The customers’ perception of servicescape’s influence on their behaviours, in the food retail industry.

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Declaration

I declare that all the work in this dissertation is entirely my own, unless referenced texts placed in inverted commas. A full reference section is included within this report.

No part of this work has been submitted for any other assessment either at Dublin Business School or any other institutions.

Signed: [Signature]

Date: 13/01/2015
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Abstract

**Purpose:** The purpose of this research is to examine the influence of servicescape on consumers’ behaviour in the context of grocery shopping, in a comprehensive and concrete way. And explore physical and social dimension of servicescape and their variables.

**Design/ Methodology/Approach:** The researcher used the interpretive philosophy, the inductive and abductive approaches. The survey and grounded theory strategies have been followed and the research choice is a mixed method using both quantitative and qualitative data. Haphazard sampling is use in the research.

**Findings:** The conducted study shows that servicescape may produce emotional, cognitive and physiological responses from both employees and customers. It shows that physical and social dimensions are both perceived by customers but they seem to give lot of importance to the social dimension. Then primary research shows that customers principally retain the negative influences which conduct to the fact that marketers and retailers should carefully think about the creation of a creative and pleasant environment.

**Research limitations:** As it is the first research of the author, primary data was only collected by conducting a survey among 100 respondents from different retailers. Observations and interviews could have given more clearness and trustfulness to the research.

**Practical implications:** Managerial implications among French grocery shops, marketers should provide more consideration to their servicescape and take customers’ perceptions, needs and expectations into consideration.

**Keywords:** Servicescape, environment, consumer behaviour, grocery shopping, French consumer, perceived servicescape.

**Research type:** Dissertation, part of Master Degree in Marketing in DBS.

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Chapter 1: Introduction
1. Introduction

1.1. Background of the research

The last 10 years have shown an important decrease of consumption in France and Europe. Economic crises, the drop of purchasing power, are some reasons for this decline. Yet food retail industry has only suffered a slight decrease. Indeed, in 2009 the budget of French consumers for food was 13.6% of all expenditure. Moreover, France is Europe’s largest purchaser of food (Laisney, 2012; IEFP, 2014). From this, we can understand the importance of food retail industry in France.

In addition with the expansion of online shopping, consumers’ habits are slowly changing. 59% of the French customers shopped online in 2013, 21% of them bought food and groceries in 2013 and 24% in 2014 (fevad.com, 2014) for different reasons such as convenience, time and saving money. Thus the actual physical stores are still the biggest way of distribution for the food industry. Indeed, Carrefour and E.Leclerc represent 38% of the market share in 2011 according to Xerfi (Arnaud and Hanne, 2014). Some consumers explain that the internet helps them to save money because they are less distracted by everything that surrounds them. Also, it is easier to resist to temptation during or whilst online shopping. Consequently, we can see that the in-store environment has an influence on the customer. In addition, Kotler, (1973), cited in Herrington & Capella, (1996) writes: “In certain shopping situations the atmosphere may be more influential than the product itself in the purchase decision”.

In 1992, Mary Jo Bitner developed the concept of servicescape to talk about the environment in which a service is provided. Servicescape includes ambiance, spaces and symbols of the interior and exterior of a sale outlet as well as human relationships. She explains that servicescape impacts on the accomplishment of external and internal goals, so it has an impact on customers. These can show the importance of managing servicescape in stores. Even if online sales are a small part of the food retail industry, it is still a part of the competition. So we can imagine or deduce that servicescape has become more important. Managing servicescape is a differential and thus a competitive advantage. Moreover, it helps to create a consumption experience for the customer (Bitner, 1992; Hightower, 2003).

Now, marketers recognize servicescape as an efficient tool used to impact consumer behaviours. In fact, customers and employees are impacted by the environment and they respond cognitively, emotionally and physically (Bitner, 1992). Lots of these responses are
unconscious (Dijksterhuis et al., 2005). In this dissertation, the researcher will study the customers’ perception of servicescape’s influence on their behaviours in food industry.

Asking the following question:

How French consumers perceive the influence of servicescape

in the food retail industry on their behaviour?

1.2. Justification of the research

This research enters in the context of social science in marketing. It is important to undertake this research and study the customer point of view for different reasons. Many studies have been conducted about the relationship between the store environment and customers’ behaviour. The investigations do not however, take place in France.

Regarding the fact that the environment of grocery stores might impact the approach or avoidance decision, it is surprising to notice the lack of attention of French food retailers on servicescape and customer psychology. Indeed, the approach avoidance decision precedes any buying act. For instance, some big brands like ‘E.Leclerc’ or ‘Carrefour’ do not play background music in their stores, when it is shown that music increases arousal and the interest of the customer and people spend more time in a store when music is played. Servicescape is consequently a powerful tool to use and marketers have to understand it and learn to use it because it may be considered as a crucial element regarding the marketing success. The researcher discovered numerous studies on the social and physical dimensions of servicescape in diverse countries, but not many concerned the French consumer. She decided to examine the perception of French consumer toward the servicescape in grocery stores to complete the existing literature.

Additionally, the researcher has always been interested in techniques used in point of sales. This dissertation is a good opportunity for her to learn more about this area of interest. Because of the richness and complexity of servicescape notion, it would have been difficult to embrace the whole totality of this concept for this research. Consequently the author focused her research only on two dimensions: physical and social.

1.2.1. Recipients for research identified

By giving interest to servicescape in the food retail industry within customers’ perception and experiences, the recipient of this research could be food retailers. Indeed, the market place is
constantly changing, so marketers have to adapt their strategy. Moreover, customers are changing, as is their purchasing power, consequently their expectations from brands and ways to consume are changing as well (Kotler and Keller, 2009). Companies understood they could influence consumers’ behaviours and their decision making processes... Understanding the impact of servicescape can help retailers to be more efficient with their strategy.

1.2.2. New and relevant research
Lot of studies about servicescape are often in a restaurant service perspective. By focusing on retail food industry, the researcher will study a new area in which servicescape has a big importance. Also, the purpose of this research is to study the customers’ point of view and their perception. Because companies try to reach consumers, having a study of customers’ perception is a way to better understand them: this understanding is essential to reach the right consumer.

1.2.3. Suitability of researcher for the research
This research takes place within the context a last year of study at DBS for the Master of Science in Marketing.

Before turning to marketing, the researcher studied communication, more particularly, visual communication. She has always been interested in marketing techniques used by companies to impact on consumers’ behaviours, emotions, and sensations. In visual communication, shapes and colours are used to express some messages; studying servicescape as a part of the customers’ behaviour, the researcher found an expanded perceptive of all the techniques used in this area. At the beginning of the year she chose to study neuromarketing, but after lot of research she was not pleased with this topic she wanted to stay focussed on consumer behaviour.

Her lecturer helped her to find a new topic which permitted her to stay in the area of consumer behaviour, focusing on the point of sale, which she finds very interesting. That is how the researcher picked her new topic: The customers’ perception of servicescape’s influence on their behaviours, in the food retail industry, asking this question: How do consumers perceive the influence on servicescape in retail food industry on their behaviours?
1.3. Objectives of the research

In order to respond to the specific question, the researcher came out with 3 main objectives:

**Objective 1: Study the social and physical dimension of servicescape.**

In order to evaluate which part of servicescape is the most perceived by customers, and by which part of the population. Indeed, the purpose here, is to see if regarding their professional situation (and so income) people tend to be more influenced.

**Objective 2: Examine the behavioural responses engendered by servicescape, such as approach/avoidance behaviour, purchase behaviour.**

This objective is to evaluate the nature of customers’ responses to servicescape, and the impact on their moods and behaviours. The purpose here is to evaluate if people tend to be more in a comfortable mood while they are shopping or in an uncomfortable mood and feel stress or exhaustion...

**Objective 3: Determine the effect of servicescape on perceived quality.**

This objective is to examine if servicescape is considered by researchers and consumers as a quality symbol. Here the research evaluates the theories already existing which say that servicescape is a facilitator, a differentiator and the package of a store.

1.4. Limitations

This dissertation presents some limitations. Firstly, the primary data was collected only conducting survey and it would have been better to use both quantitative and qualitative data collections. Secondly, the questionnaire gathered a majority of female respondents, between 18 and 35 years old, students and white collar and “grey matter” because it is the principal population known by the researcher. This sector of the population was principally reached because the questionnaire was provided on social networks. Thirdly, interview and observation techniques would have given more clarity and trustfulness to the research. However the author of this research has never conducted a process for a dissertation before, so it would probably have been difficult to analyse and interpret this data properly.

Moreover, the wealth and complexity of the concept of servicescape makes a general conclusion difficult and the author did not have the possibility of investigating in a more positive way each element of servicescape. But, this research could have been deeper and give
a clearer understanding of customer perception and especially on the type of mood and behaviour changing and not only on a positive or negative perception.
Chapter 2: Literature Review
2. Literature review

According to Kotler (2012), on the one hand, the market place is in a constant changing thanks to the evolution of marketing techniques, tools and the evolution of the technological environment. On the another hand, customers are changing as well; indeed their expectations, their ways to consume, and the relationship they expect with brands are changing too. Marketers have to adapt their strategies to the new market and the new consumer because companies understand they have the power to influence consumers on their behaviours in several ways and consequently on their decision making process.

2.1. Consumer behaviour

“Consumer behaviour is the study of how individuals or groups buy, use and dispose of goods, services, ideas or experiences to satisfy their needs and wants” (Kotler, 2012). In his definition, Kotler lays the foundations of consumer behaviour and then explains that this area is a big part of marketing studies. Indeed, understanding customers’ behaviour can help companies to respond to consumers’ needs toward segmentation and targeting (Solomon, 2013). According to Kotler (2012), buyers’ decisions can be influenced by several things such as culture, social groups but also the individual itself. This influence can affect consumer behaviour at different degrees; indeed consumer behaviours can be conscious or unconscious.

2.1.1. Conscious behaviour

Lots of studies try to demonstrate that consumers are rational, and that they make conscious decisions. Martin and Morich (2011) based on Persky (1995) suggest that human is a rational actor focused on his own self-interests. A term is specifically used to refer to this type of consumer “homo-economicus”. This homo-economicus concept enters in the context of the rational choice theory developed for the study of sociology and economy. It explains that humans are focused on their self-interests, they do a rational evaluation of the different possibilities before making a decision, and the purpose of this process is to get to the best solution for them (Dacko, 2008). This theory could explain the rationality of customers’ behaviour in the purchasing decision; it shows that consumers buy to respond to their needs in the best possible way. Here, the idea of a process which would precede the purchase is insinuated. Following this idea, Lamb et al. (2010) explain that a decision making process exists and that it follows five steps: (1) need recognition, (2) information search, (3) evaluation of alternatives, (4) purchase, and (5) post-purchase behaviour (cited in Martin and Morich, 2011).
This process can reinforce the idea of the conscious consumer. It proves a logical process: consumers have needs and they try to respond to it by making the right decision after an evaluation process. Also, Dijksterhuis et al. (2005) explain that attitudes, led by information processing, are influenced by cognitive beliefs, and affects. Moreover, people are more likely to make a rational decision in certain situations about some products. Here, Dijksterhuis et al. assert that when a product is expensive, or the purchase important (like a car purchasing) consumers particularly tend to think about the pros and the cons of the purchase, and consequently make a rational choice.

According to Woodside and Brasel (2011) humans prefer to believe that their attitudes, behaviours and beliefs are conscious, but sometimes some mental process happens outside of the conscious awareness. Moreover, according to Dijksterhuis et al. (2005), even if a conscious process happens before a customer chooses, decides and buys, unconscious behaviour may happen. Indeed, they suggest that consumers are not focused while shopping. They think about different things (like work), they are not totally focused on their purchase decision. This could reinforce the fact that there is unconscious behaviour and explains some impulsive purchases. Very often consumers do not think particularly about what they buy and why they buy it. In a grocery store, or other shops, some stimuli directly affect consumers’ decisions and behaviours. In this article, Dijksterhuis et al. come with the idea that the store environment has an impact on consumers’ behaviours. Consequently, several authors agree to say that unconscious behaviours are possible, and may guide some people’s actions.

2.1.2. Unconscious behaviour

According to Bargh (2002), there has been an increase of the consideration of automatic or unconscious responses in consumers’ choices and behaviours because very often consumers make purchase decision without a reflexive process (Dijksterhuis et al., 2005). As Dijkstehuis et al. did, Martin and Morich (2011) come with the idea of unconscious behaviours, not only in purchase but also in everyday tasks. They explain that maybe some actions are the result of automatic responses. For instance, when we are thirsty we do not think about going to the fridge and getting a bottle of water, we just do it. In his article, Bargh (2002) explores the idea that unconscious influences are hedonic impulses, and that an impulsive behaviour is a sign of “a failure of volitional control or a weakness of will”. He seeks to enlarge the consideration of unconscious motivations beyond hedonic impulses and physiological needs to the operation of any type of goals or motivations a person can have consciously.
Studying unconscious behaviour is an opportunity for companies because it can help marketers to describe, predict and control consumer’s thoughts and non-conscious behaviours (Woodside and Brasel, 2011). Moreover, Woodside and Brasel add that this study can be favourable to consumers themselves. Indeed for consumers, understanding pressure and schematic responses due to marketing stimuli can help them to make more effective decisions and be less manipulated. Indeed, Bargh (2002), in his reflection and review, talks briefly about the fact that companies exploit the unconsciousness of consumers as well, he explains that researchers have recently started to take into account the needs and the goals of consumers.

In this purpose, several tools are used to provoke some unconscious behaviour during shopping. For example, the sensory marketing, born in the 50’s, is a complementary tool to stimulate consumers’ senses through different types of perception: distant hand manipulation..., it can influence the perception of the consumer on a product (Giboreau, Garrel and Nicod, 2004). Le profil sensoriel is a very important tool for marketers in order to understand consumers because it enables consumers to characterise and evaluate the product. Then, around 2002, neuromarketing came to complete the consumer behaviour area using medical science and tools such as fMRI and EEG (Morin, 2011). Neuromarketing is “looking at consumer behaviour from a brain perspective” (Morin, 2011). It tests, for instance, the efficiency of advertising, and in a largest purpose aims at reaching the consumers’ unconscious. Regarding the technological effort of marketer to study unconsciousness it can be say, marketers have a new target: consumers’ mind, they want to provoke instinctual and emotional behaviours (Morin, 2011). But this new way to do marketing raises legitimate questions about ethics. First, during the research phase, the neuromarketing includes in the study some private thoughts of people, and then neuromarketing asks the question of customers’ autonomy in decision making process, because neuromarketing can manipulate consumers (Murphy, Illes and Reiner, 2008). Nevertheless these techniques give a chance to marketers to have a better understanding of consumers’ needs and behaviours. Consequently other tools have to be thought-out.
2.2. Servicescape

2.2.1. Definitions

In 1992, Mary Jo Bitner studied in depth the concept of servicescape. She defined it as the environment in which a service is provided. In her article she lays the foundations of this concept. She explains that servicescape can be considered as one of the tools used in the area of consumer behaviour. Baker (1986) (cited in Bitner, 1992) talks about the store environment taking into account tree dimensions: physical, social and ambient dimensions. Indeed, the environment in which a service is provided (including the ambiance, the space, the symbols of the interior and exterior of a selling point and the human relationships) takes a lot of things into account, and this whole environment is considered like having an impact on customers. A clearer definition from Zeithaml et al. (2009) defines servicescape as “the environment in which a service is delivered and in which the firm and the customer interact, and any tangible commodities that facilitate performance or communication of the service”. Here Zeithaml et al. reinforce Bitner’s idea with the thought that servicescape acts as a facilitator. Later, in 2011, Rosenbaum and Massiah complete Bitner’s and Zeithaml’s definitions, explaining that servicescape includes several dimensions: a physical, a social, a socially-symbolic and a natural dimension. As it is shown, servicescape is a complete concept which includes a wide range of variable. Rosenbaum and Massiah (2011) argue that the social dimension is the easiest to understand because it is more perceivable. Moreover, some environmental stimuli of the physical dimension may be linked for different reasons (as crowd and layout, explored later). Consequently, the research is focused on two dimensions: physical and social dimension.
2.2.2. Physical dimension

Bitner (1992) argues that it exists different complexities of servicescape but that the physical environment has three main managerial implications: servicescape is a facilitator, (it has to make the customer’s task achievement easier), and the physical environment acts as a package and as a differentiator regarding other stores as well.

