

CKPIM BUSINESS REVIEW



C K PITHAWALLA INSTITUTE OF MANAGEMENT



Chief Editor

Dr. Snehalkumar H. Mistry

Prof. & Head

C.K. Pithawalla Institute of Management, Surat

Editorial Board

<p>Dr. Vinod B. Patel Professor G.H.Bhakta Business Academy Veer Narmad South Gujarat University, Surat</p>	<p>Dr. Raju Ganesh Sunder Director, Green Heaven Institute of Management and Research, Nagpur</p>
<p>Dr. Ranjeet Verma Assosicate Professor & Head Department of Management Studies Kurukshetra Institute of Technology & Management Kurkshetra</p>	<p>Dr Lakshmi Koti Rathna Director, Research & Development, Krupanidhi School of Management, Varthur Hobli, Bangalore.</p>
<p>Dr.B.B.Tiwari Professor (Eco,Qm,BRM), Shri Ram Swaroop Memorial College of Engineering and Management, (Integrated Campus) Lucknow.</p>	<p>Dr. Jaydip Chaudhari Associate Professor, G.H.Bhakta business Academy, Veer Narmad South Gujarat University, Surat.</p>
<p>Dr. Chetan J Lad Director Naranlala college of Commerce and Management Navsari.</p>	<p>Prof V M Ponniah Professor SRM University CHENNAI 603 203</p>
<p>Dr. Vijay Bhaskaran Associate Professor Kristujanti Collage of Management & Technology Bangalore.</p>	<p>Dr. Anurag Mittal Guru Nanak Institute of Management New Delhi.</p>
<p>Dr. P.R. Mahapatra Professor USBM Bhubaneshver</p>	<p>Dr. K.S.Gupta Chief facilitater, founder & CEO KSG Centre for learning & Development</p>

Index

Sr. No.	Title	Page no.
1.	A Study on Effectiveness of Training & Development at Ultra Tech Cements Ltd -Prof. Pushpalatha V and Mr. Anil Kumar Bedge	01-14
2.	An Exploratory study on Performance Management System (PMSs) in SMEs -Darshan Ranpura and Dr. Snehalkumar H Mistry	15-25
3.	Effect of Cross Border Mergers and Acquisitions on Company Value Creation: Case of Selected Indian Companies of Metal and Metal Product Sector -Purvi Dipen Derashri and Dr. Hitesh Shukla	26-43
4.	Creativity and Innovation: A gizmo or barrier for Organizational Development -Fomi Pawan Dwivedi	44-63
5.	Reviewing Influences of Store Attributes on Store Choice Decision in Organised Retailing -Dr. Parimal H. Vyas and Mr. Parag S. Shukla	64-76

Reviewing Influences of Store Attributes on Store Choice Decision in Organised Retailing

Dr. Parimal H. Vyas¹

Mr. Parag S. Shukla²

India Inc. has successfully emerged as an entity in the global economy. Meanwhile, business corporations across the world are in the midst of major organizational transformations to transcend corporate gains and instead focus on broader goals of societal development and national welfare. The changing retail structure has provided the customers with more options in the form of formats and services, and its key indicators such as viz., price, sales personnel, and quality of merchandise, assortment of merchandise, advertising services and convenience services. In addition, shopping orientation moderates the impact of the store environment on customers' experiences and behaviour. Customers do shopping for various reasons. The understanding of why a customer choose to shop at one store but not another is a vital issue of any retailers in any places all over the world. Customers in diverse shopping orientation groups place emphasis on different store attributes which influences what they value in stores, their variety seeking

behaviour as well as patterns of consumption purchase decisions and shopping behaviour. Store choice and patronage decisions therefore have been widely studied to serve for the need of understanding and developing the retail industry in any countries.

The decision of store choice has been defined as summation of all attributes of a store as perceived by the shoppers through their experience of that store. Most of the previous researches in this area have investigated the issue in developed markets of rich countries. To illustrate, majority of studies of Asian countries focus on China (Chai and Zhou, 2009) or (Ho and Tang, 2006) and India (Sinha and Banerjee, 2004) were carried out to investigate the relationship between store choice and shopping tasks (Kenhove et al, 1999), shopping values (Sands et al., 2009), store attributes (Hansen and Deutscher, 1978), store environment (Baker et al., 2002), and product assortment (Briesch et al., 2009)respectively.

