

The Influence of IKEA Store Appearance on Customers' Shopping Behavior

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**Stanovte faktory, které ovlivňují zákazníky k návštěvě prodejen.
Popište vzhled prodejního prostředí a jeho vliv na zákazníky.
Charakterizujte společnost IKEA.
Analyzujte typologii zákazníků společnosti IKEA a jejich hodnocení vzhledu prodejny.**

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ABSTRAKT

V bakalářské práci se zabývám tím, jakým způsobem může vzhled prodejen, obchodů i dalších prostor určených k prodeji zboží ovlivnit nákupní chování zákazníků.

Teoretická část je rozdělena na tři části. V první části jsou uvedeny faktory, které ovlivňují zákazníky k samotné návštěvě prodejny, zejména pak, co všechno přispívá ke vztahu, který má zákazník s konkrétním obchodem. V druhé části je popsán vliv samotného vzhledu prodejního prostředí, dále tzv. visual merchandising, který spojuje prvky úspěšného prodeje s prezentováním a vystavováním zboží takovým způsobem, který je pro zákazníka příjemný. Třetí část obsahuje teoretický základ segmentace zákazníků.

Praktická část obsahuje stručné informace o obchodním domě IKEA. Dále jsou zde analyzovány všechny tři oblasti z teoretické části. Analýza byla provedena na základě fotografií a odpovědí z dotazníků pořízených v obchodním domě IKEA v Brně.

Klíčová slova: ovlivňování zákazníků, vztah k obchodu, customer experience management, vzhled prodejny, visual merchandising, design, vystavení zboží, segmentace zákazníků

ABSTRACT

In the bachelor thesis I deal with how the appearance of stores, shops and other places used for selling affect the customers' shopping behavior.

The theoretical part is divided into three parts. In the first part, there are factors influencing customers to visit a certain store, in particular, what contributes to the relationships between customers and particular shops. The second part describes the influence of the appearance of the shopping environment, furthermore visual merchandising, which connects sales success with promoting and displaying merchandise in a way which is pleasant for customers. The third part contains the theoretical background of customer segmentation.

The practical part contains brief information about IKEA department store. There are also all the three areas of the theoretical part analyzed in this practical part. The analysis was made on the basis of photographs and responses of questionnaires made in the IKEA store in Brno.

Keywords: affecting customers, shopping experience, customer experience management, store appearance, visual merchandising, design, displays, customer segmentation

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DECLARATION OF ORIGINALITY

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

March 2, 2009

Paul Huria

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INTRODUCTION

I chose the topic dealing with affecting customers through store entertainment, store appearance, store design, design of displays and other elements that customers are able to see while shopping. I found it interesting and remarkable how many impulses can make people to be more willing to make a purchase. There are hidden stimuli influencing customers in a positive or negative way. Shops and stores should focus on the positive ones and make the shopping for people to be nice and pleasant in every way.

In this bachelor thesis I aimed at affecting customers in the IKEA store in Brno to find out whether there are any means which influence customers to make a purchase there. Whether there are any means in this store which make the shopping pleasant and whether customers are willing to visit this store again. I chose IKEA because it offers customers a unique way of shopping which is not common on the Czech market. I also wanted to know what customers of IKEA think about this store and what people they are.

The first theoretical part includes means of affecting customers to visit stores. In this part there are also described factors influencing customer's choice of retailer, how stores can improve customer's shopping experience and the purpose of Customer Experience Management.

The second theoretical part covers visual merchandising, store equipment and shop windows. In this section there is also mentioned the role of storefront, store interior, layout, interior displays and their maintenance as well as artistic element such as lines, colors, lighting etc. and also props, fixtures and signage.

The third theoretical part deals with customer typology and segmentation. It also describes segmentation of consumer markets such as geographic segmentation, demographic segmentation, psychographic segmentation, and behavioral segmentation.

The analysis itself consists of short description of IKEA at the beginning. This section is followed by three analytical chapters representing application of three formerly mentioned theoretical parts. The data used for the analysis consist of questionnaires responses and self-made photos. The results are precisely based on these sources.

At the end of the analytical part there are some recommendations and tips for improving the store's weak points.

I. THEORY

1 AFFECTING CUSTOMERS

In the first chapter, there will be presented theoretical framework of how customers can be affected and made to visit stores. Firstly, factors which influence customers' choice of retailer are going to be described. Secondly, shopping experience and what stores can do to offer and support positive shopping experience will be discussed. Thirdly, the purpose of CEM (Customer Experience Management) will be mentioned and how CEM manages a customer's whole experience will also be covered in this chapter.

1.1 Factors Assisting to the Choice of Retailer

Barnes claims that the relationship between a company and a customer should be more than just regular buying products and services. The company needs to view the relationship from the customer's perspective. Customers know the difference between repetitive buying based on convenience, non-emotive factors like price and cases when the customers return to the same companies or brand because of special emotion for them. What a brand or a company means to a customer is based on how it fulfills the customer's values (Barnes 2003, 178-180).

He also mentions that there are different kinds of values. Companies can create a kind of value that makes a contribution to functional customer relationship founded on access, convenience, suitability, quality of products, value for money, competency and communications, among others. These factors can cause that customers can take a fancy for repetitive visitation or buying in a certain company or brand again and again. The other forms of value are those referring to feeling and emotions like goals, interests, common history, attitudes, sense of commitment etc. When these kinds of value exist, it makes a contribution to emotional loyalty. More significantly it can lead to customer's resistance to competitors which could be convenient and powerful (Barnes 2003, 180-183).

The author also mentions that significant customer relationships are based on emotional value. This occurs when the company and the customer have something in common, something similar like values, ideas, interests and background. If companies want to develop significant customer relationships they need to more understand their customers. They should know how the brand is affecting customers' life, how important is the brand for customers, what expectations customers have. Real significance comes from expectations of customers and what companies offer. Companies need to meet customers'

needs or, what is more significant, go beyond customers' expectations and face them what the customers do not expect (Barnes 2003, 183-186).

Hu and Jasper explain that shops have been for a long time viewed as a place just for shopping or for making transactions. However, in nowadays time of modern retailing they are expected to be places for socializing. Discount chains are usually focusing on cost-cutting approaches in terms of for instance supporting self-service. This may cause a decreasing social environment in the store. They state that value cannot be expressed as price opposed to utility. A store that is applying aesthetic features and bringing enjoyment to the shopping process at the same time can increase the customers' value. Customers are looking for satisfaction of their needs while shopping; they go shopping often with a company of family members or friends. This is a socially visible process of behaving. Customers are looking for enjoyment and social contact outside the home, they want to communicate with others or be a part of a specific group. Companies have to attract customers' attention and have to develop social and buying inducements by making shopping more private. This can be achieved by well-designed as well as graphic shopping environment and personally-arranged services. The relations between customers may also have an influence on customers' perception of store design and the general shopping habits (Hu and Jasper 2006, 31-40).

Authors also state that customers need to improve the corporate appearance, the image of a certain company in their brains, for example by being provided with enough information and shopping experience. Firms dealing with the same industry and often with the same products are becoming very alike and the importance of differentiation is becoming more important. The corporate image has the key role, considering customer's satisfaction and loyalty. The brand is sometimes associated with quality of products that can bring new customers because the positively influenced customer usually shares his/her positive experience with other people (Andreassen and Lindestad 1998, 7-23).

Brown reminds that lack of time has also an influence on what store customers choose. This can include whether a certain product is accessible, what is the time of delivery, an option to compare products and prices, how much time the process of buying takes. The author also states that low price, quality of products and the environment of the shops are important especially among senior population. On the contrary younger population prefers variety of products, usefulness and convenience (Brown 2008, 53-54).

1.2 Shopping Experience

When customers decide where to go shopping they usually rely on their attitudes toward different kinds of shops, environments of shopping centers and shopping experience. Ibrahim also states that there is dependence or connection between different kinds of shopping motives and the author divides them into three groups: product-oriented, experiential and a mixture of product and experiential. The third motive appears when a customer meets purchase needs and at the same time receives enjoyment and pleasurable experience (Ibrahim 2002, 240-248).

According to Barnes (2003, 180-185) the value of customers' experience is more important than the product's value. It is the most important thing which contributes to the process leading to customers' satisfaction and store loyalty. Kotler and Keller (2006, 139-141) mention that customers are the basic features of marketing. They say that creating customer value and satisfying his/her needs are two fundamental elements in nowadays marketing thinking and practice.

Barnes (2003, 183-186) explains two forms of value. The first one is functional value, referring to firm's ability to be comfortable, nearby, easy to use, with capability to save customers' money and time. The second one is emotional value functioning when a firm and its employees make customers to feel special, important and valued. Barnes also maintains that if a firm treats its customers more than any other firm does and at the same time offers them more than they would normally expect the firm is focusing on a strategy of creating value.

Offering products and services is not enough for companies to supply the customers with satisfactory experience. Managers have to realize the significance of creating value for the customers in form of experiences. Firms can do this by forming real or virtual places where customers can touch, try out, experience offerings and that way he/she becomes somehow a part of the product in a sphere of experience. It is seriously important that customers experience products as they create memories with them (Farese 2009, 383-384).

Convenience is usually demanded by customers, and many retail innovations are based on this demand. Remarkable technology changes have been made to bring greatly improved shopping experience. Customers are primarily influenced by their own experience. If they like the shopping experience they will not change the store. If they do

not like it they will try other stores or they will rely on someone else's experience (Brown 2008, 177-180).

If someone uses a product then that gives him or her credibility in providing opinions. Many people recommend something they like. People talk about products they bought and experienced and this influences the listeners in a way that this product is really good because a person we trust said that (Brown 2008, 177-180).

Kotler asserts that customers' needs can be met by better organization of the marketing mix. He also claims that strong competitive advantages are the base of success. The bases are customers' immediate satisfaction, pleasurable shopping experience and decision making to achieve leadership on the market (Kotler 1999, 109-120).

According to Gehrt and Yan physical, social and temporal influences, together called situational factors, affect shoppers' behavior. They also claim that shortage of time has an important impact on shoppers' store and product choice. They divide significant differences in the following structure as product and information availability, extent of human procurement, speed of delivery, ability to compare products, access, and amount of time required to do the shopping. The authors found out that shops offering catalogues have products which are generally very easy to find. Furthermore, they state that low prices are the best way how to attract elderly people, while younger people are willing to place importance mainly on the selection of merchandize and convenience (Gehrt and Yan 2004, 5-18).

1.3 Customers' Experience in the Retail Environment

Retailers, besides offering products and services, should focus more on customers and make their experience more improved by setting up programs and activities (Wikstrom 1995, 6-19).

Wikstrom also states that development of business is directed at customers in these days. There is a situation, for example, when a customer becomes a co-producer. Connections between a buyer and a seller are forcer and longer in many ways when they cooperate with each other during a production process. The customer contributes into his/her own consumption that is considered to be the production process producing value for individuals or families. The co-production activities are a part of a value-creating procedure (see Figure 1). Marketing, design development, production and consumption are the fundamental features in creating value (Wikstrom 1995, 6-19).

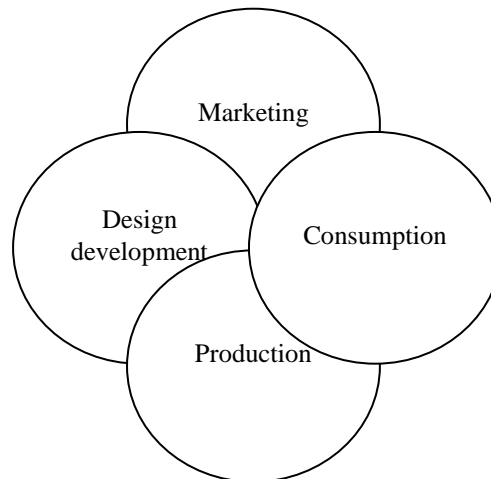


Figure 1: The company-customer relationship as a simultaneous and interactive process (Wikstrom 1995, 10).

Wikstrom says that customers are affected by the value-creating procedure when they are for example a part of design process. Many mass-production companies or stores realize the fact of monotonous and similar products of which customers' popularity is decreasing. People do not want to see the same products in homes of their relatives or friends. When the customers take part in the producing process they create the fundamental value and the supplier have a supportive function (Wikstrom 1995, 6-19).

1.3.1 Customer Experience Management (CEM)

Management should try to give customers a chance to achieve sensational, feeling, thinking and acting satisfaction. Customers draw a comparison between performance of a certain product and his/her experience of it. Customers are content if products are above their expectations. On the other hand, customers are discontent if they are below their expectations. Experience gives much more control because it makes stores to analyze the features resulting in satisfaction. If a company or a store focuses on customers' experience, their satisfaction will take place logically. In addition, satisfied customers will make the store to be different from competitors (Schmitt 2003, 17-22).

Schmitt (2003, 86-113) describes CEM as a procedure of purposefully managing customers' whole experience with a product, service or company. The CEM uses customer leaning, active concept –the experiential platform- to express the positioning of a company, brand, or product. CEM has to be a continuous process which starts with customer understanding, afterwards a platform including customers' inputs is following, and then the

process finishes with customer-experience driven realizations. The customers meet their experience in direct experience with the product, in its look and feel, in commercially produced communications, and in store design. Schmitt divide the experience into five following categories:

- ❖ *Sense experience* – deals with five human senses; customers' value is achieved through touch, sight, smell, taste, and sound
- ❖ *Feel experience* – deals with customers' personal feelings and emotions; customers' value is achieved through emotional experiences which start from slightly positive temper to forceful emotions of joy and pride
- ❖ *Think experience* – deals with the intellect; value for customers is achieved through creative involving of them into producing process
- ❖ *Act experience* – deals with behaviors and lifestyles; value for customers is achieved through presenting different styles of life or different ways of doing business
- ❖ *Relate experience* – deals with social experiences; value for customers is achieved by providing a social oneness and feeling of belonging (Schmitt 2003, 86-113).

The author explains the importance of the Experiential Platform and presents how to build it. Customers' understanding of the brand, products, company etc. is called "positioning". Unfortunately no one takes accomplishment of it seriously because it includes no information about how to carry out that task. Building an experiential stage has quite a few managerial advantages. Firstly, it catches insight about customers as it is improved out of their experiential world. Secondly, it renders coordination. Thirdly, it is definite and hence an excellent draft for a realization. The platform (see Figure 2) shapes the source for the subsequent three realization steps; the brand experience, the customer interface, and innovations groups (Schmitt 2003, 86-113).

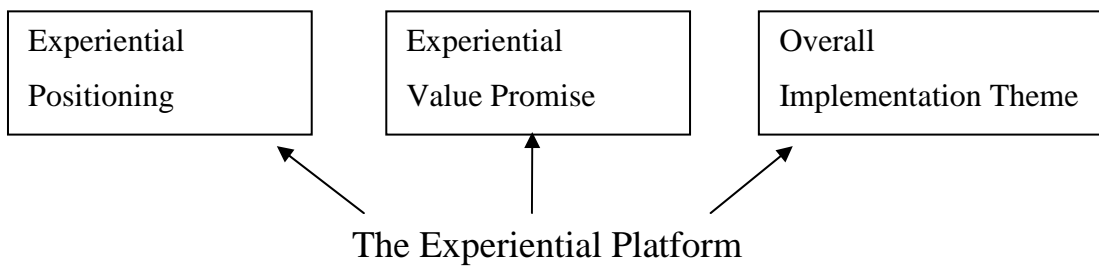


Figure 2: Strategy Components of an Experiential Platform (Schmitt 2003, 99).

Experiential positioning draws the position of a brand. It is comparable to the positioning statement of traditional management and marketing, but it substitutes the uncertain positioning statement with a penetrating and beneficial strategy constituent that is full of imagery and significant to the buyers and users of the brand. This positioning should be concrete enough that stores right away know what to do with it. Simultaneously, it should be attracting so that stores can launch innovative implementations. Once in a while, a firm has to update its platform, for instance when implementing the business in another country (Schmitt 2003, 86-113).

Experiential value promise represents a concrete value that customers can expect from companies or brands. It is the experiential equivalent to the functional value matter that is usually trivial because it concentrates on functional product attributes and benefits. The experiential value promise represents what experience will be given to customers. The customers will be disappointed if the firm will not fulfill this promise (Schmitt 2003, 86-113).

Overall implementation theme connects the experiential positioning and the experiential value promise to actual implementation. It sums up the content and the style of the core message that the firm will apply through all implementations in the brand experience, the customer experience, and future innovations (Schmitt 2003, 86-113).

The experiential platform was invented to offer differentiation and value to the customers. It is all what the customers are faced. Products or a brand can be experienced much more by offering its experiential and functional features. Other aspects of the experience are the look and feel surrounding the product. Schmitt says: “Customers do not get just the product features. They get a product with a name, logo, and signage on packaging, and they buy it in a store, where it is displayed in a certain way” (Schmitt 2003, 86-113).

A positive mood can come from doing shopping. The entertaining shopping experience is impacted by three wide categories: retailer attributes, customer attributes and the travel attributes (transport). The author states a figure where retail factors are divided into three features, customer factors into two features and transport factors into five features and this all makes an entertaining shopping experience (see Figure 3) (Ibrahim 2002, 239-254).

