical Facilities in Store

Graph 08 of Market Performance Analysis for Criteria of Behaviour of Promotional Schemes in the Retail Store