¹Dean, Faculty of Commerce & Former Head of the Department, Department of Commerce & Business Management, The M S University of Baroda, Vadodara

²Research Scholar, Department of Commerce and Business Management, Faculty of Commerce, The M. S. University of Baroda, Vadodara

In this paper, an attempt has been made by the authors to address and assess upon those influential factors concerning store attributes that are influencing decision of the store choice. Therefore, exploring the influence of store attributes on store choice in other emerging market can provide add stimulating insights for the retail industry. An insight towards this shall be useful to retailers to better focus and innovating in making total in-store package offerings to their customers.

Prologue:

Retailing is an integral part of the value chain in an organization. It is a function that provides the 'last mileage connectivity' between an organization and its customers. In many parts of the world retailers have emerged as one of the most potent forces in influencing the performance of the value chain. Retailing is undergoing unprecedented change in developing economies. In India, this change is very perceptible.

Retailing in India is one of the pillars of Indian economy and it accounts for 14 to 15 percent of its GDP. India's nominal Gross Domestic Product (GDP) was an estimated US\$1.17 Trillion in the year 2009. Average annual GDP growth of 6.7 Percent has been predicted by the BMI through in the year 2015. With the

population expected to increase from an estimated 1.17 Billion in the year 2009 to 1.25 Billion by the year 2014, GDP per capita is forecasted to expand by nearly 79 Percent by the end to reach figure of US\$1,791. Shopping in India has witnessed a gradual revolution with the phenomenal rise and exponential growth of this industry that contributes around 8 per cent employment and over 10 per cent of the India's GDP. The forecast for customer spending per capita is for an increase from US\$701 in the year 2009 to US\$1,225 in the year 2015 respectively. According to the, Q110 BMI India Retail Report, the total retail sales is forecasted to grow from an estimated US\$427 Billion in the year 2009 to US\$798 Billion in the year 2014 favourably supported with rise and growth of an ever-expanding middle and upper class customer base in India's tier-II and tier-III cities. The greater availability of personal credit and a growing vehicle population too has improved mobility resultant into an upward increase in annual retail sales growth of 16 % in US \$ terms (www.business.mapsofindia.com). At US\$511 Billion in the year 2008, the overall retail industry of the India is expected to rise to US\$ 833 Billion by the year 2013, and further to US\$ 1.3 Trillion by the year 2018 at a Compound Annual

Growth Rate (CAGR) of 10 per cent. Organized retail accounts for almost 5 per cent of the market and is expected to grow at a CAGR of 40 per cent from \$20 Billion of the year 2007 to \$107 Billion by the year 2013. The Organized Retail in India was estimated to grow at 42 per cent to touch US \$70 Billion by the year 2011 implying the fact that it would be twice as big as the size of the mobile telecom industry of India. It has been estimated that there would be around 300 Million middle class customers in India by the year 2013, and organized retail market share would reach 10 per cent by the year 2013, and 24 per cent by the year 2025 (Cushman & Wakefield Retail Report, 2011). Lynch (2005) too has also predicted that India's consumption spending would be driven by a growing middle class and large numbers of people entering the workforce.

It has been estimated that more than 7 Million people shall enter the age group of 20 to 34 years and 3 Million shall enter in the age group of 20 to 24 years each year. As per the Ernst and Young Report, 2010–2011, 54 per cent of the Indians are aged below age of 25 years and more than 60 per cent of the population is estimated to constitute the working age group of 15 to 60 years by the year 2050 (Lynch, 2005).

Store Choice:

In this paper an attempt has been made to review the influences of Store Attributes on Store Choice by Shoppers'.

With these insights it can be stated that the understanding of why a customer choose to shop at one store but not another is a vital issue of any retailers in any places all over the world. As a result, store choice and patronage decisions have been widely studied to serve for the need of understanding and developing the retail industry worldwide. Earlier Previous studies have attempted to investigate the relationship between store choice and shopping tasks (Kenhove et al, 1999), shopping values (Sands et al., 2009), store attributes (Hansen and Deutscher, 1978), store environment (Baker et al., 2002), and product assortment (Briesch et al., 2009). Among such influential factors, studying the importance of store attributes on store choice decision is an interesting aspect upon its definition as the "summation of all attributes of a store as perceived by the shoppers through their experience of that store" (Omar, 1999).

