Store trust building: the emerging role of private label

7th International Congress

Marketing Trends

Venice, January 17-19 2008

[+]Sandro Castaldo
Professor of Marketing
Bocconi University and SDA – Bocconi School of Management
Via Bocconi, 8
20136 Milano
sandro.castaldo@sdabocconi.it

[++]Katia Premazzi
Assistant Professor of Marketing
Bocconi University and SDA – Bocconi School of Management
Via Bocconi, 8
20136 Milano
katia.premazzi@sdabocconi.it

[+++]Monica Grosso
Phd. Student
Bocconi University and SDA – Bocconi School of Management
Via Bocconi, 8
20136 Milano
monica.grosso@unibocconi.it

Abstract

Relational resources can help retailers facing the increasing uncertainty which is characterizing their competitive arena. Among the variables used in literature to address the overall strength of the retailer relationship with their customers, the more prominent are satisfaction, commitment and trust (Garbarino and Johnson 1999; Johnson and Selnes 2004; Morgan and Hunt 1994).

This paper focuses on trust which has been addressed as one of the "most powerful relationship marketing tool" in service environment (Berry, 1996, p. 42) like retailing. In particular, it illustrates the results of a study aimed at developing and testing a model of store trust building in the grocery context. Hypothesis referring to both trust antecedents and consequences have been derived from previous studies and the model has been empirically tested. Data have been collected using a phone survey; the sample is composed of 1,400 supermarket customers.

The most important result of the study is the role of private labels as an important trust antecedent which rejects the initial hypothesis of customer's perception regarding PL as a consequence of trust. This unexpected result has inspired a post-doc analysis aimed at investigating differences in the customer's perceptions due to the intensity of PL purchase. Differences between high and low PL purchaser are significant and infer some relevant managerial implications which will be discussed at the end of the paper.

Keywords: trust, satisfaction, perceived value, relationship marketing, private labels

INTRODUCTION

One of the most critical phenomena that characterize markets today is the exponential development of their complexity, which determines major consequences on the behaviour of economic actors. This is evident also in retailing, where the competitive pressure has radically changed the sector structure which shifted in a relatively short period from fragmented to a highly concentrate landscape[1], due to the absorption of small firms by the big groups. Furthermore, the consequent increasing pressure on prices is decreasing firms' margins and reducing consumers' loyalty. Retailers are hence continuously looking for new ways to attract shoppers in the store and increase purchases after their entrance. This goal is particularly difficult to be reached because of the parallel evolution of the demand. Indeed, customer needs are becoming more and more complex and appear with increased frequency as bunches.

Building intangible marketing resources can represent a path that retailers can follow to face the increasing uncertainty in current and future competitive arena, and the challenges emerging in this broader scenario. Reinforcing those resources related to customer relationship management could be of paramount importance for gaining the needed "synergetic flexibility" to respond to changing contexts. Unilateral and instantaneous exchanges should become long-term bilateral relationships, in which the demand will actively interact with firms, thus contributing to the overall mutual knowledge development and the relation consolidation.

Research on retail-loyalty building has considered a somehow narrow set of tools that can be leveraged by the store managers in order to foster customer relationships. Promotions and loyalty schemes are among the most investigated tools, although their effects on relationship development are not so evident (e.g. Noble and Phillips 2004), easy to obtain (e.g. Hart et al. 1999; Uncles, Dowling and Hammond 2003) or positive (e.g. Ailawadi and Keller 2004; Bucklin and Lattin 1991).

These studies have focused especially on one level of the customer-retailer relationship, i.e. the relationship with the store. In a grocery retailing context, however, other levers can also contribute to loyalty building, some examples being represented by the relationships with the salesperson (i.e., for fresh food) and the private label products. A scarcity of empirical testing of comprehensive models on this specific topic (Too, Souchon and Thirkell 2001) emerges and "how customers develop loyalty to a particular store and how that loyalty can be maintained are open questions" (Sirohi, McLaughlin and Wittink 1998, p. 224).

[1] As an example, in Italy the first five retailers have a market share bigger than 40%. In the other modern countries this phenomenon is even more accentuate.

The role of trust in building relationships

Among the various measures used to address the overall strength of a relationship, customer satisfaction, trust and commitment are perhaps the most prominent (Garbarino and Johnson 1999; Johnson and Selnes 2004; Morgan and Hunt 1994). Since trust is the building block for relationship commitment (Morgan and Hunt 1994), we focus on it as the key construct. Trust can be interpreted as the expectations held by the consumer that the retailer is dependable and can be relied on to deliver on the promises (Sirdeshmukh, Singh and Sabol 2002).

The importance of trust in service environments, like retailing, has been pointed out by Berry (1996, p. 42) who states that “the inherent nature of services […] positions trust as perhaps the single most powerful relationship marketing tool available to a company”. Nevertheless, it has been noticed (Harris and Goode 2004, p.151) that “future studies could profit from a re-evaluation of the concept and its position within extant frameworks, models, and theories”.

Real examples of trust-based relationships with customers’ positive effects on firms’ strategies can be found in retailing. The description of some of them can be useful in better understanding the relevance of developing a comprehensive framework that could act as a guideline for retail managers.

The retail corporation Coop Italia, for instance, has been able to build with its customers a trust relationship mainly based on shared values. This trust, in turn, has allowed them to successfully extend the relationship with the demand, such as through the extension of the retailer brand to products. Furthermore, in Italy, Coop is the chain with the highest index of private label penetration. The firm has leveraged the trust patrimony and extended its service range to some typologies of experience products perceived as risky, such as financial services or tour package brokerage.

This case highlights how trust extension policies may determine the possibility to widen the needs satisfied by a firm and, consequently, its market scope. Thus, trust abstraction process generates a widening of the competitive arenas. Another interesting example of trust abstraction policy is offered by Migros, the largest retail group in Switzerland. The firm has always been synonymous with a socially responsible firm, always on the side of the consumers, whose interests it promotes and defends (similarly to the French retailer Leclerc). For instance, in several product divisions, Migros has developed strict codes of conduct that suppliers must subscribe and adhere to. In order to fulfil these goals, the firm usually collaborates with institution-partners (mostly non-profit), who also act as guarantors, vouching for the credibility of the firm’s commitment toward the public. At the same time, Migros has deliberately decided not to market products considered harmful for its customers' health, such as cigarettes and hard liquor. The strong trust connection felt by customers toward the firm allows Migros to satisfy wide and highly structured clusters of needs. It suffices to say that, in addition to distributing private-labelled products (some well-known industrial brands are present thanks to co-branding), Migros offers its customers financial services, insurance coverage and tour packages, as well as training and educational services for younger people and baby-care activities.

Despite the numerous examples supporting the critical role of trust-based relationships with customers in improving firm performances, there are fundamental gaps in the understanding of the factors that companies can use to build trust in the retail context.

The goal of this paper is to present the result of a study aimed at developing and testing a model of retail trust in a grocery context. This model is rooted in extant literature and empirical findings of studies related to retail stores.