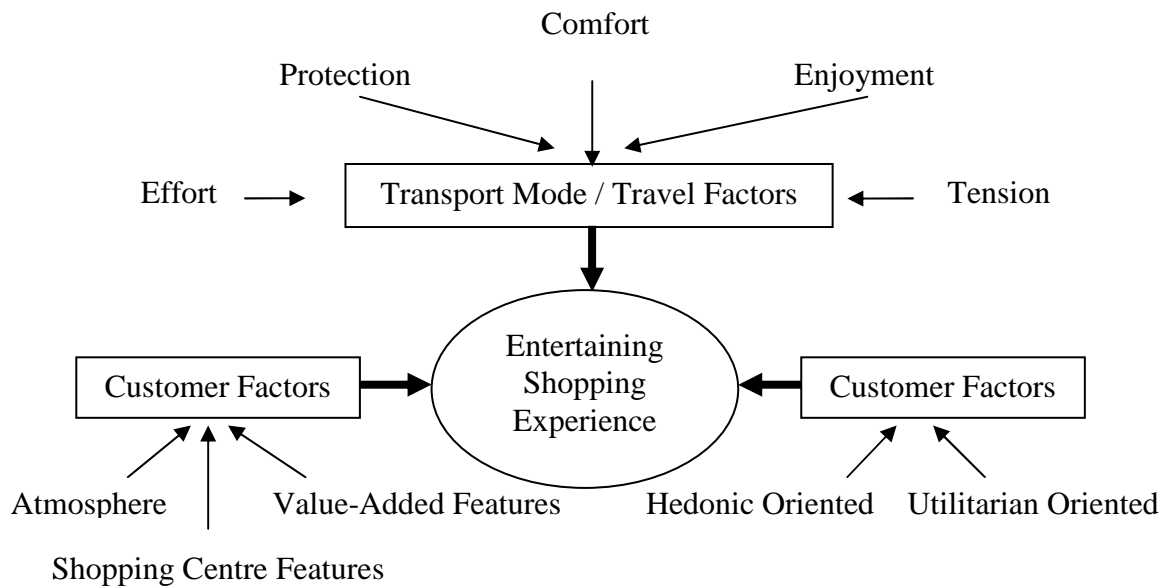


Figure 3: Model of an Entertaining Shopping Experience (Ibrahim 2002, 252).

Ibrahim also mentions that customers are looking for place with entertainment, where they can socialize with friends or browse with no purpose of buying anything. They do not need to view a mall as a place just for shopping. Travel costs are one of the factors affecting decision-making. The author states that these costs contain a lot of other factors that can be more dominant than the common measures, for instance: making a trip, excitement, trustworthiness, comfort. The setting of stores is a significant element as well as the design of the transportation facilities; moreover they contribute to make the shopping experience easier and more pleasurable (Ibrahim 2002, 239-254).

2 STORE APPEARANCE AND DESIGN

This chapter deals with visual merchandising. Elements of visual merchandising, store equipment and shop windows are mentioned in this chapter too. When covering visual merchandising, the function of storefront, store interior, layout, interior displays and their maintenance are explained as well. Artistic elements such as lines, colors, lighting etc. as well as props, fixtures and signage play also a significant role when talking about visual merchandising. They are covered in this second chapter too.

2.1 Fundamental Features

The store appearance should cover aspects such as advertising, graphic design, and interior design. A store has to deal with it because originally and visually pleasing shopping environment will catch attention of customers and that will increase sales. The fundamental principles have to be clear and easy to understand. The environment has to be definitely clean, well lit, and merchandise displayed in tidy groupings. These all aspects impact target customers' psychology and motivations (Savey Bakarne 2008).

2.1.1 Shop Windows

The very first contact with customers starts outside stores when they look into shop windows. The well-designed and interesting shop windows will catch customers' eyes as they walk by and will attract them to visit the store (Savey Bakarne 2008).

Savey also states that the standard mistake is to fill shop windows with lots of merchandise to show the variety of items which customers could carry. The shop windows should create a certain theme, mood, and lifestyle that awake customers' interest. They shouldn't be monotonous and should be changed once in a while. They should present the best-selling or newest items (Savey Bakarne 2008).

2.1.2 Basic Characteristics of Store Equipment

Customers should feel comfortable and respected when visiting a store. The shopping experience is influenced by music, product displays, lighting, climate in the store, etc. Products should inspire customers and tell them how useful the products could be in their everyday lives. Clothing stores focus on dressing mannequins, home stores could concentrate on complete table settings or sofa-chair groupings. This is because customers

are more willing to buy products if they can visualize themselves wearing or using the particular products (Savey Bakarne 2008).

People are in a hurry nowadays and maybe they are going through shops quickly because lack of time, that is why they need to quickly find what they are looking for. They should identify prices easily and then find cash registers and check out. Merchandise should be ordered in rational groupings, for instance by type, color, or similar characteristics. Signage and product description should be obvious and comfortable to read. Small items like chewing gums, sweets, candy bars, lollipops, batteries, cigarettes etc. should be situated also near or at the cash registers to attract customers while waiting in a line (Savey Bakarne 2008).

2.2 Visual Merchandising

A successful retailing business needs that a distinct and consistent image is shaped in the customers' brains. This image should penetrate through all product and service offerings. Visual merchandising helps customers to achieve positive customer image and it leads to successful sales. It expresses the shop's image and also emphasizes the shop's advertising attempts and supports impulse buying by the customers (Bastow-Shoop et al. 1991, 1).

Bastow-Shoop (1991, 1) says "Visual Merchandising is everything the customer sees, both exterior and interior, that creates a positive image of a business and results in attention, interest, desire and action on the part of the customer." It presents to customers what the store is all about. Presentations of merchandise and other important features also build the shop's overall atmosphere (Bastow-Shoop et al. 1991, 1).

Visual merchandising is a crucial factor which is frequently overlooked and managers do not ascribe success or failure of the business to this factor. It is something considered as an additional element to effective customer relations (Bastow-Shoop et al. 1991, 1).

Bastow-Shoop mentions that one picture is worth a thousand words because sight creates eighty percent of human impressions. Every shopper has a mental image of a shop and its merchandise. Shops have to have inviting and enthusiastic appearance that makes shoppers to feel comfortable and yet willing to buy (Bastow-Shoop et al. 1991, 1).

Some stores have minimum staff to eliminate costs and where the merchandise self-presentation is more important. That makes it easier for shoppers to find and buy the products they want (Bastow-Shoop et al. 1991, 2).

The goal of visual merchandising is to lure customers to a place of business with the purpose of selling the merchandise. Both exterior and interior presentation should be coordinated with the shop's overall theme. It is not an easy task because it is required to constantly determine what the customers see (Bastow-Shoop et al. 1991, 2).

Positive shopping experience will force shoppers to return. "Merchandisers consider four elements key to achieving this goal: storefront, store layout, store interior and interior displays" (Farese et al. 2009, 383).

2.2.1 Storefront

Storefront is the exterior of a business. It covers sign or logo, marquee, banners, awnings, windows, and the exterior design, ambiance and landscaping. Stores are generally large buildings with bold graphics and logo, located near main highways with a large, well-lit parking to lure customers, providing safety and assist with security. Storefronts show the brand, the identity and help the store differentiate itself from its competitors and nearby stores (Farese et al. 2009, 383).

- ❖ *Signs* – are created to attract attention, advertise a business, and brand identity. The design should be unique and recognizable without difficulty. Store's image covers the name, letters, logo, materials, and colors (Farese et al. 2009, 383).

Bastow-Shoop (1991, 3) explains that a sign is a silent salesperson and influences customers' first expression of a store. The author says: "In less than 10 seconds the sign must attract attention, tell who the business is and what it has to sell. An effective sign will communicate what type of business is being conducted."

Signs tell a lot about the business inside. The design or usage of special materials may indicate elegant or luxury products, or discount prices. They may also indicate a specific target segment such as youth, women, senior citizens, singles, etc (Bastow-Shoop et al. 1991, 4).

Off-premise sign gives information and directions especially for travelers and new residents. The lettering and pictures should be large enough to see and read them even from a distance (Bastow-Shoop et al. 1991, 4).

There are a lot of signs nowadays and they try to compete for customers' attention that is why the sign should be unique, noticeable and readable. Stores should consider size, shape, materials, lettering, height, and placement to create a

sign that will stand out. Another feature that can also impact the sign is the surroundings (Bastow-Shoop et al. 1991, 4).

The overall store image can be damaged by flaking or faded paint, or cracked and peeling backgrounds of the signs. Well-lit signs catch attention even in night hours whereas unlit ones have no use then. Damaged signs indicate no concern with the business image and poorly managed business (Bastow-Shoop et al. 1991, 4).

- ❖ *Marquee* – is an architectural canopy that extends over a shop’s entrance. It often displays the store’s name, its key products, and hours of operation, a phone number or URL address. It is usually highly visible and used as a space for advertising (Farese et al. 2009, 383).

Bastow-Shoop (1991, 5) states: “An effective marquee must stand out from the other businesses to attract attention.” It can be used to introduce a change in seasons, a special event or a promotion.

- ❖ *Entrances* – often constructed with customer convenience and store security in mind. Large stores have usually several entrances, while small ones only one. One is determinate for pedestrians and another, situated next to parking for patrons who drive (Farese et al. 2009, 384).

“Approximately 75 percent of first time customers remember a store’s entrance, which provides the first view of the store’s interior.” A well-designed entrance protects shoppers in bad weather and it also contributes to the aesthetics of the building. It should allow customers to come into the store with no aware of their entering (Bastow-Shoop et al. 1991, 6).

- ❖ *Window Displays* (show windows) – are exclusively used for visual merchandising. They start the selling process, create excitement, and attract expectations (Farese et al. 2009, 384).

Bastow-Shoop (1991, 8) says: “As many as one in every four sales could be the result of a good window display.” An individual spends 11 seconds in average looking at a window display. In this amount of time window displays have to attract attention, create interest and invite people into the store to purchase goods.

Customers also lose interest when the window displays are same for a long time. New ones indicate that up-to-date, new merchandise is available. Well-lit

window displays can support to sell specific products or to emphasize a store's image (Bastow-Shoop et al. 1991, 8).

In addition to this Bastow-Shoop (1991, 5) also mentions banners, awnings and landscaping.

- ❖ *Banners* – are used as cheap, colorful, eye-catching means of promotions. They are usually changed frequently and it makes shoppers think that some thrilling changes are taking place, and are lured to the store (Bastow-Shoop et al. 1991, 5).
- ❖ *Awnings* – are used to protect customers in bad weather. Shoppers can view the window displays more pleasantly because awnings reduce heat, reflection prevent fading of the merchandise from exposure to the sun. Again, if it is in a poor condition it can not attract potential customers (Bastow-Shoop et al. 1991, 5).
- ❖ *Landscaping* – should be used to lead the shoppers' eyes to signs or/and building itself. Its color and texture should provide contrast and harmony. It can also hide unattractive sights such as garbage receptacles, or other equipment (Bastow-Shoop et al. 1991, 6).

Flowers and plants situated in front of a store express general appearance rather than what type of merchandise is being sold. They give the store a positive reputation in terms of beautifying the community. On the other hand, the landscape should be simple because it definitely needs regular maintenance (Bastow-Shoop et al. 1991, 7).

Designed benches can be also a part of the landscape. They offer place for relaxing and make shoppers to stay longer. Aesthetically designed and strategically situated garbage receptacles contribute to keeping the grounds free from litter (Bastow-Shoop et al. 1991, 7).

2.2.2 Store Layout

Farese (2009, 384) explains: "Store layout refers to ways that stores use floor space to facilitate and promote sales and serve customers." A prototypical store layout is divided into four different areas:

- ❖ *Selling space* – is used for interior display, wall and floor merchandise, product demonstrations, sales transactions, and aisles for customer traffic flow.
- ❖ *Storage space* – is used for keeping items in inventory or stockrooms.
- ❖ *Personnel space* – is assigned to store employees, used for office space, lockers, lunch breaks, and restrooms.
- ❖ *Customer space* – is constructed for convenience and comfort of the shoppers and may include sandwich, soda, and coffee shops, in-store restaurants, seating, lounges, and recreation areas for children (Farese et al. 2009, 384).

Decisions are made on the basis of how much selling space to allocate and the type of interior and window displays to use for various products and related items. Visual merchandisers and planners of store layout are able to design traffic patterns to support browsing and impulse shopping (Farese et al. 2009, 384).

2.2.3 Store Interior

The most important part of every store is the selling space and it is necessary to deal properly with this space. Utilizing all the space will help to maximize sales. Sufficient number of interior displays is essential to show store's merchandise to the shoppers. Another essential factor is consistency of the basic theme and image that has to be presented throughout the interior as well as exterior (Bastow-Shoop et al. 1991, 11).

The function of interior displays is to increase desire for the goods, present what is available, and encourage both impulse and planned buying. Bastow-Shoop (1991, 11) says: "The three major goals of a store should be: motivate the customer to spend money, project the image of the store and keep expenses to a minimum."

Promoted and advertised items have to be found easily. Even though the percentage of in-store purchase decisions varies according to type of store and product, using of point-of-purchase is considered to be profitable. According to the Point of Purchase Advertising Institute (POPPI) nothing influences the shoppers' purchase decisions more than advertising placed exactly where the sale is actually made. Most customers indicated that they bought items because they saw them displayed. Combination of display and

advertising is more effective way how to increase product sales. Using advertising or displays separately will not achieve such an increase (Bastow-Shoop et al. 1991, 11).

Valuable tools for creating a memorable shopping experience are for example mannequins, decorations, comfortable seating, and innovative props. The selection of floor and wall coverings, lightings, colors, store fixtures, interior signage, and graphics powerfully impact the customers' shopping experience and their image of the store. Farese says that "The width of a store's aisles is related to its fixtures. The width of aisles and positioning of the fixtures and displays influence traffic patterns and buying behavior" (Farese et al. 2009, 384-385).

2.2.4 Interior Displays

Well done interior displays allow shoppers to make a quick selection without the help of a sales clerk. That is why they have a significant role in the selling environment of nowadays self-service shops (Farese et al. 2009, 385).

Farese (2009, 386) states five kinds of interior displays: closed displays, open displays, architectural displays, point-of-purchase displays, and store decorations.

- ❖ *Architectural Displays* – consist of model rooms that allow shoppers to see how merchandise might look in their homes.
- ❖ *Store Decorations* - often coincide with seasons or holidays. The appropriate atmosphere is created by banners, signs, props, and similar items.
- ❖ *Open Displays* – enable shoppers to handle and examine merchandise without the help of a salesman. For instance shelves and tables for groceries, shelf displays for cosmetics.
- ❖ *Closed Displays* – enable shoppers to see but not handle merchandise. They are for instance in jewelry stores.
- ❖ *Point-of-Purchase Displays* – are created to promote impulse purchases. These displays are mainly used to present new products than established ones. They are consumer sales promotion devices, manufactured units with bold graphics and

signage that hold, display, or dispense products. Automatic teller machines and vending machines are also examples of point-of-purchase units (Farese et al. 2009, 384-385).

Different sales situation needs different types of displays. These displays complement each other and create a positive, interactive buying experience (Farese et al. 2009, 384-385).

2.3 Artistic Design

“Visual merchandisers must know the rules of artistic design in order to create displays that help enhance sales, attract customers, and sustain customer loyalty” (Farese et al. 2009, 388).

2.3.1 Display Design and Preparation

A display has about four to six seconds to captivate a shopper’s attention, create a desire, and sell a product. This restricted time frame means that a business must target its displays carefully to influence its customers (Farese et al. 2009, 388).

Retailers and merchandisers have to watchfully consider distinctions in cultural and ethic perceptions among their target markets when planning and arranging displays. Some usually employ specialists in cross-cultural and ethic design and marketing to adapt displays to the target market. Display design and selection are covered in the following five steps (Farese et al. 2009, 388-389).

- ❖ *Selecting Merchandise for Display* – The theme, and atmosphere is created by appropriately selected merchandise and supporting items. Display merchandise has to be optically appealing and attracts customers.

- ❖ *Selecting the Display* – The kind of display is usually determined by the selected merchandise. Four basic types of display are: display of just one item; similar products; related products, for example camping equipment; and a cross-mix of items, for example picnic scene, fully-equipped dining table, etc.

- ❖ *Choosing a Setting* – Display can be placed in lots of different settings. It depends on the image it wants to introduce.
 - A realistic setting* can represent a room, some areas, a restaurant, a party, or a park. Details are provided by props like tables, chairs, plants, books, dishes, and mannequins.
 - A semi-realistic setting* represents a room or areas but let customers to imagine the details. A picture of sun and a poster with a sea, a little of sand and a beach towel would represent a beach scene in the shopper's mind.
 - An abstract setting* does not represent true reality but is created to form visual image. It more concentrates on form and color rather than imitating objects.

- ❖ *Manipulating Artistic Elements* – These elements also impact human perception. They consist of line, color, shape, direction, texture, proportion, balance, motion, and lighting.