Store choice is recognized as a cognitive process, it is as much an information processing behaviour as any other purchase decision (Sinha and Banerjee, 2004). Up to date, several studies have provided evidence for correlation between store choice and various salient factors

such as shopper characteristics and merchandise (Baltas and Papastathopoulou, 2003), psychological elements (Dash et al, 1976), relationships and loyalty (Dixon et al, 2005), product assortments (Briesch et al, 2009), store location (Clarke et al, 1997). Nevertheless, store choice drivers, though, especially vary according to market segmentation variables such as country, cultured norm, shopping situation, shopping task, shopper type, etc (McGoldrick, 2002). Therefore, it can possibly be inferred that there is no optimal answer for all markets in terms of store choice criteria. The significant issue that calls for attention of retail managers is to precisely measure salient drives for store visits in a specific market context. Store choice can be referred to a process which demonstrates why customers patronize to one store but not another (McGoldrick, 2002). The reason for selecting a store is explained in the way that positive attributes fulfil customers' underlying motives (ibid).

A store is chosen based on the self-confidence that the customer has regarding the store, about the nature and quality of the product and service they will receive. Customers lay emphasis on familiarity with the store, which is dependent on the perceived risk in making an erroneous purchase and the importance of the product category to the shopper (Sinha and

Banerjee, 2004). When choosing which shop to go to, customers ordinarily attempt to make trade-off from amongst the value offered by alternative choices. Shopping value is a multi-dimensional construct and is often described as comprising utilitarian and hedonic value (Babin et al., 1994). Hedonic shopping value is correlated with the customer's need to gain fun and pleasure and is related to the perceived level of shopping enjoyment. The researchers have suggested that the hedonic attributes are typically related to atmospheric variables including the store interior and exterior, store design and layout, the point-of-purchase and decoration and personnel variables respectively (ibid). For customers, with utilitarian shopping value, they pay more attention to the function consequence when visiting a store, including effort, time, money saving and risk reduction (Sands et al., 2009).

As no single model can incorporate all the diversified factors influencing store choice, in this research paper the authors have taken support of the McGoldrick's patronage decision processes based on analysis of Monroe and Guilyinan (1975) and Laaksonen (1993) respectively.

This model had summarized that 'store choice is affected by various variables including habitual behaviour, expectations and experience, choice activation, attribute

Store Attributes:

Store attributes has been defined as the “summation of all attributes of a store as perceived by the shoppers through their experience of that store” (Omar, 1999, p. 103). Store choice and store attribute salience constitute the foundation for the specific reasons that customers have for buying a product or service. Store attributes are seen as part of the overall image of the store (Bloemer and deRuyter, 1998), characterizing the service the store provides. Previous literatures have presented various conceptualizations on store attributes.

One of the researches conducted by Koo (2003) had proposed seven components viz., store atmosphere, location, convenience facilities, value, employee services, after sales service, and merchandising respectively. Lindquist (1974-1975) had selected seven store-attributes from 26 empirical and theoretical studies viz., assortment, merchandize quality, pricing, convenience, merchandize styling, general service and salesclerk service respectively (Lindquist, 1974-1975). Hansen and Deutscher had investigated the relationship between store choice and store attributes and ranked the attributes according to the importance for customers based on 485 customers’ survey carried out in major metropolitan area of

the America which concluded concerns relating to the store’s merchandize mix including dependable products, high-quality products and good value for money. Customers also care about the ease of shopping process, listed as ease to find items, fast check-out, fully stocked, helpful store personnel, ease to move through store. In addition, customers are also concerned about the cleanness of the store (Hansen and Deutscher, 1977-1978). Baker et al. [2002] have studied the influence of store environment on store choice, the attributes of store environment, namely, interpersonal service quality, shopping experience costs and merchandize value, these perceptions, in turn, affect store patronage intentions. Their finding suggested that design cues have a greater and more pervasive influence on customer perceptions of the various store choice than do store employee and music cues. (Baker et al., 2002).

A deep understanding toward this issue will help retailers to focus and improve the most important parts in the total in-store package that they offer to their customers. In this research paper the authors have determined to choose to conceptually investigate influence of selected store attributes on store choice. An effort has been made by authors to address the issue

of store attribute and its impact on store patronage.