An intended contribution is to enlarge the perspective of existent research by simultaneously taking into account the different types of customer-to-store relationships, involving not only the store, but also the sales associates, and the private label products. Therefore the set of tools investigated for their potential to contribute to retail trust and store loyalty development is rather large, including human resources, communications and sales promotions, store environment, and merchandise assortment. Findings supporting evidence for the effects of these tools could provide a more concrete view of where resources should be allocated to build retail relationships.

The remaining of this paper is structured as follow. The hypothesized model will be described in next session, followed by the empirical text results. Finally managerial implications and directions for future research are illustrated.

MODEL DEVELOPMENT

The intention of this research was to build and test a comprehensive framework that links trust to customer satisfaction, perceived value, store loyalty intentions and behaviors. To enlarge the scope of the framework, we also estimated how the store's human resources, communications and sales promotions, environment and assortment (including private label products) influence trust, loyalty intentions and store patronage.

An important point of departure of our study is that we relate trust levels to specific variables that store managers can leverage: store environment and atmosphere, assortment and private label, communication and sales promotions, and salesperson's performance. By doing so, we try to fill two important gaps in the literature: the scarcity of comprehensive models and the lack of exploration of the operational means of improving trust (Baker et al. 2002).
The result of the conceptualization phase of the study will be described in the following sections which highlight the hypothesized model.

Salespeople

In the service research literature, interpersonal relationships are considered a key element of the offering (Berry 1995; Czpiel 1990), and research shows that the creation of strong relationships between customers and service personnel has a positive impact on customer-to-firm relationships.
Sivadas and Baker-Prewitt (2000) demonstrated that characteristics and behaviors of sales personnel are a key component of customers' overall evaluation of service quality, driving to higher customer satisfaction with the selling firm. Extant research on the topic consistently support the existence of a positive association between the quality of the personal relationship with the sales associate and the quality of the overall relationship with the store (Beatty et al. 1996; Reynolds and Beatty 1999a). Therefore the following hypothesis emerges:

H1: The store salespeople have a positive effect on customer satisfaction with the retailer

The importance of sales force skills and behaviors in gaining customer trust and developing long term relationships has also been emphasized (i.e., Doney and Cannon 1997; Swan, Bowers and Richardson 1999):

H2: The store salespeople have a positive effect on customer trust in the retailer

Furthermore, researches found that salespeople' responsiveness increases customers' perceptions of value (Naylor and Frank 2000), and that customer relationships are primarily with the salesperson rather than with the firm, although this interpersonal customer loyalty partially transfers to the organization (Beatty et al. 1996; Reynolds and Beatty 1999-a and 1999-b):

H3: The store salespeople have a positive effect on customer perceived value
H4: The store salespeople have a positive effect on store loyalty behavioral intentions.

Despite the fact that most of the literature suggests a positive impact of customer-sales associate relationship quality on store loyalty intentions, it should also be noticed that some studies reported different findings. For example, Williams and Burns (2001) showed that salespeople have no impact on store loyalty. In the specific context of retailing, it has been demonstrated that interpersonal relationships positively affect overall customer trust in the store (Wong and Sohal 2003). Hence, more investigation is needed on this matter.

Private label

Private label brands are house brands or own brands, i.e. products labelled by the retailer and usually sold at a cheaper price than the manufacturers' ones. The development of retailers' own brands has changed the competitive scenario bringing retailers to compete with their suppliers. In some countries, such as the UK, some store brands are very appreciated by consumers; actually in some product categories, they have gained a market share which is similar to the leader's one[2].

The growing relevance of store brands in relation to retailers' revenues and strategies, is widely recognized in managerial and practitioner-oriented literature.

First researches on store brands have focused on customer attitudes towards store branded products and investigated consumer's individual-level personality traits affecting such an attitude (e.g. Burton et al. 1998), in order to identify potential market segments for private labels (Colleen, Lindley, 2003). For example, Granzin (1981) identified differences among high, medium and non-users of store brands products for demographic characteristics, price/quality emphasis, brand loyalty, discount store patronage and risk taking.

More recent researches examine the antecedents and outcomes of a generalized private label attitude. The focus on consumers' attitude towards private labels was due to the initial goal of retailers that were focusing on the benefits represented by the higher margins provided by store brands compared to the national brands ones (Fitzell, 1992). Hence a lot of academic researches on store branded products also focused on their contribution to the retailer's profitability and to the analysis of power distribution between manufacturers and retailers (e.g. Ailawadi 2001; Ailawadi and Harlam 2004).

[2] In UK and in Belgium, the private labels' market share in volume is greater than 40% (Source: PLMA).

Dick, Jain and Richardson (1995) and a recent study by Semeijn, van Riel and Ambrosini (2004) found a positive association between store image and customer attitude toward the store brand. Similarly, Collins-Dodd and Lindley (2003) showed that consumers' perceptions of store brand image are positively associated to their perceptions of store image. A couple of studies have demonstrated that customer store-brand use positively affects customer behavioral loyalty (Ailawadi, Neslin and Gedenk 2001; Corstjens and Lal 2000). Importantly, Corstjens and Lal (2000) showed that premium quality store brands play a role in building store loyalty; it is the perception of the value of store-branded products that fosters store loyalty. Finally, Richardson, Dick and Jain (1994) found that consumers believe that private label products, compared to national brands, offer better value for money even though they have inferior product quality. Baltas (2003, p. 1499) pointed out that "in European markets, store brands have been established as […] good value for money", and empirically found that store brands enhance customer loyalty to the store.
This supports the following hypotheses:

H5: Store branded products have a positive effect on customer perceived value
H6: Store branded products have a positive effect on store loyalty behavioral intentions.

Despite the growing relevance of store brands, an in-depth analysis of the linkage between trust in the store and store branded products is lacking. The examples presented in the previous pages seem to support the presence of a positive linkage between trust in a retailer and the purchases of its private brands:

H7: Trust has a positive effect on private label purchase.

Store environment

The specific impact of store environment perceptions on customer trust in the store has not been tested to the best of our knowledge. We argue that customer perceptions of store environment may cause both cognitive and affective responses that are captured by the customer trust concept. Our conceptualization and measurement of store environment is mainly based on layout design. Environmental psychology argues that the most important role of a store is its ability to facilitate the goals of its occupants (Canter 1983), which in the case of supermarkets are mainly related to efficient movement through the store, basically achieved by means of an appropriate design of the layout (Titus and Everett 1995). We thus expect that:

H8: Store environment (layout) has a positive effect on customer satisfaction.

Assortment

The importance of assortment for retailers is evident in the literature (i.e., Fox, Montgomery and Lodish, 2004) both for its impact on store image (such as in Mazursky and Jacoby 1986[3] or Zimmer and Golden 1988) and as a predictor of consumer choice of shopping destination (such as in Oppewal, Louviere and Timmermans 1997). Basing on the results of these studies, we argue that:

H9: Assortment has a positive effect on customer satisfaction

Communication and sales promotions

In different streams of literature (e.g. channel relationships and service management) communication is an important driver of customer trust (Bendapudi and Berry 1997; Doney and Cannon 1997; Morgan and Hunt 1994). We argue that store communication affects customer trust in the retailer. Similarly, sales promotion might affect customer satisfaction.

