University of Pretoria

GORDON INSTITUTE
OF BUSINESS SCIENCE

THE ANTECEDENT FACTORS AND BUSINESS OUTCOMES OF CUSTOMER DELIGHT IN FASHION RETAIL

J U N A I D   R A W A T

A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration

November 2006

ABSTRACT

In the highly competitive and dynamic world of fashion retailing, developing and retaining loyal customers is a requirement for survival, let alone success. Marketing practitioners have found that to keep customers loyal, a firm must go beyond merely satisfying to truly delighting them (Schlossberg, 1990; Arnold, Reynolds, Ponder and Lueg, 2005). However, only Arnold *et al.* (2005) explored the concept of customer delight in a generic (multi-format) retail environment. To the author's knowledge, there has not been any similar research conducted in the South African retail environment and none specific to fashion apparel retailers. Therefore, the purpose of this study was to examine customer delight in the context of fashion retailing. Specifically, qualitative research was conducted to determine the antecedents and outcomes of delightful shopping experiences for these customers.

Critical incident analysis of 33 depth interviews with shoppers revealed several factors associated with delightful shopping experiences and the resultant business outcomes. Together with presenting a model that fashion retailers can use to stage delightful shopping experiences, a number of strategic implications are discussed, and limitations and directions for future research are also addressed.

DECLARATION

I declare that this research project is my own, unaided work. It is submitted in partial fulfilment of the requirements of the degree of Master of Business Administration for the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university.

Junaid Rawat

....   Date: ....

ACKNOWLEDGE

My sincere thanks and heartfelt appreciation to:

- Almighty God for making all things possible.

- My parents for their support and encouragement.

- My wife Bilkish, for her selfless support and my baby girls Maleeha and Taskeen, for patiently waiting for their daddy to return from 'school'.

- My supervisor, Nicola Kleyn for having just as much passion for this research as me and for her expert guidance on the subject.

- Margie Sutherland and Neale Penman for instilling the discipline required to properly explore an idea.

- Ruby Stanley, Ragini Naicker and Reshma Naidoo for their superb efforts in conducting interviews and for transcribing the content.

- Jules Goddard for his review of my research proposal and for providing valuable feedback and advice.

- Mzamo Masito and Paul Egan, UCT Unilever Institute of Strategic Marketing – for their assistance with sourcing the Black Diamond survey findings.

- Dr Zubie Vahed of Ontario, Canada, for reviewing.

- All of the follow able time and insight:

#	Respondent Name	Location
1	Avril Naidoo	CBD – Durban
2	Thandeka Gcaba	CBD – Durban
3	Alicia Makhanya	CBD – Durban
4	Cleo Khumalo	CBD - Durban
5	Chinky Singh	CBD - Durban
6	Lucky Zulu	CBD - Durban
7	Clarica Shudu	CBD - Durban
8	Shantal Boucher	CBD - Durban
9	Mogie Naidoo	CBD - Durban
10	Charlotte Hope	CBD - Durban
11	Ahmed Rawat	CBD - Durban
12	Deshnie Naidoo	Gateway - Durban
13	Zukiswa Ntisaana	Gateway - Durban
14	Nosabatha Ntisekeni	Gateway - Durban
15	Goodman Mkfeka	Gateway - Durban
16	Lauren Taylor	Gateway - Durban
17	Mercedes Patley	Gateway - Durban
18	Stella Koch	Gateway - Durban
19	Rovina Asaray	Gateway - Durban
20	Ladyfair Kumalo	Gateway - Durban
21	Amanda Intisana	Gateway - Durban
22	Christine Poonin	Gateway - Durban
23	Mary Govender	Gateway - Durban
24	Lilian Pandro	Midlands Mall - Pietermaritzburg
25	Charlene Naick	Midlands Mall - Pietermaritzburg
26	Clerisha Devipersad	Midlands Mall - Pietermaritzburg
27	Hanifa Mohamed	Midlands Mall - Pietermaritzburg
28	Mrs Ismail	Midlands Mall - Pietermaritzburg
29	Nigel Govender	Midlands Mall - Pietermaritzburg
30	Felicia Harrod	Midlands Mall - Pietermaritzburg
31	Sylvester Joseph	Midlands Mall - Pietermaritzburg
32	Hershela Harrod	Midlands Mall - Pietermaritzburg
33	Lucy Bridgemohan	Midlands Mall - Pietermaritzburg

CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

B2C – Business to Consumer

CBD – Central Business District

CEM – Customer Experience Management

CIT – Critical Incident Technique

CRM – Customer Relationship Management

POS – Point of Sale

SMS – Short Message Service

UCT – University of Cape Town

1. CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM

1.1. Background

Retailers worldwide are faced with increased complexity, intense competition and marketplace polarisation. Consumers have more choice than ever and are far more selective about when, where, and how they shop. Fashion apparel retailers in particular have the added challenge of dealing with highly dynamic, independent demand for their products and customers who often buy on impulse at the point of purchase (Christopher and Peck, 1999). Burdened by these different priorities and having traditionally adopted an inside-out perspective of their businesses, these retailers have been unable to focus on developing a differentiated and compelling customer experience that establishes a unique 'parking-spot' in the minds of their customers.

Their efforts in becoming customer-focussed have mostly been driven by the measurement and analysis of customer satisfaction and its subsequent improvement (Jones and Sasser, 1995; Oliver, 1999; Reichheld and Sasser, 1990). However, these firms are having difficulty connecting satisfaction efforts to bottom-line profitability (Arnold, Reynolds, Ponder and Lueg, 2005). A study by the Juran Institute found that fewer than 30% of 200 firms believed that their satisfaction management efforts added to their bottom line, and

fewer than 2% ~~w~~ :om-line improvement (Hepworth and Mateus, 1994).

Interestingly, studies conducted by Keaveney (1995); Oliver (1999); and Schmitt (2003) show that satisfaction has little, if anything, to do with loyalty as many customers who switch are often satisfied with their prior brand experience, with overall switching among satisfied customers across many industries approaching 80%.

It is also a misconception that customer satisfaction can be accurately measured using such metrics as delivery time, waiting time, and the availability of promised or advertised goods in required quantities. Berman (2005) makes the point that while many of these attributes may lead to dissatisfaction if not fulfilled, they may not lead to high levels of satisfaction or delight even if they are fully met. Drawing an analogy with industrial psychology, this concept is akin to Herzberg's (1966) 'Hygiene' factors which must be present in a work environment before an employee can be motivated. Hezberg's theory implies that motivation is not just a de-facto result of having these 'hygiene' factors present, but requires them as a minimum basis on which to then attempt to motivate employees. Similarly, customers can not be assumed to be automatically satisfied if the factors that lead to their dissatisfaction are removed. There is thus no automatically progressive, linear relationship between dissatisfaction, satisfaction, and delight.

1.2. Customer

In response to these developments, practitioners have suggested that merely attaining satisfaction may be insufficient, and that to keep customers loyal, a firm must go beyond just satisfying customers to truly delighting them (Schlossberg, 1990; Arnold *et al.*, 2005).

While customer satisfaction is generally based on exceeding one's expectations, customer delight requires that customers receive a positive surprise that is beyond their expectations (Berman, 2005). The difference between the two becomes more than just semantic in the context of the highly competitive local fashion retail industry where the extent of differentiation and the depth of customer loyalty, is often the difference between success and failure.

1.3. South African Consumer Retail

South African consumer behaviour has undergone fundamental change since the death knell of apartheid sounded in 1994. More than any other ethnic group, many black South Africans have quickly risen from poverty to relative affluence within a short space of time. Evidence of this is provided by the largest and most comprehensive study to date on the economic implications of this affluent group, the 'Black Diamond' survey conducted by UCT's Unilever Institute. Black Diamond (2006, p14) found "plenty of evidence that the growth of the black consumer is having a significant effect on the economy."

The report provides ... the seismic impact of this group from a macroeconomic perspective:

- From 1998-2004 there was a growth of 368% in black households in the upper income bracket (those who earn more than R154 000 a year).

- The black middle class is 2-million strong and growing at an estimated rate of 50% a year and are responsible for nearly a quarter of the annual cash buying power of R600 billion.

- GDP growth has risen from 1.9% in 2001 to 5% in 2005 despite static or negative white buying and black unemployment of over 40%.   (Black Diamond, 2006)

Of particular interest to this research; Black Diamond (2006) found that clothing retailers, who are experiencing sales growth of 15%-20% a year, have attributed a significant portion of this to the emerging black middle class.