Based on Zeithaml et al. (2009), Rosenbaum and Massiah (2011) explain that the physical dimension is the easiest dimension to understand because it is observable and measurable. It includes the conditions of the atmosphere such as temperature, air quality, noise, music, perfume, but also the space and the function of the equipment, the layout, the furniture as well as other symbols or artefacts like signage or design. Servicescape is a set of factors for instance “fast tempo and high volume music increase arousal levels (Holbrook and Anand, 1990), warm colors such as orange, yellow and red are associated with elated arousal (Valdez and Mehrabian, 1994), and ambient scents such as grapefruit or other citrus fragrances increase stimulation levels (e.g. Mattila and Wirtz, 2001).” (Mattila and Wirtz, 2008). This entire in-store and out-store background affects human’s sensations and its

Figure 1: A framework for understanding environmental dimensions of the servicescape
(Bitner, 1992)
approach-avoidance decision. But the physical dimension of servicescape has one main objective: it aims at “facilitating the service exchange process” (Rosenbaum and Massiah, 2011 based on Ng, 2003). A concept can be use in servicescape: the atmospheric concept. It is defined by Kotler (1974) as the creation of a shopping environment that would enhance the possibility to create emotion on consumer in order to facilitate the application of emotional effects to increase their purchase decisions.

2.2.2.1. Ambient conditions

It already has been proved that ambience may have an impact on consumers (Cockrill, Goode and Emberson, 2008; Bitner 1992; Rosenbaum and Massiah, 2012). The different studies about the atmosphere try to examine the effects of the interaction between store design, employees and music on the way a retail store is perceived. Researchers establish five broad categories of atmospheric cues: (1) external cues, (2) general interior cues, (3) design and layout cues, (4) decoration displays and point of purchase, and (5) finally the human variable. These five categories gather 57 specific cues (Ballantine, Jack and Parsons, 2010). Here the researcher decides to focus on lightening, noise, music, odour, design and layout, and the social component (Q.v. 2.2.3. Social dimension).

2.2.2.1.1. Lightening

According to Custers et al. (2010) lighting takes into account several variables: brightness, contrast, glare and sparkle, decorative lighting and lighting installation. They explain in their article that lighting can not only influence emotions, moods, and cognition but also the atmosphere and the spatial impression. Some studies show that customers are drawn toward the light but also that light can draw the attention to particular products. Indeed according to Quartier, Vanri and Van Cleempoel, (2014) lighting can increase the attractiveness of a product in a store.

2.2.2.1.2. Noise

Noise can have an impact on individuals. People can respond to a noisy environment either by showing interest or tension. Indeed, noise can provoke a discomfort because of the physiological responses as hypertension due to stress. This physiological stress reaction, even in a normal environmental noise, can be the result of a frustration or the feeling that the noise interferes with the activity individuals are doing. In this situation, noise is always a potential source of stress through interference with the behavioural activities. Moreover, an overly quiet environment has the same impact on individuals so low-level background and higher-
level background intermittence is needed. Noise or the absence of noise is not the only factor of stress; other environmental conditions can be as well, such as excessive heat or dust in the air. (Kryter, 1971)

### 2.2.2.1.3. Music

Musicscape is a term used by Jain and Badgare (2011) to talk about the musical environment; it is an important part of numerous studies in the retail environment context. Music is used in retailing for several reasons: awareness, identification, association, remembrance, and because it can also have an impact on the customers’ shopping experiences. It can influence purchase act, cognitive and affective evaluation, evaluation of the service and therefore consumer responses… All of this shows that music is one of the most important variable in the retail environment (Jain and Badgare, 2011).

Four variables have to be taken into account when it comes to music: the volume, the tempo, the style and the absence (Sullivan, 2002). Sullivan’s research shows that volume is the most important factor. Also he explains that it is not the presence of music which is important but the perception of it; indeed, the music has to fit with the environment. However, music can also distract consumers and so reducing its cognitive process quality of time evaluation. Therefore music can also have an impact on time perception for both active and passive activities, such as shopping (Yalch and Spangenberg, 1990) and waiting (Hui et al., 1997) (cited in Sullivan, 2002). This falsified perception of time increases the time spent in the environment. From a marketing position, it is a good advantage because “the greater the exposure to the individual [is], the greater the opportunity to influence that individual [is] and thus encourages the desired behaviour” (Sullivan, 2002).

For Sullivan the music played is not important, and in his literature review, Feirreira (2011) summarizes some finding of several authors and says that (1) music has a positive effect on consumers, (2) a high tempo, high volume, and less known music increase shopping duration and has a better impact on arousal. But according to Herrington (1996) based on Yalch and Spangenberg (1993) it is important to match the background music with the shoppers’ musical tastes because they may spend more if the music fits with their musical tastes.

According to Kotler (2012) there can be a 65% chance of mood change when someone is exposed to a positive sound. Hence, background music is used to produce some specific attitudes and behaviours among employees and consumers (Milliman, 1982). Focusing on consumers, the purpose of background music can certainly be to slow their movement in order
to keep them in a store as long as possible to finally encourage purchase behaviours. A study from Morrison et al. (2011) shows that music has the power to impact consumers’ arousal with the increase of pleasure level as well as to influence consumers’ behaviour and subsequently make consumers have an approach behaviour (so enter in the store) and stay longer in a store.

2.2.2.1.4. Odour

According to Kotler (2012) 75% of emotions during the day are influenced by smell. Odours can mix emotions (sadness, monotony) or have a comforting effect (happiness, contentment, pleasure). They can call up memories or relieve stress. Indeed, unconsciously customers can associate a good or a bad feeling to odours. Many studies (Schiffman, 1995; Ludwigson et al, 1989; Knasko, 1995, cited by Dreyfuss et al., 2007) show that human behaviours are driven by the sense of smell, and that pleasant odours can improve mood. In a shopping context, olfactory environment can lead to a better judgment about the shop; it can appear more modern, pleasant, with a good quality of product... (Dreyfuss et al., 2007). From a marketing point of view, odours are used with two main objectives in mind. The first objective is to impact on consumer behaviour. The second is to aim the marketing positioning and differentiation of a store. Odours have to be in harmony with the value and the environment of the company. From a behavioural point of view, odours can create a message, an emotion; they can put customer in an olfactory smell situation and so influence their purchase decision. Like background music, odours can have an impact on customers’ time perception, and so expand the shopping duration and increase the potential purchases. Moreover, some studies have shown that the purchasing intention increases in a perfumed environment, and shown that smell has an impact on the approach-avoidance decision. However, odours have some practical and ethical issues. First, everybody has its own perception of odours, second it is difficult to isolate behaviour due to odours in a real context and so evaluate emotions due to odours. It is as difficult to isolate parasite odours so all the studies about the examination of odour impacts are really complicated to perform. (Assadi, 2012)

2.2.2.1.5. Design and layout

According to Zijlstra and Mobach, (2011) the design of a facility gathers all the non human elements which may have an impact on human cognition, emotion and behaviour. For example, the ‘space’ element refers to the influence of the physical machineries, equipment, furnishing and design on the approach-avoidance decision, and the exchange process within a service (Rasembaum and Massiah, 2011). The association of space and function can be
considered as the designscape. It has to be coherent with the company because it helps customers to understand the environment and to know if the place can enable them to fulfil their goals. ‘Signage’ is and other non-human element; it is a part of the communication tools used from the manager employee to customers, to facilitate the customers’ progression through the servicescape. Newman (2007) (cited in Chua et al., 2010) shows that an effective and helpful signage added to a good spatial organisation induce a good customers’ behaviour and a positive image of the service. Indeed, the company seems more customer-oriented: it seems to be aware of its customer needs and satisfaction. In addition, a customer-oriented firm is also more focused on the value and the quality of the services it offers. The physical environment, the perceived quality and the physical goods provided to customers help companies to create a relationship with the customers (Brady and Cronin, 2001). According to the study made by Zijlstra and Mobach (2011), design and layout should be focused on maximizing the positive and meaningful impact for the customer.

When it comes to spatial layout, the crowd is one of the most important aspects. According to Aghazadeh, (2005), the first functionality of layout is to control the flow of traffic through the place. Three points have to be taken into account. First, the circulation: in a retail store context, it should encourage the circulation of customers through the different areas of the store. Second, the coordination: it combines goods and space in order to suggest customers’ needs. And third, the convenience, which consists in arranging items in a way that should create a degree of convenience for both customers and employees. In addition, the Super Market Research from 2000 demonstrated that stores’ comfort is an important factor for consumers when deciding where to shop. Indeed, 95% of consumers agreed that location is a very important factor and 94% agreed that the store layout is an important aspect when making their choice about the place where to shop. (FMI, Super Market Research, 2000, cited in Aghazadeh, 2005). Zijlstra and Mobach (2001) add that the layout impacts on queuing time, customers’ satisfaction and behaviour and also sales rate (Fitzsimons and Fitzsimons, 2006 cited in Zijlstra and Mobach, 2001). From a company’s point of view, a functional layout serves the store’s functions and it should also be designed to support its users. Managing the space, the layout, the signalisation, and the design should be one of the main priorities of company, because it can illustrate the company’s function (Zijlstra and Mobach, 2001) and be used as a differentiator among competitors (Bitner, 1992).
2.2.3. Social dimension

Bitner (1992) argues that the physical dimension of servicescape is linked to the quality of the relationship between customers and employees where it occurs. She explains that the physical environment affects the nature of social interactions. According to her, every social interaction is part of the physical environment because it suggests social rules, principles, and expectations about people behaviour, and it helps to define the nature of social interactions. According to Rosenbaum’s and Massiah’s perspective, the social dimension is the link between employees and customers. Relationship is an important part of social dimension in most marketplaces. In fact, more than giving a response to their utilitarian needs during shopping, customers are also aiming at fulfilling their social and psychological needs. At this time, Rosenbaum and Massiah (2001) based on Bagozzi (1975) explain the fact that “customer approach/avoidance decisions are influenced not only by physical stimuli but also by social, humanistic stimuli”. In addition, Edvardsson et al. (2010) (cited in Rosenbaum and Massiah, 2001) put forward three social elements which, in a service setting, influence customers’ experience: (1) customer placement, (2) customer involvement, (3) interaction with employee. They also add that the social dimension takes into account several stimuli: employee, customer, density of people, and others’ displayed emotions (cited in Rosenbaum and Massiah, 2001). They define social servicescape as the relationship between customers, employees as well as customers and employees. However, it includes another point. Indeed, the social dimension of servicescape embraces the customers’ relationship with the place itself (Johnstone, 2014). In studying this relationship, Johnstone tries to understand why customers make repeated visits. He concludes that “some consumers will become attached to retail locations for the social connection. Indeed, for some participants, the need for social contact helped to explain why they visited certain retail sites regularly and, in some cases, it was the sole reason for their visit”. Indeed sometimes, it is not the place itself that matters to consumers but the relationship customers have with the place taking into account the quality and the style of service delivery. He includes employees in the concept of place and reinforces the idea that social interactions shape the customers’ experience.

2.2.3.1. Crowd

Numerous studies have shown that crowd has a noteworthy impact on the customer’s experience (Berry, Carbone, and Haeckel, 2002; Donthu and Rust, 1989; Hui and Bateson, 1991; Pons et al., 2006, cited in Nguyen, DeWitt and Russell-Bennett, 2012). Sometimes, in any types of environment, some atmospherics cues previously mentioned, such as noise, can
be created by the crowd. Talking, laughing, expressing some positive or negative emotions through discussion with others or children misbehaviour, for example, are noises created by a crowd. An over-crowded environment may largely contribute to this type of annoyance and have a negative impact on customer’s responses. For instance, a study initiated by the British Heart Foundation (2004) has shown that during Christmas shopping, the increase in the numbers of customers in shops creates crowdedness and consequently, long queues. These are the main causes of exhaustion, irritation and tearfulness, in other word of stress for 85% of the customers (Zijlstra and Mobach, 2011).

But social servicescape has a positive moderating impact on service setting and the quality of interaction. Crowd can have a positive influence on people and improve the general experience in a sporting event for example, or during a concert (Nguyen, DeWitt and Russell-Bennett, 2012). Rosenbaum and Massiah (2011) also studied the social density. They explain that consumers are influenced by their perception of the social density of a servicescape. They add that some studies have shown that crowd density has a negative impact on consumers’ approach behaviour (Harrell et al. 1980, cited in Rosenbaum and Massiah, 2011). Though, as Nguyen, DeWitt and Russell-Bennett (2012), they show that the contrary is true as well. The term of social paradigm (Tombs and McColl-Kennedy, 2003) clarifies this effect. For instance, for a romantic dinner, customers might not want to be surrounded by too many people as they want to enjoy some privacy and intimacy. Nevertheless being alone may put consumers in an awkward position. In the same vein, too many people during shopping may involve a negative experience, but customers may feel embarrassed being alone. Most of the time, customers are attracted by a high social density (Rosenbaum and Massiah, 2011).