H10: Store communications have a positive effect on customer trust in the retailer

H11: Sales promotions have a positive effect on customer satisfaction

Customer satisfaction and behavioral store loyalty intentions

Some works (for example, Singh and Sirdeshmukh 2000; Chaudhuri and Holbrook 2001: 83) have noted that trust is the main cognitive antecedent of consumer loyalty, proposing specific approaches to customer relationship management, and loyalty and trust management. On this matter, Costabile (2001: 109) asserts that satisfaction, or the relation between customers' perceptions and expectations, is the main antecedent of trust, which in turn determines various loyalty typologies within a relationship evolutionary model. In particular, we focused on behavioral loyalty intentions:

[3] Jacoby and Mazursky (1984) were the pioneers to explicitly consider the link between brand and store image, the positioning of a store in the mind of its customers. They found that manufacturer brand-store combinations were evaluated in a complex manner, thus establishing that a store-brand link is possible.

H12: Trust has a mediator role between customer satisfaction and store loyalty intentions
More precisely:

H12a: Satisfaction has a positive effect on trust.
H12b: Trust has a positive effect on behavioral loyalty intentions.

Consistently with previous research (Nijssen et al. 2003), we define loyalty intentions as the customer's intention to perform a diverse set of behaviors, like recommending the store to a friend, remaining loyal to the store or spend more in the store, that signal a motivation to maintain a relationship with the store (Zeithaml, Berry and Parasuraman 1996).

Perceived value and intentions

Value has been found to be a consequence of trust in different settings, like Internet environments (Sarkar, Butler and Steinfield 1998) and business-to-business markets (e.g. Walter, Ritter and Gemünden 2001). In a retailing context, Sirdeshmukh, Singh and Sabol (2002) showed that perceived value serves as a mediating variable between trust and loyalty.
Accordingly, we hypothesize that customer's overall trust in the store has both a direct effect and indirect effect via perceived value on customers' loyalty intentions. This argument is also consistent with the conceptual model suggested by Grewal, Levy and Lehmann (2004). Sirdeshmukh, Singh and Sabol (2002) found evidence that perceived value affects loyalty intentions. Grewal, Levy and Lehmann (2004) have conceptually posited that in retailing perceived value should drive to customer loyalty intentions and called for an empirical investigation on this topic

H13: Perceived value has a mediating role between customer trust in the retailer and store loyalty behavioral intentions.

In particular:

H13a: Trust has a positive effect on the store perceived value.
H13b: Perceived value has a positive impact on store loyalty behavioral intentions.

Loyalty intentions and store patronage

In turn, loyalty intentions should predict actual customers' behaviors. Nonetheless, there is scarcity of empirical studies on this topic, which consequently deserves special attention (Chandon, Morwitz and Reinartz 2005). Most of the studies using loyalty intentions as the final dependent variable underlined the need to investigate actual behaviors in future research (see for example Sirdeshmukh, Singh and Sabol 2002):

H14: store loyalty behavioral intentions have a positive effect on store patronage.

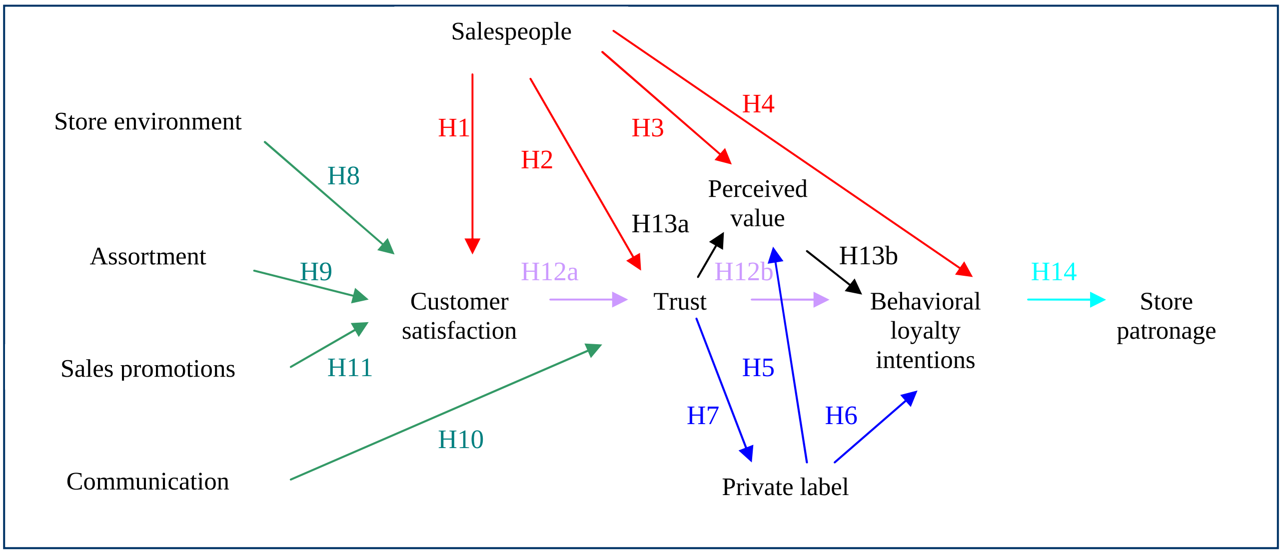
The model

Figure 1 depicts the resulting conceptual model, by highlighting the hypothesized relationships linking the variables.

Trust is determined by three antecedents: salespeople, communication and satisfaction. The latter derives form the evaluation of the store environment, its assortment and sales promotions.

On the other hand, trust has both a direct and a twofold indirect (through perceived value and private label) impact on behavioral loyalty intentions which in turn has a positive effect on store patronage.

Figure 1: The hypothesized model



THE EMPIRICAL TEST

Data collection

The model has been tested through a phone survey conducted by professional interviewers. A sample of 1400 respondents nation-wide answered the questionnaire. Being a supermarket customer was a necessary precondition for running the interview. Respondents were required to indicate the brand of their 'preferred' grocery retailer and to refer to it when answering the questions. Therefore, the grocery retail context examined was characterized by relational exchanges between the customers and the store and therefore allowed the respondents to express cumulative evaluations based on their accumulated experience. After a screening of the collected questionnaires, the final number of usable questionnaires was 987.

Measures and Estimation Method

To measure the model constructs we used multi-item scales with a few exceptions, such us store patronage. The latter was measured by asking respondents the percentage of their total expenditures for grocery products accounted for the focal store (De Wulf and Odekerken 2003).[4]

Scales were taken or slightly adapted from existing ones. Indeed, due to the complexity of our model, in some instances for parsimony reasons we selected only some items from the original scales, which have been typically adopted in studies investigating a much more limited set of constructs. A principal component factorial analysis was conducted to derive our latent variables from the adapted scales. The reliability of the adapted scales was tested (Cronbach's Alpha) and was acceptable. Partial least squares (PLS) was used to estimate the model. This methodology was chosen because it allows verifying the relevance of each of the possible antecedents identified in the literature, hence it is particularly useful to derive the managerial implications.