The report also dispels the myth that the 'Black Diamonds' represent a homogeneous, undifferentiated market. One of the key findings of Black Diamond (2006) was that South Africa's black middle class is culturally-rooted, growing, evolving and constantly in flux. The implication of this, particularly for fashion retailers, is that as the market expands and evolves and consumers grapple increasingly with their individual aspirations on one hand and traditional cultural

influences on the ... ore complex and more fragmented. It will be key for retailers to gain an intimate understanding of this market and design their product and service offerings accordingly. "Black Diamonds will become more sophisticated, demanding, questioning consumers" (Black Diamond, 2006, p13).

1.4. Rationale for Research

Combined with the fascinating mix of its different ethnic, racial, social, and cultural groups; South Africa's dynamic and diverse consumers cannot be perceived or treated as a homogeneous group who share similar shopping experiences. Therefore, in order for fashion retailers to entrench their brand position and gain long-term customer loyalty, they have to gain deep insight into the expectations of their customers from a holistic perspective (as opposed to only adopting an outcomes-centric view using traditional satisfaction metrics) and use this insight to resonate with their distinctive markets by creating culturally-relevant, compelling and delightful shopping experiences.

1.5. Research Objectives

The aim of the intended research is thus to investigate the antecedent factors of delightful shopping experiences for South African fashion apparel consumers and the resultant word-of-mouth

and loyalty effec the retailer (business outcomes). Once these have been explored, the author intends to use this insight to synthesise a fashion-retail-specific model of customer delight that provides these businesses with an outside-in perspective in the design of the shopping experience.

The proposed research will thus:

- Identify the antecedent factors that create delightful shopping experiences for South African fashion apparel customers;

- Identify the business outcomes (specifically; the word-of-mouth effects and the effect on customer loyalty) of these delightful experiences for the retailer;

- Use the findings to generate a descriptive model of customer delight that fashion retailers can use in the design and management of the total shopping experience.

1.6. Research Scope

While there is potential for drawing on different retail formats and possibly other industries altogether, for common/generic antecedents of delightful customer experiences; this study is specifically focused on gaining an in-depth understanding of delightful shopping experiences for fashion apparel with all its unique characteristics and

particular nuance demand, emotional/ hedonic rather than rational/utilitarian buying behaviour…etc.).

Furthermore, while there has been growth in online retailing (particularly in the USA); South Africa's relatively lukewarm embrace of virtual shopping (Goldstuck, 2006) dictates that the focus of the intended research is only on 'brick & mortar' and not online retailers. "Online retail in South Africa grew by 20% in 2005, down from the 25% growth rate of 2004, as the industry finds itself lagging due to the high cost of broadband Internet access in South Africa" (Goldstuck, 2006).

The above outlines the scope of the intended research. Please refer to Chapter 4 for research limitations.

1.7. Report Structure

This report is divided into seven chapters, with this introductory section being the first. The following chapter (Chapter 2) presents a review of the literature around the construct of customer delight and its related theoretical base. Chapter 3 explains the research methodology employed with a detailed overview of the Critical Incident Technique (CIT) of qualitative research that was used as the basis for data collection. Specific research questions are postulated in Chapter 4; while chapters 5 and 6 present the research findings and discussion of results respectively. Finally, the research findings are

condensed into a model of consumer delight which is presented together with a discussion of implications for fashion retailers in Chapter 7. The report closes with recommendations for further research.

2. CHAPTER 2 - LITERATURE REVIEW

The review of the literature is organized around a discussion of service marketing; the concept of customer experience management (CEM) and the transition to an experience-based economy; customer experience in fashion retailing; existing literature around the concept of customer delight; consumer behaviour theory focusing on the cognitive and affective basis of delight; and finally, a discussion of the resultant consequences or outcomes of delight. This chapter concludes by highlighting the absence of literature surrounding the antecedents and outcomes of customer delight specific to fashion retailing and argues the concomitant need for the intended research.

Figure 1 below is an illustration of how the above concepts and their respective theoretical bases have been assembled to form the construct of customer delight in fashion retailing that will be explored in this document. Specifically, this conceptual model decomposes the construct of customer delight to show that it is rooted in the broad concept of service marketing and the paradigm of the experience economy. The phenomenon of customer delight will be explored within the specific context of the fashion retail customer experience. The model illustrates customer delight both as a stand-alone concept as well as from a process perspective (explaining its cause and effect). This cause-effect relationship is described by borrowing from

consumer behavio[...]ve and affective basis of delight and the resultant behavioural consequences or outcomes.