- ❖ *Evaluating Completed Display* – The displays should be checked whether they enhance the store's image, appeal to customers, and promote the product in the best possible way, whether the theme was appropriately applied, whether the colors and signage are suitable, whether the result is overall nice (Farese et al. 2009, 393).

2.3.2 Display Maintenance

Completed displays should be maintained and eventually dismantled. Different stores have different policies concerning the duration of displays. Employees should check them daily for damage, displacements, or missing item because shoppers could handle the merchandise. Some items have to be restocked or arranged again (Farese et al. 2009, 393).

Frequent display maintenance keeps the merchandise fresh and eye-catching to customers. Poor or unsatisfactory one brings negative image not only of the merchandise, but of the whole store as well. The whole display and its features should be therefore regularly cleaned and dusted (Farese et al. 2009, 393).

2.4 Manipulating Artistic Elements

The artistic elements such as line, color, shape, direction, texture, proportion, balance, motion, and lighting also influence shoppers' perception (Farese et al. 2009, 389).

2.4.1 Lines

Lines are used to direct viewers' attention. Different types of lines create different impressions. Curving lines indicate freedom and movement, whereas straight lines indicate stiffness and control. Diagonal lines suggest the impression of action; horizontal ones convey confidence; and vertical ones offer height and dignity (Farese et al. 2009, 389).

2.4.2 Colors

Color influences shoppers' impression not only of a display but also of a whole store's appearance. It can make people stop and look.

Color of items should contrast with colors used on the walls, floors, and fixtures around them. For instance, a shop decorated in pastels should feature items of darker, stronger colors (Farese et al. 2009, 389).

Bastow-Shoop (1991, 23) states: "Changing the color scheme can change people's attitudes and perceptions of a store, and can increase (or decrease) business." The author also says: "A major concern is choosing a background color used in display areas and store interiors that will work for a reasonable period of time" (Bastow-Shoop et al. 1991, 23).

There are only guidelines, no absolute rules for choosing and combining colors. It is a matter of imagination and experimentation to find color schemes attracting customers (Bastow-Shoop et al. 1991, 23).

The color wheel consists of 12 colors and (see Figure 4) shows the relationships among colors (Bastow-Shoop et al. 1991, 23).

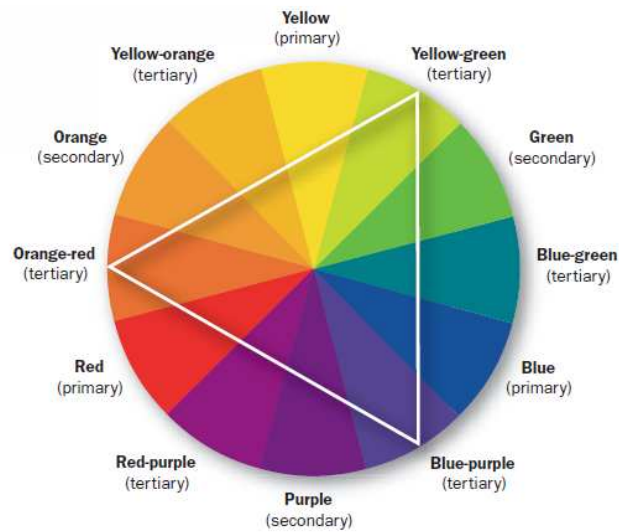


Figure 4: The Color Wheel (Farese et al. 2009, 390).

- ❖ *Monochromatic Colors* – A single color on the color wheel can be also used with three to five tints and shades of that single true color. A range of blue color from baby blue to navy blue is an example of monochromatic colors (Bastow-Shoop et al. 1991, 25).
- ❖ *Complementary Colors* – They are found opposite each other on the color wheel. They are used to create high contrast. For instance, red and green, blue and orange, and yellow and purple are examples of complementary colors.
 - *Split Complementary Colors* – Three colors forming a Y on the color wheel. It consists of a base color and one color on each side of the base color's complement (e.g. yellow, blue-violet and red-violet, or blue, yellow-orange and red-orange).
 - *Double Complementary Colors* – Four colors that consist of any two sets of complementary colors (e.g. yellow and purple, as well as red-orange and blue-green) (Bastow-Shoop et al. 1991, 25).
- ❖ *Adjacent Colors* – They are also called analogous colors and are situated next to each other in the color wheel. They share the same undertones. Successive adjacent colors create families, or groupings of colors, that blend well with each other. For example, yellow-orange, yellow, and yellow-green (Farese et al. 2009, 389).

- *Triadic Colors* – They consist of three colors equally spaced on the color wheel. Triadic color harmony creates vivid and contrasting colors. These colors can be achieved by rotating the triangle within the color wheel. Triadic colors are, for example, red, yellow, and blue (Farese et al. 2009, 389).
- *Tone on Tone Colors* – These colors are next to each other on the color wheel or with very little space between them. Degree of brightness, tints or shades are often used (e.g. blue and blue-violet) (Bastow-Shoop et al. 1991, 26).

Farese (2009, 390) says: "Colors from the warm side of the color wheel, such as red and yellow, convey a festive mood that works well with lower-priced merchandise. Colors from the cool side of the color wheel, such as blue and green, represent calm and refinement. They are often associated with higher-priced merchandise."

Bastow-Shoop (1991, 23) states that warm colors (for example red, yellow, and orange) are stimulating and cherry, that these colors make a room feel warm and intimate. They make a room seem smaller while making items in the area appear larger.

The author says that cold colors (for example blue, green, and violet) help create a relaxing atmosphere. Rooms with these colors seem to appear larger and more spacious (Bastow-Shoop et al. 1991, 23).

2.4.3 Shape

Shape relates to the physical appearance, or outline. Shape is determined by the props, fixtures, and merchandise used in the display or exposition. Squares, cubes, circles, and triangles are examples of the shapes that display units may resemble. Displays that have little or no distinct shape are often used in supermarkets and discounters to display large quantities and indicate a low price (Farese et al. 2009, 390).

2.4.4 Direction

A good display directs the viewer's eye to the merchandise, moving a viewer's attention coherently from one part of the display to another. This smooth visual flow is called direction. This direction can be created by techniques such as color, repetition, and lighting patterns (Farese et al. 2009, 390).

- ❖ *Focal Point* is a place of the displays that attracts attention first, above all else. A good technique of creating an effective focal point is to build the display elements in a triangle shape. The focal point is made by situating the strongest shape at the top of the imaginary triangle in the display. The viewer's eyes will naturally move to the strongest shape. This arrangement tries to keep the eyes moving up and over the merchandise (Farese et al. 2009, 391).

Bastow-Shoop (1991, 15) explains the focal point in relation to emphasis. The author says that emphasis is the point of initial eye contact, it is the formulation of the focal point, with all else in the display subordinate. Emphasis should be in all displays and it can be achieved through size, color, and position (see Figures 5, 6 and 7). Generally, the merchandise is definitely considered to be the focal point in majority of displays.

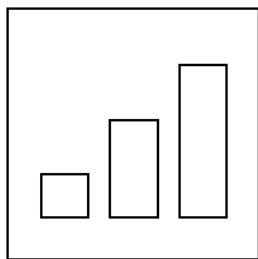


Figure 5: Size

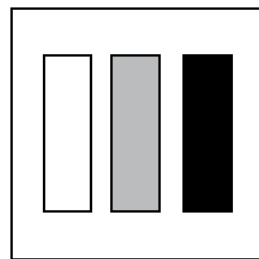


Figure 6: Color

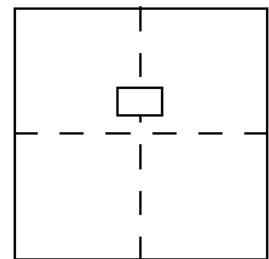


Figure 7: Position

Figure 5: *Size Emphasis*; the eye movement is from small to large and left to right.

Figure 6: *Color Emphasis*; the eye movement is from left to right.

Figure 7: *Position Emphasis*; the focal point is the small object; the eye movement is from the object to the space below the dashed line (Bastow-Shoop et al. 1991, 15-17).

A display has to highlight a theme or mood, such as the use of sports, work, or leisure equipment set up in a lifelike situation. All elements in a display must support and reinforce each other to create the influencing message. The theme or mood can change according to seasons, celebrations, holidays and other special store events (Bastow-Shoop et al. 1991, 15-17).

2.4.5 Texture

Texture is the look of the surface in a display, usually smooth or rough. Visual interest is created when there is the contrast between the textures. Smooth products should be situated against rough backgrounds or props (Farese et al. 2009, 392).

2.4.6 Proportion

It relates to the relationship between objects, such as merchandise, or props. However, the merchandise should be the primary focus. Props, signs, and graphics should not dominate (Farese et al. 2009, 392).

It is a comparative relationship of distances, sizes, amounts, degrees or parts. It should create consistent area or dimension with neighboring items. “Each piece of merchandise must be considered in relationship to all the other merchandise.” There are different kinds of means of creating proportion (see Figures 8, 9 and 10) (Bastow-Shoop et al. 1991, 17).

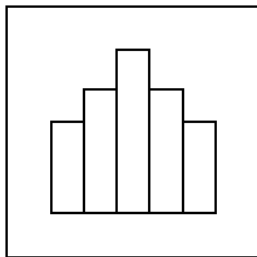


Figure 8: Pyramid

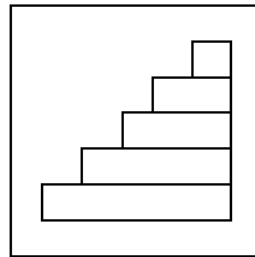


Figure 9: Step

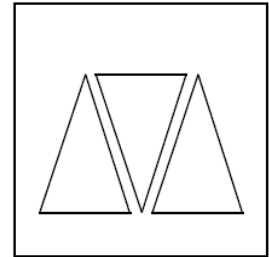


Figure 10: Repetition

Figure 8: *Pyramid*; if items are in proportion, then people do not have trouble looking at it.

Figure 9: *Step*; the steps are also in proportion.

Figure 10: *Repetition*; proportion is also important when repetition is used (Bastow-Shoop et al. 1991, 17-18) .

2.4.7 Balance

Bastow-Shoop (1991, 14) explains:”Balance involves the equilibrium and weight of elements between two sides of a display. Balance is based on a theory of equals.”

- ❖ *Formal Balance* – also called traditional or symmetrical balance. Large items are placed with large items and small items with small items (see Figure 11) (Bastow-Shoop et al. 1991, 14).

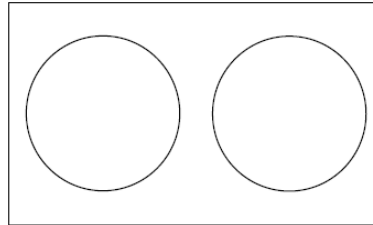


Figure 11: Formal Balance (Bastow-Shoop et al. 1991, 14)

- ❖ *Informal Balance* – also called asymmetrical balance. One large item can be situated with several small items (see Figure 12). There should be presented a certain equality of weight on the two sides (Bastow-Shoop et al. 1991, 14).

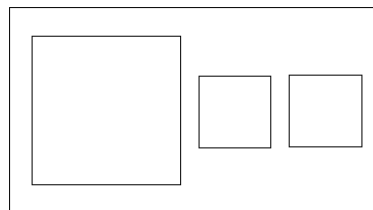


Figure 12: Informal Balance (Bastow-Shoop et al. 1991, 15)

2.4.8 Motion

Motion plays a more and more important role. Animation can be reached through the usage of motorized props, fixtures, and mannequins. It should be used moderately to point out merchandise, not beat it (Farese et al. 2009, 392).

2.4.9 Lighting

Appropriate lighting is a critical issue. It can help merchandise to look more attractive. When talking about lighting of displays, this should be two to five times stronger than a store's general lighting. Dramatic effects are created by usage of colored lighting (Farese et al. 2009, 392).

Bastow-Shoop (1991, 30-31) talks about three types of lighting used in store illumination.

- ❖ *Primary Lighting* – is the essential and overall level of illumination of the store. Primarily fluorescent or incandescent light sources are used.
- ❖ *Accent or Secondary Lighting* – is used to provide lighting for designated display areas, to provide changes of illumination, and to prevent boredom.
- ❖ *Atmosphere Lighting* – is used to play light against shadows to create a distinctive effect on specific displays. Generally, color filters, spotlights and black lighting are used to create dramatic effects (Bastow-Shoop et al. 1991, 30-31).

2.4.10 Rhythm

Bastow-Shoop (1991, 19) also mentions rhythm as one of artistic elements. “Rhythm or flow involves the measurement of organized movement; a self-contained movement from object to object, background to foreground, and/or side to side.” It should lead the shopper’s eye from the dominant object to the subordinated objects. The eyes are led throughout the display and do not leave until all parts have been seen. It offers continuous beat and completion that is satisfying to the viewer.

There is a flow if the viewer’s eyes travel from one area of a display to another, covering the whole display. The eyes should go easily through the whole design. Overlapping is one of the most effective means for creating good flow. Objects are placed together and this also prevents the blank space (Bastow-Shoop et al. 1991, 19). Some examples of rhythm are presented in the following pictures (see Figures 13, 14, 15 and 16).

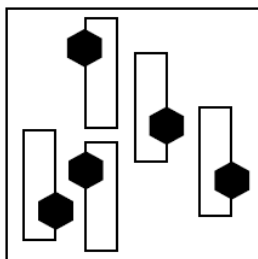


Figure 13
Flow

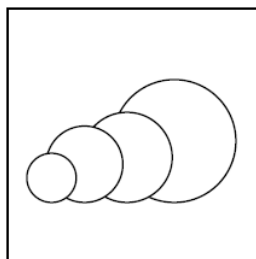


Figure 14
Progression of Size

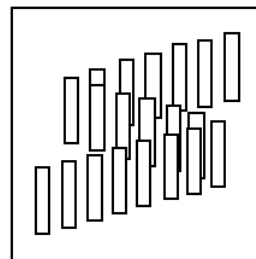


Figure 15
Rhythm

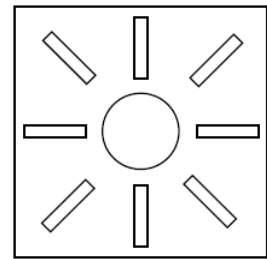


Figure 16
Radiation

Figure 13: *Flow*: flow is created by repetition of items which can be situated in a diversity of positions.

Figure 14: *Progression of Size*: flow is created by a progression of sizes. For instance small to large.

Figure 15: *Continuous Line Movement, Rhythm*: flow is created by a continuous line movement created by the placement of the items.

Figure 16: *Radiation*: flow is created by radiation from the center or dominant object to subordinate objects (Bastow-Shoop et al. 1991, 20-21) .

2.4.11 Harmony

It is a coordinating principle that includes every other principle. It is an agreement in feeling and consistency in mood. According to Bastow-Shoop (1991, 21) there are three forms of harmony. “In a display, the three forms of harmony must be in agreement: functional, structural, decorative.”

- ❖ *Functional Harmony* – deals with physical part which means that displays have to be realistic and have to work.
- ❖ *Structural Harmony* – exists when all things are correctly fitting together. Goods do not must be out of place.
- ❖ *Decorative Harmony* – is created by items which are included only for decorative purposes (Bastow-Shoop et al. 1991, 21).

2.5 Not-for-sale Articles

Not-for-sale articles are elements which are placed in stores to have mainly practical function. They are used to present merchandise but they can also be used as a part of creating the whole mood or atmosphere in a store.

2.5.1 Props

A prop is an article used with merchandise in a display. It clarifies the function of particular products. It is an integral part of a display. On one hand, a display prop may be an item which is not for sale, such as floor coverings, wall treatments, mannequins, and shelves. On the other hand, it also can be merchandise itself, but it is not the target

merchandise in a specific area. It can be a product from other department which is used to highlight salable items and at the same time it can attract customers to make multiple sales (Bastow-Shoop et al. 1991, 37-39).

2.5.2 Fixtures

Merchandise should be effectively displayed on a variety of fixtures such as gondolas, tables, cubes, mannequins, racks, display cases, and point-of-purchase displays. Fixtures should complement the goods as well as support the atmosphere in the store. They should present the goods to the shoppers and thereby act as a silent salesperson (Bastow-Shoop et al. 1991, 39-42).

Related good should be grouped together. The high turnover, high-profit items should be placed at eye level. If it is possible, it is very good to use samples. Customers can handle the samples and experience them. If there is a huge package of many goods customers feel more comfortable when the package is opened and at least one item is missing. They will not feel like they are messing up (Bastow-Shoop et al. 1991, 39-42).

A good means of arranging merchandise on a gondola is by color. Shoppers think of colors in a rainbow pattern and are comfortable with that presentation. It is useful to start with neutral colors (off-white, cream, and beige), proceed with warm colors and finish with cool colors (Bastow-Shoop et al. 1991, 39-42).

Groupings by shape from smallest to largest and from left to right also help with arranging goods. When there are some sorts of styles a grouping by styles is also a good way of arranging (Bastow-Shoop et al. 1991, 39-42).