Sample description

In the sample, 83.5% of the respondents were females. This is consistent with the shopping habits of the investigated population, where women do the majority of grocery shopping. Respondents are well distributed across different age classes, reflecting the population structure (and the grocery shopping responsibilities), as shown in Table 1.

[4] Please find the questionnaire in Appendix 1. The questionnaire is in Italian, the authors are

Table 1: Sample age

	Frequency	Percentage	Cumulative percentage
18 - 24 years old	22	2,24	2,24
25 - 34 years old	100	10,17	12,41
35 - 44 years old	247	25,13	37,54
45 - 54 years old	269	27,37	64,90
55 - 64 years old	202	20,55	85,45
over 65 years old	137	13,94	99,39
Not declared	6	0,61	100,00

Almost for the totality of the sample (97.9%) the length of the relationship with the store lasted from more than one year. As for frequency of visit to the store, 45% of respondents visit it more than once per week, 41% once per week, and only the remaining part less frequently. Moreover, 94% of the respondents stated that they had bought store branded products which represent, on average, 35.37% of their total purchases (between 21% and 50% for more than 45% of the respondents).

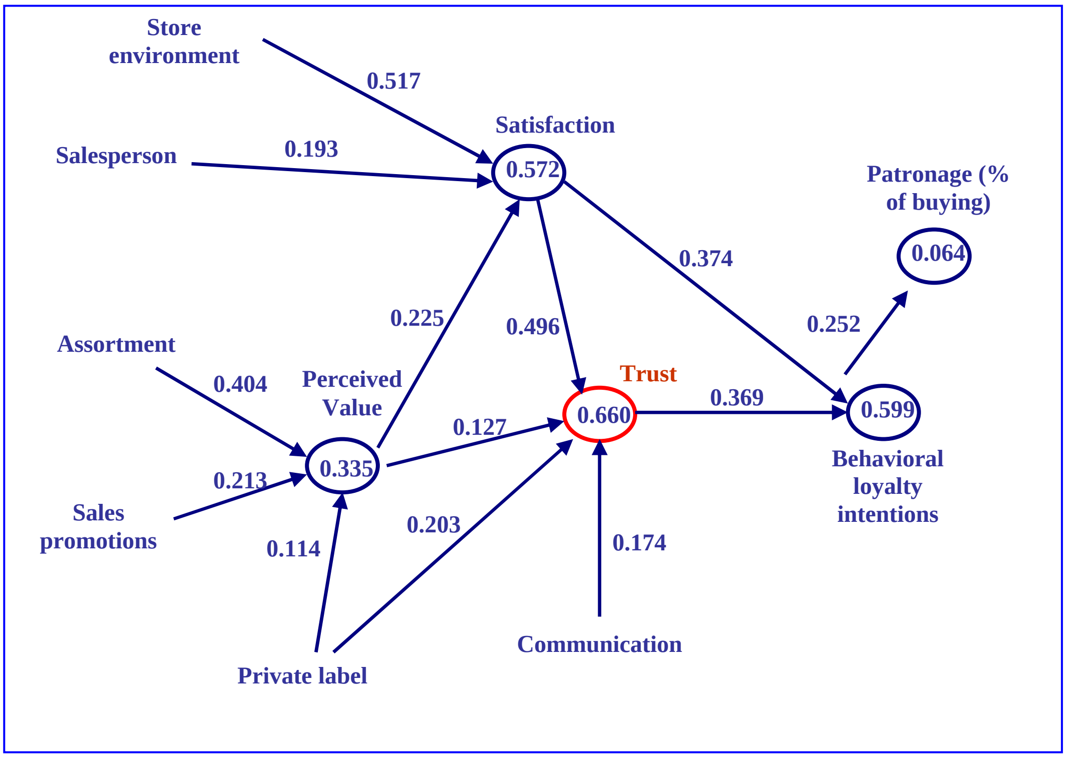
MAJOR RESULTS

The empirical test rejected some of the hypotheses; hence the final model, depicted in Figure 2, appears different from the conceptualized one. In particular H2, H3 and H4 were disconfirmed, salespeople having an impact only on customers' satisfaction. Among the levers disposable to retailers, only store environment influences satisfaction while assortment and sales promotion directly impact on perceived value, H9 and H11 being therefore disconfirmed.

Satisfaction is not only the most important trust antecedent but it also directly affects store loyalty intentions. Surprisingly and contrary to previous studies, H13a was also disconfirmed since perceived value emerged as a trust antecedent rather than one of its consequences. Its influence is both direct and indirect, via satisfaction.

More importantly also H6 and H7 were rejected and private label emerged as the second trust antecedent they influence both directly and through perceived value.

Figure 2: The final model[5]



By far the most important driver of retail trust is customer satisfaction. Also store branded products, store communication and perceived value impact on retail trust. Store environment and salesperson performance have an impact only on customer satisfaction, together with perceived value. Store assortment has sizable impacts on the perceived value, followed by sales promotions and store branded products. Behavioral loyalty intentions are driven by customer satisfaction and trust and influence store patronage.

The role of private labels

The unexpected result related to private label and the scarcity of studies on the relationships between them and trust justified a post-doc analysis in which we estimated the above-described model, by distinguishing high and low purchasing rate of private label products. The sample was divided into two groups: low private label purchaser for which private labeled products represented less than 20% of purchases and high private label purchaser (the percentage of private products lasting between 41 and 100% of their purchases).

The results of this further analysis are shown in Figure 3 in which the models for the two samples are compared. As highlighted by the shadow boxes, for high buyers of private label

[5] All the results are significant at 0.05 level.

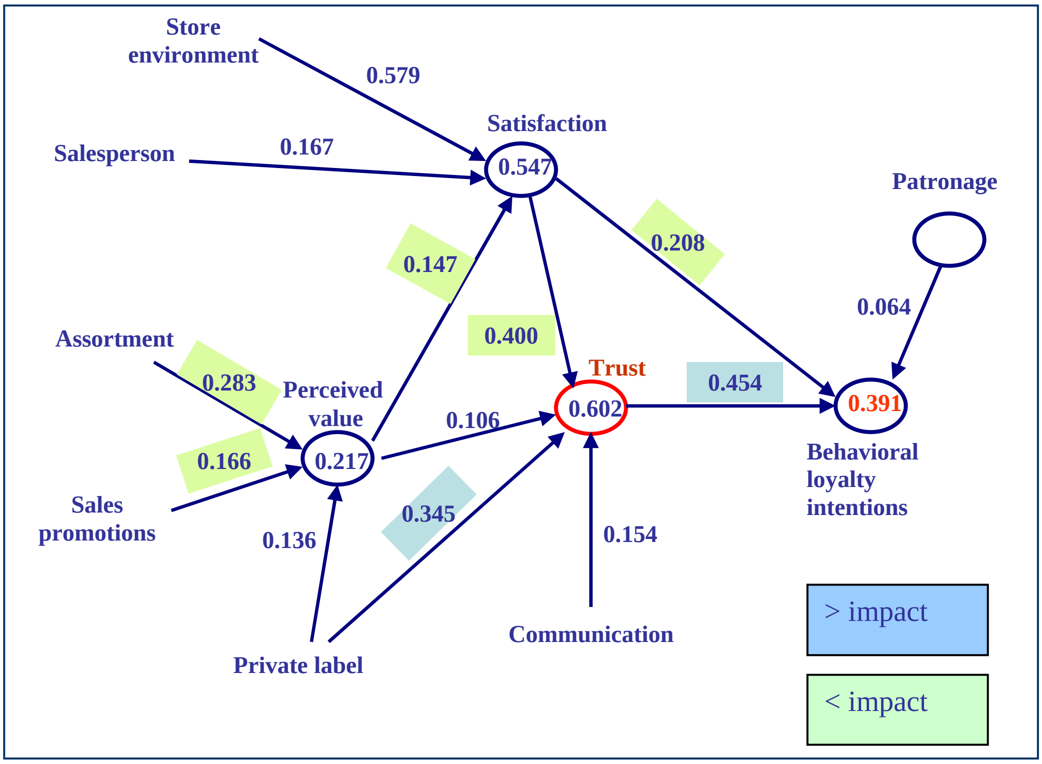
the role of such products in driving their trust in the retailer is higher while low PL buyers' trust in the retailer is more related to their customer satisfaction.