Assortment:

In a finding of customers' shopping behaviour within retail format, researchers have discovered stable store format features such as assortment and accessibility affect multiple-store patronage and customers' preferences for alternative formats are interrelated (Fox et al., 2004). Earlier studies on retail patronage have revealed that perceptions of variety are an important determinant of attitude and store choice (Hoch et al., 1999). First and foremost, shopper concerns variety of assortment to match their buying needs a good variety of goods will ease shopping choice, and offer a match to them unless taste is well pre-formed and purchase is routine. Furthermore, the crucial driving factor of store choice is when customer's choice is uncertain and inclination for alternatives, so that a wide range of products will lower their search cost. Finally, customer may change their preference according to different situation in order to find new stimuli. Therefore, alternative options will satisfy such need (Hoch et al., 1999). On the contrary, the big variety of assortment may exert negative effect on customers who look for simple and easy solution,

may perceive diversity as confusion and time consuming (ibid).

On the account of above analysis, it was found that determinants of store and product assortment are quite different yet they are interlinked (Mcgoldrick, 2002). The store may be selected on the basis of their product choice which contributes to loyalty or 'defection'. Neither can it invariably be assumed that the store choice is primary and the product choice is secondary (ibid).

The remedy suggested by a study has inferred that the product class where shoppers are highly choice sensitive, it can be used as a lever to improve patronage by offering a wide assortment including favourite brands. Inversely, retailers can reduce items number in the categories where customers are less sensitive or have less assortment range expectation (Amine and Cadenat, 2003). Another study had suggested that the same argument about the relationship between patronage and assortment and favourite brands. Besides, it has also shown that the number of SKUs per brand, the number of sizes per brand and number of unique SKU do not contribute to patronage (Briesch et al., 2009).

Pricing:

Price is a key attribute for customers, as it is a common and salient store attribute for

most customers in any purchase decision (ibid). Therefore, researchers have studied how customers form their perceptions in response to various types of retail pricing and price related promotional strategies (ibid). Lichtenstein et al (1993) had found that customer's perception of price can affect purchasing behaviour positively or negatively. People are willing to pay a high price for a product when they perceive price in a positive role, such as premium price represents prestige, status or high quality. On the other hand, customers who perceive price negatively tend to respond to low price and sales promotion. They are not concerned with the quality they will get with the price they pay (Moore and Carpenter, 2008).

Store layout:

The display effect also measures the longer-term effects on store image and patronage (Mcgoldrick, 2002). For shoppers visit a store, the most pivotal experience is convenience expressed in form of spaciousness and easier access to products, so space is needed in order to create a pleasant shopping experience. Layout is one of the factor that may also affect customers' expectations because poorly designed layout may cause customers to suffer psychic costs and further reduce shopping pleasure (Baker et al., 2002). From the point of hedonic view,

choice driver includes in-store service and attractiveness of the physical layout (Sinha and Banerjee, 2004).

Promotion:

A study on effect of store-level promotion on store choice found that the short-term effect of promotions on store choice is significant but weak; store choice is mainly derived from loyalty (Volle, 1999). In the category of grocery shopping, it is supposed that store level promotion are 'unexpected events' and most shoppers do not anticipate (ibid).

Under this study, it was argued that marketers should see the in-store promotion as a mutually accepted and necessary investment with almost no consequence in the short-term, but ought to view it as a managerial tool devised to build a competitive price image without immediate measurable outcome. Moreover, adapting store-level promotion to individual characteristic seems to be irrelevant which in turn would not contribute to patronage (ibid).

Parking:

Waerden et al. (1998) had investigated into the effects of changing the parking situation in the surrounding of shopping centres on customers' store choice behaviour. The retailers try to control the accessibility with a variety of

infrastructural and regulatory measures including parking measures, which are related to the number of available parking space, parking costs, maximum parking duration and the location of parking spaces, and the diversity of parking supply (Waerden et al., 1998). Vander Waerden and Borgers (1994) had found empirical evidence that the location of the chosen parking lot has strong relation to the location of visited stores. The probability for customers to visit stores in the surrounding of the chosen parking is higher than visiting stores located at some distance (ibid).