2.2.3.2. Displayed emotions
Consumers have different types of responses to servicescape: a cognitive response, an emotional response, and a physiological response (Q.v. Servicescape impact on consumers’ behaviour). Displayed emotion of others may provoke an emotional response from other consumers. Rosenbaum and Massiah (2011) talk about the servicescape’s emotional contagion and explain that consumers are sensitive to emotional cues of other consumers or employees in the market place. Displayed emotions impact on consumers affective states and consequently on their cognitive and behavioural responses (Tombs & McColl-Kennedy, 2003, cited in Mari and Poggesi, 2013). For instance numerous cues can be perceived as a positive emotion from another customer or employee. Greeting, thanking, smiling, establishing eye
contact or using a pleasant vocal tone are elements that can create a positive emotion (Kim and Kim, 2012). Moreover, according to Rosenbaum and Massiah (2012) people bringing out this type of positive cues may put others in the same emotional state as theirs. This kind of positive emotion can be a great opportunity for companies. First, because positive emotional state of people in a place can influence the approach or avoidance decision of consumer (Rosenbaum and Massiah, 2012) and second the emotional contagion of a positive emotional state may increase the customer willingness to both return and recommend the place (Tsai, 2001; Tsai and Huang, 2002; cited in Kim and Kim, 2012). However, since consumers may interpret cues in different ways, a response to a displayed emotion can also be negative (Rosenbaum and Massiah, 2012).

2.3. Servicescape impact on consumers’ behaviour

2.3.1. Customers’ responses

Bitner (1992) demonstrates that there are different types of responses to servicescape: a cognitive, an emotional and a physiological response. Servicescape is an element of the nonverbal communication (Broadbent, Bunt and Jencks 1980; Rappoport 1982, cited in Bitner, 1992). In this context, the cognitive response is the impact of the environment on customers’ beliefs about the place or the products in-store. Servicescape gives the nature of the service provided, by the aesthetic of the environment but also by the physical goods (Bitner, 1992; Hightower, 2003). As a result, servicescape may help customers to categorize a firm. For instance, some environmental cues can suggest that a restaurant is either an elegant sit-down restaurant or a fast-food (Ward, Bitner, and Barnes 1992, cited in Bitner 1992), or also recognize it with mnemonic techniques, and it can increase the chance that customers adopt repatronage behaviour in the case of a positive experience (Chua et al., 2010). In retail food industry, servicescape may help customers to identify grocery stores by their prices as well as the quality and the diversification of their products.

More than a cognitive reaction, servicescape can also provoke an emotional response (Bitner 1992, Zeithaml et al. 2009). Some researches show that they are two dimensions to emotional responses: (1) pleasure or displeasure and (2) degree of arousal (Bitner, 1992). Pleasure can be defined as felling good in the place, and arousal as feeling exited or stimulated (Sullivan, 2002). When customers fell pleased in an environment, they are more likely to spend time and money in this environment. The opposite is true as they tend to avoid unpleasant environments. The atmospheric factors such as music, noise, odour or colour are really
powerful in terms of impact on mood, arousal and pleasure or displeasure (Ferreira and Oliveira-Castro, 2011; Assadi 2012; Herrington and Capella, 1996, Sullivan, 2002). But all these emotional reactions depend on customers’ interpretations. The perception of the environment and the emotional responses are subjective because everybody has its own perception of servicescape. Ferreira and Oliveira-Castro, (2011) explain for example that the same background music could be pleasant for one customer and not for another one. The same thing can happen with perfume or other servicescape’s elements. The interpretation may result in an approach or an avoidance reaction, according to the individual’s perception of the environment (Bitner, 1992, cited in Rossembaum and Massiah, 2011).

Servicescape can trigger **physiological responses** as well. Inappropriate temperatures, poor air quality, low lighting or a noisy environment may cause a physical discomfort in customers and employees, and then result in a stress state (Kryter, 1971). All these physical responses may drive customers to adopt avoidance behaviour. Indeed, customers have to enjoy the environment in which a service is provided to draw positive physiological responses and to be more likely to first enter in the environment and then expand their time in the servicescape (Zeithaml et al., 2009).

**2.3.2. Positive and negative impacts**

With all the different types of responses servicescape brings, it can induce a positive impact but also a negative one. Bitner (1992) demonstrates that servicescape should act as a package and a facilitator for the customers’ tasks but also as differentiator among competitiveness. Its purpose is to have the best possible impact on consumers. Brady and Cronin (2009) studied how a firm oriented on the customers’ satisfaction can have an impact on their evaluation of firm’s performance but also on customers’ behaviour. In this research, they show that the perception of the quality of a service is highly associated with the physical goods provided and the physical environment. This positive perception is linked to the value given by the customer to a service or a firm. This research proves that the components of servicescape evoked before (physical and social components) are strongly linked to the perception of customers, and consequently linked to their behaviours. Moreover, servicescape gives the nature of a service when it is in ad equation with the company’s values, messages, and environment. According to Dagger and Danaher (2014) stores are modelled to attract and retain customers. A positive perception of servicescape should create approach behaviour. This approach response includes a motivation to move toward the place, the environment, and consequently through the servicescape (Sullivan, 2002). A positive environment in which
customers are feeling good and exited has the possibility to increase their potential purchase behaviour. Moreover, we saw that servicescape’s elements, such as music or odour, possibly will change the time perception of customers (Assadi, 2012; Sullivan, 2002) and this falsified time perception increases the time spent doing shopping. The more time customers spend in a store, the more likely they are to purchase a good or a service. Also, servicescape may have an impact on customer repatronization. If customers feel good and not stressed in a place, if they are happy with their experience, the chances they will come back increase.

We saw that servicescape provides the image of an organisation to customers before their interaction with the services provided (Lin, 2004 cited in Chua et al., 2010). It also has an impact on perception and should facilitate repatronage behaviour (Wakefield and Blodgett, 1999, cited in Chua et al., 2010). The types of responses to servicescape can differ. Indeed Daunt and Harris (2012) suggest that servicescape can lead to a functional or dysfunctional behaviour. They explain that a dysfunctional behaviour is a comportment that intentionally violates the commonly accepted norms and conducts within an exchange. The terms deviant customer behaviour (Mills, 1981), consumer misbehaviour (Fullerton & Punj, 2004), and jaycustomer behaviour (Lovelock, 2001) can also be used to refer to this concept (cited in Daunt and Harris, 2012). The target of these behaviours can be other customers, employees, merchandises, properties or financial assets. According to Bitner (1992) the physical servicescape (the interior environment and the exterior environment) affects the five senses and the social dimension can impact behaviour as well. Actually, the social density paradigm by Rossembaum and Massiah (2011) is a good example of different behaviours influenced by one element. They explain that depending on the situation a high density of people negatively affects approach decisions, but the opposite is true as well. Moreover, displayed emotions and emotional contagion may boost bad mood, discomfort and stress among customers.

When customers have a bad perception of servicescape, avoidance behaviour can be adopted: people might want to move away from the place and reduce their participation, which decreases their potential purchase behaviour. This negative experience may provoke some bad reviews from consumers. Unfortunately, individuals share bad experiences. Indeed, some studies have shown that people are more inclined to share bad experiences than good ones (Bennett, 2014). An unpleasant servicescape tends to be avoided. Hence, it should be a priority for companies to create, manage and improve servicescape (Hightower, 2003).
But, servicescape can fail sometimes in different ways, and so causes a problem in service delivery, service product, service facility, employees’ and customers’ behaviour. The causes of servicescape failure are various: bad odours, slippery floors, broken air-conditioning or unpleasant staff, among others factors. When a servicescape failure happens, and customers experience a dissatisfying interaction with servicescape, they expect a servicescape recovery. Servicescape has different types of recoveries: emphatic responses or corrective and compensatory interventions from the authority. Sometimes, a servicescape failure has no recovery (Chua et al., 2010). Fixing the failure of servicescape by recovery is essential in order to manage to bring consumers back even if they already had a bad experience. Indeed, chances of seeing customers coming back increase with just the fact to try to fix the failure. Nonetheless, customers expect a certain level of recovery and everyone has its own perception regarding what is appropriate and reasonable to do in any situation. So a dissatisfactory recovery can occur if the recovery does not meet the customer’s expectations, and then situation may get worst. In this case, the repatronization chances are meagre (Chua et al., 2010). In the case of a bad servicescape, customers tend to change their behaviour and give a bad response to servicescape especially if the firm does not adopt recovery (Keaveney, 1995; cited in Chua et al., 2010).

For any company, it is really important to listen and understand the responses of the consumers in order to provide the best servicescape possible to enhance positive responses. It is good for the customers, the employees, but also for the firm itself, for its brand image in order to differentiate the place among competition (Hightower, 2003).

2.4. Perceived servicescape in food retail industry

More than having an impact on customers, servicescape is also used to give a real retail experience. In food retailer stores, servicescape can refer to the exterior and the interior of the store. It includes the commodities such as parking, the equipment such as trolleys, the layout, which refers to the organisation of aisles, the checkout position, to create a logical flow in order to control crowd for example, and facilitate the shopping experience... A retail experience appeal consumers at two levels: a physical level and a psychological level. Through servicescape’s elements, such as in-store design, feature or staff service, customers can interact, learn and experience the brand values. In a retail context, creating this experience through servicescape aims producing outlets that capture and represent the brand essence (Healy et al., 2007).
Servicescape is a decisive key to customers’ satisfaction, for the nature of their experience and their loyalty (Wakefield and Blodgett, 1994; cited by Kearney et al., 2012). In grocery retail, servicescape is an important element of marketing mix (Hightower, 2003). It is a differential advantage regarding the competitiveness. Therefore, managing the perceived servicescape is important in order to affect perceptions, emotional states and behavioural intentions. According to Healy et al. (2007), creating this experience is important for retailers because it satisfies consumers from a physical but also a psychological level. In-store, the design features, the staff uniforms, the arrangement of the products in categories and the combination of merchandises, according to consumption behaviour, can help stores to reach customers in an emotional way. More than an experience, marketers want to create emotions to keep the relationship going (Healy et al., 2007, based on Schmitt, 2003).

Customers can perceive the influence of servicescape on their behaviour. For example, about the musical element, a study from Yalch and Spangenberg (1988) (cited in Mattila & Wirtz, 2001) assert that when the background music was an instrumental easy-listening music, young customers perceived that they had shopped longer. Yalch and Spangenberg also show that customers’ age impacts on the perception because older customers thought that they had spent more time shopping when foreground music was played (cited in Jain and Bagdare, 2011). Moreover, customers like hearing music while they do shopping because they feel that the store takes them into consideration, and that it takes care of them (Linsen, 1975) (cited in Herrington & Capella, 1996).

Chua et al. (2010) focused on the food service industry; they explain that failure exists in servicescape. Servicescape provides the image, the essence of the company to customers before their interaction with the service. It is essential for a firm to be able to control the physical dimension. Servicescape has a double role: it has to provide clues about the quality of products and services and must act as an essential key to customers’ evaluation. Thanks to servicescape, customers have a certain level of expectation; it is important to fulfil positively these expectations in order to maintain a positive evaluation. Newman (2007) (cited in Chua et al., 2010), with the example of an airport, showed that an effective and helpful signage and good spatial organisation induce a good customers’ behaviour and a positive image of the service. This demonstration can not only be used in this type of services but in any other place in which a service is provided.
In addition, according to Mattila & Wirtz (2008), impulse purchasing is highly driven by stimulating and pleasant environments; it proves how important it is to maximize the perceived store environment. Creating an exciting and familiar store environment also impacts positively on impulse purchase behaviour because customers are less cautious of their actions in this type of environment.

2.5. Conclusion
To conclude this literature review, it has been seen that servicescape has two main dimensions: a physical dimension and a social dimension. It had been proved that servicescape has an influence on customers’ evaluation of the service quality, the value, the message and the image of the place. This impact provokes different responses: emotional responses, cognitive and physiological responses. This also affects moods, attitudes and beliefs about the place, which can lead to a positive or a negative experience. A positive shopping experience may have a positive impact on consumers’ behaviour, it can create arousal, joy and increase shopping time and consequently have a positive effect on customers’ buying intentions. Moreover, servicescape should act as a facilitator, a differentiator and package for the store. Many variables constitute servicescape: music, odours, noise, layout, equipments, commodities, air quality, temperature, then crowd, displayed emotion of employees and customer... By understanding the effects of atmospherics cues and other variables of servicescape, retailers can make efforts to create a positive shopping experience (Ballantine et al., 2010; based on d’Astous, 2000). Literature shows us the utility of managing servicescape from a marketer point of view. But what is the level of awareness of customers about servicescape and its impact on their behaviour?
Chapter 3: Research methodology and methods
3. Research methodology and methods

3.1. Introduction

According to Saunders et al. (2012), methodology is the general plan used by the researcher to answer the research question and reach the objectives. This chapter will follow the Research onion framework moving through different sections: the research philosophy, the research approach, the research strategy, the research choices, time horizon, the data collection, the research sample and population, then other part about ethical issues, and the limitation of the research. This section is principally based on the book *Research methods for business students* by Saunders et al. Sixth edition, 2012.

Through this part and its sections, the researcher developed reflection around methodology used in order to answer the following question: **How consumers perceive the impact of servicescape on their behaviours in the context of grocery shopping?**

The researcher has three main objectives:

- **Study the level of awareness of consumer about servicescape**

  Here the research tried to evaluate the awareness of French consumer about servicescape, she wanted to see if people know something about it, and what they think about it. And which part of the population is the most sensitive about servicescape, then, which dimension of servicescape is the most perceived.

- **Study the consumer’s responses to servicescape**

  The literature examined has shown that there are different types of responses to servicescape. In her study the researcher wanted to evaluate the nature of the responses and particularly estimate in which kind of moods customers are during grocery shopping and see if their feelings are more positive or negative.

- **Determine the effect of servicescape on the perceived quality**

  Compare the literature review’s findings with French consumers’ opinion.

The research onion concept was used during the whole research method process to understand the different part of it and finally make choices which best fit the research topic, question and objectives.
3.2. Research Philosophy

Research philosophy refers to the knowledge development and its nature. All along the research process, a researcher makes assumptions, and research philosophy is asking the question “which type of reasoning is the best to use to respond to the research question?”. Research philosophy determines the research strategy and methods. Choosing a position enhance the understanding of how the researcher may move towards the study in a particular field of activity.

According to Saunders et al. (2012) they are three main types of research philosophy (1) positivism, (2) realism, and (3) interpretivism.

Positivism is based on natural science, the researcher is objective and studies facts in an external way in order to create law-link generalisation. To collect data, researchers who chose positivism may use existing theory to develop hypothesis, then test and confirm or refute them further the research. For instance, in this research, the literature review has shown some findings, like the presence of conscious and unconscious behaviour according to the purchase
importance and its cost. It also has shown that different effects can result from servicescape, such as mood changing... all these findings may be tested within the research. Another point refers to positivism: the importance for researchers to adopt an external position. Even if putting off its own value may seem to be an impossible exercise, researchers should adopt a value-free perceptive. The purpose here was to develop the knowledge by observing objectives facts in order to investigate on a social reality. But here, the researcher was a part of what she observed, being a customer possibly influenced by servicescape. The positivist researcher may prefer a methodology highly structured and have quantifiable observation in order to achieve a statistical analysis. In this purpose, a quantitative data collection was the most appropriate, but qualitative may have also been used. A structured research and quantitative data would have been interesting to use but for a research in social science it is not enough. A research on social science cannot just use quantitative data and a high structured method because of the difference between people. In social science there is no single response to one issue so qualitative data has to be taken into account.