The most important levers of the retailing mix for high PL purchasers are store environment and private label, while for low PL purchasers store environment and assortment. Furthermore for high PL purchasers the impact of store assortment and sales promotions on perceived value is lower than for low PL purchasers. For the former sample private labels' direct impact on trust is increased, while for the second group of respondents private labels have an almost null impact both on trust and on perceived value.

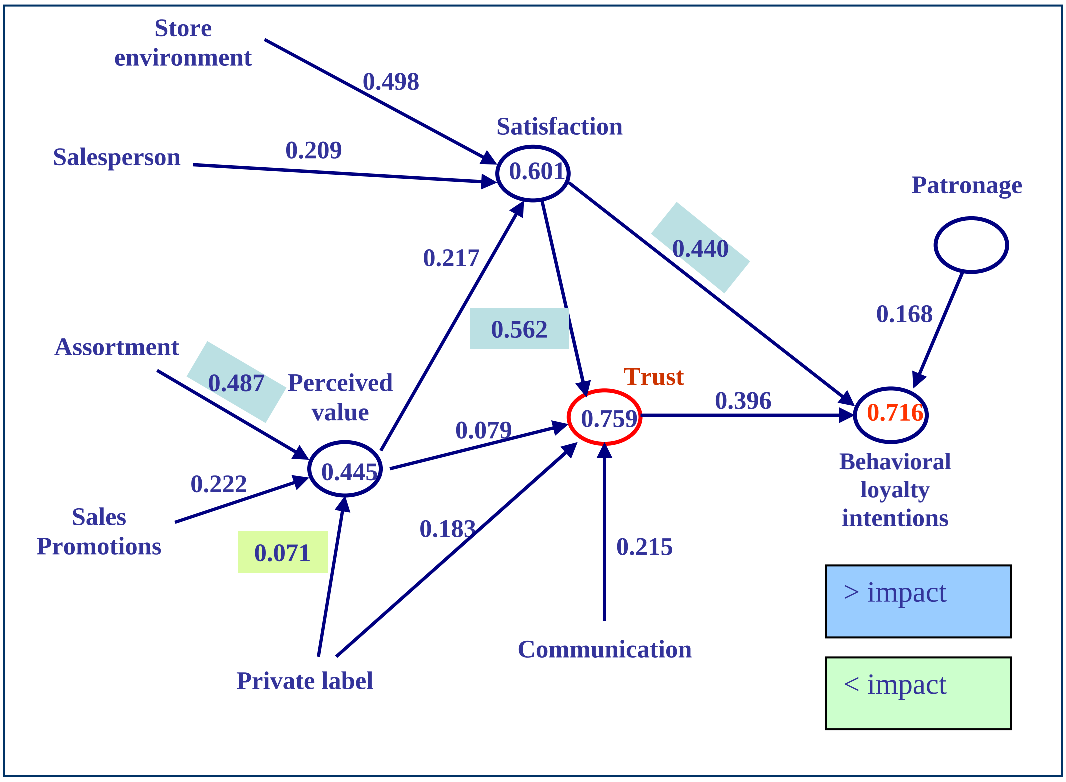
Similarly for high PL purchasers the perceived value impact on satisfaction is lower than for their counterpart, as is the effect of satisfaction in loyalty intentions; the latter being compensated by an increase of the influence of trust in the dependent variable.

Figure 3: High vs. low private label purchasers, impact on the model

High PL purchasers



Low PL purchasers



IMPLICATIONS, LIMITATIONS AND FUTURE RESEARCH

The focal object of this study were customer relationships with the store, in the context of grocery retailing.

We developed and tested a comprehensive model of trust levers, and of the role trust plays in building relationships with retail customers. This study properly helps to address the challenge to identify and understand how managerially controlled antecedent variables influence important relationship marketing outcomes (Hennig-Thurau, Gwinner and Gremler 2002).

In order to set improvement priorities, store managers should in depth investigate the relative importance of trust drivers, together with consumers' perceptions of the retailer's performance on each driver.

Results show that customer satisfaction is overall the most important driver of retail trust, followed by private label. The focal point of this study is that when considering customers characterized by different private label products buying habits, the relative impact of those two constructs changes: customer satisfaction prevails for low PL buyers while PL evaluation’s contribution increases for high PL buyers. Retailer whose strategy is mainly focused on private label development should pay attention that investments on assortment and sales promotions may be less effective on leading to a high perceived value.

Thus optimal choices related to store environment and salespeople could be very important for grocery retailers since they emerge as affecting customer satisfaction.

Another important aspect to be considered by retailers is the perceived value, that affects both customer satisfaction and trust in the retailer. Perceived value, in the supermarket context under investigation, is mostly related to assortment and sales promotions. The importance of the assortment is even higher when considering low private label purchasers.

Assuring customer satisfaction and gaining customer trust, seems to place the retailer in the condition to benefit from a relational bond with the customer in the future, given the effects on intentions and behaviors.

This investigation may be improved in many respects. Since our study is cross-sectional, causation should however be interpreted with caution. Longitudinal studies should be welcome (e.g. Gòmez, McLaughlin and Wittink 2004), although they may be very difficult in practice. Future research may use broader conceptualizations and more comprehensive measures of the constructs (i.e., customer trust). Additional trust drivers can be proposed. Potential moderators could also be included.

Although suffering limitations, this empirical test of a comprehensive model of retail trust could offer supermarket managers some insights on which levers to act on, in order to enhance the possibility of a lasting and positive relationship with the customers.

Replications of the study in the grocery retailing, by considering other formats or in completely different contexts as well as cross-cultural comparisons could be further step towards a better understanding of the phenomenon.

REFERENCES

Ailawadi, Kusum L. (2001). The retail power-performance conundrum: What have we learned?. *Journal of Retailing*, 77 (Fall), 299-318.

----, Scott A. Neslin and Karen Gedenk (2001). Pursuing the Value-Conscious Consumer: Store Brands Versus National Brand Promotions. *Journal of Marketing,* 65 (January), 71-89.