2.5.3 Signage

Signage is a critical part of interior display and point-of-purchase promotion. Signage communicates a sales message to shoppers. Signs commonly advertise color options, styles, quality and prices. They also provide lots of information in few possible words. They usually explain benefits and features of a certain product. Bastow-Shoop (1991, 40) says: "Benefit signs or a combination of benefit and price, are one of the most effective merchandising tools" (Bastow-Shoop et al. 1991, 40).

3 CUSTOMERS TYPOLOGY AND SEGMENTATION

In this chapter, theoretical framework of customer typology and segmentation is going to be presented. The definition of market segmentation will also be explained. In this chapter, there is also described segmentation of consumer markets such as geographic segmentation, demographic segmentation, psychographic segmentation, and behavioral segmentation.

3.1 Customer Market Segmentation

According to Kotler & Keller (2006, 240), buyers differ in their wants, resources, locations, buying attitudes and buying practices. Companies try to divide the large, heterogeneous markets into smaller segments. These smaller segments can be reached more efficiently with products and services which match their unique needs.

According to how a certain company looks at consumers there are three kinds of market segmentation. Firms can practice mass marketing (no segmentation), micromarketing (complete segmentation) or segment marketing, also called niche marketing (something in between) (Kotler et al. 1999, 379-81).

Companies practicing segment marketing recognizes that customers differ in their needs, perceptions and buying behaviors. Companies try to isolate broad segments which make up a market and adapt its offers to match more closely the needs of one or more segments. They can market more functionally and target their products or services, channels and communications programs just to the customers to whom it suits best. They can also focus on fine-tuning their products, prices and programs to the needs of conscientiously defined segments (Kotler et al. 1999, 379-81).

A market segment is a subgroup of consumers who share common characteristics and this makes them to have similar product and service needs. A successful segment is homogeneous within the segment and heterogeneous between other segments, because different segments have different needs (Kotler et al. 1999, 379-81).

Typology of customers represents a certain group of people with similar characteristic features of a certain segment. A reaction on a certain market stimulus is very similar among people in a specific market segment (Kotler et al. 1999, 379-81).

3.2 Segmenting Consumer Markets

There is a lot of ways how to segment a market. A marketer should try different types of segmentation and compare them if he/she wants to find the best way to view the market structure. The fundamental segmenting consumer market is into geographic, demographic, psychographic and behavioral variables (Kotler et al. 1999, 385).

3.2.1 Geographic Segmentation

This segmentation represents the very first means of segmentation of international markets and is considered to be the most fundamental criterion. Geographic segmentation divides the market into following different geographical units, such as nations, states, regions, countries or neighborhoods. It also deals with density of area, such as urban, semi-urban or rural, as well as climate, such as hot, cold, humid or rainy (Kotler et al. 1999, 385).

A company can decide to function in a few geographical areas, or to function in all of them but then the company has to pay attention to geographical differences in customers' needs and wants (Kotler et al. 1999, 385).

3.2.2 Demographic Segmentation

Demographic segmentation deals with dividing the market into groups based on variables such as age, gender, family size, family life cycle, income, occupation, education, socioeconomic status, religion, race, nationality and language (Kotler et al. 1999, 387-390).

These factors are the most popular means for segmentation customer groups. The popularity of these factors is based on the fact that consumers' needs, wants and usage rates often vary closely with demographic variables and also on the fact that these variables are very easy to measure (Kotler et al. 1999, 387-390).

- ❖ *Age* – Needs and wants of consumers change with age. Companies should offer different products for different age and life-cycle groups.
- ❖ *Gender* – Gender plays very important role, mainly in clothing, hairdressing, cosmetics and magazines. Men and women have different needs and wants.

- ❖ *Income* – Income is often connected with purchasing of products and services such as cars, jewelry, clothing, cosmetics and travel. Companies offer rich consumers luxury goods and convenience services (Kotler et al. 1999, 387-390).

3.2.3 Psychographic Segmentation

Psychographic segmentation divides shoppers into groups based on social class, lifestyle, attitude, value or personality characteristics. Shoppers in the same demographic group can have very different psychographic characters (Kotler et al. 1999, 393-396).

- ❖ *Social Class* – Many firms offer products or services for specific social classes such as cars, clothes, home furnishings, leisure activities, reading habits and retailers.
- ❖ *Lifestyle* – Shoppers' interest in goods is affected by their lifestyles. The lifestyle is expressed by the goods one buys. Nowadays, marketers are more focusing on segmentation through lifestyle. Unique products expressing lifestyle are becoming more and more popular.
- ❖ *Personality* – personality variables are also used to segment markets. Customers are interested in products having similar personalities as the customers themselves have. Examples of such products are cosmetics, cigarettes, insurance and alcohol (Kotler et al. 1999, 393-396).

3.2.4 Behavioral Segmentation

Behavioral segmentation divides consumers according to their knowledge, attitudes, brand loyalty, decision making unit, and usage of a product. A lot of marketers believe that behavior variables are the best starting point for building market segments (Kotler et al. 1999, 396).

- ❖ *Occasions* – Shoppers can create a group according to when they get the idea to buy, make their purchase or use the purchased item. This can help companies to build up product usage. For example Valentine's Day is promoted to increase the sale of flowers, confectionery and other gifts (Kotler et al. 1999, 396).

- ❖ *Benefits Sought* – Shoppers are looking for different benefits that they seek from the products. The target of this segmentation is to find the main benefits shoppers look for in the product class, the kinds of consumers who look for each benefit and the major brands that deliver each benefit. Companies should explain shoppers with the help of benefits why they should buy their products. They should also define the company's chief attributes and clarify how it contrasts with competing brands, as well as search for new benefits and launch brands that deliver them (Kotler et al. 1999, 397).

- ❖ *User Status* – Shoppers can be divided into non-users, ex-users, potential users, first-time user and regular users of a product. Each type may require different kinds of marketing appeal. Market share leaders are focusing on attracting potential users, whereas small companies try to maintain good relationship with current users and keep them away from the market leaders (Kotler et al. 1999, 398).

- ❖ *Usage Rate* – There is also a division into light, medium and heavy-user groups. Heavy users create generally a small part of the market, but they make a large part of total buying (Kotler et al. 1999, 399).

- ❖ *Loyalty Status* – Many companies try to divide their markets by loyalty. Some shoppers are completely loyal and buy every time products of just one brand. Some have more brands of specific products and some have no loyalty to any brand. They want each time something different. Loyal customers are few and very difficult to find in most markets (Kotler et al. 1999, 400).

- ❖ *Buyer-Readiness Stage* – Some shoppers are unaware of a certain product, some are aware, some are informed, some are interested, some want the product, and some intend to buy. People in different stages of readiness create the whole market. The relationship between a company and a customer can be damaged by sending unwanted brochures. Kotler (1999, 401) says: "Customers' satisfaction reduces if they are told about a better deal or replacement model soon after their purchase" (Kotler et al. 1999, 400-401).

- ❖ *Attitude Towards Product* – Shoppers can be enthusiastic, positive, indifferent, negative or hostile about a product. Companies try to reinforce those shoppers who are positive, at the same time attract lax ones and change the attitudes of negative and hostile ones (Kotler et al. 1999, 401).

II. ANALYSIS

4 IKEA STORE CHARACTERIZATION

This chapter presents basic information about IKEA. It briefly describes its history, marketing strategy and behavior in global market. To understand IKEA marketing concept it is necessary to start with historical development of this store. This chapter also deals with globalization and adaptation in different markets.

4.1 History of IKEA Company

Many people see Sweden as a place where healthy lifestyle has a long tradition. This lifestyle is also represented by IKEA stores. The first store was founded in 1943 by 17-year-old Ingvar Kamprad. In that time Sweden became a country with strong social system. Swedish government took care of both the poor and the rich. This way of thinking functions in IKEA also in these days. The goal of this company is to offer its quality and stylish products to as many people as possible. No wonder that typical customers of this store are low-income and middle-income families (Wikipedia contributors 2009).

IKEA is an acronym including the initials of the founder (Ingvar Kamprad), the farm where he grew up (Elmtaryd), and Ingvar's home country (Agunnaryd, in Smaland, South Sweden). It took long time to create IKEA stores as we know nowadays. Young Ingvar started his business with offering wide ranges of assortments. He sold Christmas decorations as well as fishes. He also stated to provide interested people with order catalogues at that time. After four years he stated to sell furniture produced by local makers and in 1951 his first catalogue came to light. From then, he began to focus just on furniture assortment. The success and popularity increased when he allowed customers to see and try products still before the purchase. Ingvar also began to design his own furniture and for better transportation flat-pack distribution method was introduced. Customers are supposed to assemble the products at home as it was cheaper (Wikipedia contributors 2009).

The first store was founded in Sweden in 1958. Today, in March 2009, there are 296 stores in 36 countries and the number is still increasing. The company employs 120 000 employees. Even though IKEA Group is a Swedish company the headquarters is in Denmark. IKEA does not manufacture all its products. The store has created vast distribution network of suppliers all over the world. IKEA Group includes the industrial group Swedwood, manufacturer owning saw-mills and other factories in 11 countries. Its task is to give knowledge and know-how to other suppliers. The distribution channel to customers has to be as short as possible, affordable and must not damage environment. Flat

packaging is also an important aspect. It allows transport and store products more effectively, eliminating unused space. Logistics is the key factor when creating low prices and it is still under development. Unlike other store chains IKEA does not cut costs at the expense of quality. Sweden has a very good international reputation and customers find its products safe and quality (Wikipedia contributors 2009).

The IKEA Group has about 127 800 co-workers, 41 trading service offices in 30 countries, 1 380 suppliers in 54 countries, 27 distribution centers and 11 customer distribution centers in 16 countries. Sales for the IKEA Group increased by 7% to a total of 21.2 billion euro in 2008 (see Figure 17) (IKEA Group Corporate Site's Trustees).

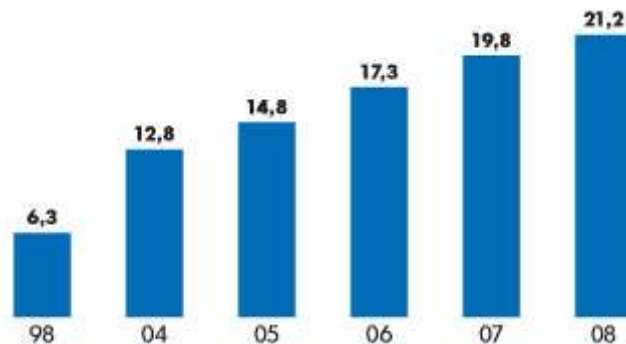


Figure 17: Sales for the IKEA Group
(IKEA Group Corporate Site)

There are four IKEA stores in the Czech Republic nowadays. The first one was founded in Prague, the Czech capital city, in 1996 with 22 700 m². The second one was situated in Brno in 1998 with 11 800 m². Three years after, in 2001 another one was founded in Ostrava with 17 000 m². The last one was placed once again in Prague in 2004 with 23 500 m². The store in Brno was reconstructed and in 2008 has become the largest one on the Czech market with 24 500 m². There are rumors that the one in the capital city is going to be also reconstructed (IKEA Group Corporate Site's Trustees).

4.2 Globalization vs. Adaptation

Globalization is a very much discussed issue nowadays. It usually covers organizations which create supranational units. Critics of globalization mention not respecting differences and particularities between individual regions and countries. This trend is inevitable the same way as accepting cross-cultural differences. The whole world becomes

a homogenous unity from the point of view of lifestyle, values and wishes. On the other hand it is necessary to consult cultural differences between nations, ethnicities and regions because they not only remain, but also become more and more obvious.

IKEA is a global (transnational) company finding the world one giant marketplace. The store has tendency to standardize its marketing activities. It is looking for minimization of cultural differences. The store does not adapt to the customers but they are inconspicuously adapted to the store. Concurrently, the in-store culture is generally the same in all IKEA stores.

During this research in the IKEA store one employee was asked to tell some information about IKEA adaptation in a foreign market. This employee was telling a short story of adaptation in USA. The main facts are presented in the following text.

The process of adaptation in the USA is remarkable. Even though the IKEA marketing strategy and customers' segmentation remain the same in Europe and Asia, it was necessary to make changes and modifications of products to be sold on American market. An average American customer does not correspond to European one. American customers have different behavior, thinking and physical proportions. Some examples of adaptation are mentioned thereafter:

- ❖ The measurement was no longer stated in metric system but inches and feet were introduced.
- ❖ IKEA had to develop furnishings to satisfy American demands for purchasing whole furniture sets. The sets are nowadays available not only in American stores.
- ❖ Some pieces of furniture (chairs, beds, suites) had to be adapted to American figures. The quality of IKEA products, tested on Europeans, started to be questionable when legs of chairs began to break under American population.
- ❖ Americans are not willing to transport and assemble furniture, which is the key aspect of IKEA in Europe. This fact forced the store to offer cheap transportation to customers' homes to attract more customers.

As mentioned above, the transnational store tries to find universal customers and offer them the same types of assortments throughout all countries. This process is based on the same marketing strategy applied on all markets.

Not to respect differences between cultures is considered as a negative feature but IKEA paradoxically profits from this. The store ignores one of the fundamental principles of international successfulness, to fit the products to customers' taste and preferences. IKEA keeps the founder's principles of offering simple and typical Swedish products all over the world. It is amazing how successful is this store in different countries such as Germany, China or Balkans.

The company still keeps focusing on a product. Swedish management and a team of designers decide on the basis of a small market research what will be produced and sold. IKEA also strongly promote its Swedish roots and insists on the usage of blue and yellow (Swedish national colors) in the color scheme of department stores.

IKEA finds customers the most important element since the store has been founded. IKEA management tries to understand customers' needs, wishes and life style. This is what stands behind the worldwide success of this store. Immediately at the beginning IKEA chose a strategy which was totally different from its competitors' strategies. Ingvar Kampard decided that the products would be accessible to majority of people on the market. People with families, limited income and living in limited area of flat or house are the target group of the store.

Beautiful, well-designed and functional furniture is usually targeted to a small part of population that can afford this and pay high prices. IKEA tries to do different business and wants its products to be affordable to all people. The products have to correspond to people's needs all over the world; to people with different wishes, styles, dreams and income as well as to people who want to make their home better place to live in.

4.3 IKEA customer segmentation

IKEA uses its own criteria of segmentation and divides its customers into three life cycles: living alone, living together and living with children. This segmentation covers majority of the market. There is also a special segment called business to business (B2B).

- ❖ *Living Alone* – majority of this segment is created by young people between twenty to thirty years old. They usually leave their homes where they lived with families

and start to search for their own housing. These people have usually lower income and they appreciate cheaper assortment.

- ❖ *Living Together* – this target group is represented by customers who share a household with their partners. There are two situations of living together. The first one is when the people have not got children yet and the second one is when their children have already left the household. They usually have higher income and do not have to be limited by cheap products. That is why they can afford higher-priced products.
- ❖ *Living with Children* – families with children represent key segment of IKEA customers. There is a children's play area where they can play with toys while parents are shopping. IKEA restaurant also offers special menu for them. This segment is characterized by limited income and necessity to adapt the household to children.
- ❖ *B2B* – business to business segment represents a special target group. IKEA focus primarily on small and middle business; equipment for offices, shops, restaurants etc.

5 RESEARCH ON AFFECTING IKEA STORE CUSTOMERS

In this chapter, there will be presented which studies have been chosen to do this research. They will be shortly discussed. The questions were based on the chosen studies and were given to one hundred of respondents who were selected randomly to mark answers. In this part of research the questions and the results are presented in a question-by-question order as well as the results of the research are shortly commented in the same way.

5.1 Questionnaire 1, Background

In this section, the background and purpose of questionnaire one are going to be mentioned. The framework of this questionnaire is based on models and theories that were presented in the theoretical part dealing with affecting customers.

The questionnaire one is divided into two parts covering two main ideas. The first part of questionnaire one is dealing with means how to affect customers to decide to visit IKEA. The second part of questionnaire one is constructed to describe in what way the store environment can be designed to enhance the customer experience.

5.1.1 First Part Conceptualization

There are lots of factors affecting customers to make a decision to visit stores but I would like to focus on two studies following below as I find these ones to be the most important. I have used these theories to state why customers decide to visit IKEA store.

- ❖ The first one is about the experiential value which a shop can offer in relation to enjoyment and aesthetic attraction that will enhance the customer value. Shops may have an influence on shoppers' perception of shop image and the common shopping habits or behavior through the social atmosphere in the shop.
- ❖ The second one helps to show factors having an influence on shoppers' product and store choice. There are five factors that have an impact regarding the choice of retail environment. The five factors are availability of product and information, speed of delivery, access, and amount of shopping time required.

5.1.2 Second Part Conceptualization

For the second part of the questionnaire one three theories were chosen. They help to show up in what way the store environment can be planned to enhance the customer experience. They deal with customer experience which is enriched through retail environments.