**Realism** is related to another scientific investigation as well. The principle of realism position is that objects exist independently of the human mind. It is the opposite of idealism which defend the idea that only the human mind and its content exist. They are two types of realism: (1) the **critical realism**, (2) and the **direct realism**. The first one argues that we perceive sensations of reality and not the direct reality. In this point of view there are two steps to experience the world; first, the objects exist in the reality, and they conduct sensations, and then, in a second step there is the human mind processing to provoke sensation through senses. This philosophy, denounces the fact that sometimes our mind may mislead us as for example optical illusion.

In the critical realism philosophy, researchers have to understand the social structure in which their research takes place in order to have the best possible understanding of the observed phenomena. The direct realism, rather the contrary of the critical realism, says that the real world is what we experience and what critical realist calls illusion is just a lack of information. The direct realism perspective suggests that the world is unchanging, in opposition to the critical realism that prefers a multilevel study because of the numerous things which could change the understanding of the research topic. For a research in social science, the idea of critical realism has to be taken into account, particularly the fact that there can be multiple perceptions of a phenomenon, and the observed fact is “only [one] part of a bigger picture”.

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**Interpretivism** is a critical research philosophy in which researchers are a part of what they observe. The part of social is really important for this positioning because researchers using interpretive position are focused on the understanding of what is happening in a given context in which different actors’ perceptions may change and consequently different realities are possible. According to Gummesson (2003) all researches may be considered having an interpretive philosophy in some way.

In her research, the researcher decided to use the interpretive philosophy research. This research philosophy was very suitable for business and management research. Because the researcher was focused on a given context, and tried to understand the social response from customer to servicescape, interpretivism was in ad equation with the subject of the research and the objectives. Also during her research, she was a part of what she observes. In another hand, it was important to consider the critical realism perceptive as well. Indeed, the result of the research will just be one possible interpretation among others. Also as the critical realism suggests that the world is in constant change and as the research took place in a given time, the result should be treated differently according to when the research is conducted.

### 3.3. Research Approach

The research approach may help the researcher to determine the design of the research, and then present the findings and the conclusion. Some major approaches are explained by Saunder et al. (2012): deduction, induction, and a third one abduction, a mix of both induction and deduction.

**Deduction** is based on logic which starts with a set of premises; in this approach theory comes from reading. For this research, deduction approach could have helped the researcher to test the theory based on the literature review. It is one of the principles of deduction: researcher tests the theory established with literature, and then s/he evaluates some hypothesis through a rigorous data collection. Deduction induces relationship between concept and variable. And by using a deductive approach the findings have to be measured principally within a quantitative data collection and analysis. The process of deduction is the following: (1) set hypothesis from an existing theory, (2) from literature deduce a testable proposition, (3) test the proposition with data collection, (4) confirm or reject hypothesis, and (5) revise the theory.
By using a deductive approach, the researcher should precisely specify the field of the research and the condition under which the theory is tested and collection of data is undertaken. In order to make replication easier, the methodology of the deductive approach has to be highly structured and most important, operational to be able to measure observed facts. The structure and the methodology used within a deductive approach could have been interesting to use and correspond to the research topic. But deduction is more associated with quantitative data, and when it comes about social science qualitative data should not be set aside.

**Inductive** approach is the building of a theory based on research, and the collection of data is used to explore a phenomenon. Then the data analysis helps the researcher to formulate a theory and a conceptual framework. The inductive approach is more used in the field of social sciences. Indeed, taking human into account is an important aspect of induction. That is the principal reason why the researcher should use induction for her research.

Indeed, it helped the researcher to establish different views of the observed phenomenon and to establish several explanation of it. Here the theory followed the data.

**Abduction** is a third positioning combining both deduction and induction. Abduction moves from an observed fact and works out a theory to explain the fact. The abduction approach should be seen not as a longitudinal but as a more developed schema, indeed all along the research, researchers go back and forth between the theory and the data. They begin by observing a “surprising fact” and then make a possible theory to understand why and how does the phenomenon happen, then the data conduct them to another surprising fact... Abduction can be complemented by deduction or induction to add logic in the process.

Within this research the deductive approach would have been interesting to use, to test the finding of researchers cited in the literature review. But the inductive approach has the strength to show different explanations of the same phenomenon. Moreover, it is highly recommended for business and management research, in the field of a dissertation because inductive approach may prefer small samples than deduction. In addition, as we saw in the adductive approach, it is possible to combine both the deductive and inductive research approaches and it is associated with explanatory research which corresponds to this particular research. Saunders et al. (2012) argue that it is possible to combine the different types of research, so for her research, the researcher preferred to combine induction and abduction in
order to explain a phenomenon, but keeping in mind that the explanation she will provide and the findings of the research will be one possibility among plenty others.

3.4. Research Strategy

The research strategy is the plan of action to answer the research question; it is the link between the research philosophy, the chosen method and the data collection and analysis. There are different types of strategy in order to know how to respond to the research question. Saunders et al (2012) list eight strategies: (1) **experiment** to study the probability of a change through experimental group and measurement; (2) **survey** which involves a structured collection of data using questionnaires, observations and interviews; (3) **archival research**, it is the collection of data using administrative records and documents; (4) **case study**, an empirical examination in the real-life context to examine a modern fact; (5) **ethnography** which is focused on the description and the interpretation of the social world through first-hand field study; (6) **action research**, a repetitive process of research to develop solution to organisations’ problem through participative and collaborative approach; (7) **grounded theory**, used to build up a theoretical analysis of social interactions and process including business and management contexts among others; and then (8) **narrative inquiry** which consist of the collection of experiences to reconstruct them into narrative.

For technical, financial and time reasons the researcher used only one research strategy: survey. Even if survey is associated with the deductive approach it is the most common strategy in business and management research. Survey allowed researcher to respond to the questions “what”, “who”, “where”, “how much” and “how many”. It helped to explore and describe a phenomenon using statistic and evaluate relationship between variables. The use of a questionnaire and structured observation or interview enters in the field of survey. The challenge for a questionnaire is to ensure a correct response rate and that the sample is representative of the population. Even if survey is associated with the deductive approach, the data collected with this method can be interpreted and evaluated in the field of inductive approach, by the qualitative interpretation of quantitative data. The survey allowed the researcher to have some responses from a small sample of French consumer to explore the servicescape perception quantitatively and qualitatively. In the other hand, grounded theory was uses because it is undertaken within an inductive approach. It permits to collect data simultaneously to develop analytical code to reorganise data into category, based on a
theoretical explanation of a fact, and finally to draw out the theory revealed by data. As the research is explanatory grounded theory was appropriate.

3.5. Research Choice

Choosing a qualitative, a quantitative or a mixed methods research design is an important phase which will allow researcher to make the research more concrete selecting the tool to use. The author of the research had to take into account the philosophy chosen, interpretive, and the approaches chosen induction and abduction but also the strategy, survey and grounded theory.

The quantitative research is a collection of data using tools like questionnaire in order to generate numeric data through analysis of statistic, graphs... It is common to associate quantitative data to positivism because of the highly structured method of this philosophy. It is also more associated with the deductive approach when researchers use data to test a theory but it may be used in an inductive approach when the collection of data is used to develop a theory as seen in part 3.3. The qualitative data analyses the results by the examination of the link between variables and then variables are measured numerically. Survey, questionnaire, structured interview, structured observation, or experimental are strategies used in this purpose. Qualitative data may also be used within an interpretive or realist philosophy.

Qualitative research may be summarized as the collection of non-numeric data. Most of the time, it is associated with the interpretive philosophy because, by undertaking a qualitative data collection, researchers try to have a deep understanding of the research context to explore a phenomenon. Consequently the approach which fits the best with qualitative research design is induction because it helps to enrich a theory which already exists, but abduction and deduction can fit as well. Unlike the quantitative research design, the qualitative is non-standardised. By choosing a qualitative research design, researcher will have to develop a conceptual framework within a naturalistic and interactive process. Action research, ethnography, case study, narrative research or the grounded theory are strategies used for qualitative data collection.

As we can see both quantitative and qualitative may be based on every type of philosophy or approach if it has the possibility to facilitate the research process. That is why it exists a multiple research design. Multiple research design maintains the idea that it is possible to mix methods if researchers have to do it to reach the objectives of their research. Realism,
more particularly critical realism philosophy, is appropriate for the multiple research design because of the personal interpretation of each of us affected by our social conditioning. In this way, qualitative and quantitative data collection was used, one to investigate on the different perception of a phenomenon and the other to analyse data in a structured way. This type of methodology may use both deductive and inductive approach and moreover, it may combine both. The possibilities offered by the multiple research design are huge so it will be important for the researcher to stay focus and to limit its research to its problematic and objectives.

The researcher could have use two research designs. The first one will be to use the mono-method that means chose either the qualitative research design or the quantitative research design. Using the mono-method the researcher would have the possibility to stay focus on one way to collect data and analyse in depth the results. But the multiple method allowed researcher to overcome the weakness of the mono-method and give a richer data collection, analysis and interpretation permitted by the use of both qualitative and quantitative data. Indeed, it was important to keep an open mind during the research and the various possibilities of data collection allowed by the multiple method. Moreover, it helped the researcher to cross data and associate analysis procedure in order to have the best possible understanding of the data. Moreover, by choosing the multiple method the researcher interpreted some quantitative finding to convert information into quantitative. That is why, for this research the mixed method was chosen to collect both quantitative and qualitative data.

3.6. Time Horizon

Choosing a time horizon is an important step in the research process. It gives researchers the possibility to ask the question of the research time duration. Researchers have two choices; look for a cross-sectional which correspond to a research with small time duration, a “snapshot”. Using this time horizon, the research will be conducted in a given point of time. Most of the time, this technique is used to explore phenomena at a particular time. Or, the research may choose a longitudinal data collection, which is, unlike the previous technique, stretched in time.

Here, the research took place in the context of a master study in marketing, the research had a dead-line (2015, January) so the research was limited in time. For this simple reason, the researcher adopted a cross-sectional time horizon. The researcher used a questionnaire which was accessible on-line during two weeks. The whole research process took place during a single year between January 2014 and January 2015.
3.7. Data collection

For the development of the dissertation both primary and secondary data methods were used.

3.7.1. Secondary Data Collection

Secondary data are data already collected by someone else than the researcher. Documentary (as text or voice recording, image...), survey (as censuses, continuous and regular surveys or ad hoc surveys) and multiple sources (as book, journals... in the context of a snapshot or longitudinal time horizon) are the main three types of secondary data. This type of data collection is used in the majority of researches because many research projects require the mix of secondary and primary data collection. Secondary data represents many advantages for the researcher. First of all, secondary data collection helps the researcher to save time and money (Brannick and Roche, 1997). Indeed, because data are already collected, the researcher will be able to spend more time in the analysis and interpretation of the data and explore the theoretical aims and the substantive issues deeper. Moreover, gathering data from secondary research is quicker than creating and conducting a new study to collect the same type of data. In addition, secondary data allows the researcher to gain access to a multitude of data collected by serious, credible and trustworthy organisms such as government resources for example. The use of secondary data allows the researcher to have a broader view of the study’s context.

But secondary data have some issues as well. First, according to Bryman and Bell (n.d.) secondary data is for researchers which are certainly not involved into the data collection, consequently the data may have been collected for a different purpose which may not match the needs of the researcher using it. Also, data may have been collected in the past and so, not be in ad equation with the context of the researcher’ investigation. Secondly, the access to secondary data may be difficult, and sometime have a cost, outside the library the researcher have access to s/he may have to buy some information such as report did by professional organisations. Then when a researcher is studying secondary data s/he may interpret the data in his/her way to fit the data with her/his own research and so loose contact with the real meaning and purpose of the secondary data collected. Moreover, the quality of data is difficult to examine so the sources have to be evaluated properly.

In this research, secondary data was particularly used to develop the literature review. The data collection was stretches on a few months, first to find a field of study, then the topic and the objectives. The researcher based her researches particularly online to gain access to
different e-books, academic literature, reports. The first e-library used was the one from Dublin Business School, and then to extend the research she used the tools ‘MyAthens’ to have access to other databases particularly ‘Emerald’. Then, the e-book collection of ‘Google Books’ was a big help to gain free access to books used in the development of the research. During her researches, she used the literature available which these resources give access to. Theses, reports, articles, dictionaries were the principal resources used. Books and dictionaries provided current information for the development, the writing and the method to adopt in the exercise of a dissertation. On the other hand, academic articles and report were more used to collect information about the research topic and to develop the literature review. The deep study of the secondary data sources has ensured the understanding of the research area and its issues. All the sources explored were referenced using the Harvard referencing system (Q.v: Chapter 7: Bibliography).

### 3.7.2. Primary Qualitative Data Collection

For her research, the researcher decided to use the interpretive philosophy mixed with critical realism, and use the abductive approach mixing induction and deduction. The research strategy was to use the survey in order to collect both qualitative and quantitative data with the multiple method. Crossing the data collected helped her to respond to the research question and reach the objectives of the dissertation.

### 3.7.3. Primary quantitative and qualitative data collection

Primary quantitative data collection is often linked with positivist philosophy and deduction approach. Using both interpretivism and realism philosophies, a relatively large sample is needed in order to facilitate the research method about a social phenomenon. But more than qualitative data collection, quantitative data collection is needed to gain credibility through statistics. For this research one option is used: a questionnaire. The questionnaire to collect quantitative data is the same than the one for the collection of qualitative data because the researcher will interpret quantitative data to analyse them qualitatively. Through the examination of percentage, range or score, qualitative data will permit to evaluate opinion and behaviour of the sample about servicescape and their feeling about it. With the provision of the self-completed online questionnaire the anonymity of respondents is guaranteed.

The use of a questionnaire was chosen in order to collect primary quantitative data and analyse it quantitatively but also qualitatively within the survey strategy. There are different definitions of questionnaire, here the researcher use this term in order to talk about a
collecting data process through a set of questions provided to a sample which is asked to respond and in this case, without the presence of the researcher. Questionnaire is an efficient way to collect data from a more or less large sample. It may seem pretty easy to make but the researcher has to be very cautious about the objectives of the questionnaire to ensure that it will collect the data s/he needs for the research. Moreover, once the questionnaire is provided there is no possible return, this is one of the reasons why it is important to test the questionnaire ahead. It is common to use questionnaire within a descriptive or explanatory research. Here the researcher is trying to examine the level of awareness of French consumers about servicescape what do they know about it and she also tries to evaluate the theory raised from the literature.

For the questionnaire different choices are offered to the researcher about the type of questionnaire to use and the way to provide it. Choosing the right questionnaire may ensure the reliability of the response, and that the respondents are the targets the researcher wanted to reach. Postal and delivery and collection type of questionnaire are quite similar, but with the postal type the researcher may not be sure that the respondent is the person wanted, for this issue email or internet and intranet mediated offer a greater control. Better, the structured interview or telephone enable the researcher to be sure to address the questions to the person s/he wants. Internet, postal and delivery and collection questionnaires enter in the field of self-completed questionnaire when telephone and structured interview are interviewer-completed.