Store Atmosphere:

The role of ambience may influence customer's patronage choice (Kotler, 1973). Shopping atmosphere is much of a hedonic factor which determines the value of merchandise. The shopping experience has found to play an important role in building store patronage (Sinha and Banerjee, 2004). Darden, Ordem and Darden (1983) had found that customers' view on the physical attractiveness of a store had a higher correlation with patronage decision than did price level, selection and merchandise quality (Baker and A. Parasuraman, 1994). Visual, aural, olfactory and tactile are the factors in in-store ambience (Mcgoldrick, 2002), which are accounted for psychological cost of the

shopping (Baker et al., 2002). The Baker and Bitner Model explains how service environment affect store choice to suggest that store environmental dimensions influence customers' perceptions of store choice criteria including interpersonal service quality, shopping experience costs and merchandise value. These perceptions in turn affect store patronage intentions (ibid). It has been learnt that loud music or gloomy light in a store would annoy customer and further hurt their merchandise value because it is a function of perceived merchandise price, merchandise quality, and shopping experience costs (ibid). However, attention should be given to potential customers who may ignore evaluating the value of shopping experience, leaving the impression that store environment may cause high-level shopping experience as well as high stress (ibid).

Location:

Leszczyc and Sinha (2000) had suggested that store choice is a dynamic decision and could be conceptualised as a problem of deciding when and where to shop. A widely accepted theory for store selection is the central place theory which claims that location has always been a critical factor in attracting customers to a shopping area (Craig et al., 1984).

Customer service:

Customers look for essential purchase such as medicines falls under a utilitarian dimensions which is the reason for them to choose the store. Whereas, store choice stems from hedonic dimension is more apt to care about the in-store service and the physical layout (Sinha and Banerjee, 2004). Also, it is critical that retailer's service delivery is valuable to customers in order to strengthen patronage.

It includes core service, services cape and employees which are the drivers of customer's perceived value and patronage intention (O Cass and Grace, 2008). In the realm of personal service, there is large potential for retailers to improve shopping experience for customer in terms of efficiency, appearance, attitude, availability and product knowledge (McGoldrick, 2002). Even in today's market which is mostly run by self-service check outs, the service offered by store staff play a significant role on retail images and patronage (ibid).

Stores Attributes & Shoppers' Decision of Store Choice: A Critique:

For market in developing country, a study on Greek grocery sector had found that merchandise quality and product assortment determine store patronage. Customers attach great importance to store location as the cost of transportation is

relatively high (Baltas and Papastathopoulou, 2003). A Study aimed at finding reasons of patronage in supermarkets in China had demonstrated that shopping environment, perceived convenience, merchandise awareness, and service evaluation carries high impact on patronage of supermarkets. It was found that customers of different ages have little difference in choosing a supermarket, nevertheless, customer of different ages and different monthly income have major disparity in shopping environment. This specific research area concerning store choice in relation to store attributes is hardly ever discussed in the area of retailing. Thus, our study will contribute to the knowledge gap in both the academic and managerial world. From previous theories and studies in the literature review, it could be summarized that store choice is affected by various variables such as habit behaviour, expectation and experiences, store attributes, customer attitude, shopping situation, segmentation of customers, store activation or competitor's move, etc. (McGoldrick, 2002). All store choice variables carries relative influence on the store choice decision directly or indirectly. There is no single model that can incorporate all the diversified factors influencing the shoppers' decision for the store choice (McGoldrick, 2002). McGoldrick, 2002

had considered to examine the relationship between the salience of store attributes on store choice decision that is also affected by segmentation variables, including major variables such as household or shoppers' characteristics, their cultural norms and reference groups. Therefore, three major parts that one can bring about for consideration are segmentation variables, store attributes and store choice. In this paper, an attempt has been made to offer a brief discussion on these three as follows.

Segmentation Variables:

The most common variables are household characteristics, reference group, cultural norms and shopper characteristics (McGoldrick, 2002). These also include social and economic situation of customers, their personalities, education level and occupation. To illustrate, a study of Lumpkin had shown that young shoppers are less price conscious and do not care much about the proximity of residence to the store than the elderly people; shopping to them is a recreational activity and they tend to choose a store with high entertainment value (Sinha and Banerjee, 2004). These segmentation variables in turn affect the perception of store attribute salience.

Store Attributes and Store Choice:

Store attributes consist of major components such as store atmosphere, store location, convenience, product assortment and quality, employees, services, pricing and convenient parking facilities at the store site. Store attributes also affect attitude and perception of customers toward the store, then influencing to the store choice decision.