- ❖ Stores may form an environment which provides shoppers with positive experiences. The stages of experiential platform consist of experiential positioning, experiential value promise, and overall implementation theme.
- ❖ Entertaining a crucial factor during shopping. There are factors which help shoppers to achieve an entertaining while shopping such as store climate, enjoyment, effort, protection, comfort, and tension.
- ❖ There should be relationship between buyers and sellers. This relationship is improved by letting the shoppers to be a part of the producing process (called co-producers) and the store itself has a rather supportive role.

5.2 Questionnaire 1, Data Collection

There are four IKEA stores in the Czech Republic and the largest one, the two-story IKEA store in Brno was chosen for this analysis. It has been recently reconstructed and one-story building became two-story one. In the South Moravian Region the IKEA store achieved large increase in sales and that was the purpose of the reconstruction.

For the purpose of this research Saturday was chosen because there could be lots of people who want to visit IKEA not even to make a purchase but also to entertain. The weekend is more suitable as the people are not at work and children are not at school so whole families can come and have a good enjoyable trip. Adults can do shopping while children aged three to ten are offered to play in a play area called Smaland.

When thinking about the place and time of handing out the questionnaires there were some possibilities. There were three possibilities: before the shopping, during the shopping and after the shopping. The customers' reactions were simulated in each position.

To hand out the questionnaires to shoppers at the entrance, before the shopping was not an appropriate place because the people were looking forward to shopping and no one

would be willing to fill out the questionnaires. There was also very limited number of benches and the people would feel pretty uncomfortable while marking answers.

To hand them out on the way out was not a good place either. Customers were on the one hand full of experience, felt happy and saw themselves using the bought products but on the other hand they wanted to take the bags and move to car and not to fill out the questionnaires with full hands of products or to be afraid of the products while filling it. Even there were numerous of tables and chairs at the end of the store this place was found not suitable.

The last possibility was handing out the questionnaires during shopping. This last possibility was chosen. However not to interrupt customers while looking at merchandise and thinking about buying them. The best place to hand out the questionnaires was found to be the IKEA restaurant. It is the place where nearly everyone comes, buys food, sits and eats. That was the way how this research was done. Customers were asked to fill out the questionnaires and majority of them did. They were not in a hurry they had time to sit, and a little bit of time that the filling-out process took was not so important for them. After a while some people were even offering themselves to fill out questionnaire too.

The respondents were chosen randomly. It is probably the best way when doing a research. The questionnaires had one hundred copies and they were filled out by teen to elderly customers, both male and female.

5.3 Questionnaire 1, First Part Results

The respondents were filling out the questionnaires in a relaxed atmosphere of IKEA restaurant. Their answers were based on their individual experiences and options. They were said to fill out only those questions that they are not afraid of and to leave uncomfortable questions unfilled.

Questions of the first part in the questionnaire one are based on different types of factors that were discussed. IKEA store is visited mainly by women because the research shows that 74% of all respondents were women and only 26% of them were men. This can mean that men are more likely to accompany women.

5.3.1 Social Motives

The first and the second question deal with social motives for the customer. The first question was whether the customer visits IKEA himself/herself or with a company of people. The majority, 74% of the respondents stated that they visit IKEA with a company of people and 26% stated that they visit IKEA themselves. This says that the majority of customers want to discuss the products among themselves. They want to talk about the products not just to take it and buy but also advise or be advised to do the purchase.

When talking about men, 58% of male respondents visit the store with a company of people and 42% of them without a company of people. This shows that these two results are slightly similar. On the other hand when talking about women, 81% of them visit IKEA with a company of people and only 19% without the company. We can clearly see that majority of women are visiting IKEA store with someone.

The second question was whether the visitation of IKEA is planned or not. The visitation is planned by 60% of customers and 40% of customers answered that the visitation was not planned.

One of the factors influencing whether the visitation is planned or not may be the distance. People living far away from IKEA could plan the visitation. The average distance of respondents who did not plan to visit the store is 51 kilometers and those who plan is 60 kilometers. There is a slight difference but the distance seems not to be the crucial criterion when planning the visit.

5.3.2 In-store Design

The IKEA offers its customers baby-sitting service and the availability of food and beverage. These factors can be involved in in-store design.

The restaurant was visited by 100% of respondents. This was the result of the fact that the research was done exactly in the restaurant. The IKEA restaurant offers quality beverages and Swedish foods and the prices are pretty low. Customers can choose from several of foods, deserts, salads, etc. different kinds of coffee, juice and lemonade.

The restaurant itself can be a significant reason why to visit IKEA. People spend quite a lot of time walking through the store and the feeling of hungry could push them out of the store and IKEA wants customers to stay as long as possible.

The baby-sitting service was used by 38% of total respondents. This is quite a large number and it could be said that parents are not afraid to visit IKEA even if they have

small children. Number of shops offering this service is quite limited however this one is a service that lure numbers of parents. Children can play in the play area or just go with parents and play with toys which are placed nearly all over the store. In the shopping area there are also some children's machines on which children are allowed to play while adults are looking at showrooms and thinking about merchandise they could buy.

IKEA likes children and 97% of respondents believe that its products are safe for children. This is another aspect that contributes to decision-making process when choosing a store to visit.

Customers like the design of the IKEA store, only 5% states that they do not like that. The high popularity of the store image is probably because of the outstanding store layout. This store layout is not common in the Czech Republic. It is something new that IKEA brought from Sweden.

On the other hand, the design of the layout is rather strict. There is a way on the ground which is supposed to be followed. It is supposed to walk through the whole store, see all the showrooms and not to miss anything. It is nearly necessary to go through the whole store to get where you want to go and this takes pretty much time. There are also short cuts but it is difficult to orient where they are leading.

5.3.3 Product Availability

When talking about product availability 98% of customers stated that they had found products they had been looking for.

IKEA offers wide ranges of products and shoppers are able to find there every little thing they would need in home environment. Customers can choose from large pieces of furniture, home fitting, and flowers to teaspoons. IKEA offers you more than one could expect, it is not just a store with furniture.

Shoppers are suggested to visit showrooms of kitchens, living rooms, bedrooms, bathrooms, etc. If they like glasses, cups, plates, spoons, forks, knives and other thousands of products they see there is no problem with getting them. They are all produced by IKEA and cover numerous of materials and designs.

The next question was a little bit different but they might seem similar, whether the respondents found easily certain products they were looking for. This percentage was smaller, 70%. IKEA offers plentiful products of different ranges but when customers are

looking for a certain products it is not without difficulties. It is easy to get confused when trying to find them.

Some products are expected to be taken next to or right before showrooms, others are in the self-serve warehouse. When shoppers are in doubt they should ask store-clerks to help with finding certain products. There is a store-clerk to help in each department.

5.3.4 Information Availability

Shoppers stated that they had found information about products easily. They were asked a question dealing with information availability and 79% said that there was no problem with finding information.

Easily obtained information is printed on the tags which are attached to every sample product. There are measures, materials, prices, information about how to treat the product and others placed on the tags.

When a customer bought a certain product and threw away its packaging on which lots of information is situated there is a possibility to find the information on-line on IKEA websites. The product availability information itself can be found out on the Internet. Customers can visit IKEA on-line websites from their homes and check whether a particular product is available in a particular IKEA store which they are going to visit. This can be done even just before the store visitation and customers may assure themselves of the availability.

5.3.5 Access

When talking about access, 98% of respondents answered that the opening hours are all right. The opening hours from ten a.m. to ten p.m. are suitable also for people working during weekdays because the late hours allow them to go shopping after the work. The opening hours are same during weekdays and also on weekends that is why it is easy to able to visit this IKEA store. The unity of the opening hours during the whole week allow customers no to think of what day is today.

5.3.6 Speed of Delivery

IKEA offers self-service system that is why all customers are able to go and pick up the products they want by themselves. Customers like self-service and are able to get access to

the products handle them and put them right away into their shopping bags while walking through the store. There are also some products, more expensive ones, which are not right in the warehouse but customers have to ask store-clerks for help. Customers are also informed about assumed time of delivery when certain products are sold out.

5.3.7 Amount of Shopping Time

The amount of shopping time necessary to do the shopping is a significant feature when talking about IKEA. The research showed that 91% of respondents found out that the shopping at IKEA store took much more time than they expected. The strategy to make people to stay as long as possible is well practiced at IKEA.

The overall shopping experience in the store is very time consuming as there are lots of products available at display and the common design and layout of the store disable the chances of making the shopping visitation shorter. The specially designed ways on the floor increase the amount of time spent in this shop. The design and layout make it pretty difficult to only think of purchasing just one particular product because the whole store has to be walked through. This is conducive to buying more than someone intended as IKEA is designed that shoppers are supposed to look at the whole product range and hence it is simple to find something interesting what shoppers did not think of buying before they came to IKEA.

The usage of IKEA store catalogues before or while shopping was answered by 49% of customers. The rest 51% of customers did not use catalogues before or while shopping they purchase the products spontaneously. Some people are willing to plan what they would like to buy and the catalogues help them to plan the purchase ahead.

All the products are also able to be seen on on-line websites. All customers bought some products which they did not intend to purchase before the visitation. While shopping shoppers find inspiration and the immediate necessity of having the products arrived. They would like to have all the things at home and use them.

5.4 Questionnaire 1, Second Part Results

This part of the questionnaire one deals with the importance of the design in IKEA store, as well as how this contributes to enhance the customer's experience. The questions are based on the six factors mentioned in the theoretical part.

5.4.1 Experiential Positioning

To find out the experiential positioning customers were asked to answer question whether they had decided to visit IKEA store because it is generally considered to have cost advantage products compared to other stores with home furnishings. The majority, 84% of the respondents stated that they do so.

It is clear that cheap prices are really important factor when stores want to attract their customers. IKEA offers customers numbers of products which are low-priced but on the other hand some of them can seem not to be cheap at all. There are offered low-priced as well as high-priced products in each type of merchandise to attract customers with different incomes. Customers have to decide between two main aspects. One of them is price and the other is probably product quality which is connected with higher prices and different kinds of materials.

5.4.2 Experiential Value Promise

The shoppers were asked questions of experiential value promise. These questions included whether the shoppers are going to visit the store again and whether they would suggest other people to visit this store.

The first one was answered positively by 100% of respondents. Customers find the experience reached while shopping positive and they know for sure that this is something they would like to experience again. Shopping in IKEA is not obvious, there are new products added continuously and also discounts that keep the customers interested in what is new and what is discounted. There are some promotions every week as well.

The second question dealing with recommending this store to other people was also answered positively enough as 98% of customers stated that they would recommend visiting IKEA store to other people. This is very usual that people like to share their positive experience with others. Generally, people like boasting about products they have bought and by doing this they attract the other people think about these things, think about visiting the particular store. The positive experience is a good way of advertising because the people you talk to and recommend them to visit a certain store are usually your friends who are certain you would not deceive them.

Another question was about preferring IKEA store to other furniture stores. The result is that 56% of total respondents marked that they prefer IKEA to other stores with similar

merchandise. It is not a small percentage which represents that more than half of IKEA customers are going to purchase home furnishings mainly in the IKEA store. They are potential customers and IKEA should treat them carefully.

5.4.3 Retail Factors

Atmosphere or climate and shopping center features are included in the topic of retail factors. Shopping at IKEA was considered comfortable by 95% of respondents. IKEA lets customers to feel free in the store environment. They are allowed to try out and handle many products as well as sit on chairs or lie on beds. A certain connection between a customer and a particular product is created when the customer is allowed to touch and handle the product. The connection is getting stronger with every visit and use of the products and when it is strong enough the purchasing of the product is the result of the whole relationship.

Another question dealing with retail factors was whether the customers think that the design of the store layout helps them to save time when shopping. Some customers did not answer this question at all. It is rather difficult question because IKEA is well-designed when talking about visual merchandise.

It is designed to see all the showrooms and departments as well as to see all merchandise in the warehouse. However, when a customer wants just one particular item it is hard to orient where the item should be placed, where the short cuts are situated. It is not unusual to walk all the way back when finding a certain product.

Nevertheless, 77% of customers stated that design of the store contributes to the customer saving time.

There are also many cash-registers which can be regarded as a possible time-saving element. Wide range of products which IKEA offers can alone be seen another possible time-saving element. People find many products under one roof and do not need to spend a lot of time by visiting more stores.

5.4.4 Transport Factors

The respondents were asked questions dealing with transport factors. The first one was about the distance they need to travel to visit IKEA and the second one was about availability and security of parking space.

The average distance from customers' homes to IKEA store is 51 kilometers as mentioned above in the section it also relates to planning of visitations. These two factors are closely connected together. Two respondents living in Brno answered that the distance between their home and the IKEA store is 5 kilometers. It is the shortest distances written in the research. One of them was 30-year-age woman and the other was 27-year-old man.

The longest distance marked on the paper was 160 kilometers. It was mentioned by two women. One of them was 33-year-old and the other one did not mention age at all, but she mentioned that she is a saleswoman. Both of them were from South Bohemian Region. As we can see women are likely to travel to visit IKEA store longer distance. It is obvious as the 74% of all respondents were women.

The availability and security of the parking space was claimed satisfactory by 85% of respondents who answered this question. Four respondents did not answer this question at all. Two respondents answered that the parking space is available but not safe enough. The high percentage shows that customers are not afraid of their car while shopping. They can simply park the car and enjoy shopping.

The park place should be also available. There are lots of free spaces even at the weekends. This fixes the problem of inconvenience while searching for free space to park the car. This inconvenience could discourage customers not to visit IKEA as the parking space is a crucial criterion when talking about furniture store. It is expected that shoppers will drive by car to load large and heavy peaces of furniture. The advantage is to have park space close to the store or warehouse.

5.4.5 Customer Factors

Concerning the customer factors the customers answered question whether they visit the store because of the products themselves or because of the shopping experience or for inspiration. The products themselves lure 46% of respondents. These ones visit IKEA store just because of low-priced products. They know that they can get a lot for less money and this is the factor that influences them a lot.

The rest, 54% of them agreed that they visit IKEA because of the shopping experience and inspiration not because of specific products. Some of them also wrote down that they were attracted by low price and wide range of products as well. The way of shopping IKEA offers is something unique on the whole market. This unique concept of IKEA store

gives customers unique feeling and experience which cannot be achieved in some other stores.

5.4.6 Product and Design Factors

Regarding the product and design factors the shoppers answered following two questions. The first question was created to discover the opinions of shoppers on the concept of self-service. IKEA focuses on the self-service a lot and lets customers to pick up the products located in warehouse. Customers are also expected to assemble some products themselves.

All respondents answered that agreed with the self-service. They are walking through the shop and take products they want and put them into the yellow or blue bag. They do not need anybody else to follow them. If necessary, shoppers can ask store-clerks to help find a specific product or answer their questions. On the other hand, some products can be pretty heavy and the help is needed.

The other question was about assembling. Many products are packed in a way of better transportation. This is useful for customers because the package is smaller and they have less difficulty to get it for example into their cars. IKEA expects that some products will be assembled by customers themselves and this concept makes the products cheaper. By doing this, customers participate in the process of producing the final products.

From the total number of respondents 77% of them stated that they purchased some products and assembled them themselves. All men marked that they had bought some merchandise that they had assembled. This shows that men like creating new things more than women do. Generally, people have closer relationship to things they have created than to those ones that they have only bought.

6 RESEARCH ON IKEA STORE APPEARANCE AND DESIGN

In this chapter, there is going to be shown how the IKEA store treats its appearance which subsequently has a certain impact on customers' shopping behavior. There will be mentioned all elements of visual merchandising which are presented in the theoretical part. The function of IKEA storefront, store interior, layout, interior displays and maintenance will also be mentioned. IKEA artistic elements such as using of lines, colors, lighting etc. as well as props, fixtures and signage are also rather important factors in visual merchandising. All the above mentioned constituents are going to be covered in this sixth chapter.

The following research is done at the same time and in the same IKEA store in Brno as the first research was done. I made some photos in the store and this research is based right on them. Photos are situated also in the text to prove the importance of right visual merchandising, artistic design and other features.

6.1 IKEA Store Visual Merchandising

Visual merchandising is all what a human being can see, both interior and exterior of a store. It should create a certain shop's image in customer's brain. It should tell the customers what the store is about and what they can expect; not to mention that it is strongly recommended the image to be positive with inviting appearance to make customers be willing to visit and buy products.

All these aspects are coordinated when talking about IKEA stores. Once customers have been in the store they have in their minds a certain image of the store and mainly positive experience. IKEA is a perfect example of using appropriate elements of visual merchandising. There is no other store that treats the factors so carefully. This may be the key factor which has brought such an amazing popularity of IKEA stores in the Czech Republic.

There are four key elements dealing with visual merchandising: storefront, store layout, store interior and interior displays.

6.1.1 IKEA Storefront

IKEA stores are nowadays large blue and yellow buildings with few windows (see Figure 18). These colors represent national colors of Sweden. On the blue building there is a logo of IKEA as well as lettering Home furnishings, in Czech Bytové zařízení.



Figure 18

Before the store there is also a large parking place which allows customers to park their cars right before the store.

- ❖ *Signs* – Before the store itself there are lots of signs with lots of different functions. One of first experience with the IKEA store is when people look at the ad tower placed in front of the complex shopping center where the IKEA store is situated. People can see the typical IKEA logo which clearly says that the store is situated in the certain shopping park.