(1) The self-completed questionnaire may be used when respondents are asked to respond by their self to a set of question, as seen before the delivery ways are internet, mail, delivery and collection by hand; (2) the interviewer-completed questionnaire is when respondents are asked to respond to the interviewer questions when s/he is collecting responses, as seen before telephone is one of the tool which may be used for this form of questionnaire. The type of questionnaire and the administration method are linked. In order to choose a delivery method, it is important to take into account some criteria such as the flexibility of data collection, the diversity of questions, the sample control, the anonymity... During this research the most important criteria were the delay, the budget, the quantity and quality of data. For her study, the researcher decided to use Internet as delivery system; first because it allowed a low possibility of distortion of respondents’ answer, in fact without being in face-to-face they may answer without trying to please the researcher or to provide socially desirable answers because of the high confidentiality of online questionnaire. Secondly, Internet represents one of the simplest tools to use to provide the questionnaire, because internet allows reaching a
high range of respondent, in a short period of time and for free according to the tool used. Here the researcher chose to use ‘Google Form’ because this tool is very simple to use, offers different possibilities and it includes a quantitative summary of the responses which permits to gain time during the data analysis. In addition, with internet, and social network, the distribution of the questionnaire was simple and quick. Moreover, with on-line questionnaire, respondents are asked to respond by their self without researcher intervention. Consequently, internet is also time saving and money saving. For self-completed questionnaire it is important to make sure that the questions are not too long, not too complex so make sure that they are understandable for respondents as they do not have the possibility to ask for more information or explanations.

During a questionnaire, different sort of data can be collected opinions which permit to collect respondents’ feelings about some facts or see if they consider something as true or false, behaviour which collect information about actions and attitudes in the past, in the present and in the future and then attribute, which ensure the collection of representative characteristics of a population, like age, gender...

3.7.3.1. Questionnaire Design

There is a process to follow when it comes about designing a questionnaire, ten steps must be applied. (1) Specify the information needed, (2) specify the survey administration method, (3) determine the content of individual questions, (4) design the question to overcome the respondent’s inability and unwillingness to answer, (5) decide on the question structure, (6) determine the question wording, (7) arrange the question in the proper order, (8) identify the form and layout, (9) reproduce the questionnaire, (10) eliminate problem by pre-testing.

Taking into account this process a pilot questionnaire was conducted on 6 respondents, females and males, between 25 and 55+ years old. They were asked to respond to the questionnaire but also to adopt a critical point of view in order to underline the weakness and measure the validity of the questionnaire then to give a feedback to the researcher. The pilot questionnaire was conducted through ‘Google Form’, the link was provided by e-mail, and the respondents were asked to complete it putting in their information with their comments.

The modifications were particularly in the logic flow of question more specifically for the last part of the questionnaire and the simplification of certain questions which was not clear enough to respond without further explanation. Some terms were changed: before the test, the author decided to use the word “atmosphere” in the question 5 to refer to the environment.
And the researcher finally decided to use the term servicescape in the questionnaire. The schema provided at the beginning of the third section to explain the concept of servicescape was simplified.

The questionnaire was provided during two weeks from November 30th 2014 to December 13th 2014. Data were collected from 100 men and women between 18 and 55+ years old.

The following table shows the details of the questionnaire:
Table 1: Questionnaire’s variables, scale items, answering scales

<table>
<thead>
<tr>
<th>Section</th>
<th>Variable</th>
<th>Scale items</th>
<th>Answering scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1 – General information</td>
<td>Attribute</td>
<td>1 to 4: Gender, age, professional situation, nationality</td>
<td></td>
</tr>
<tr>
<td>Section 2 – Consumption habit</td>
<td>Opinion</td>
<td>5. What does matter for grocery shopping?</td>
<td>Not important at all</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proximity, prices, product quality, staff quality, store atmosphere, decoration.</td>
<td>Not important</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Important</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Very important</td>
</tr>
<tr>
<td></td>
<td>Behaviour</td>
<td>6. Where do you go for grocery shopping?</td>
<td>Hypermarket</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Minimarket</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Specialised stores</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Proximity stores</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Market</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. What is the frequency of your grocery shopping?</td>
<td>Less than 1 time per months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1 time per months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2-3 times per months</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1 time per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2-3 per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Every day</td>
</tr>
<tr>
<td>Section 3 – Knowledge about servicescape</td>
<td>Behaviour</td>
<td>Opinion</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>8. Did you already heard about servicescape?</td>
<td>Yes – No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Where?</td>
<td>At school</td>
<td>Temperature &amp; air quality</td>
<td></td>
</tr>
<tr>
<td></td>
<td>At work</td>
<td>Hearing condition (level of noise)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>From a friend / family</td>
<td>Music</td>
<td></td>
</tr>
<tr>
<td></td>
<td>From media</td>
<td>Odour</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>Light</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Layout</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Equipments (trolley, portable scanner, bar code reader)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commodity (parking, cashier, toilets)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Signage (of aisles, of commodity, of entry and exit)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Style of décor</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff (availability, kindness, outfit)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Displayed emotions of other</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crowd density</td>
<td></td>
</tr>
</tbody>
</table>
11. A pleasant environment is a sign of quality.  
12. A pleasant environment makes your grocery shopping easier.  
13. In France, grocery shops are making efforts to create a pleasant environment.

<table>
<thead>
<tr>
<th>Section 4 – Grocery shopping experience</th>
<th>Opinion</th>
<th>14. How would you evaluate your last grocery shopping experience?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behaviour</td>
<td></td>
<td>I= Very bad</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5= Very good</td>
</tr>
</tbody>
</table>

15. During grocery shopping, how do you feel?  

Behaviour  

16. Have you ever felt some modifications of your mood during grocery shopping?  

Behaviour  

Always  

Often  

Sometime  

Never
<table>
<thead>
<tr>
<th>17. Generally, this change is more</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opinion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>18. What are the causes?</th>
<th>Temperature &amp; air quality</th>
<th>Hearing condition (level of noise)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Music</td>
<td>Odour</td>
</tr>
<tr>
<td></td>
<td>Light</td>
<td>Layout</td>
</tr>
<tr>
<td></td>
<td>Equipments (trolley, portable scanner, bar code reader)</td>
<td>Commodity (parking, cashier, toilets)</td>
</tr>
<tr>
<td></td>
<td>Signage (of aisles, of commodity, of entry and exit)</td>
<td>Style of décor</td>
</tr>
<tr>
<td></td>
<td>Staff (availability, kindness, outfit)</td>
<td>Displayed emotions of other</td>
</tr>
<tr>
<td></td>
<td>Crowd density</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Section 5 – Servicescape impact</strong></th>
<th>Opinion</th>
<th>19. Store design gives an idea on:</th>
<th>1= Strongly disagree</th>
<th>5= Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opinion</td>
<td></td>
<td>The type of products sold / the prices / the quality of the store</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>20. Servicescape has an impact on approach/avoidance behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>21. Servicescape has an impact on the time spent in store</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Servicescape has no impact on purchase behaviour</td>
<td>23. Servicescape has an impact on repatronization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Grocery store should be more careful about their servicescape and offer a pleasant environment</td>
<td>25. Displayed emotion of other (staff or customer) impact your own mood</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. During grocery shopping, customers have the tendency to think about something else</td>
<td>27. Grocery stores’ environment is as important as fashion, cosmetic, technological, hobby stores’ environment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opinion</td>
<td>28. Do you have something else to add</td>
<td>Open question</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
List of question and category questions was particularly useful in order to be sure that respondents evaluate all the possibilities before answering. They allowed the researcher to collect attribute and behaviour information. The questions from 1 to 4 use category question to collect attribute, from 6 to 9 to collect behaviour, 10 to 14 collect opinion and 15 to 18 to collect behaviour. Rating questions were used to collect opinion. For the questions 11 to 13 and 20 to 27 the rating scale include 5 points from “strongly disagree” to “strongly agree” including the neutral choice “not sure” to allow respondent to sit on the fence and for question 14 the rating scale was still with 5 points to allow the respondent to stay neutral, but here the responses were from “very bad” to “very good” to grade the last grocery shopping experience. Then matrix question were also used enabling the researcher to collect responses to similar question at the same time with the same set of rating scale, this type of question were used for questions 5 and 19.

As previously said, the data collection instrument used was ‘Google Form’; it allowed the online survey creation and the free analysis. The collected responses were gathered in a table which the researcher downloaded to convert to a ‘Microsoft Excel’ document in order to analyse the data. Moreover, ‘Google Form’ permitted to access to the data collected in real time in order to see the progress and the evolution of the data analysis.

3.7.4. Data Analysis
Analysis of quantitative data makes data useful and turns them into real information to interpret them. Graphs, charts and statistics are the main tools to do it. When it was come to undertake the analysis it was important to consider (1) the sample size, (2) the types of data, (3) data format required by the analysis software, (4) data coding, (5) entering data process, (6) weight cases, (7) checking errors from data. For her research the data analysis was conducted by using computer to create quickly and easily tables and diagrams. ‘Google Sheet’, which is the tool used to analyse data within ‘Google Form’, permitted the researcher to analyse the basic data. Then ‘Microsoft Excel’ was used as the principal tool for detail cross data analysis.
3.8. Population and Sample

A sample is a sub-part of a population. It is use in qualitative but also quantitative research. Whatever the research topic and the research question are, sample is essential to collect data. There are six steps within the design process. (1) The researcher has to define in term of elements, sampling units, extent and time the target population. Here the population is the 18-55+ years old food retailer customers, in France, November to December 2014. (2) The researcher has to determine the sampling frame giving some directions to identify the target within probability technique. Here the researcher does not have access to a database and she uses a non-probability technique. The questionnaire was provided through the social network ‘Facebook’. (3) Sampling techniques are divided in two types; (3.1) **probability** includes simple random, systematic random, stratified random, and cluster random is more identified to be used in a survey research strategy when a precise sample has to be chosen to respond to the research question and objectives; (3.2) **non-probability** which include quota, purposive, volunteer and haphazard, is more based on the suppositions that the sample is chosen at random. Non-probability technique is more appropriate in this case because of the absence of sampling frame. More precisely haphazard sampling from volunteer sampling was chosen by the researcher for the questionnaire sample. Convenience sampling is easy to obtain but may give little credibility. But in the purpose of the research, haphazard sample permitted to have a representation of a total population. The researcher did the selection after obtaining the data, but she did not allow people below 18 years old to answer the questionnaire because it was not a population concerned by the issues. (Technically, when people ticked “less than 18 yo” in the first section, the questionnaire ended). For the target, the researcher was interested by the whole population, but she was focused more particularly on white collar and “grey matter” because of their incomes. According to Dijksterhuis et al. (2005) rational choices are made when it comes about important and expensive purchases. As grocery is a regular purchase, there could tend to have impulsive behaviour and to be sensitive to servicescape. (4) Then the researcher had to determine a sample size taking into account the budget, the time of the research and the objectives of the research. In this particular case, the researcher wanted to reach at least 35 individuals, which is necessary for a researcher using grounded theory. The final sample represented 100 individuals. (5) This step is the execution of the sampling process it is the administration of the questionnaire. Here the use of social network was used to provide the research. In this case, the researcher used a non-probability sample so she did not have access to a database and she did not select the sample unit. The respondents
responded voluntary within the social network snowball technique. (6) The validation of the sample has to start; here the pilot questionnaire was used to test the survey and also to test the sample.

3.9. Ethical Issues

Ethic is an important part of the research, indeed, according to Saunder et al (2012); ethical questions are presents during the whole dissertation process from the design, the plan of the research to the collection, the analysis, and the report of data. Ethic, here, refers to the behaviour the researcher has to adopt, social norm like codes are part of the ethic. In fact every situation in a different country for instance can be done in a different way according to the norms and codes of the country. There are two major philosophical positions, (1) deontological view which follows rules; and (2) teleological which measures the pros and the cons of actions and consequences to decide if an act is justified or not.

In this specific situation the researcher was aware of potential ethical dilemmas, risks, and concerns involved in the dissertation process, and she had to be careful to avoid them. For her research the researcher was more concerned about different phases in which ethic was very important:

- **Gain access:** For the online questionnaire, she did not have to propose a consent form because the participants fulfil the questionnaire voluntarily. But she informed them about the entire dissertation process, saying the data will be analysed and used in a reflexion. The participants were in a situation of informed consent.

- **Data collection:** For the research, the researcher assured the confidentiality of respondents by anonymity. She allowed people to ask questions about the privacy, because a research was based on trust and respect. People who participated agreed that the researcher use their responses (but in confidentiality and anonymity) but they had the right to choose to not respond to some questions.

- **Data processing and storing, analysing & reporting:** act with honesty and avoid conflict of interest particularly when it comes to data analysis and so give a good representation of data. The researcher had to show objectivity and integrity.

- **Ensure her own safety:** More than participant the safety of the researcher was an important consideration, she had to protect herself about possible physical threat or abuse, or some kind of psychological trauma. For this point, she created a new e-mail address, for her research process so participants can write her an e-mail.
3.10. Limitations to the Research

The research was limited in the time. Indeed, the primary research was spread over two weeks and on a sample of 100 participants. To understand the impact of servicescape in food industry on French consumer further researches have to be undertaken not only with questionnaire but also through observation, focus groups... and on a longer period of time. In addition, it is the first research conducted by the researcher, so she was lacking of experience and practice in this exercise.

The questionnaire gather a majority of women, between 18 and 35 years old, students and white collar and “grey matter” because it was the principal population known by the researcher, this population was principally reached because the questionnaire was provided on social networks.

Moreover, the research was focused on only two dimensions of servicescape, because it would have been too difficult to explore properly the four dimensions regarding the complexity of the concept. Additionally, in the research only few variables were explored, but as it was showed there are 57 variables in servicescape (Ballantine, Jack and Parsons, 2010). And study all of these in one research would have been impossible in the available time.
Chapter 4: Data analysis / Findings
4. Data Analysis /Findings

This section draws in detail the analysis done based on the data collected through the questionnaire provided within the primary research. The analysis of the statistical data is followed by the findings. The research objectives and the secondary research have been taken into account in order to respond to the research question. Finally, the researcher assesses the results gained from the quantitative research and the qualitative interpretation of the primary and secondary research.

The primary data collection was performed through a questionnaire during two weeks from 30th November to 13th December 2014. Data was collected with 100 volunteer participants. The data collected from the questionnaire was entered in an online survey website, ‘Google Form’, then ‘Microsoft Excel’ was used to analyse the data more precisely.

The respondents of the questionnaire include 38 men and 62 women aged between 18 and 55+ from different socio-professional categories. Before moving on to the analysis and findings, the statistical collected data will be summarized.