Figure 1: Map of Concepts/Theory Base
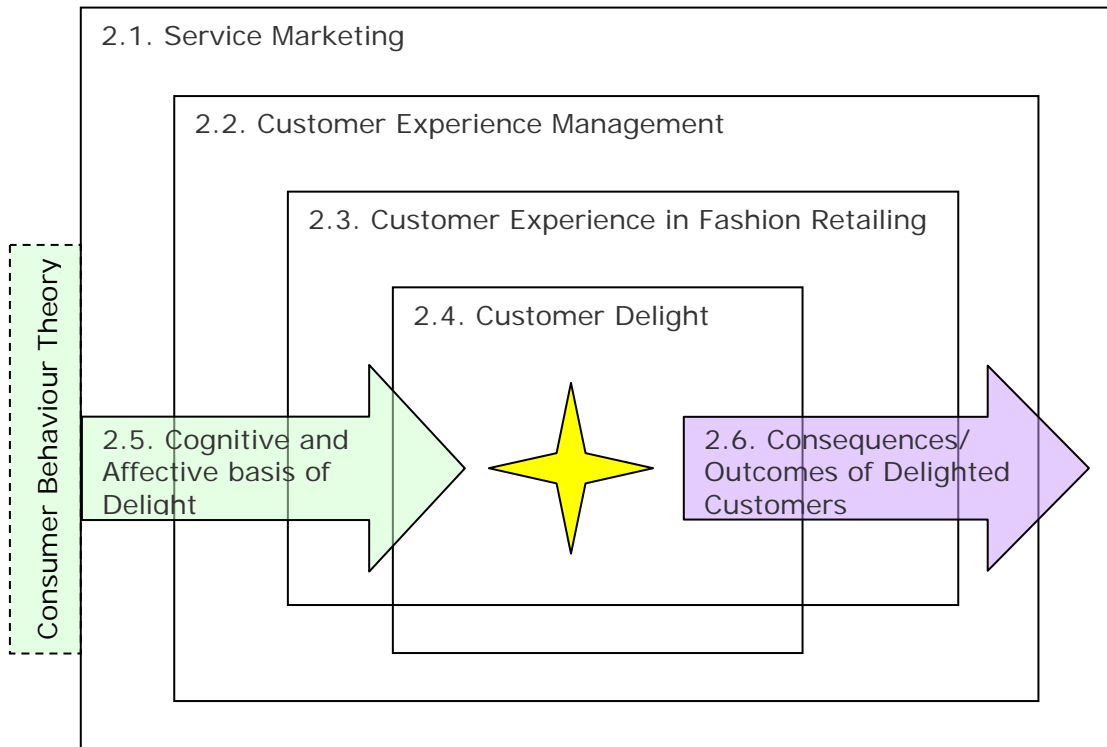
2.1.   Service Marketing

Marketing inherited a model of exchange from economics, which had a dominant logic based on static equilibrium-balanced systems, the exchange of tangible goods, the concept of embedded value and exchange via transactions (Vargo and Lusch, 2004). However, according to Beinhocker (2006); economics is in the midst of a revolution – it's biggest in over a century – and recent work by economists and other scientists provides us with a radically new perspective on the workings of the economy. "Complexity Economics," as Beinhocker (2006) calls the new paradigm; views the

economy as a , constantly evolving system, more akin to the brain, the Internet, or an ecosystem than to the static, equilibrium picture presented by traditional theory. Beinhocker (2006) describes an economy as an evolutionary system comprised of collections of individuals interacting with each other in highly complex ways, continuously processing information, extracting value from relationships, and learning by adapting their behaviours. Vargo and Lusch (2004) explain that this new paradigm requires a revised logic for marketing which focuses on intangible resources, the co-creation of value, and relationships as the 'glue' that binds the parties to an exchange.

"Customers do not buy goods or services: They buy offerings which render services which create value... The traditional division between goods and services is long outdated. It is not a matter of redefining services and seeing them from a customer perspective; activities render services, things render services. The shift in focus to services is a shift from the means and the producer perspective to the utilization and the customer perspective." (Gummesson, 1995, p250).