There are also small billboards which are situated in the parking place. There are lots of them expressing different kinds of information. Some of them tell which products are at a discount some of them lure customers to visit the store because of the cheap restaurant to have something to eat. As there are plenty of them some of them show toys to attract children or to present IKEA FAMILY, the IKEA loyalty program (see Figure 19).

There are also welcome-in-IKEA and thank-you-for-visit billboards with opening hours of the store situated on the road to the parking place. The opening hours from ten a.m. to ten p.m. every day enable customers visit the store just at time when they need. All these signs are very simply designed it is very typical for IKEA stores. They allow people walking around to imagine what they could buy in



Figure 19

the store from cheap home furnishings to toys and food. Members of IKEA FAMILY program can also expect special prices and offers.

There are also numerous of colorful flags with IKEA lettering which are blowing in the wind.

- ❖ *Marquee* – IKEA marquee is used mainly for advertising. The marquee is highlighted by the red lettering to get everyone know where the entrance is situated (see Figure 20). Before the marquee there were two small billboards when I was doing this research. One of them showed special discount of Swedish meal and the other one advertised new gratis IKEA catalogue for members of IKEA FAMILY.



Figure 20

On the doors there are all sorts of necessary information that can be seen also on other shops: opening hours, web sites, what is not allowed to bring to the store as well as all types of cards which can be used for payment.

After passing the first door, customers are faced merchandise being at a discount (see Figure 21). Right when they are entering to the store they can see products that can attract them. On the other side of this merchandise, there are large stripes promoting some products at a discount, just-today special offerings, IKEA services and membership in the loyalty program IKEA FAMILY. There is ample space to move closer to the stripes and read them when the shoppers are interested in what is written there. The space is well-designed, clean and clear. The simple style of promoting certain products and services highlights the simplicity of the whole store.



Figure 21

- ❖ *Entrance* – When passing the second door there is an information stall with an employee to help customers answer their questions about products or to get other information (see Figure 22, Appendix P I).

This is the first personal contact with IKEA employees. In this place customers can easily take catalogues, paper tapelines, pencils and small pieces of paper to make notes while shopping. They can also take store map to know where to go and find certain products.

There is also children's play area where parents can let their children to play and go shopping. This makes the shoppers think of friendliness of the store.

Customers are also offered safety lockers to put there some things that can be heavy or not appropriate to carry while shopping. All these features make customers to feel safety and protected.

The route from the entrance goes just before stairs (see Figure 23, Appendix P I). Customers are supposed to go upstairs where showrooms are situated.

- ❖ *Window Displays* – IKEA stores have generally not many windows in which the merchandise could be seen. Some promoted products can be seen through glass under the marquee but this is not enough that is why the store put one window display out of the store itself (see Figure 24).



Figure 24

The content of this mobile window display represents some new products for reasonable prices. It somehow starts the selling process. Customers create excitement and are lured into the store and buy these products or see other ones. The content of this is regularly changed to show that merchandise is new and up-to-date. Unfortunately, on the contrary of signs, this display is not lighted and the merchandise is hard to see in the evening hours.

- ❖ *Banners* – When talking about banners I would like to mention colorful sets of five flags of IKEA situated three times before the store. They promote IKEA itself as well as express the greatness and respectability of the store.

6.1.2 IKEA Store Layout

The IKEA store layout is designed in a way that customers are led through the entire store and not to miss any department. They are supposed to follow the one-way route even though five shortcuts exist throughout the whole store in Brno.

On one hand this one-way route can be helpful for both the store and customers. The store and customers are sure that all the departments and merchandise can be seen. On the other hand it can be uncomfortable when customers are searching for just one certain product.

- ❖ *Selling Space* – The selling space is divided into two floors. In the upstairs there are showrooms to attract customers what to buy and how it can look like in the real life. The showrooms present simplicity and usefulness of the products. Customers can also put some merchandise into their yellow shopping bags right here when they are directly influenced by them (see Figure 25).

In the downstairs there is IKEA warehouse with full ranges of merchandise. Customers just walk through the warehouse and can take anything what find somehow interesting. They not limited by anything all the merchandise is there for them.



Figure 25

- ❖ *Storage Space* – The warehouse itself has two functions. One of them is to store the products and at the same time to present them to customers. There is also another storage space. This one looks like true storage space where packed big pieces of furniture are stored. At this storage space some merchandise is also displayed to attract customers' attention before going to cash registers.
- ❖ *Personnel Space* – This space is designed for employees. There are lots of mini open office stalls with computers and other equipment throughout the two floors. Each department is under control of one employee with this mini office. They have controlling and assisting function.

- ❖ *Customer Space* – This kind of space play a key role in the IKEA store. These areas are designed for convenience and comfort of the customers. By the entrance of this store there is children’s play area which can be by many people considered as one of means of customers’ comfort while shopping.



Figure 26

The key customer space is probably the store hall itself where customers are allowed to touch merchandise. In the upstairs where comfortable suites are placed, customers are also allowed to sit on them. The in-store restaurant is also a space for customers (see Figure 26). Customers can eat there or just relax as long as they need.

6.1.3 Store Interior

The IKEA store interior is different when comparing this store with other stores. The unique way of selling of merchandise helps to maximize sales. There are so many interior displays presenting all the products to shoppers that customers feel like being on a visit in someone’s home (see Figure 27). The basic theme of this store is Swedish design but there are also products of classic and modern style.



Figure 27

The way of presenting merchandise increases customers’ desire for the goods. They would like to live in the showrooms and use the things they can see. Customers do not know what they would like to buy until they see the products “in action”. This leads to impulse buying. The best way how to make customers to buy many products is to let them use the products. When they touch the products they are somehow being connected to them. The image in their heads is that the usage is simple and comfortable and that they must have the products.

Downstairs, in the warehouse the wall are used for displaying merchandise. This saves space and customers are attracted with higher-than-eye-level displayed item (see Figure 28).



Figure 28

6.1.4 Interior Displays

According to Farese there are five types of interior displays and all of them can be found in the IKEA store.

- ❖ *Architectural Displays* – This type of display shows customers how the products can look in their homes. In the IKEA store this is represented by all showrooms which are presented there (see Figures 27, 29). Customers are supposed to go into the showrooms, touch the things and handle them.



Figure 29

- ❖ *Store Decorations* – Generally there are plenty of decorations in IKEA stores. They create specific atmosphere in for example living room, bed room, kitchen, bathroom etc. (see Figure 30). All the decorations are available in the store; this represents the whole range of products that can be bought.

On some special occasion like Christmas and so on special decorations with Christmas' theme are used. Of course, this special occasion decorations are also available.



Figure 30

- ❖ *Open Display* – This is the core type of display used in IKEA stores. Shoppers can handle and examine merchandise without the help of store-clerks (see Figures 31, 32). Customers can easily handle products possibly read some information on labels.



Figure 31



Figure 32

- ❖ *Closed Display* – At the first sight it seems that no closed display is placed in the store. However, there are some relatively expensive products and it is not allowed to put them into shopping bag directly. Only samples of these products are allowed

to handle and if a customer wants to buy them it is necessary to contact store-clerk who bring them from somewhere.

- ❖ *Point-of-Purchase Displays* – They are created to promote impulse purchases. IKEA uses these displays to show discounted products or new products.

Items at a discount are to be found easily. Shoppers are highly affected by products at a discount right in a place where the sale is actually made. The combination of display and advertising is a good way how to support product sales.

At the same time new merchandise is also promoted. Unlike sales which are highlighted by using of yellow background the new items are promoted with the help of green and white color (see Figure 33).

IKEA uses different kinds of decorations, comfortable sitting spaces and props. The store also thinks of wall coverings, lightings, colors, store fixtures, interior signage, and graphics which have a certain impact on customers' experience.

6.2 Artistic Design in the IKEA Store

Despite the fact that many professionals highly recommend to consider distinctions in cultural and ethic perceptions among different target markets when planning and arranging displays, IKEA has never followed this opinion. From the very beginning IKEA maintains the same principles which were established by its founder. The principles are all the same throughout all the markets in which the store is built. All the stores keep the same way of product displaying. That also emphasizes the overall corporate image.

All products are somehow displayed to allow customer to see them without packaging and handle them. There are sample products displayed on circle while tables in the warehouse.

These tables present similar products which usually differ in colors or they present a piece of merchandise consisting of more items for example a set of six glasses, plates or bowls (see Figure 33).



Figure 33

IKEA also focuses on related product displays. It occurs when for example a kitchen is equipped with glasses, mugs, and plates, cooking pots, spoons, forks and knives as well as inbuilt dishwasher and fridge. All these products presented together create a certain atmosphere of real kitchen and at the same time all the products are available to be bought right in the IKEA store.

Concerning settings of merchandise IKEA store concentrates on realistic settings, as mentioned. The upstairs is full of showrooms presenting different kinds of rooms which exist in every household. Showrooms present realistic and well-equipped kitchens, living rooms, bathrooms, study rooms, children's rooms, dressing rooms and also garden sittings. The realism of the showrooms probably attracts the customers most.

6.2.1 IKEA Store Maintenance

When visiting the store displays were clean. The showrooms as well as the whole store are for sure regularly dusted. The right maintenance assures that the products look new and fresh which is in every way attractive for customers. Customers are allowed to sit on sofas and feel comfortable and this means that some merchandise can be after some time somehow worn out. Used or worn out products are offered to be bought in a special room next to cash registers where discounted products are situated

Dirty and dusty merchandise would alert shoppers that the store is not concerned in its products. That would certainly discourage them from next visits.

Customers themselves are expected to put litter into litter bins. This prevents them from making mess in the store. The tower-shaped bins are divided into five smaller ones. Each of them is for a different kind of litter. Shoppers are expected to sort out rubbish and this functions as another factor that comes into their mind that IKEA is an environmental-friendly store concerning about minimize human impacts on the Earth. This policy can be a crucial factor for certain people nowadays.

The litter bins (see Figure 34) are placed all over the store but they can be easily overlooked in the numerous amount of furniture. The bins should be more visible as in some areas of the store it takes some time to find them.



Figure 34

6.3 IKEA and Manipulating Artistic Elements

There are many examples of manipulating artistic elements to be found in the IKEA store. However, it is hard to say whether they are used purposefully or accidentally. Combinations of colors, shapes and other features depend on a certain style which the products express.

The usage of lines, colors, shapes, textures and other many things is incredibly uncommon. These features are placed everywhere in the store because the way of displaying merchandise presents the merchandise itself. As all the artistic elements overlap the merchandise in the IKEA store customers in fact buy artistic elements to display them in their homes. They all impress customers while going through the store.

6.3.1 Lines

Concerning lines there are to be found primarily on Smaland's walls (see Figure 35). There are straight lines on the children-play-area's walls indicating stiffness and control. These straight lines can impact parents subconsciously to think that their children are in a safe area and under control.



Figure 35

On the other hand curving lines indicate freedom and movement. An example of curving lines can be seen on drapes (see Figure 36). Curving or rounded shapes create comfort and relaxing atmosphere. However, a certain type of red color induces excitement and thrill stimulating brain. It can be used as a supporting feature to come up with new ideas and solutions. People do not usually think about these things influencing them. This proceeds without human notice.

6.3.2 Color

When talking about colors the color scheme is special for every single showroom. Showrooms represent mainly three different colors which repeat on different items. For example, there are three dominant colors in the living room (see Figure 36) red, white and black. The combination of red and black is generally common color scheme but these saturated colors are rather heavy. The white color eases the all-over atmosphere of the room that is why it looks nice.



Figure 36

Another example of it is used in another living room (see Figure 37). In this case the dominant colors are light and dark brown with green accent. These natural colors allow people to relax as well as work hard as they are not interrupted by any glaring color. Because of this influence natural colors are generally recommended for personal offices.



Figure 37

Showrooms representing children rooms contain combination of lots of colors (see Figure 38, Appendix P I) as well as merchandise for children is available in two basic colors; red for little girls and blue for little boys (see Figure 39, Appendix P I).

6.3.3 Shape

What concerns shape, the merchandise itself can be used as a prop (see Figure 40). It presents two products at the same time. This type of display is useful as the plastic boxes fit the wooden shelves.

IKEA produces many products with typical measures. This allows numerous combinations of its products. As we can see in this department (see Figure 40) there are numerous types of cubic shelves. Each single shelf can be filled with a box but does not have to.



Figure 40

Thanks to the variety of materials the boxes which can be used for these cubic shelves are made for example of plastic, cloth or paper (see Figure 41, Appendix P I). The boxes are offered also in different colors and customers can choose the color which is the most suitable for his or her home.

IKEA offers lots of products with different shapes and colors and then it is up to customers what they choose and how they combine them. It offers shoppers a certain space for creativity and for a certain level of originality.

6.3.4 Direction

There should be some motion of viewer's eye when looking at displayed merchandise. This is called direction, moving a shopper's attention from one part to another.

When looking at the certain example (see Figure 42) it is obvious that the first attention is caught by black and white area. The contrast attracts the customer's attention most. Then eyes go to the right where a certain product is displayed in lifelike situation and then the customer looks down where the product is economically packed as a small item which is ready for customers to put it into their shopping bags. In this example the areas which are there to attract the customer's attention are also highlighted by two small lamps.

The other example (see Figure 43) shows also the contrast of white product and black background. With respect to this fact it is probably the focal point. It is unusually that the focal point is situated at the bottom of the display but here it seems to be this way. Then the attention goes up, so the eye movement is from the bottom to the top in this case.



Figure 42



Figure 43

6.3.5 Texture

What concerns the texture of displays IKEA merchandise is displayed on different kinds of materials (e.g. glass, wood or plastic tables). The displayed products usually correspond somehow with the surface on which they are presented. The surface should express the same style (modern, classic or scandinavian) to emphasise the overall message.

When the surface is made of wood it is likely to be the classic style in despite of the fact that some products displayed on wooden tables may be designed in modern style (see Figure 44, Appendix P I).

Different people like different colors as well as textures. Some like glossy smooth surfaces some like matt rough ones. IKEA realizes this fact and tries to offer products with different surfaces or textures.

Some surfaces are matt, some are semiglossy or glossy. Glossy, shiny items seem to be modern and lots of new products in the IKEA store go this way (see Figure 45, Appendix P I).

6.3.6 Proportion

IKEA also uses repetitive proportion when displaying merchandise. The same or similar items are placed one next to the other. The same products make a column and the columns are situated on the wall to present the products (see Figure 46). Customers can easily see the whole range of products and choose the one which suits them best.

In the IKEA store there is lack of other types of proportion such as pyramid or step proportion.



Figure 46

6.3.7 Balance

When talking about balance in the IKEA store there are to be found both types; formal and informal. In some cases these two types can be found in just one display (see Figure 47).

This display shows formal balance in the background which is created by two long curtains and two large shelvings of the same size.

On the other hand there is an informal balance in the foreground made by small table in the middle, on the right a wooden chair and on the left two pillows and a droplight. All these items make both sides of the display relatively equal.



Figure 47

6.3.8 Motion

As a motion can be considered a situation when children are using certain types of toys displayed in the store (see Figure 48, Appendix P I). Children use them and make them to move.

There are also testing machines placed in some areas of the store (see Figure 49). They are constantly moving and testing a particular product. This can a lot contribute to the influence of customers. They can personally see the testing process and easily believe that the product is of high-quality.



Figure 49

6.3.9 Lighting

The store also sells numerous types of chandeliers, dropslights, lamps and other lighting systems. They are placed in the showrooms functioning also as accent or atmosphere lighting (see Figure 50).

The lighting helps the merchandise to look more attractive and at the same time all lighting devices are also products that can be bought immediately.



Figure 50

6.3.10 Rhythm

Considering rhythm in the IKEA store, there is to be found examples of flow (see Figure 51). The flow is created by displaying the same items in a diversity of positions. This makes a self-contained movement.

Viewer's eyes travel from one area of the display to another, covering the whole display. The eyes are somehow led throughout the display and do not leave until all parts have been seen.



Figure 51

6.3.11 Harmony

Harmony in the IKEA store is a big issue. It is an agreement in feeling and consistency in mood. Looking at showrooms it is obvious that harmony is created there.

It seems that the showrooms look realistic and that it is possible to function this way in real life. This means that functional harmony exists in this case. Goods fit together which means that structural harmony is present. Decorative harmony is also fulfilled even though decorations are mostly at the same time products themselves but the floor and the walls also contribute to the overall atmosphere of the room.

Harmony lures shoppers to make their homes to also be in harmony. The showrooms show that it is possible and the store itself can help shoppers to create such rooms.

6.4 Not-for-sale Articles in the IKEA Store

In the IKEA store props are usually at the same time products themselves. There are numerous of bookshelves, wardrobes and cupboards full of merchandise such as boxes, plates and other dishes or clothes but all these pieces of merchandise can be bought too. These products co-exist together creating a certain atmosphere and attract customers to make multiple sales.

Fixtures are usually fixed to walls and present chairs, tables as well as sofas. These products are heavy and they are hung up on the wall fixtures. They are not supposed to be handled but customers can just look at them. In the warehouse there are fixtures presenting similar products of large quantities. This type of fixtures is able to present numerous types of products on a relatively small fixture.