4.1. Summarize of statistical data

4.1.1. Population
A majority of women responded to the questionnaire principally aged between 18 and 35 years old. The majority of respondents were students, white collars and “grey matter”. In the “other” category there are principally job seekers. 97% of the reached population was French, the rest living in France so still included in the data.
Within this sample, some questions about their consumer habits were asked in order to understand what the most important thing is during their grocery shopping. The data shows that the quality and origins of product is very important for French consumers. Indeed, 43% of the respondents agree by saying that it is very important. Quality and origin are followed by proximity with 41% of respondents who consider it as very important. Then, price comes in third with 33%. However, when we take into account both “important” and “very important” scales, price is the most important (96%, the other 4% agree that price is not important, and they all are white collar and “grey matter”), followed by proximity of the store (91%) and then quality and origin of products (86%). Ambience (55%), staff quality (52%), and design (25%) are considered less important compared to the other elements.

For white collar and “grey matter” the three most important elements are the proximity of the store (95%), the quality of product (90%), and the prices (85%).

Among the 25 people who respond that store design is important when they shop for grocery, 13 (52%) of them agree or strongly agree that a pleasant environment is a quality token.
(92%) agree or strongly agree the environment facilitates grocery shopping, 13 (52%) of them agree or strongly agree that French stores are making an effort to create a pleasant environment. Finally 22 (88%) of them agree that stores should be more careful about their servicescape and propose a pleasant environment.

Regarding their habit, the sample shows that they go shopping for groceries particularly in supermarkets. Indeed, 78% of respondent select it, and it is an important activity in their life because 23% of them go 2 or 3 times per week, when 40% go once a week and 32% go 2 or 3 times per month.
4.1.2. French consumers awareness about servicescape

Some questions were asked in order to evaluate the level of awareness of the sample about servicescape. The results show that 86% of the respondents did not know the concept of servicescape before the questionnaire. Of the 14% left, which were aware of the concept of servicescape, heard about it with friends and family (50%), studies (29%), medias (14%), the 7% left with another source.

After servicescape was explained within a schema, respondents were asked to choose the elements of servicescape which they thought are the most important. Layout (49%), crowd (48%) and odour (47%) are considered as the three most important elements of servicescape whereas displayed emotion of others (19%), design (6%) and background music (6%) are considered as the least important.
Then some questions about servicescape were asked. About 53% of the total respondents agreed or strongly agreed that a pleasant environment is a quality token. A majority of respondents (53%) were in agreement or strongly agreed that a pleasant environment facilitates the grocery shopping activity. The majority of these individuals are white collar and “grey matter” and students. If we distinguish men and women, we can see that women are more sensitive to a pleasant environment. We also notice that young people (24-35 then 25-35 years old) are more sensitive than others. Then 39% agreed or strongly agreed that in France, grocery stores are making an effort in term of pleasant environment creation whereas 39% neither agree nor disagree and 20% disagree.

4.1.3. Grocery shopping experience

Some questions were asked about the respondents’ experiences of grocery shopping to evaluate their behaviour. 50% consider their last grocery shopping experience as average, 39% as good. It was asked of respondents to inform about the different states of mood they felt during grocery shopping. We can see that people tend to be impatient in the first place but bizarrely, they also feel relaxed or tired during their grocery shopping.
About the mood changes, 88% of the respondents already felt a change in their mood during grocery shopping including 68% who responded “sometimes” 18% “often”, and 2% “always”. In 80% of the cases this mood change is negative.
Individuals who responded by positive were asked to tick the reasons of this positive changing, and whom who responded by negative were asked to select the reasons of this negative changing. On the one hand for the negative changing, crowd element comes first with 59 respondents who ticked it. Within the results of the primary research, we saw that crowd has a negative impact because it was linked with a negative mood changing at 97% (59/61). Moreover of the 59 people who already felt a negative mood changing during grocery shopping and linked the crowd to it, 18 (30%) feel stressed during grocery shopping and 28 (47%) feel tired.

Sound environment and displayed emotion of others were equally ticked by 35 respondents and layout was ticked 30 times.

We can see that 0% of the respondent linked the sound environment with a positive mood changing, moreover on the 13 people who responded they feel stressed during grocery shopping 6 of them link the negative mood changing to the sound environment.
On the other hand, regarding the reasons of positive changing, music, and displayed emotion of other came first with 4 respondents on 12 who ticked them, 3 on 12 responded crowd and odours. But the differences are less important than negative reasons.

4.1.4. Impact of servicescape

The last part permitted to evaluate the opinion of respondents regarding some facts in relation to servicescape and its impact. First, respondents were asked to share their opinion about the idea that servicescape gives information about products, prices and quality of the store.

<table>
<thead>
<tr>
<th>Level of information given by servicescape about the prices, the products and the general quality of a store.</th>
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</thead>
<tbody>
<tr>
<td>Products in store</td>
</tr>
<tr>
<td>Strongly agree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
</tr>
<tr>
<td>Disagree</td>
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<tr>
<td>Strongly disagree</td>
</tr>
</tbody>
</table>

About the products in store, 14% strongly agreed that servicescape gives information about it and 57% agreed. About prices 20% strongly agreed and 46% agreed. Then about quality of the store, 11% strongly agreed and 49% agreed. If we gather strongly agreed and agreed individuals in each category, servicescape tends to give more information about the prices applied in store (86%) secondly about the type of product sold in store (71%) and thirdly about the quality of the store (60%).

The followed results demonstrate that the question asked to evaluate the opinion of the sample about the impact of servicescape on different types of behaviour. 74% agreed or strongly agreed that servicescape has an impact on repatronization. 66% of respondents agreed or strongly agreed that servicescape has an impact on approach avoidance decision. 66% agreed or strongly agreed that servicescape has an impact on the time spent in store.
Then again, 66% agreed or strongly agreed that servicescape has an impact on purchasing behaviours.

83% agreed or strongly agreed that grocery store should be more careful about their servicescape and propose a pleasant environment to their customer but at the beginning of the questionnaire 39% of respondents agreed that French grocery stores are making efforts, and other 39% agreed to say that the effort is average.

74% agreed or strongly agreed that displayed emotions of others have an impact on their mood during grocery shopping. But in the third part of the questionnaire, displayed emotion of others was classed 11th on 13 among other elements of servicescape. Then, in the fourth part of the questionnaire, we saw that when it was asked if displayed emotions of other were a reason of a positive or negative mood changing, it was selected only 40 times, including 35 respondents (87.5%) who think it was one of the reasons of a negative mood changing. For 4 respondents (10%), it was the reason of a positive one.

43% agreed or strongly agreed that during grocery shopping customers think about something else, 28% either agreed or disagreed and 29% disagreed or strongly disagreed. Here there is a division of opinion, there is not a big majority of people who agreed or disagreed even if people tend to agree.

72% agreed or strongly agreed that grocery store environment is as important as other store such as fashion stores, cosmetic stores, technological stores or hobbies store.
The last question was an open question. It proposed to add a comment about what respondent thought about servicescape, it allowed them to express their opinion with their own words. 7 respondents detailed their opinion about servicescape. 2 of them think that behaviour change depends of the place where customers live, in the capital or not. A respondent express the idea that if stores make effort on their servicescape, it has a cost which will impact on prices in store

4.2. Findings

Research objective 1: Study the social and physical dimension of servicescape

Primary research reveals that customers of French food retailers tend to be more positively sensitive to the design of a store than other element of servicescape but this is not the most important element. Indeed, talking about the physical dimension of servicescape, design is considered as the less important element. But it was shown that people are very sensitive about odours, layout and noise. Talking about the social dimension, it seems that the crowd is the most important element followed by displayed emotions of other. Finally employees are not as important as expected while it is said that employees represent the image of the store.

Research objective 2: Examine the behavioural responses engendered by servicescape as approach/avoidance behaviour, purchase behaviour etc...

Whether we examine physical dimension or social dimension, people are more tend to perceive the negative impact of each element. Both primary and secondary researches demonstrated that people feel a mood changing when they are shopping for grocery items. This changing highly tends to be negative; crowd density and sound environment are the two major elements of this change.

People are aware that servicescape may impact approach avoidance behaviour, time spent in store, purchasing behaviour or repatronization. They also agree that servicescape may act as a facilitator and as a sign of quality. But people tend to link quality and high prices. Indeed, one of the respondent comment this “If stores spend money in order to improve their servicescape, then they are likely to compensate with price [...] so not every stores can find any interest [working on their servicescape]”. Some highlight that servicescape is another marketing technique one explain that “It would be great if stores propose a nice servicescape because it is more pleasant to shop in a beautiful store than in a supermarket, even if I am sure that servicescape is another way to manipulate customers and force them to buy more”.

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Another said “There is a very important difference between stores in *Ile de France* and those situated in *Provence*. The crowd has a big impact on the will to use services such as home delivery. Consequently, I go less and less to the supermarket.” Here the respondent highlight the fact that first the difference between servicescape according to the geographic location of a store is important, secondly that crowd, principally in highly populated cities, creates avoidance behaviour on the physical store. “The design of a store is not enough for a purchasing action, the quality of products sold with a proper price, store which cares about creating a connection with their customers, all of these are the things that matter.”

**Research objective 3: Determine the effect of servicescape on perceived quality**

Results have shown that people agree that servicescape give information about the general quality of a store and that a pleasant environment is a symbol of quality. In their comments, some respondents highlight the difference of servicescape and service quality between supermarkets and proximity stores. And depending on where they live in France, this difference may be more important. “I go more often to proximity stores because they are pleasant and staff is nice with customers. Shopping in supermarket is not pleasant. Supermarkets make effort about their environment (cleanliness, pleasant stands and design...) but the staff is often disagreeable, no bound with customers is established and products have a lower quality.”

**Research question: How consumers perceive the impact of servicescape on their behaviour?**

People are aware that during grocery shopping some elements may impact their behaviour on several points. First, they principally agree that servicescape has an impact on repatronization. Indeed, the fact to enjoy a shopping experience may result in coming back to the store. For instance, some people express their preference for proximity store than supermarket because of the effort made on the environment and the customers-employees relationship. The three other elements impacted by servicescape, approach avoidance behaviour, time spent in store and purchasing behaviour, are considered by respondents equally important. The results confirm the secondary research which shown that people are more tend to enter in a store and to spend more time in it when the environment is pleasant. Even if some people expressed that servicescape is not the most important element when it comes to buy a product. The existing literature showed in the secondary research that servicescape may have both positive and negative impact. Nevertheless the result of the
primary research showed that French consumer perceive more the negative element than positives ones.
Chapter 5: Discussion
5. Discussion

This discussion chapter presents the links between the primary research’s findings analysed in chapter four and the secondary research presented in the literature review, chapter two.

Within the research development both primary and secondary data collection are important to undertake and to combine. This is in order to create a reflective process and understand the research topic and question to reach to appropriated findings and conclusion. In this research, the primary research permits confirmation of some theoretical frameworks highlighted by the secondary research.

Lightening: Light is a part of the ambience of a store and, as we saw in secondary research, it may have an impact on customer as it affects the interaction of customer and the store. Literature showed that light may influence mood and emotion of customers (Custers et al. 2010; Quartier, Vanri and Van Cleempoel, 2014). When it comes to primary data, lighting is not considered the most important element of servicescape and does not seem to be particularly perceived by customer either particularly negatively or positively. Here the primary research does not confirm or reject the theoretical framework explored in the literature review. Indeed, those customers reached did not underline the fact that light is an important element when it comes to perceived servicescape. This, raise the idea that lightning’s influence is more unconscious than conscious, so the fact that light impact on customers’ movement within the store is not perceived by customers. This shows the importance of unconscious on behaviours and the possibility for company to take advantage of it.

Music and noise: According to the secondary research music is an important element of servicescape. Indeed, a lot of studies have been undertaken to understand its effect and opinion and studies somehow contradict each other. There are different points of view about the type of music store should play or about the presence or absence of background music and its level (Jain and Badgare 2011; Sullivan, 2002; Ferreira 2011; Kotler, 2012; Milliman, 1982; Morrison et al., 2011)... In the primary research though, music does not seem to be as important for grocery shops customers; it is even considered as the least important element of servicescape.

In addition, it seems that music does not have a particularly negative or positive impact on customers' moods. We can imagine that customers do not pay any particular intention to
music whilst grocery shopping. Moreover, in France, customers are used to do their shopping in a noisy environment because the stores are not soundproof. They may consider music as a supplementary source of annoyance. That could be why a lot of supermarkets do not play background music in their stores. Moreover, it has been showed that noise is considered as one of the variable which provokes negatives impact on customer; so playing background music may add noise in store and creating more stress and discomfort.

**Odours, an important element of servicescape:** In the primary research findings, it is noticed that odour is considered as one of the most important elements of servicescape. This fact is confirmed by the literature explored in secondary research. It is known that odours are linked directly to the emotions, the memory and to the subconscious (Kotler 2001; Assadi, 2012). Odour may provoke a good or a bad feeling as literature showed that a good odour can improve mood (Dreyfuss et al., 2007). Yet in the primary research it is not perceived as being the principal cause of mood changing during grocery shopping even if it confirms that odour is easily linked with a negative mood change. In the field of food, odours are highly important, because a good odour may be linked with the quality and freshness of products. For example, in a grocery store, if the odour of the fish section is not pleasant people may tend to restrain their purchases. Here, the question about which actions should be undertaken may arise. The suppression of bad odours seems necessary, but do store should use artificial odours to create a pleasant smell environment?

**Layout, task’s facilitator:** Here we can link layout to the fact that people agree that a pleasant environment acts as a facilitator in their shopping task. Actually, primary research confirmed secondary research when it comes to the fact that servicescape acts as a facilitator (Bitner, 1992).

Indeed, people agree that a pleasant environment facilitates the shopping experience. Moreover, layout was chosen as the most important element of servicescape by the population. This assessment seems logical in the context of grocery retail; indeed, the organisation of aisles, the presentation of products and the space available to have a freedom of movement in the store are some elements considered highly important for the comfort of both consumers and employees and consequently makes their task easier.

Being important, layout has an impact on customers and they agree in saying that the impact of layout is more often negative than positive. Surprisingly, based on the findings of the primary research, two other practical elements are not considered as very important. Indeed,
equipment and commodities available in store are not considered as the most important elements of servicescape in grocery shopping. Here again, the perception of their impact is considered more negative. Then signage is considered as important but not necessarily having a huge positive or negative impact on the shopping experience. In addition, the Super Market Research from 2000 demonstrated that stores’ comfort is an important factor for consumers when deciding where to shop. Indeed, 95% of consumers agreed that location is a very important factor and 94% agreed that the store layout is an important aspect when making their choice about the place where to shop.

**Layout, impact on crowd:** As showed, the organisation of the store is important and it may impact on circulation, and consequently on crowd. Indeed, if the aisles are too narrow, or the disposition of products not convenient, the circulation may be difficult. Often, during the peak time, the store, principally supermarket, are crowded which add stress and discomfort for both customers and employees. Working on space organisation should be a priority to avoid this situation. Maybe, in certain cases, one of the action tools would be to lightly reduce the quantity of products to gain space, and create a more comfortable environment.