This service-centred view of marketing is inherently customer-centric and market driven. This means more than simply being consumer oriented; it means collaborating with and learning from customers and being adaptive to their individual and dynamic needs (Vargo and Lusch, 2004). Service marketing zooms away from a primary focus

on the product ar[...]ngible and intangible) of the exchange system that constitute value to the customer. A key aspect of service marketing is its focus on relationships as the primary bridge for exchange. This has spawned a body of knowledge around the concept of relationship marketing, which focuses on establishing and building a long term relationship between a company and a customer. Since relationships are formed, developed, and sometimes even destroyed by experiences, the need to understand and manage these experiences has given vogue to the concept of customer experience management (CEM) which is an evolution within relationship marketing and therefore of the broader concept of service marketing.

2.2.   Customer Experience Management

The primary theoretical basis of this research resides in the body of knowledge focusing on the customer experience (Pine and Gilmore, 1999; Seybold, Lewis and Marshak, 2001; Schmitt, 2003). Although they differ in their approaches to perceiving and managing customer experiences, the common theme that has emerged in this literature set is that the total customer experience, in addition to the 'traditional' economic output factors of goods and services, is the last bastion of competitive differentiation in a world where both goods and services are becoming increasingly commoditized.

"Customer Exper ocess of strategically managing a customer's entire experience with a product or a company" (Schmitt, 2003, p17). Apart from the 'experience' viewpoint, several other approaches that have been espoused include; customer relationship management (CRM), loyalty programs, and database marketing. However Schmitt (2003) is dismissive of many mainstream relationship/service marketing concepts as still having too much on an inside-out perspective of the customer. Schmitt (2003, p17) argues that concepts such as satisfaction and CRM "distract management from really focusing on the customer". Bund (2006) echoes Schmitt's view that many organizations are still largely insular in their focus of the customer. She discovered that the truly successful customer-centric organizations are those that have explicitly adopted an outside-in perspective in designing their customer experience.

Schmitt (2003) is critical of the traditional paradigm of customer satisfaction and views it as being product-focused and outcomes-oriented. He argues that expectations and performance have always been viewed in purely functional, product-driven terms and lack any experiential dimensions of product consumption that matter to customers. He also states that the concept of satisfaction is, by definition, outcomes-oriented and as such provides little guidance to firms that allow them to identify the valuable details that lead up to

the desired outcome ...., is process-oriented. The shopping experience includes much more than simply obtaining a product as it focuses on all the events and activities that are part of it. "Clearly experience provides much more guidance because it forces you (as a manager) to identify the details that result in satisfaction. If you go through the process of managing the customer experience, satisfaction is likely to be one of the results… Providing powerful and compelling customer experiences will set you apart from your competitors in a way that focusing on simple satisfaction never will." (Schmitt, 2003, p15).

CEM has often been equated with experiential marketing. However, in recent years, experiential marketing has become perceptually aligned with marketing execution. This is because it largely focuses on developing "highly visible, stimulating, interactive, and sensory-engaging environments in which products and services are showcased" (Duncan, 2006). Accordingly, experiential marketing is an important component of CEM and not a synonym for it. Duncan (2006) presents the following differences between the two concepts:

Table 1: Difference between Experiential Marketing & CEM (Duncan, 2006)

Experiential Marketing	Customer Experience Management
A core competency of CEM that addresses how customers sense, feel, think, act, and relate to companies, products,	A parent area of focus defined as the discipline, methodology and/or process used to comprehensively manage a customer's cross-channel exposure, interaction and transaction

brands and/or ser... ...product, brand, or service.	
Focuses largely on creating or modifying the environments in which customers interact. Employs focus on customers and branding in addition to environmental factors, but usually doesn't consider the five fundamental areas of CEM.	Focuses on adopting a balanced view across five fundamental areas: customers, environments, brand, delivery platforms, and interface dynamics. Seeks to create a customer-centric approach to experience across channels which drives improved outcomes.
Typically more narrow or limited in scope, and executional in nature. May consist of a single program or campaign, a limited number of channels, a narrow focus of consideration.	Typically more comprehensive in scope and strategic in nature. Focuses on creating a strategy for seamless customer experiences across channels, better capabilities for managing customer information, transaction and privacy, and streamlining operations to remove barriers and boost business results. Supports iterative improvement and ongoing execution.
Seeks to create individual environments for customer exploration, interaction and transaction, focused to achieve a specific set of business objectives.	Seeks to help companies understand the entire world of the customer, and how to better interact with the customer across environments to develop relationship, interaction, transaction and loyalty and drive top-line growth.

The proposed research will be focused on the total customer shopping experience as defined by the CEM discipline and will seek to explore concepts in relation to the progression of the three basic factors of transaction as postulated by the 'Experience Economy' theory (Pine and Gilmore, 1999) viz. product-related factors, service-related factors, and experience-related factors.