There was not find any connection between high-profit products and eye-level-displayed products. Displaying products in rainbow pattern or grouping by shape from smallest to largest items was not found in the store either. There are only the same products in the same color presented together creating same-color groups.

Signs are attached to sample products. They are unified and easily recognized. They contain name of the product, price, measures, color options, material and where the product is in the store situated. If it is for instance a sign of a lamp it can also include information of what bulb is necessary to buy.

7 RESEARCH ON IKEA CUSTOMERS SEGMENTATION AND TYPOLOGY

This chapter deals with customers' segmentation and typology. At the beginning theoretical framework is briefly presented. The IKEA store has also its own way of segmentation which is also presented in the following text. After the brief theory part, the questions of this research are presented and the results are shortly commented in a one-by-one order.

7.1 Questionnaire 2, Background

The questionnaire two is designed to find out IKEA customers segmentation and typology. This questionnaire is based on the theory of Kotler which was explained in the theoretical part concerning with customers typology and segmentation.

7.1.1 Conceptualization

Marker should try to use some techniques and divide the market into some segments. He or she should try more types of them and then use the most appropriate one.

This research dealing with customer segmentation is based primarily on Kotler's theory of segmenting consumer markets. The questionnaire was founded on his four segmentations.

When talking about *geographic segmentation* the market can be divided into following units: nations, states, regions, countries or neighborhoods. It also covers urban, semi-urban or rural areas as well as climate.

Concerning *demographic segmentation* there are many variables such as age, gender, family file cycle, family size, income, occupation, education, religion, nationality and language. This segmentation is popular because these variables are for customers easy to answer.

Regarding *psychographic segmentation* shoppers are divided into units dealing with social class, lifestyle, attitude, value and personality characteristics. These factors are also referring to what customers buy.

The last one is *behavioral segmentation*. Factors connected with this segmentation are knowledge, attitudes, brand loyalty, profitability, decision making unit, uses or responses to a product.

7.2 Questionnaire 2, Data Collection

The questionnaire two was on the other side of the questionnaire one. This means that it was hand out at the same time and place as the first one as well as in the same IKEA store in Brno. The one hundred copies were filled out by the same people sitting in the IKEA restaurant at the lunchtime on Saturday. As mentioned above, in the section dealing with data collection of questionnaire one, the respondents were selected completely randomly including both men and women, from teen to elderly age.

7.3 Questionnaire 2, Results

Here, the results of the questionnaire two are going to be discussed. The results are divided into four segmentations: geographic, demographic, psychographic and behavioral one. Each segment is covered by asking more or less questions.

7.3.1 Geographic Segmentation

Considering geographic segmentation questions about country and climate were not asked. The research was taken in Brno in The Czech Republic. All respondents came from this republic so the country is clear enough. There was only the question about customers' nationality, and they all marked Czech nationality.

What concerns climate, the landlocked country is situated in Central Europe. It has a temperate continental climate. The summers are relatively hot and winters are cloudy and snowy. The temperature difference is relatively high between these two seasons. These features are common for all respondents.

The first questioning dealing with geographic segmentation was asking about regions. The Czech Republic consists of fourteen regions. The highest percentage (44%) of respondents answered they live in South Moravian Region, in the region where the IKEA store is situated. Surprisingly, there were also quite a high number of respondents from large distances. This situation probably occurred because the research was taken on Saturday. The results would be definitely different if the research was taken on a weekday.

The second question was whether the respondents live in a city or in countryside. Majority of respondents (81%) answered they live in a city. This high percentage indicates that IKEA store is in favor of people from cities. Citizens are supposed to have higher income than people living in countryside therefore they can effort to go shopping to IKEA

more often. On the other hand there is quite a high possibility that many villagers have not once visited IKEA store because they would find out that the store also offers low-priced products.

When asking about a city they live in, surprisingly only 26% of them stated they live in Brno. Such a low number was not expected considering that the city of four hundred inhabitants is the nearest city to this IKEA store. This means that people from other cities are willing to go shopping to IKEA even if they have to travel a larger distance. The largest distance a woman stated in the questionnaire is 160 kilometers. She is from South Bohemian Region and lives in Jindřichův Hradec. Another woman of 22 travelled 130 kilometers, coming from Olomouc Region. Remarkable is also another woman of 61 who travelled 100 kilometers, coming from Zlín Region.

The last question considering geographic segmentation was investigating whether the respondents live in a flat or in a house. People who live in a flat cover 67% of all respondents. IKEA offers lots of space arrangements for small flats. Customers can look at the showrooms presented in IKEA stores and find inspiration there. They can also ask store-clerks to help with designing kitchens, bathrooms or other rooms in their flat or in house.

7.3.2 Demographic Segmentation

The average age of the respondents is 35 and 71% of all respondents are between 25-55 year old. A thirty-five-year-old person has usually regular income what can be one of factors contributing to buying home furnishings. This person mainly has children or at least is about to have some and IKEA stores are nice to children what can be another aspect when choosing a particular store to go shopping there.

This result indicates that the customers are on the one hand young people who start to live on their own and furnish their own dwellings. On the other hand people in their forties, fifties who want to find inspiration and change their stereotype way of life, maybe after their adult children have left home.

When discussing gender, as previously mentioned 74% of customers are women and only 26% are men. Concerning this result, it can be said that women are the target group of IKEA. They can take their children if have some and go shopping to IKEA without asking who will look for them while their parents are shopping. Women are also willing to travel larger distances to visit IKEA as once shown when talking about geographic segmentation.

Men are mainly accompanying women. Only 9% of men usually go shopping to IKEA alone.

Another question was dealing with what gender has a dominant role in customers' households when talking about furnishing of home. Majority of respondents (63%) answered that the dominant person is woman. Majority of female respondents (70%) stated that a woman is the person who decides about home furnishings. Some women (20%) stated both, women and men too. The percentage of 10% also appeared; a situation when women stated that men decide about home furnishings.

Men answered this question in this way: 55% of men stated that men are those who decide about it and 45% of men stated that women are those who decide about it. Majority of women think they have more dominant role when furnishing home, but half of men do not think so.

IKEA does not target its products to elderly people very much but 75% of shoppers mentioned that they think IKEA offers sufficient assortment for these people. Two thirds of retirees stated that IKEA does not offer enough products for them and one thirds stated that IKEA does. This could be a stimulus for IKEA because these people would also like to satisfy their needs. One could think that the elderly would not want to change their homes or their lifestyles. Cannot senior woman want a new kitchen or bathroom? Of course, she can. This segment of people could bring quite lots of money if IKEA would focus on them more.

Only 7% of respondents answered that number of persons in their household is one. This means that these respondents live in their household alone. They all mentioned that they live in a flat. This percentage is same as the percentage of retirees; 7% of respondents. Shoppers very frequent stated that the number of persons in their household is two, three, and four plus in some cases five. The IKEA strategy to focus on people living together and living with children showed up as a very good one because 93% of respondents belong to the segment on which the strategy is focused.

The question discovering family status was also asked. Customers selected one of two options, single or married. According to their answers 51% of the shoppers are married and 49% of them are single. On the other hand single can mean not married, divorced or single with a child or children.

The factor of family status probably does not give any evidence of why the customers decided to visit the IKEA store. Generally, it could be said that married couples are more willing to furnish their homes than unmarried ones but this statement would be true as well

as untrue. However, from the little bit higher percentage follows that the IKEA store is visited more by married people.

When talking about children, 61% of customers have at least one child and 49% of them have not any child at all. From the result is clear that IKEA is in favor of people with and without children as well. There is a little bit higher percentage among people with children. This can be the result of IKEA free baby-sitting service. IKEA also offers numerous products for children as well as children's menu in the restaurant which can be another reason why people with children prefer to go to the IKEA store.

Whether customers find IKEA products suitable for children was further question. Nearly everybody (97%) found the merchandise suitable for children. IKEA itself focuses a lot on children. If there is a case that unsuitable products for children is being sold, IKEA immediately offers customers to return these products and they are given their money back. This kind of "promotion" influenced customer's mind for sure. Customers are generally aware of this fact and that assures them to believe that the products are suitable even for children.

IKEA itself divides the market into following segments: living alone, living together and living with children. When the respondents were asked this question 50% of them responded that they come under the living-with-children segment. The next was living-together segment with 43% and living-alone segment with only 7%. It is evident that the two leading segmentations really work.

To find out family income of respondents five following categories were made: less than 10 000, 10-20 000, 20-30 000, 30-50 000 and more than 50 000 CZK a month. As the results show 53% of respondents answered that the family income is between 20-30 000CZK, 28% of them 10-20 000CZK, 16% of them 30-50 000 and 3% of them less than 10 000CZK. None of them answered that the family income is more than 50 000 CZK (see Figure 52). These percentages are of those ones who answered this question, because 16% of all respondents did not answer it at all. Some customers have quite high income and could afford better-quality products. This shows that low-priced products are not just the reason why customers visit IKEA.

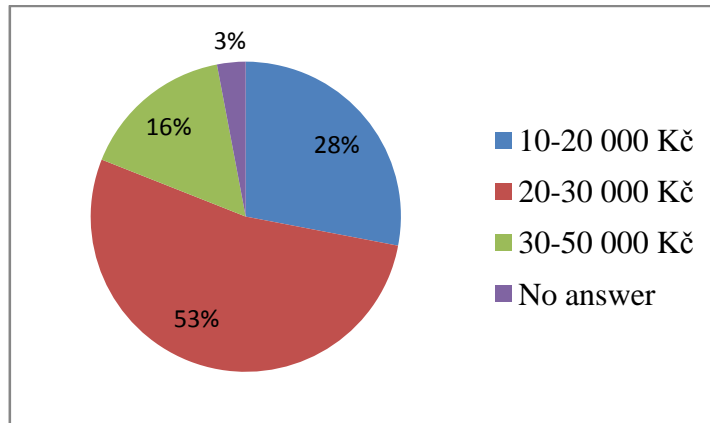


Figure 52: Family income of IKEA customers

When asking about occupation 71% of shoppers stated that they work. Students made 15% of them. The percentage of people on maternity leave and people in retirement is equal, namely 7%. None of the respondents was unemployed. It is not surprising that the majority of customers work. It can be claimed that working people are the target group of all stores. They earn money and store owners want them to spend the money in their stores. Students, young people, are also frequent customers in this IKEA store.

Education is usually related to income. Half of the customers (50%) passed Maturita exam (final exam young adults take at the end of their secondary education). People with master’s or engineer’s degree create 21% of all respondents. Shoppers with a certificate of apprenticeship make 14%. People (12%) who stated elementary school education are primarily students. Bachelor’s degree marked 3% of respondents. There are surprisingly quite high percentages of people with Maturita exam and with a graduate academic degree.

Religion is also one of demographic variables. The faithful create 36% of the shoppers. IKEA is neutral to religions; its products do not show any indication of a certain religion that is why they are suitable for both the faithful and the atheists. A special concentration on some kind of religion would discourage people to revisit IKEA store. This variable probably has no impact on whether to choose the IKEA store to visit or not.

7.3.3 Psychographic Segmentation

When talking about IKEA style 86% of respondents answered that they like IKEA style. People who completely associate with the IKEA style create 10% of the shoppers. Only 2% of them answered that they do not care about IKEA style and 2% of them mentioned that they do not like it. As the absolute majority of respondents shows, this style is

something that attracts customers to visit this store. People like the style and try to create the same style at their homes by purchasing this store's products.

IKEA distinguishes three major styles presented in its shop: classic style, modern style and Scandinavian style. Modern style is the most favorite one, 60% of the respondents like it. The second most favorite one classic style with the popularity of 28% and the last is Scandinavian style with 12%. Customers want to be modern and they know that IKEA can offer them quality and modern furniture and accessories. Some of them like classic style; this store is ready to satisfy their need for this kind of style. IKEA can also satisfy needs of people searching for something unusual and different, for them Scandinavian IKEA-home style is presented.

Following question was asking whether the respondents would imagine themselves to live in such designed rooms which are presented in the store. Majority of respondents (87%) stated that they can imagine this. This result also shows that many people visiting the IKEA store want their home to look like showrooms from the IKEA store. They are not able to design their homes themselves. IKEA tries to help these people by showing them how rooms can be designed and offers them all the products they can see to buy.

Nearly all (98%) shoppers stated that they want their home to harmonize with their personality. This result shows that shoppers visit the store because they know they can find there lots of products and they can choose them according to the style they like.

There is not just one type of glasses, pillows or chairs. Numerous types of products allow shoppers to choose and find that one which would or could harmonize with their homes or personalities. Almost everyone can create his/her own style by combining products from the IKEA store.

Majority (88%) of respondents also think that IKEA offers them original products. This can be a remarkable factor that customers think they are provided with original pieces of products. Are IKEA products really originals? To keep prices as low as possible the store has to make millions of same pieces and original product is not that one which exists in every second household. IKEA knows this fact and try to also offer original low-series products but then they are considerably more expensive.

As mentioned above 88% of respondents answered that IKEA offers original products. On the other hand, 74% of respondents stated that they do not mind whether their friends have at home the same home furnishings or not. Generally, people like IKEA products. That is why they do not mind in whose household the products can be found. The rest 26% of respondents stated they do not like looking at the same furnishings while being on a visit

in their friends' homes. They prefer original pieces not to be found in another household but theirs.

The respondents were also asked the question whether they find themselves introvert or extrovert. Higher number (63%) of them find themselves introvert. Introverts are quite and shy people who find it difficult to talk to people. IKEA is a self-service store. It creates comfortable environment very suitable for introverts. They do not need to bother store-clerks and talk to them which would be unpleasant for them.

Extroverts create 37% of all respondents. They are very active, lively and friendly and they are often seen communicating with each other or with store-clerks who are ready to offer help and answer any question. Extroverts are offered store-clerks to satisfy their communication needs.

Another question was a bit similar, discovering whether the customers are able to stand out, to "go away from the crowd." Majority (74%) of shoppers stated that they are not afraid to stand out. There is a discrepancy when 63% of all respondents answered they are introverts and at the same time the same people stated that 74% of them are not afraid to stand out. What caused this result? Maybe all the articles talking about the necessity to stand out caused that people do not think of this question anymore and just mark the memorized answer.

7.3.4 Behavioral Segmentation

The respondents were asked the question whether they visit the IKEA store to buy a specific products. There were three options to mark: always, sometimes or a case when a customer does not have a clue what to buy. Majority (83%) of them marked they sometimes visit the IKEA store to buy a specific product. The shoppers (15%) also stated that they do not have a clue what to buy when visiting the store. The rest (2%) mentioned that they always know what they want to buy. This shows that people visit the store not just to buy some products but also to experience the process of shopping, or to find inspiration.

Another questing was dealing with a frequency of shopping in the store. According to the results the average IKEA customer visits the store more than 10 times a year. It is quite a high frequency which shows that the store is very popular among the customers. They like revisiting it again.

In spite of the fact that majority of merchandise is still the same, some products can be new and customers do not want to miss them. None of the respondents answered that they were in the store for the first time.

They were also asked about frequency of usage of the products. Majority of respondents (63%) stated they sometimes use them, 35% stated they often use them and 2% stated they do not use them at all. The fact that the customers use IKEA products encourages them to buy new products. Merchandise in IKEA stores is presented in a way that customers are able to imagine themselves using them.

Half of shoppers (50%) stated that they prefer quality to low prices. Customers who prefer low prices to quality create a group of 35% of respondents. The rest respondents (15%) marked both options quality and low prices too. The results show that IKEA customers generally think the merchandise is quality and at the same time low-priced. As we can see even customers concentrating on low prices are visiting the store a lot and believe that the products worth buying.

Following question was dealing with brand loyalty. Customers were asked to choose between four options of brand loyalty: no loyalty, medium loyalty, high loyalty and absolute or heavy loyalty. Most respondents (69%) marked medium loyalty. High loyalty was marked by 17% of respondents and no loyalty by 14% of them (see Figure 53). None of the respondents marked absolute loyalty. IKEA customers are aware of loyalty to this store and respect it.

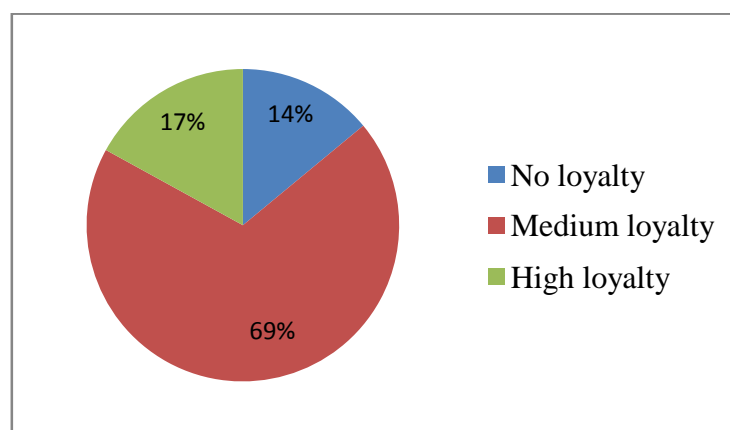


Figure 53: IKEA customers' loyalty to this brand

The next question is similar to the previous one. It uncovers customers' attitude to IKEA products. Most shoppers (79%) responded that their attitude to these products is positive. Several shoppers (14%) stated neutral attitude, 5% stated enthusiastic attitude and 2%

stated negative attitude. Large majority of customers perceive the merchandise positively. This stimulates them to revisit the store again.