**Crowd and noise, principal reason of discomfort:** As studied in the secondary research, crowd is an element of the social dimension of servicescape. It has been seen that crowding is one of the main causes of exhaustion and stress for 85% of consumers (Zijlstra and Mobach, 2011). Within the result of the primary research it is confirmed that crowd has a negative impact on consumer’s mood. A majority of people who already feel tired or stressed during grocery shopping bring to light that crowd is one of the elements principally responsible. Even if crowd is a social element and noise a physical one, these two elements may be considered as a single package because it is logical to notice an increase in the sound environment when the crowd increases. The idea that noise can provoke discomfort and stress reactions (Kryter, 1971) studied in the secondary research is been proved by the primary research. Sound environment is actually considered an important element of servicescape but is considered as having a negative impact on the customer. Here, secondary research is significantly confirmed by the primary research when crowd and noise are largely considered as annoyances which may irritate customers. These two elements may be considered as those most perceived by customers and with the most negative effect. Moreover, they are obviously linked because the more crowd increases, the more noise increases.
Staff, part of the shopping experience: When it comes about shopping experience, literature shows that servicescape is an important element to improve customers’ relationship with the place. Additionally more and more people are looking for a bond creation with the place and the employees, more than coming to shop. They are looking for experiences, even in the context of grocery shopping.

Several respondents of the questionnaire emphasise the fact that they are going to a closer store more and more frequently, where employees are more agreeable and available. Customers are looking for a social proximity on the same level as the geographic proximity. But nowadays, we are living in the context of sub-urbanisation. Since the beginning of the 2000s, there is a decrease of the traditional stores and an increase of supermarket.

People highlight the fact that in supermarkets the relationship between the store and the customer is non-existent and they miss it. Fortunately for customers for whom the social dimension is very important, sub-urbanisation in slowing down (Insee) and traditional stores are emerging again almost certainly because of the trend of this return to the source. They are looking for a customised service, and the fulfilment of their hedonic impulse in this type of stores.

Displayed emotions of others, less important element with a big impact: The secondary research showed that there exists an emotional contagion in that customers are sensitive to emotional cues of others. The primary data analysis demonstrates that displayed emotion of others is considered as the third less important element of servicescape. Paradoxically it is highly perceived as the second reason of mood changing. As most of servicescape elements, displayed emotion of others is more considered for its negative impact. It could be explained because research has shown that French consumers are more sensitive to negative impact on their mood induced by servicescape than positives ones. But literature has shown that both positive and negative impact may be perceived. Although the results of primary research are understandable in the way that grocery shopping is not considered as a funny activity but more as an obligation. So people are going grocery shopping with a prejudice and imagine that the time spent in store will not be pleasant. Consequently, they tend more to feel the negative influences of the environment.

Servicescape perceived as facilitator, package, and differentiator: As we saw within the study of layout, servicescape is perceived by customer as a facilitator. Then, primary research confirmed that people tend to agree that servicescape permits having an idea on the type of
product we can find in a store, the prices applied but also the general quality of a store. Indeed, several researches explored in the literature review have showed that servicescape acts as a package, that it gives information about the store such as the quality of product or prices. Then people highlight a difference between supermarkets and traditional stores relevant to the servicescape, all of which confirms Bitner’s idea that servicescape is a differentiator amongst competitiveness. The design variable is one of the elements of differentiation. Indeed, design represents the brand identity, and does not necessary bring comfort to customers. But it is the only element of servicescape which provide a positive impact more important than a negative one.

Then, people are aware that servicescape has an impact on some behaviours as approach avoidance behaviour, time spent in store or purchasing behaviour and repatronage intentions. The primary research findings demonstrate the trustfulness of the secondary research. Here primary research permits to see that customers are aware about this impact. Consequently we can imagine that people are aware that they may have some of their behaviour influenced by servicescape, elements which have them acting out of their consciousness. Finally, however, the idea of Dijksterhuis et al. (2005) that customer are not focused during grocery shopping, is not predominantly confirmed by primary research. Indeed price seems to remain as the principal element of customer choice in term of store choice and product choice.

5.1. Implications

The findings of this paper support Bitner’s framework of servicescape as well as the Mashia and Rosembaum development of the concept servicescape. The results specify that physical and social dimension of servicescape are perceived by customers and may have an influence on them. We saw through literature review that this influence can be both positive and negative.

On the one hand servicescape can create arousal, pleasure and provoke emotions such as happiness, or relaxation, which may conduct to a purpose act. On the other hand, negative impact is also possible and it was strongly demonstrated through the primary research that negative perception is more common among French consumers.

Therefore, retailer should improve their servicescape making improvement of layout as well as on the social dimensions such as crowd and displayed emotions of others, proposing a pleasant and adapted environment to which customers would come without the prejudicial
assumption that they will spend a bad time shopping. Indeed, a suitable servicescape would induce more pleasure, favour repatronization and brand image perception.

From a practical point of view this research aims to discover nature of the customer perception of different elements of servicescape in grocery stores. Even if this research did not make the attempt of agreeing on which type of servicescape customers prefer, the results show that retailers should be careful and consider designing or redesigning their store environment.
Chapter 6: Conclusion and recommendations
6. Conclusion and Recommendations

The purpose of this research was to study the nature of the perception of servicescape by customers within the context of retail food industry. This investigation was undertaken because the researcher noticed a lack of literature and research about servicescape in France. This study used both primary and secondary researches to respond to the research question: How French consumer perceive the influence of servicescape on their behaviour? To respond to this interrogation, the study presented the connections between the existing theoretical frameworks with the customers’ perception studied through primary research. The research enters in the context of social science in marketing studying customer’s behaviour and utilisation of servicescape to impact it. In this perspective, a wide range of literature about consumer behaviour, servicescape and its implications and effects were studied. Then primary data was undertaken to investigate on customer perception.

Secondary data permitted to explore the research topic and to highlight some important facts. First, it has been shown that customer have different type of behaviour conscious and unconscious which may enhance their buying intention. A large variety of literature showed that taking into account customer emotions, needs and expectations, is a matter of necessity. Nowadays, marketers recognize this need and are looking for a better understanding of consumer behaviour and studying unconscious help them to describe, predict and control behaviours. In this purpose, tools are used and servicescape is a part of them. It has been shown that servicescape is a complete tool which embraces several dimensions. Indeed, four dimensions are important in the concept of servicescape: physical dimension, social dimension, socially-symbolic dimension and natural dimension. Regarding the richness and complexity of this notion, it would have been difficult to embrace the whole totality of the concept for this research. The author had to focus her research only on two dimensions: physical and social. Within secondary research, the concept has been explained and each element was thought in the point of view of social science in marketing. The researcher evaluated the impact of different elements such as music, lightening, noise, odour, and social elements such as crowd or displayed emotion of others. Thanks to the combination of primary and secondary researches, it has been seen that all these elements may result to a negative impact such as stress, discomfort or exhaustion. Nevertheless, it may also impact positively, creating arousal, interest, attractiveness relaxing or comforting effects. The
research revealed that it is important to avoid the negative impact of servicescape but that it is difficult because people tend to retain negative influences among positive ones.

To further investigate positive or negative influences, it has been shown by various authors that different element of servicescape may result in a modification of time perception and then increase purchasing attention among customers. Emotions, moods, attitudes may be influenced by servicescape. Moreover, secondary and primary research showed that servicescape acts as a facilitator, a package and a differentiator. And the analysis revealed the effect of servicescape on customer. It showed that perceived servicescape aims customer to move through the place. But the perception of servicescape is more negative than positive. Indeed, within the primary research the researcher detailed the influence and perception of servicescape element by element. This approach permitted to see which dimension and element of servicescape is the most perceived. Finally, the author discovered that the social component is highly important for French consumers. Indeed, customers are more and more looking for a relationship with employee but also with the place itself and servicescape facilitate the creation of this relationship.

The research showed that customers perceive effort among French retailer about their servicescape and the improvement of their environment for the customer’s comfort. But regarding the absence of study about servicescape in France, in comparison with the studies undertaken within the Anglo-Saxon culture, backwardness may be noticed. Stores which are really careful about their servicescape, like ‘Fallon & Byrne’ in Ireland, are almost inexistent in France. Yet, as people said in the primary research, French customers begin to perceive efforts, notably in some supermarkets such as ‘Casino’ or ‘E. Leclerc’.

To conclude, we can see within the results of the primary research and secondary data collection that servicescape is an important element of a marketing strategy. Indeed, marketer and retailers might be able to achieve marketing goals through a careful and creative management of their servicescape. Willingness, time spending, repatronization intention, purchase increase, all these elements may be influenced by creating a physical and a social environment and may determine customer’s impression about the store. In addition, for marketers, designing servicescape may be useful in order to increase attraction or satisfaction of customer but also for the well-being of employee. Indeed, environment may make work easier and increase performance. Finally, even if every decision about environment’s design
is not made with the intention to influence customers, their perception, needs, expectations and comfort have to be taken into account while creating a pleasant environment.

6.1. Recommendations

With this research, the author expects that the importance of managing servicescape will be understand and that further researches will be undertaken in France. For the moment, stores proposing a pleasant servicescape have American or Anglo-Saxon origin. France has to find it own servicescape identity for French companies.

Furthermore, a deeper understanding of the impact of each servicescape variables is necessary. This will help to make a decision about the type of servicescape each type of store should propose in order to satisfy customers in the best possible way. It will also help to make sure that the perception of servicescape becomes more positive than it is at the moment. In this purpose, qualitative data should be undertaken to explore how different elements of servicescape in supermarket influence customer’s beliefs, mood and behaviour. Then some element like music, lightening and colour are more studied than other elements such as signage or equipment, further research should be undertaken to explore these elements and the emotional, cognitive, and physiological responses.

To begin, researcher and marketer should start by understanding why mood changing is principally negative; and then bring solutions so people will have a positive state while shopping for groceries. More than an obligation, this activity should be considered as pleasant. In this purpose, stores should make effort on the most perceived elements of servicescape, which are layout, odours, and the crowd management because people are expecting a better management of these tree elements. Moreover, layout is linked with other elements such as, design, crowd, and consequently noise so it should be the managers’ priority. Working on this element could reverse the trend of the negative mood change.

This research has shown the link between different servicescape variables. Additional researches about links between different variables have also to be studied in order to find out an appropriate use of servicescape. Moreover, servicescape is a mix of four dimensions and more research should be set about natural and socially symbolic dimensions. Researchers should not only be focused on the physical dimension of servicescape. To finish, it is in the store manager best interest to work on servicescape as it acts as a differentiator, and differentiation is one of the major marketing objectives for every company.
Chapter 7: Bibliography
7. Bibliography


Milliman, Ronald (1982), "Using Background Music to Affect the Behavior of Supermarket Shoppers," *Journal of Marketing, 46* (Summer), 86-91.


Chapter 8: Appendices
8.1. Appendix 1: Original quantitative questionnaire
Bonjour,

Ce questionnaire contribue à l’élaboration d’un mémoire ayant pour but d’examiner la perception des consommateurs français sur l’impact qu’exerce l’environnement d’un magasin (SERVICESCAPE) sur leur comportement pendant leurs courses alimentaires.

Le questionnaire comporte une vingtaine de questions, il vous faudra environ 5 minutes pour le remplir.

Afin de préserver l’anonymat des participants, les informations collectées resteront strictement confidentielles.

Pour toutes questions ou remarques, n’hésitez pas à me contacter : oriane_servicescape@hotmail.fr.

Merci pour votre participation !

Questions générales

(1) Vous êtes :
- Une femme
- Un homme

(2) Vous avez :
- Moins de 18 ans
- Entre 18 et 25 ans
- Entre 25 et 35 ans
- Entre 35 et 45 ans
- Entre 45 et 55 ans
- Plus de 55 ans

(3) Votre situation professionnelle :
- Agriculteur exploitant
- Artisan, commerçant et chef d’entreprise
- Cadre et profession intellectuelle supérieure
- Profession intermédiaires
- Employé
- Ouvrier
- Retraité
- Étudiant
- Autre : ________________

(4) Vous êtes de nationalité
- Française
- Autre : ________________
Vos habitudes de consommation

(5) Pour vos courses alimentaires, qu’est ce qui importe le plus?

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<tr>
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<th>Importe</th>
<th>Importe beaucoup</th>
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<td>Prix appliqués</td>
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<td>Qualité et provenance</td>
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<td>Qualité du personnel</td>
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<td>Ambiance du magasin</td>
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<td>Décoration</td>
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</table>

(6) Où allez-vous faire vos courses alimentaires ?

- [ ] Grandes surfaces
- [ ] Supérettes
- [ ] Magasins spécialisés (type bio)
- [ ] Commerces de proximité
- [ ] Marchés
- [ ] Autre : _____________

(7) À quelle fréquence allez-vous faire vos courses alimentaires ?

- [ ] Moins d’une fois par mois
- [ ] 1 fois par mois
- [ ] 2-3 fois par mois
- [ ] 1 fois par semaine
- [ ] 2-3 fois par semaine
- [ ] Tous les jours
Connaissance du concept de servicescape

Ici, le SERVICESCAPE est un terme anglais qui réfère à l’environnement des magasins d’alimentation.
Le SERVICESCAPE inclut :

**Une dimension Physique**

- **Condition d’ambiance**
  - Temperature
  - Qualité de l’air
  - Environnement sonore (bruit de fond)
  - Musique
  - Odeurs
  - Éclairage

- **Espace et fonctionalités**
  - Agencement
  - Équipements disponibles (ex: caddies, scanette, lecteur de code barre...)
  - Commodités (ex: parking, caisses, toilettes)

- **Signalisation et symbolisation**
  - Signalisation (des allées, des commodités, de l’entrée, de la sortie...)
  - Style de décor

**Une dimension Sociale**

- Employés
- Clients
- Densité de la foule
- Humeur des autres (clients et employés)

(8) Avez-vous déjà entendu parler du servicescape ?
- Oui
- Non (Passez à la question 10)

(9) Si OUI, dans quel cadre ?
- Etudes
- Travail
- Famille / Amis
- Médias
- Autre : ______________
(10) Dans un magasin d’alimentation, quels éléments du servicescape vous paraissent les plus importants ?
3 réponses possibles.
- La température et la qualité de l’air
- Les conditions sonores (bruit réduit)
- La musique de fond
- Les odeurs
- L’éclairage
- L’agencement
- Les équipements disponibles (ex: caddies, scanette, lecteur de code barre...)
- Les commodités (ex: parking, caisses, toilettes)
- La signalisation (des allées, des commodités, de l’entrée, de la sortie...)
- Le style de décor
- Le personnel (disponibilité, amabilité, tenue vestimentaire)
- L’humeur des clients et des employés présents
- La densité de la foule

(11) Un environnement plaisant est un gage de qualité.
1 2 3 4 5
Pas du tout d’accord o o o o o Tout à fait d’accord

(12) Un environnement plaisant facilite vos courses.
1 2 3 4 5
Pas du tout d’accord o o o o o Tout à fait d’accord

(13) En France, les magasins d’alimentation font un effort pour créer un environnement agréable.
1 2 3 4 5
Pas du tout d’accord o o o o o Tout à fait d’accord
Expérience pendant vos courses

(14) Comment évaluez-vous votre dernière expérience de courses ?