While CEM is ap[...] [...]ges, it is both highly evident and often mission-critical in a business-to-consumer (B2C) context such as consumer retailing. The focus on this report is around the customer experiences of apparel retailers who have chosen to differentiate by trading in fashion.

2.3.   Customer Experience in Fashion Retailing

"Stores that win on fashion are Hot-*EST*... We define Hot-*EST* retailers as stores that have the latest products just as customers begin to buy them in volume" (Ander and Stern, 2004, p85). There are elements of fashion in every facet of retail, from grocery to hardware stores. Ander and Stern (2004) explain this point using the case of Krispy Kreme, which appears superficially to sell a decidedly traditional product, the doughnut. The authors however are of the opinion that the product being sold is fashion, and by packaging the doughnut into a retail experience, the customer is buying much more than just a confectionary.

Figure 2: EST Model of Retail (Adapted from Ander & Stern, 2004)
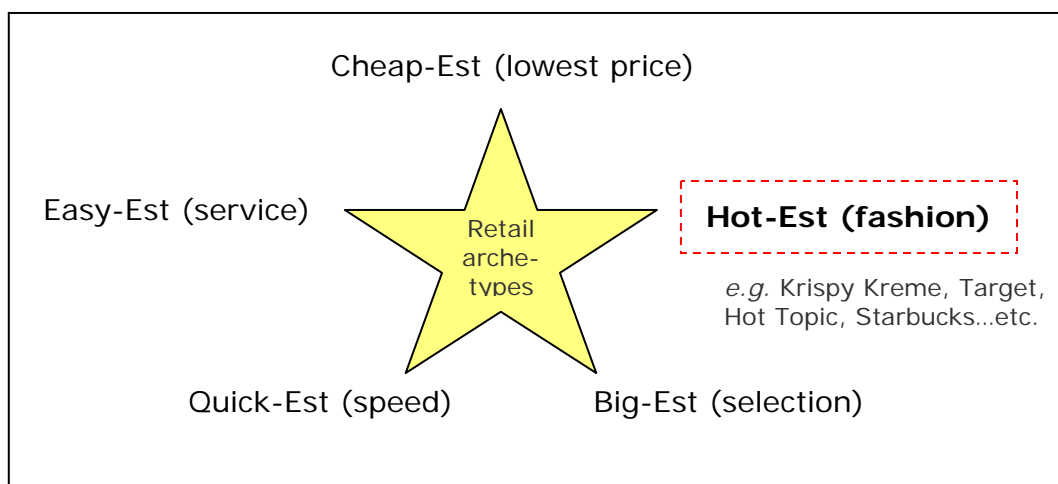
It is becoming cle_____ placing an increasing emphasis on developing more experience-centric environments; an example of this is Build-A-Bear Workshops where customers can walk in and immerse themselves in the experience of creating a custom toy, complete with a personalised voice chip, for a friend or loved one (buildabear.com, 2006).

With regard to fashion apparel retailing, Ander and Stern (2004) point out that the rewards for these retailers can be substantial as the consumer is thinking about something other than just price. The purchase decision is based on more emotional than rational factors and involves the way a customer feels while shopping and the memory of the experience after leaving the store. This relates to the key tenets behind Pine and Gilmore's (1999) Experience Economy theory in that there is more to a purchase decision than purely rational factors and that emotion and its experiential antecedents are prominent. However, Ander and Stern (2004) differ from the above authors by stating that most retail customers seek only an efficient shopping experience while Pine and Gilmore (1999) see all businesses as a 'stage' with customers wanting an entertaining, 'theatrical' shopping experience. According to Ander and Stern (2004, p202) "While shopping should be fun and enjoyable, people go to stores to buy things". Ander and Stern (2004) conclude that the single key differentiator left for retailers is the enhancement and optimisation of

the customer exp saves customers time, effort, and aggravation. The suggestion is that retailers should seek to only eliminate factors that impede on customers efficiency to create a desirable shopping experience. However, this suggestion seems to be pure conjecture and is not backed-up with any empirical evidence by the authors.

While not blindly subscribing to Pine and Gilmore's (1999) hyped-up view that all customers desire immersive, theatrical shopping experiences; the proposed research will neither make any assumption of customer delight equating only to efficiency. All relevant antecedent factors that constitute delightful shopping experiences will be explored.