Baker, Julie, A. Parasuraman, Dhruv Grewal, and Glenn B. Voss (2002). The Influence of Multiple Store Environment Cues on Perceived Merchandise Value and Patronage Intentions. *Journal of Marketing,* 66 (2), 120-41.

Baltas, George (2003). A combined segmentation and demand model for store brands. *European Journal of Marketing*, 37 (10), 1499-1513.

Beatty, Sharon E., Morris Mayer, James E. Coleman, Kristy E. Reynolds, and Jungki Lee (1996). Customer-Sales Associate Retail Relationships. *Journal of Retailing,* 72 (Fall), 223-47.

Bendapudi, Neeli and Leonard L. Berry (1997). Customer's Motivations for Maintaining Relationships with Service Providers. *Journal of Retailing*, 73 (1), 15-37.

Berry, Leonard L. (1995), “Relationship Marketing of Services – Growing Interest, Emerging Perspectives,” *Journal of the Academy of Marketing Science*, 23 (Spring), 236-45.

---- (1996). Retailers with a Future. *Marketing Management*, 5 (Spring), 39-46.

Bucklin, Randolph E. and James M. Lattin (1991). A Two-State Model of Purchase Incidence and Brand Choice. *Marketing Science*, 10 (Winter), 24-39.

Canter, David (1983). The purposive evaluation of places: A facet approach. *Environment and Behavior,* 15, 659-98.

Chandon, Pierre, Vicki G. Morwitz and Werner J. Reinartz (2005). Do Intentions Really Predict Behavior? Self-Generated Validity Effects in Survey Research. *Journal of Marketing*, 69 (April), 1-14.

Chaudhuri, Ajuri and Morris B. Holbrook (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing*, 65 (April), 81-93.

Collins-Dodd, Colleen and Tara Lindley (2003). Store brands and retail differentiation: the influence of store image and store brand attitude on store own brand perceptions. *Journal of Retailing and Consumer Services*, 10 (November), 345-52.

Corstjens, Marcel and Lal Rajiv (2000). Building Store Loyalty Through Store Brands. *Journal of Marketing Research*, 37 (August), 281-91.

Costabile, Michele (2001), *Relational Capital* (in Italian: *Il capitale relazionale*), Milan: McGraw-Hill.

De Wulf, Kristof and Gaby Odekerken-Schröder (2003). Assessing the impact of a retailer's relationship efforts on consumers' attitudes and behaviour. *Journal of Retailing and Consumer Services*, 10 (March), 95-108.

Dick, Alan, Arun Jain and Paul Richardson (1995). Correlates of store brand proneness: some empirical observations. *Journal of Product & Brand Management*, 4 (4), 15-22.

Dick, Alan, Arun Jain and Paul Richardson (1996). How consumers evaluate store brands. *Journal of Product & Brand Management*, 5 (2), 19-28.

Doney, Patricia M. and Joseph P. Cannon (1997). An Examination of the Nature of Trust in Buyer-Seller Relationships. *Journal of Marketing*, 61 (April), 35-51.

Fox, Edward J., Alan L. Montgomery and Leonard M Lodish (2004). Consumer shopping and Spending across Retail Formats. *Journal of Business*, 77 (April) supplement, 25-60.

Garbarino, Ellen and Mark S. Johnson (1999). The Different Roles of Satisfaction, Trust and Commitment in Customer Relationship. *Journal of Marketing*, 63 (April), 70-87.

Gòmez, Miguel I., Edward W. McLaughlin and Dick R. Wittink (2004). Customer satisfaction and retail sales performance: an empirical investigation. *Journal of Retailing*, 80 (Spring), 265-78.

Grewal, Michael, Dhruv Levy and Donald R. Lehmann (2004). "Retail Branding and Customer Loyalty: an overview. *Journal of Retailing*, 80 (Winter), 249-52.

Harris, Lloyd C. and Mark M.H. Goode (2004). The four levels of loyalty and the pivotal role of trust: a study of online service dynamics. *Journal of Retailing*, 80 (Summer), 139-58.

Hart, Susan, Andrew Smith, Leigh Sparks and Nikolaos Tzokas (1999). Are Loyalty Schemes a Manifestation of Relationship Marketing?. *Journal of Marketing Management*, 15 (July), 541-62.

Hennig-Thurau, Thorsten, Kevin P. Gwinner and Dwayne D. Gremler (2002). Understanding Relationship Marketing Outcomes. An Integration of Relational Benefits and Relationship Quality. *Journal of Service Research*, 4 (February), 230-47.

Johnson, Michael D. and Fred Selnes (2004). Customer Portfolio Management: Toward a Dynamic Theory of Exchange Relationships. *Journal of Marketing*, 68 (April), 1-17.

Mazursky, David and Jacob Jacoby (1986). Exploring the Development of Store Images. *Journal of Retailing*, 62 (Summer), 145-65.

Morgan, Robert M. and Shelby Hunt (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58 (July), 20-38.

Naylor Gillian and Kimberly K. (2000). The impact of retail sales force responsiveness on consumers' perceptions of value. *Journal of Services Marketing*, 14 (4), 310-22.

Nijssen, Edwin, Jagdip Singh, Deepak Sirdeshmukh and Hartmut Holzmüller (2003). Investigating Industry Context Effects in Consumer-Firm Relationships: Preliminary Results from a Dispositional Approach. *Journal of the Academy of Marketing Science*, 31 (Winter), 46-60

Noble, Stephanie M. and Joanna Philips (2004). Relationship hindrance: why would consumers not want a relationship with a retailer?. *Journal of Retailing*, 80 (Winter), 289-303.

Oppewal, Harry, Jordan J. Louviere and Harry Timmermans (1997). Modelling the effects of shopping centre size and store variety on consumer choice behaviour. *Environment and Planning*, 29 (6), 1073-90.

Reynolds, Kristy E. and Sharon E. Beatty (1999a). Customer Benefits and Company Consequences of Customer-Salesperson Relationships in Retailing. *Journal of Retailing*, 75 (Spring), 11-32.

---- and ---- (1999b). A Relationship Customer Typology. *Journal of Retailing*, 75 (Winter), 509-23.

Sarkar, Mitrabarun, Brian Butler and Charles Steinfiels (1998). Cybermediaries in Electronic Marketplaces: Toward Theory Building. *Journal of Business Research*, 41 (March), 215-21.

Semeijn, Janjaap, Allard C.R. van Riel and A. Beatriz Ambrosini (2004). Consumer evaluations of store brands: effects of store image and product attributes. *Journal of Retailing & Consumer Services*, 11 (July), 247-58.

Singh, J. and Sirdeshmukh, D., (2000), Agency and Trust Mechanisms in Consumer Satisfaction and Loyalty Judgments, *Journal of the Academy of Marketing Science*, 28, (1), 150-167.

Sirdeshmukh, Deepak, Jagdip Singh J. and Barry Sabol (2002). Consumer Trust, Value, and Loyalty in Relational Exchanges. *Journal of Marketing*, 66 (January), 15-37.