1 2 3 4 5
Très mauvaise ○ ○ ○ ○ ○ Très bien

(15) Pendant vos courses, vous vous sentez plutôt
Plusieurs réponses possibles.
□ Stressé(e)
□ Fatigué(e)
□ Impatient(e)
□ Excité(e)
□ Joyeux(se)
□ Détendu(e)

(16) Pendant vos courses, avez-vous déjà ressenti un changement d’humeur de votre part
○ Tout le temps
○ Souvent
○ Parfois
○ Jamais (Passez à la page suivante)

(17) Ce changement d’humeur est généralement
○ Positif
○ Négatif

(18) Quelles en sont les causes ?
Cochez les 3 causes principales de votre changement d’humeur en fonction du choix fait en question 17.
□ La température et la qualité de l’air
□ Les conditions sonores (bruit réduit)
□ La musique de fond
□ Les odeurs
□ L’éclairage
□ L’agencement
□ Les équipements disponibles (ex: caddies, scanette, lecteur de code barre...)
□ Les commodités (ex: parking, caisses, toilettes)
□ La signalisation (des allées, des commodités, de l'entrée, de la sortie...)
□ Le style de décor
□ Le personnel (disponibilité, amabilité, tenue vestimentaire)
□ L’humeur des clients et des employés présents
□ La densité de la foule
Impact du servicescape

(19) Êtes-vous d’accord avec les propositions suivantes : le design d’un magasin vous donne une idée sur…

<table>
<thead>
<tr>
<th></th>
<th>Pas d’accord</th>
<th>Pas d’accord</th>
<th>Neutre</th>
<th>D’accord</th>
<th>Tout à fait d’accord</th>
</tr>
</thead>
<tbody>
<tr>
<td>Le type de produits vendus</td>
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<tr>
<td>Les prix appliqués</td>
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<td></td>
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<tr>
<td>La qualité générale du magasin</td>
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</tbody>
</table>

(20) Le servicescape a un impact sur le fait de rentrer ou non dans un magasin.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord

(21) Le servicescape a un impact sur le temps passé en magasin.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord

(22) Le servicescape n’a aucun impact sur les comportements d’achat.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord

(23) Le servicescape a un impact sur le fait de revenir ou non dans un magasin.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord

(24) Les magasins d’alimentation devraient faire plus attention à leur servicescape et proposer un environnement agréable.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord

(25) L’humeur des autres personnes présentes pendant vos courses (personnel ou clients) a un impact sur votre humeur.

1 2 3 4 5
Pas du tout d’accord  ○ ○ ○ ○ ○ Tout à fait d’accord
(26) Pendant vos courses, vous avez tendance à penser à autres choses .

1 2 3 4 5

Pas du tout d’accord  ○ ○ ○ ○ ○  Tout à fait d’accord

(27) L’environnement des magasins d’alimentations est aussi important que l’environnement des magasins de mode, de cosmétique, d’outils technologies, de loisir…

1 2 3 4 5

Pas du tout d’accord  ○ ○ ○ ○ ○  Tout à fait d’accord

(29) Désirez-vous ajouter quelque chose ?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Merci pour votre participation.
8.2. Appendix 2: English version of quantitative questionnaire
Hello,
This questionnaire contributes to the elaboration of a dissertation which has to purpose to examine French customers’ perception of a store environment’s influence (SERVICESCAPE) on their behaviours while they are shopping for food items. This questionnaire includes about twenty questions; you will need about 5 minutes to fulfil it. In order to preserve the participants’ anonymity, information collected will be kept strictly confidential.
For any questions or comments, feel free to contact me: oriane_servicescape@hotmail.fr
Thank you for your participation.

General questions

(1) You are
○ A women
○ A men

(2) How old are you?
○ Less than 18 yo
○ Between 18 and 25 yo
○ Between 25 and 35 yo
○ Between 35 and 45 yo
○ Between 45 and 55 yo
○ More than 55 yo

(3) Your situation
○ Famer
○ Artisan, trader, manager
○ White collar, “grey” matter
○ Intermediary profession
○ Employee
○ Worker
○ Retired
○ Student
○ Other: _____________

(4) Your nationality:
○ French
○ Other: _____________
Purchasing habits

(5) For your grocery shopping, what does matter?

<table>
<thead>
<tr>
<th></th>
<th>Not important at all</th>
<th>Not important</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store’s proximity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prices</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Products’ quality and origin</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff’s quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store’s ambiance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store’s design</td>
<td></td>
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</tbody>
</table>

(6) Where do you go for grocery shopping?

- □ Hypermarkets
- □ Minimarkets
- □ Specialised stores (like bio)
- □ Proximity stores
- □ Market
- □ Other: _____________

(7) How often do you go grocery shopping?

- □ Less than once a month
- □ 1 time per month
- □ 2-3 times per month
- □ Once a week
- □ 2-3 per week
- □ Every day
Knowledge about servicescape concept
Here, SERVICESCAPE is an English term which refers to the environment in food retail stores.

A physical dimension
- **Ambient conditions**
  - Temperature
  - Air quality
  - Sound environment (background noise)
  - Music
  - Odors
  - Lighting
- **Space and function**
  - Layout
  - Equipement (ex: trolley, portable scan, barcode reader...)
  - Commodités (ex: parking, checkout, toilet...)
- **Signs and artifacts**
  - Signage (of aisles, of commodities, entrance, exit...)
  - Style of decor

A social dimension
- Employees
- Customers
- Crowd density
- Displayed emotions of others (customers and employees)

(8) Have you already heard about servicescape?
○ Yes
○ No (go question 9)

(9) Where?
□ At school
□ At work
□ From a friend / family
□ From media
□ Other:....
(10) In a grocery shopping store, which elements of servicescape seem the most important for you?
3 possible answers

- Temperature & air quality
- Hearing condition (level of noise)
- Background music
- Odour
- Lighting
- Layout
- Available equipments (ex: trolley, portable scan, bar-code reader...)
- Commodity (ex: parking, checkout, toilets...)
- Signage (of aisles, of commodities, entrance, exit...)
- Style of décor
- Staff (availability, kindness, outfit...)
- Displayed emotion of others
- Crowd density

(11) A pleasant environment is a quality token

Strongly disagree  ○  ○  ○  ○  ○  Strongly agree

(12) A pleasant environment makes your grocery shopping easier.

Strongly disagree  ○  ○  ○  ○  ○  Strongly agree

(13) In France, grocery stores are making efforts to create a pleasant environment

Strongly disagree  ○  ○  ○  ○  ○  Strongly agree
Shopping Experience

(14) How would you evaluate your last grocery shopping experience?

Very bad  ○ ○ ○ ○ ○  Very Good

(15) During grocery shopping, you feel

□ Stressed
□ Tired
□ Impatient
□ Aroused
□ Happy
□ Relaxed

(16) Do you feel some modifications of your mood during grocery shopping?

○ Always
○ Often
○ Sometimes
○ Never (Go to the next page)

(17) This mood modification is more

○ Positive
○ Negative

(18) What are the causes?
Tick the 3 principal causes of your mood changing according to your Q17’s response

□ Temperature & air quality
□ Hearing condition (level of noise)
□ Background music
□ Odour
□ Lighting
□ Layout
□ Available equipment (ex: trolley, portable scan, bar-code reader...)
□ Commodity (ex: parking, checkout, toilets...)
□ Signage (of aisles, of commodities, entrance, exit...)
□ Style of décor
□ Staff (availability, kindness, outfit...)
□ Displayed emotion of others
□ Crowd density
### Impact of Servicescape

(19) Do you agree with the following statements: the design of a store gives you an idea of:

<table>
<thead>
<tr>
<th>Type of products sold</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prices</td>
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<tr>
<td>The general quality of the store</td>
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(20) Servicescape has an impact on approach/avoidance behaviour

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<th>3</th>
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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Strongly agree</td>
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(21) Servicescape has an impact on the time spent in store

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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Strongly agree</td>
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(22) Servicescape has no impact on purchase behaviour

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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Strongly agree</td>
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(23) Servicescape has an impact on repatronization

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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Strongly agree</td>
<td></td>
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(24) Grocery store should be more careful about their servicescape and offer a pleasant environment

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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Strongly agree</td>
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(25) Displayed emotion of others (staff or customer) impact your own mood

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<tbody>
<tr>
<td>Strongly disagree</td>
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<td>○</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Strongly agree</td>
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(26) During grocery shopping, customers have the tendency to think about something else

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<tbody>
<tr>
<td>Strongly disagree</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Strongly agree</td>
<td></td>
<td></td>
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</tbody>
</table>
(27) Grocery stores’ environment is as important as fashion, cosmetic, technological, hobby stores’ environment

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</tr>
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<tbody>
<tr>
<td>Strongly disagree</td>
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<td>〇</td>
</tr>
</tbody>
</table>

(28) Do you have something else to add?

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

Thank you for your participation.
8.3. Appendix 3: Self reflexion on learning
8.3.1. General self-appraisal

During this dissertation the researcher been through different steps more or less difficult. She principally encounter difficulties to stay focused on the problematic when she found a wide range of very interesting literature about her area of investigation. She had to show rigor, reflective approach, and motivation during the whole dissertation process.

She encountered some issues that she did not manage to overcome. For example, she was supposed to compare two Irish stores, but for financial reasons she could not afford to stay in Ireland during the dissertation process and then come back for her primary research. So she decided to study a French store but she did not find a store manager which allowed her to conduct her research in their store. One gave her his agreement for an interview, but when she contacted him at the date planned with him she finally get a refusal because he did not have time. She had not realise before the difficulty it would be to find a support to her qualitative data. The principal thing she would change if she had the chance would be her time management.

8.3.2. Specific indications

8.3.2.1. Process

In the first place, the researcher decided to study neuromarketing for her dissertation. But she found out that her objectives were not manageable regarding the resources and the time available for a business student. Consequently, she thought about picking a new topic but still in the field of social science of marketing. Her lecturer, which was also her supervisor, talked to her about servicescape. She was not familiar with this concept and decided to read about it in order to evaluate the possibility of a research study in this area. After she read some articles and paper about it she decided to select this area focusing on physical and social dimension of servicescape. If she could come back she would chose only one dimension to specify the research and go deeper in analysis.

8.3.2.2. Use of sources

For her research the author gained access to literature within different sources available for business students. During the dissertation process, she had the opportunity to improve her research skill. While the secondary data collection she learned to select trustworthily literature being careful about the source, the author, the date... Sometimes she selected references which were older than other like the Bitner’s theoretical framework, because it laid the foundation of the whole concept of servicescape and she considered that it was important
to study the basis of this concept regarding its newness in comparison with other marketing techniques.

A wide range of literature was available concerning the concept of servicescape and its different variable. But at some point of the literature review development, was worried that she would not find new articles which she had not already studied. So she decided to take another approach and focused not only on the concept of servicescape but also on elements of servicescape. At this time she found plenty of literature where the concept of servicescape was not precisely mentioned but where terms, such as “environment”, to refer to servicescape were used. And she found a wide range of literature focused on some variables of servicescape. Then she managed to find the necessary and sufficient resources to move through the discipline she chose. If she had the opportunity to go back, she would like to have time to complete her knowledge by reading about other variables of servicescape not studied in this research.

8.3.2.3. Dissertation formulation

Reading was a big part of the dissertation process from the topic finding to the writing techniques. The author was highly supported by literature. Her research permitted her to find out lot of surprising facts about servicescape and customer perception. For example, during the analyse of qualitative data she was surprised that some elements such as signage, commodities and equipment, were not considered as having a big significance.

The principal reason of the newness and relevance of this research it that it aims to study the French customer perception when lot of study are undertaken in other European countries and around the world. Moreover, the fact to be focused on customer perception of each element when they are studied together is quite new in the sense that lot of literature focused their research on only one variable without taking into account the others. Furthermore this research could have been deeper and give a clearer understanding of customer perception and especially on the type of mood and behaviour changing and not only on a positive or negative perception.

8.3.2.4. Own learning

Kolb developed in 1984 the foundation of the concept of learning style, and he lays the basis of the understanding and explanation of human learning behaviour. Kolb’s learning theory is based on four stages cycle: (1) concrete experience (CE), (2) reflective observation (RO), (3) abstract conceptualisation (AC), and (4) Active experimentation (AE). With these four stages,
he developed four combinations which permitted him to develop four learning style, each a combination of two stages: (1) diverging (CE/RO), (2) assimilating (AC/RO), (3) converging (AC/AE), and (4) accommodating (AE/CE).

Figure 3: Kolb’s learning style

Honey and Mumford gave a variation of the Kolb’s system. In their system the learning styles correspond to (1) activist (which refer to accommodating), (2) reflectors (diverging), (3) theorist (assimilating) and (4) pragmatist (converging).
The author learning style tends to be activist according to Honey and Mumford, and consequently accommodating, according to Kolb. Her learning style was confirmed within a questionnaire which she completed during the first semester of her year in Dublin Business School. During the lecture on personal and professional development she reveals a strong preference to the activist learning style. It is certainly one of the reasons why the dissertation process was a difficult exercise to her. Indeed, during a dissertation she had to work by herself and had to develop her research through reading, exploration of analytical models in a long period of time. Indeed, as an activist she prefers practical energetic or involving activities. But the researcher is aware that she could be more successful by paying attention to other style. Nevertheless in a professional point of view, she thinks that being an activist may
be a force because of the spontaneity and creativity she can be capable of. To not over thinking permits her to experience new things and to not be afraid of it.

But during the dissertation process, she discovered that she is capable to act as a theorist, which means sit and think in depth about an issue and a concept in order to organise ideas; essential learning style within a dissertation process. Moreover, she had to involve both primary and secondary researches, and then take time to think about what she observed before arriving to a conclusion which corresponds to a reflector learning style. So the author had to overcome her weakness and work on it in order to respond to the expectations raised by a dissertation of a master degree. Being capable of combining learning styles was very important, but the researcher still has some things to learn, such as time management and work organisation. Indeed, if she had the opportunity to change her process she would more respect the time table she decided to follow at the beginning of the dissertation development. She would develop skill such as knowledge management, development of idea and stop being too concise. In a practical point of view, she developed research skill. Through secondary data collection she increased her skills regarding the research of interesting literature within the resources available (which were discussed in “use of sources”).

8.3.3. Action plan
To conclude, the author discovered she can be efficient using other learning styles than her preferred one. To keep it in mind she has to work on her rigor and organisation. This work will begin the week after the submission of the dissertation when she will plan her work research. Then she has to work on her tendency to be impatient, wish to action and quick progress in everything she starts. In order to go further in her reflexions she has to make the effort to take time to think and, continue her pursuit of herself.