This following question is also connected with brand loyalty; whether the customers are members of IKEA FAMILY, IKEA own loyalty program. Quite lots of customers (44%) are members of this loyalty program. IKEA tries to offer special benefits for its regular customers as well as lower prices. Members of this program know that IKEA offers them more than other store of the same type would do. That is why they do not need to hesitate about visiting this store.

Half of respondents (51%) have never left this store without buying anything. It follows that every second customer has always bought something. IKEA offers wide range of products so it is hard to leave the store without buying just candles or other accessories. During walking by showrooms customers find inspiration and feel very positive. They would hardly imagine themselves leaving IKEA without taking some products to home.

This theme is also included in the following question; whether the shoppers have ever spent more money than they expected to spend. Majority (79%) responded that they have ever spent more money than they expected. This is the result of the inspiration shoppers find during shopping. They come across many products and consider them must-haves. The final step is that they put them into the yellow shopping bag.

The last but one question was dealing with preference of discounted merchandise. Most customers (77%) answered that they prefer discounted products to products without discount. Lots of researches have been done on this theme and results were still the same. Customers are ordinarily more sensitive to discounted merchandise. Stores know this and use this selling technique to support sales of specific products.

The last question of the questionnaire two was asking whether the respondents usually buy some products while coming to or waiting in a line at cash registers. Nearly 40% of the respondents answered that they usually do this. This technique is also commonly used in supermarket stores. It can also support sales of specific products as well as attract customers' attention to buy some more products or accessories at the last moment before checkout.

8 RECOMMENDATION

The IKEA store concept is elaborated. Showrooms, displays, warehouse and other elements of visual merchandising create together the uncommon store atmosphere leading to uncommon shopping experience. Every individual element has its purpose and somehow influences the customers' perception. However, there are also some weak points of the store which should be improved to increase customers' shopping experience or to lure new customers.

Doing shopping in the IKEA store is time-consuming and people know that. It can discourage them from visiting the store when being in time pressure. This is caused by the layout of this store. Customers are supposed to follow the one-way route from the beginning to end. There are shortcuts situated on every floor but they are not visible and customers can easily miss them. *The shortcuts should be somehow highlighted* to allow shoppers to better orient in the store. If customers knew how the shortcuts work they could save their time and visit the store more often.

IKEA lets customers to use the displayed furniture such as chairs, armchairs, beds, mattresses, etc. IKEA simply wants the customers to stay in the store as long as possible. There are some benches at the beginning of the store and lots of them at the end but there are very few of them in front on the store. Making *the store front area more comfortable* could also lure more customers. People would be allowed to stay longer near the store and relax there. There should be more benches and greenery in front of the store.

There is also something like IKEA radio. It broadcasts some information about special offers or new products from time to time. However most of the time it is off. It should *broadcast some music* for sure and make people more involved in the shopping process. Pleasant music would make people not to think about time and stay in the store longer. It should not be any particular channel because it often states the time; just music supporting the whole store atmosphere would be enough.

The research shows that 74% of all customers are women and only 26% are men. Women are also more willing to travel long distances to visit IKEA store than men do. This result shows that IKEA should focus more on male customers and offer them more products. *More DIY products or gardening items* would for sure lure more male customers. IKEA still focuses more on room furnishings but it should also focus on gardening and things around people houses.

Results of this research also show that 7% of all customers are elderly people and the same percentage (7%) covers people living alone. Most people answered that they think IKEA offers sufficient number of products for elderly people but the research shows there are only seven percent of them shopping in this store. IKEA should *focus more on elderly people* as they could also like to change their flats or houses.

The living-alone segment is designed by IKEA itself but only seven percent of customers are in this segment. It shows that this segment does not work well or that there are not many people living alone. There should be introduced some *changes supporting living-alone segment*. However, it is hard to say what is the percentage of all living-alone people on the whole market.

People from cities make 81% of all respondents that is why IKEA should *focus also on people living in villages*. Many of them have probably never been in this store. They may be afraid of high prices which is not true. Advertising, this is what could solve this problem. IKEA advertisement on TVs highlights just kitchens and large pieces of furniture. Advertising of simple and cheap products could do more than the current style of promotion. IKEA probably still wants to be seen in people's minds as a store with dominant furniture pieces.

Considering IKEA storefront, there is only one window display and it is not enough. There should *more window displays* to present more products which customers can buy. New merchandise is presented in the only one window display but leading merchandise should be presented in window displays as well. If more of them were situated in front of the store new and also leading merchandise should be displayed. This could help with presentation of products and lure more customers.

Signs placed before the store present some products, toys, meals or the loyalty program. However, it is hard to see new products on the signs. IKEA should focus more on *new merchandise promotion* and let people know that new items are available. Signs are not changed very often that is why they tend to present essential products and services.

When talking about interior displays *products at a discount should be better highlighted*. They should be more visible and also should be placed nearer to the one-way route where customers move.

Store maintenance is managed very well, but the litter bins can be easily overlooked. *The litter bins should be more visible and noticeable*. Customers should not have problems with finding them.

When talking about artistic elements, *textures could be improved*. IKEA uses natural as well as artificial materials, glossy and matt surfaces, different colors and some others. There are mainly flat and smooth surfaces of products but there should be some others such as 3-D elements on surfaces or other new revolutionary elements or materials.

There could also be *more motion in displays*. Merchandise in a motion attracts customers more than just simply displayed products without motion. Even simple move will catch customers' attention.

Direction, proportion as well as rhythm in the displays should also be improved as they are relatively underestimated. Some of them were found during doing this research but only a few of them. They are probably considered to have no role when influencing shoppers but this does not have to be true. They should be respected. Even little details of product displaying should be improved because they all together create the whole store atmosphere which directly influences customers.

CONCLUSION

This bachelor thesis has discovered that doing shopping does not have to be just about buying things. Stores can also be places where people come together, socialize and enjoy a pleasurable time.

It is up to the stores how the shopping environment is designed. They can use quite a lot of means of creating pleasant and eye-catching displays which can attract customers' attention. Customers appreciate well-designed displays presenting realistic situations.

This research shows that the IKEA store is a perfect example of this store and customers treatment. The store realizes that the store atmosphere influences the shoppers' perception deeply and support customers' willingness to buy merchandise.

IKEA customers got used to perceive this store as a place for socializing; as a place where they can come with friends and spend there a pleasurable time. As majority of IKEA customers are women they can also take their children and let them play in children's play area. In the meantime adults can do shopping or spending time in IKEA restaurant.

An average IKEA customer is in his/her thirties who lives with someone or has at least one child. He/she usually lives in a flat and in a city. This person has an average income and appreciates original products designed in modern style. He/she is also interested in quality products at reasonable prices.

IKEA customers like the IKEA style and how the store is designed and organized. They visit this store quite often. They like the showrooms presented there and would like to live in such designed rooms. They also want their personalities to harmonize with their homes. This means that their personalities harmonize with IKEA showrooms and they feel nice being in the showrooms. This positive feeling results in customers' membership in IKEA FAMILY and loyalty to this store.

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APPENDICES

- P I Figures
- P II Questionnaire one (English version)
- P III Questionnaire two (English version)
- P IV Questionnaire one (Czech version)
- P V Questionnaire two (Czech version)

APPENDIX P I: FIGURES



Figure 22



Figure 23



Figure 38



Figure 39



Figure 41



Figure 44



Figure 45



Figure 48

APPENDIX P II: QUESTIONNAIRE ONE (ENGLISH VERSION)

Do you usually go to the IKEA store with a company of people?	Yes/No
Do you plan a visit of the IKEA store?	Yes/No
Do you visit IKEA's café or restaurant?	Yes/No
Have you or your friends ever used the IKEA's child care services?	Yes/No
Do you think that IKEA products are safe for children?	Yes/No
Do you like the conception of the IKEA store?	Yes/No
Did you find in the IKEA store products which you were looking for?	Yes/No
Did you find easily the products which you were looking for?	Yes/No
Did you find easily information about products?	Yes/No
Do the opening hours (from ten to ten) suit you?	Yes/No
Have you ever spent in the IKEA store more time than you were going to spend?	Yes/No
Do you browse through IKEA catalogue before or during a visit?	Yes/No
Did you decide to visit the IKEA store because of its products are cheaper comparing to similar products of other stores with home furnishings?	Yes/No
Do you think that you will visit the IKEA store again?	Yes/No
Would you recommend the IKEA store to your friends?	Yes/No
Do you prefer the IKEA store to other stores with home furnishings?	Yes/No
Do you like shopping in the IKEA store?	Yes/No
Do you think that the store lay-out is designed in a way for you to save time?	Yes/No
How far you have to travel to visit the store? (Km)
Do you think that the IKEA's parking area is available and safe?	Yes/No
Do you go to the IKEA store just because of products or shopping experience?	
	Products/Shopping experience
Do you like the self-service shopping in the IKEA store?	Yes/No
Have you ever bought a product in the store which you had to assemble?	Yes/No

APPENDIX P III: QUESTIONNAIRE TWO (ENGLISH VERSION)

In what region you live in? South Moravian Region / Olomouc Region / Zlín Region / Moravian-Silesian Region / Vysočina Region / Pardubice Region / Liberec Region / Hradec Králové Region / Ústí nad Labem Region / Karlovy Vary Region / Plzeň Region / South Bohemian Region / Central Bohemian Region / Prague

You live in a city / a countryside

You live in Brno / Prague / another city / a countryside

You live in a flat / a house

Age:

Gender: male x female

Whose opinions are more preferable when talking about furnishing of a flat or house?
men's x women's

Do you think that IKEA offers sufficient number of products for retired people?
Yes/No

Number of people in your household:

Marital status: single / married

Number of children:

What suits you best? living alone / living together / living with children

The income of your family is less than 10 / 10-20 / 20-30 / 30-50/ more than 50
(in thousands)

What is your occupation? unemployed / student / employed / on maternity leave/retired

Education: Elementary school / Certificate of apprenticeship / A levels / DiS / Bc. / Mgr. / Ing. / another

Are you believer? Yes/No

Nationality: Czech / Slovak / another

What is your opinion on IKEA style? associate with it / like it / do not like it /hate it

What style presented in IKEA you prefer? classic / modern / scandinavian

Can you imagine yourself living in rooms as they are presented by IKEA? Yes/No

Do you want your home to harmonize with your personality? Yes/No

Do you think that IKEA offers original products? Yes/No, because it is mass production

You find yourself rather: introvert / extrovert

Are you afraid to stand out from the crowd? Yes/No

Do you mind when your friends have the same furniture and other home furnishings as you have?	Yes/No
Do you go to IKEA for a specific product?	sometimes / always / never know what I would like to buy
How often you visit the IKEA store? times a month / times a year / I am here for the first time
How often you use IKEA products?	never / slightly / sometimes / often
What you prefer?	low price / quality
Your loyalty to IKEA brand is:	none / medial / high / absolute
Your attitude to IKEA products is:	enthusiastic / positive / neutral / negative / hostile
Are you a member of IKEA FAMILY?	Yes/No
Have you ever left the IKEA store without buying anything?	Yes/No
Have you ever spent in IKEA more money than you were going to spend?	Yes/No
Do you prefer products at a discount?	Yes/No
Do you often buy some products in the cash register area?	Yes/No

APPENDIX P IV: QUESTIONNAIRE ONE (CZECH VERSION)

Většinou chodím do IKEA s přáteli	Ano / Ne
Návštěvu IKEA si plánuji	Ano / Ne
Navštěvujete IKEA kavárnu či restauraci?	Ano / Ne
Využil(a) jste někdy Vy, nebo někdo z lidí, kteří Vás doprovází, služeb dětského koutku?	Ano / Ne
Myslíte si, že jsou výrobky IKEA pro děti bezpečné?	Ano / Ne
Líbí se Vám, jak je obchodní dům IKEA koncipován?	Ano / Ne
Našel(la) jste v IKEA výrobky, které jste hledal(a) ?	Ano / Ne
Našel(la) jste snadno výrobky, které jste hledal(a)?	Ano / Ne
Našel(la) jste snadno informace o výrobcích?	Ano / Ne
Otvírací doba od 10-22 mi vyhovuje.	Ano / Ne
Strávil(a) jste někdy v IKEA víc času, než jste plánoval(a)?	Ano / Ne
Prohlížíte si katalog IKEA před nebo během samotné návštěvy?	Ano / Ne
Rozhodl(a) jste se navštívit obchodní dům IKEA, protože jsou její výrobky cenově výhodné oproti jiným obchodům s nábytkem?	Ano / Ne
Navštívíte ještě někdy obchodní dům IKEA?	Ano / Ne
Doporučil(a) by jste IKEA svým známým?	Ano / Ne
Preferujete IKEA před ostatními domy s nábytkem?	Ano / Ne
Je pro Vás příjemné nakupovat v IKEA?	Ano / Ne
Myslíte si, že díky dispozičnímu řešení obchodního domu IKEA můžete ušetřit čas?	Ano / Ne
Přibližně jak daleko to máte do IKEA? (v km)
Myslíte si, že parkoviště před IKEA je dostupné a bezpečné?	Ano / Ne
Chodíte do IKEA kvůli jejím výrobkům nebo kvůli zážitku z nakupování?	Výrobky / Zážitek
Vyhovuje Vám samoobslužní forma nákupu v IKEA?	Ano / Ne
Koupil(a) jste si nějaký výrobek v IKEA, který jste pak sám smontoval(a)?	Ano / Ne

APPENDIX P V: QUESTIONNAIRE TWO (CZECH VERSION)

- Ve kterém kraji bydlíte? Jihomoravský / Olomoucký / Zlínský / Moravskoslezský /
Vysočina / Pardubický / Liberecký / Královohradecký /
Ústecký / Karlovarský / Plzeňský / Jihočeský / Středočeský /
Praha
- Bydlíte ... ve městě / na venkově
- Ve kterém městě bydlíte? Brno / Praha / ani v jednom / bydlím na venkově
- Bydlíte v bytě / rodinném domě
- Věk:
- Pohlaví: muž x žena
- Hlavní slovo při zařizování domu/bytu má v naší domácnosti muž / žena
- Myslíte si, že IKEA nabízí dostatečné množství sortimentu pro obyvatele v poproduktivním věku? Ano / Ne
- Počet lidí v domácnosti:
- Rodinný stav: svobodný(á) / ženatý (vdaná)
- Počet dětí:
- Co Vás nejlépe vystihuje? žiji sám / žijeme společně / žijeme společně s dětmi
- Příjem rodiny v tisících: méně jak 10 / 10-20 / 20-30 / 30-50 / 50 a více
- Povolání: nezaměstnaný(á) / student / zaměstnanec /
na mateřské dovolené / důchodce
- Vzdělání: základní škola / výuční list / maturita / DiS / Bc. / Mgr. / Ing.
/ jiné.....
- Jste věřící? Ano / Ne
- Národnost: Česká / Slovenská / jiná (uveďte jaká
- IKEA styl plně se s ním ztotožňuji / líbí se mi /
nelíbí se mi / nemohu ho vystát
- Který styl prezentovaný v IKEA se Vám líbí nejvíc?
klasický / moderní / skandinávský
- Dokážete si představit sebe, jak žijete v místnostech, které jsou prezentovány v obchodě IKEA? Ano / Ne
- Chcete, aby Váš dům ladil s Vaší osobností? Ano / Ne

Myslíte si, že IKEA nabízí originální výrobky?	Ano / Ne, protože je to masivní produkce
Jste spíše	introvert / extrovert
Bojíte se „vyčnívat z řady“?	Ano / Ne
Vadí Vám, když mají Vaši známí doma nábytek nebo jiné domácí vybavení stejné jako máte Vy?	Ano / Ne
Chodíte do IKEA pro konkrétní výrobek?	někdy / vždy / nikdy předem nevím, co chci koupit
Kolikrát měsíčně (ročně) v IKEA nakupujete?x měsíčně /x ročně / jsem zde poprvé
Výrobky IKEA používám	vůbec / nepatrně / občas / často
Co preferujete?	nízká cena / kvalita
Svoji věrnost ke značce IKEA vnímáte jako:	žádná / střední / vysoká / absolutní
Jaký je váš postoj k výrobkům IKEA?	nadšený / kladný / neutrální / negativní / nepřátelský
Jste členem IKEA FAMILY?	Ano / Ne
Odešel(a) jste někdy z IKEA, aniž by jste si nic nekoupil(a)?	Ano / Ne
Utratil(a) jste někdy v IKEA víc, než jste si myslel(a), že utratíte?	Ano / Ne
Dáváte přednost výrobkům, které jsou v akci?	Ano / Ne
U pokladny si často koupím nějakou tu drobnost.	Ano / Ne