Sirohi, Niren, Edward W. McLaughlin and Dick R. Wittink (1998). A Model of Consumer Perceptions and Store Loyalty Intentions for a Supermarket Retailer. *Journal of Retailing*, 74 (Summer), 223-45.

Sivadas Eugene and Jamie L. Baker-Prewitt (2000). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *International Journal of Retail & Distribution Management*, 28 (2/3), 73-82.

Swan, John E., Michael R. Bowers and Lynne D. Richardson (1999). Customer Trust in the Salesperson: An Integrative Review and Meta-Analysis of the Empirical Literature. *Journal of Business Research*, 44 (February), 93-107.

Titus, Philip A. and Peter B. Everett (1995). The Consumer Retail Search Progress: A Conceptual Model and Research Agenda. *Journal of the Academy of Marketing Science*, 23 (Spring), 106-19.

Too, Leanne H.Y., Anne L. Souchon and Peter C. Thirkell (2001). Relationship Marketing and Customer Loyalty in a Retail Setting: A Dyadic Exploration. *Journal of Marketing Management*, 17 (April), 287-319.

Uncles, Mark D., Grahame R. Dowling and Kathy Hammond (2003). Customer loyalty and customer loyalty programs. *Journal of Consumer Marketing*, 20 (4), 294-316.

Walter, Achim, Thomas Ritter and Hans G. Gemünden (2001). Value Creation in Buyer-Seller Relationships. *Industrial Marketing Management*, 30, 365-77.

Williams, Laura A. and Alvin C. Burns (2001). Factors Affecting Children’s Store Loyalty: An Empirical Examination of Two Store Types. *The Journal of Applied Business Research*, 17 (Winter), 61-82.

Wong, Amy and Amrik Sohal (2002). An examination of the relationship between trust, commitment and relationship quality. *International Journal of Retail & Distribution Management*, 30 (1), 34-50.

Zeithaml, Valerie A., Leonard L. Berry and A. Parasuraman (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, 60 (April), 31-46.

Zimmer, Mary R. and Linda L. Golden (1988). Impressions of Retail Stores: A Content Analysis of Consumer Images. *Journal of Retailing*, 64 (Fall), 265-92.

Buongiorno/buonasera, sono un'intervistatrice della XXXXXXX, una società di ricerche di mercato. Stiamo conducendo un sondaggio sui supermercati e vorrei rivolgerle alcune domande.

FILTRO

** **Lei o qualcuno dei suoi familiari lavora in un'agenzia di pubblicità, in un Istituto di ricerche di mercato, in un Supermercato, in un Ipermercato?**

- Si................. ☐ → *Chiudere*
- No .... ☐

A Registrare il sesso dell'intervistato

1. Uomo 1
2. Donna 2

B Posso chiederle la Sua età?

1. 18-34 anni..................... 1
2. 35-44 anni..................... 2
3. 45-54 anni..................... 3
4. 35-40 anni..................... 4
5. 55-64 anni..................... 5
6. 65 anni e oltre 6

C Pensi al supermercato che visita con maggiore frequenza, e che Lei considera il "Suo" supermercato. Si tratta di un supermercato:

____

In quali altri supermercati/ipermercati fa la spesa?

Risposta libera, lasciare elencare.

Coop	☐
Esselunga	☐
Unes	☐
GS	☐
PAM	☐
Sma	☐
Conad	☐
Sidis	☐

Specificare eventuali altre insegne non elencate in tabella:

____

____

NEL SEGUITO DI QUESTA INTERVISTA FACCIA SEMPRE RIFERIMENTO UNICAMENTE A QUESTO [nome insegna] SUPERMERCATO!!!

D Da quanto tempo frequenta questo punto vendita?

1. Da meno di 3 mesi....... .1
2. Da 3-6 mesi 2
3. Da 6 mesi-1 anno.......... 3
4. Da 1 anno o più 4
5. Questa è la prima volta.. 5 → *Vai a domanda*

E Con che frequenza visita questo punto vendita?

1. Più volte a settimana..............................1
2. Una volta a settimana 2
3. Una volta ogni 15 giorni........................3
4. Una volta al mese 4
5. Una volta ogni 2-3 mesi 5
6. 2 volte l'anno..6
7. 1 volta l'anno..7
8. Più raramente..8

F L'ultima volta che ha fatto la spesa è andato/a nel supermercato [nome insegna]?

Si................. ☐
- No .... ☐ → In quale altro supermercato è andato/a?

____

La penultima volta che ha fatto la spesa è andato/a nel supermercato [nome insegna]?

Si................. ☐
- No .... ☐ → In quale altro supermercato è andato/a?

____

La terzultima volta che ha fatto la spesa è andato/a nel supermercato [nome insegna]?

Si................. ☐
- No .... ☐ → In quale altro supermercato è andato/a?

____

La quartultima volta che ha fatto la spesa è andato/a nel supermercato [nome insegna]?

Si................. ☐
- No .... ☐ → In quale altro supermercato è andato/a?

SEZIONE 1 – IL PERSONALE

Parliamo del <u>PERSONALE DEL PUNTO VENDITA</u> (addetti, cassieri/e, …). Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

In questo punto vendita il personale è…

	Per niente d'accordo →						Completamente d'accordo	
… competente..	1	2	3	4	5	6	7	99
… corretto..	1	2	3	4	5	6	7	99
… gentile/cortese……………………………………………….	1	2	3	4	5	6	7	99
…disponibile a fornire consigli e ad aiutarmi se necessario….	1	2	3	4	5	6	7	99

SEZIONE 2 - L'ASSORTIMENTO

Parliamo dell'<u>ASSORTIMENTO DEI PRODOTTI</u> di questo supermercato. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

In questo punto vendita, in generale…

	Per niente d'accordo →						Completamente d'accordo	
… i prodotti sono di alta qualità	1	2	3	4	5	6	7	99
… trovo prodotti che soddisfano tutti i miei bisogni......	1	2	3	4	5	6	7	99
… per ogni tipo di prodotto c'è una grande varietà di marche, tipi, formati	1	2	3	4	5	6	7	99
… i prodotti hanno un ottimo rapporto qualità-prezzo...	1	2	3	4	5	6	7	99
… i prodotti hanno prezzi molto convenienti	1	2	3	4	5	6	7	99
… rispetto ad altri supermercati, riesco a risparmiare....	1	2	3	4	5	6	7	99

SEZIONE 3 – L'AMBIENTE

Pensi adesso all'<u>AMBIENTE</u> di questo punto vendita. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

In questo punto vendita…

	Per niente d'accordo			→			Completamente d'accordo	
… l'ambiente è molto gradevole	1	2	3	4	5	6	7	99
… mi sento a mio agio..	1	2	3	4	5	6	7	99
… è facile orientarsi	1	2	3	4	5	6	7	99
… la merce è esposta molto bene	1	2	3	4	5	6	7	99
… la cartellonistica è molto chiara	1	2	3	4	5	6	7	99