Possible Managerial Implications:

The authors have attempted to compile and summarize various earlier studies concerning store attributes and store choice to offer an insight as well to emphasize upon the need of enhancing those store attributes that may act as a cue in the store choice decisions and patronage intentions of shoppers. Especially, in case of the organized retail market of India, he retailers need to offer due consideration to store attributes having a enormous potential to influence the prospective Shoppers', psychic costs and thus leading to their patronage. For retailers, creating a superior in-store experience is truly critical and can provide an effective competitive weapon for bricks-and-mortar retailers to better face keen competition. Store design features too influences the monetary price perceptions. The retailers therefore need to provide good customer services to enhance

customers' retention and to drive profitability.

Based on such a foundation, one can understand that orientation of the Indian shoppers is based largely on entertainment derived out of shopping. The Indian shoppers seek emotional value more than the functional value of shopping. Although, there is an indication of shopping being considered as a task and it should be finished as soon as possible. This orientation is overshadowed by the entertainment value derived by the shoppers. It would be apt to conclude that it is possible to influence the orientation of the shoppers by offering newer store formats and store attributes.

The retailers delivering the experience of fun need to offer wider assortment and an ambience where the shoppers would like to spend more time. In order to be successful, the retailers need to experiment with a format and attributes to successfully attract both the type of shoppers. The retailers attempting to attract by presenting a high-class image through their store attributes need to consider this as an important finding and should start restructuring their store attributes and other related dimensions. The most important implication for retailers is when store attributes trigger high shopping experience costs, potential shoppers' may avoid the store altogether without

weighing those costs against potential benefits. Thus, incorporating a stress free store design should be of top priority for retailers to attract new customers.

References:

1. Abdelmajid, Amine, Sandrine, Cadenat. (2003). Efficient retailer assortment: a customer choice evaluation perspective. *International Journal of Retail and Distribution Management*. 0959-0052, pp.486-497.
2. Arnold, S., Oum, T. H. and D.J. Tigert (May 1983). "Determinant Attributes in Retail Patronage: Seasonal, Temporal, Regional, and International Comparisons", *Journal of Marketing Research*, (20), 2, pp.149-157.
3. Babin, B.J., Darden, W.R., Griffin, M., (1994). Work and/or fun: measuring hedonic and utilitarian shopping value. *Journal of Customer Research* 20, pp. 644–656 Buttle, Francis (1992), Shopping Motives Constructionist Perspective, *The Service Industries Journal*, Vol 12(3), pp. 349-367
4. Baltas, George, Papastathopoulou, Paulina (2003) Shopper characteristics, product and store choice criteria: a survey in the Greek grocery sector. *International*

- Journal of Retail and Distribution Management*. Vol 31, No. 10, pp. 498-507
5. Bryman, A., Bell, E. (2007). *Business Research Methods* 2ed. Oxford: Oxford University Press
 - Baker, Julie, Parasuraman, Dhruv Grewal A., (1994)
 6. The influence of store environment on quality inferences and store image. *Journal of Marketing*, 22(4) pp. 328-339
 7. "Store satisfaction and store loyalty explained by customer and store-related factors", *Journal of Customer Satisfaction, Dissatisfaction and Complaining Behaviour*, Vol. 15, pp. 68-80.
 8. Briesch, Richard A., Chintagunta, Pradeep K., Fox, Edward J., (2009), How does assortment affect grocery store choice. *American Marketing Association*, 0022-2437, pp. 176-189
 9. Craig, S., Ghosh, A. and McLafferty, S. (1984), "Models of retail location process: a review", *Journal of Retailing*, Vol. 60 No. 1, pp. 5-36.
 10. Corstjens, M. L. and Gautschi, D. A. (1983), "Formal choice models in marketing" *Marketing Science*, Vol. 2, No. 1, pp. 19-56.
 11. Chai J.W. and Zhou X.M. (2009) *The Patronage Reasons of Supemarkets' Customers in China and Difference Analysis on Demographic*
 12. Characteristics. *International Conference on E-business and Information System Security*. 2009, pp. 1-5
 13. Dholakia, R., Pedersen, B., Hikment, N. (1995), Married males and shopping: are they sleeping partners?, *International Journal of Retail & Distribution Management*, Vol. 23 (3), pp. 27-33.
 14. El-Amir, Ayman (2010), Towards modeling the retailer as a brand: A social construction of the grocery store from the customer standpoint, *Journal of Brand Management*, Vol 17 (6), pp. 429-445