SEZIONE 4 – LA COMUNICAZIONE

Pensi adesso alla comunicazione di <u>QUESTO PUNTO VENDITA IN GENERALE</u>. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo			→			Completamente d'accordo	
La comunicazione di questo punto vendita è credibile...	1	2	3	4	5	6	7	99
La comunicazione di questo punto vendita è chiara.......	1	2	3	4	5	6	7	99
La comunicazione di questo punto vendita è completa..	1	2	3	4	5	6	7	99
La comunicazione di questo punto vendita fa venire voglia di visitarlo..	1	2	3	4	5	6	7	99
La comunicazione di questo punto vendita è frequente..	1	2	3	4	5	6	7	99

SEZIONE 5 - I PRODOTTI A MARCHIO

Parliamo dei PRODOTTI A MARCHIO [nome insegna]: Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →					Completamente d'accordo		
I prodotti a marchio [nome insegna] sono di alta qualità	1	2	3	4	5	6	7	99
I prodotti a marchio [nome insegna] sono di qualità inferiore rispetto a quelli di marca industriale*	1	2	3	4	5	6	7	99
Dubito che i prodotti a marchio [nome insegna] siano prodotti di alto livello	1	2	3	4	5	6	7	99
I prodotti a marchio [nome insegna] sono qualitativamente simili ai prodotti di marca industriale	1	2	3	4	5	6	7	99

**Se il cliente mostra di non comprendere il termine "marca industriale", spiegare che intendiamo la marca del produttore: ad esempio, per la pasta, Barilla, Agnesi, Voiello, ecc.*

Sempre in riferimento ai prodotti a marchio [nome insegna] . Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa per Niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →					Completamente d'accordo		
I prodotti a marchio [nome insegna] mantengono le promesse..	1	2	3	4	5	6	7	99
I prodotti a marchio [nome insegna] sono affidabili	1	2	3	4	5	6	7	99
Continuerò a comprare i prodotti a marchio [nome insegna] che già acquisto...	1	2	3	4	5	6	7	99
In futuro acquisterò anche prodotti a marchio [nome insegna] che oggi non acquisto......................................	1	2	3	4	5	6	7	99
Consiglierò i prodotti a marchio [nome insegna] ad un/a amico/a	1	2	3	4	5	6	7	99

Fatto 100 tutto ciò che compra abitualmente in questo punto vendita, qual è la percentuale di prodotti a marchio [nome insegna]?

❑	❑	❑	❑	❑	❑	❑	❑	❑	❑	❑
0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Porre la domanda successiva solo se la risposta precedente diversa da 0%

Quali sono le categorie di prodotti in cui acquista più frequentemente prodotti a marchio?

Risposta libera, lasciare elencare.

Prodotti caseari	☐		Bevande analcoliche	☐
Prodotti surgelati	☐		Bevande alcoliche	☐
Specialità alimentari fresche	☐		Cura della casa	☐
Alimentari secchi	☐		Prodotti in carta	☐
Prodotti dolciari	☐		Salute e bellezza	☐
Bevande calde	☐		Prodotti e alimenti per animali	☐

SEZIONE 6 – LE PROMOZIONI

Parliamo delle <u>PROMOZIONI</u>. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

2 In questo punto vendita…

	Per niente d'accordo →						Completamente d'accordo	
Le promozioni di questo punto vendita sono convenienti	1	2	3	4	5	6	7	99
Le promozioni di questo punto vendita sono chiare	1	2	3	4	5	6	7	99
Le promozioni di questo punto vendita sono interessanti	1	2	3	4	5	6	7	99
Le promozioni di questo punto vendita fanno venire voglia di visitarlo	1	2	3	4	5	6	7	99
Le promozioni di questo punto vendita sono frequenti	1	2	3	4	5	6	7	99

SEZIONE 7 – IL PUNTO VENDITA NEL SUO COMPLESSO

Pensi adesso a <u>QUESTO SUPERMERCATO IN GENERALE</u>. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

Per niente d'accordo → Completamente d'accordo

Sono contento del servizio complessivo che il supermercato mi offre	1	2	3	4	5	6	7	99
Fare acquisti in questo supermercato è un'esperienza molto piacevole	1	2	3	4	5	6	7	99
Sono completamente soddisfatto dell'esperienza d'acquisto nel supermercato	1	2	3	4	5	6	7	99

Pensi adesso a <u>QUESTO SUPERMERCATO IN GENERALE</u>. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →						**Completamente d'accordo**	
Questo punto vendita mi ha ispirato fiducia	1	2	3	4	5	6	7	99
I clienti possono fidarsi di questo punto vendita	1	2	3	4	5	6	7	99
Questo punto vendita mantiene le promesse	1	2	3	4	5	6	7	99
Questo punto vendita ha a cuore i miei interessi……………....	1	2	3	4	5	6	7	99

Pensi ora al futuro e mi dica, cortesemente, quanto è d'accordo con le seguenti affermazioni, sempre utilizzando una scala da 1 a 7 dove 1 significa Per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →						**Completamente d'accordo**	
Continuerò a fare acquisti in questo punto vendita	1	2	3	4	5	6	7	99
In futuro comprerò in questo supermercato anche prodotti che oggi non compro..	1	2	3	4	5	6	7	99
Consiglierò questo supermercato ad un/a amico/a	1	2	3	4	5	6	7	99
Anche se i prezzi aumentassero del 10%, continuerei a frequentare questo supermercato………………………….	1	2	3	4	5	6	7	99

Fatta 100 la sua spesa mensile per alimenti, prodotti per la casa e per l'igiene personale,

indicativamente che % acquista in questo punto vendita?

❑	❑	❑	❑	❑	❑	❑	❑	❑	❑	❑
0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

SEZIONE 8 – PARAMETRI DI SCELTA

Pensi adesso <u>AI PRODOTTI DI MARCA INDUSTRIALE</u>. Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →						**Completamente d'accordo**	
Quando fa acquisti, la marca è la prima cosa che guarda	1	2	3	4	5	6	7	99
La marca è l'elemento fondamentale per le sue scelte di acquisto..	1	2	3	4	5	6	7	99
In generale, preferisco acquistare prodotti di marca…………	1	2	3	4	5	6	7	99

Indichi quanto è d'accordo con le seguenti affermazioni utilizzando una scala da 1 a 7 dove 1 significa per niente d'accordo e 7 Totalmente d'accordo.

	Per niente d'accordo →						**Completamente d'accordo**	
Quando vado al supermercato, il mio principale obiettivo è risparmiare tempo..	1	2	3	4	5	6	7	99
Il mio supermercato preferito è quello più vicino a casa mia...	1	2	3	4	5	6	7	99

Compra da [nome insegna] anche online?

1. Sì 1
2. No..................................2

SE SI: **Fatti 100 i suoi acquisti totali presso [nome insegna] , indicativamente che % rappresentano gli acquisti ondine?**

❑	❑	❑	❑	❑	❑	❑	❑	❑	❑
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

SE NO: **Indichi quanto è d'accordo con la seguente affermazione utilizzando sempre una scala da 1 a 7 dove 1 significa per Niente d'accordo e 7 Totalmente d'accordo**.

	Per niente d'accordo →						**Completamente d'accordo**	
Acquisterei prodotti da [nome insegna] anche online	1	2	3	4	5	6	7	99