2.4.   Customer Delight

The concept of customer delight was initially explored in the late 1980's (Coyne, 1989). However, relatively limited research specifically dedicated to the subject has surfaced in the marketing literature (Donovan and Samler, 1994; Journal of Retail, 1997; Keiningtiam, Goddard, Vavra, and Laci, 1999; Berman, 2005; Arnold *et al.* 2005).

Berman (2005) presents a useful spectrum that describes the concept of customer delight by categorizing consumers perceptions into different 'zones' based on their expectations. Delight exists in a zone

above satisfaction
end of this spectrum

(see Table 2 below).

Table 2: Zones of Outrage/Pain, Dissatisfaction, Satisfaction, & Delight (Berman, 2005)

Zone of Outrage/Pain	Zone of Dissatisfaction	Zone of Satisfaction	Zone of Delight
Outrage and pain occurs when a customer experiences a poor and unanticipated scenario.	Dissatisfaction occurs when a consumer's expectations have not been met.	Level of satisfaction is based on the extent to which expectations have been exceeded.	Delight occurs as a result of fulfilment of unexpected, valuable, memorable, and positive reproducible events.

The 'Zone of Satisfaction', which has also been referred to as the 'Zone of Tolerance' (Keiningtiam *et al.*, 1999), is a broad range within which differences between firms with regard to customers' satisfaction doesn't produce much change in customer behaviour, and therefore business results. However, Keiningtiam *et al.* (1999) has shown that moving satisfaction scores beyond the upper threshold of this zone of tolerance creates exceptional results as illustrated in Figure 3 below. This supra-level of customer satisfaction is commonly referred to as 'Customer Delight' (Keiningtiam *et al.*, 1999).

Figure 3: Zone of Tolerance (adapted from Keiningtiam *et al.*, 1999)
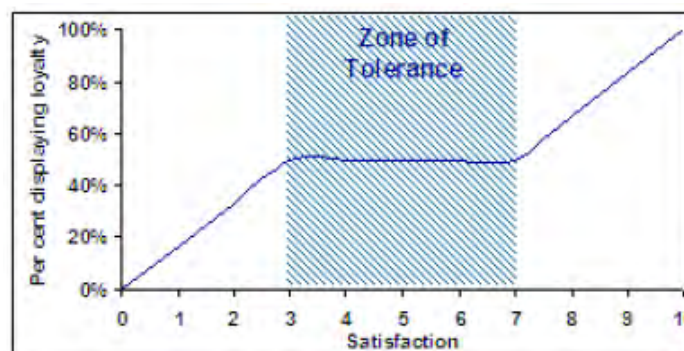
Since delight requires a positive surprise that is beyond their expectations (Berman, 2005); a common concern is that consumer expectations may be permanently raised based on a delightful experience. As a result, what might previously have been regarded as a delightful experience may now be viewed as merely satisfactory. This 'raising-of-the-bar' notion argues that firms need to continuously upgrade the level of delight presented. Delight that raises expectations makes delighting or even satisfying customers more difficult in future transactions, particularly if the delight program can be effectively copied by competitors (Berman, 2005).

Berman (2005) however presents a counter-argument to the above paradox by postulating that there are two varieties of delight; one that raises expectations, and one that is appreciated on a one-time basis and may be attributed to fate, randomness, or serendipity. "Consumers can also completely forget the delighting experience on the next purchase occasion and the delight will appear as a first-time event on the second and future rounds" (Berman, 2005, p147). However the notion that a truly delightful experience can easily be forgotten is both problematic and contradictory as Berman himself defines a delightful event/experience as being 'memorable'.

Arnold *et al.* (2005) is more pragmatic when it comes to this apparent paradox. They argue that it is not necessary, or even realistic, for retailers to constantly strive to delight their customers

and that the l̲...........................ng delight-producing strategies lies in the selective use of such approaches. One way this can be accomplished is by empowering employees to take advantage of opportunities to go the 'extra mile' or do something special for a customer when the opportunity/situation arises (Gurney, 1999).

More than any other apparel retailer, Nordstrom has developed a core competence in this ability to delight customers on an ad-hoc basis (Spector and McCarthy, 2000). By doing this, the delightful experience is not constant or even consistent, and therefore not able to be 'benchmarked' by the customer; but naturally random as it is event and situation-specific (as a 'surprise' should be).

Although the concept of unfavourable or 'terrible' customer experiences is beyond the scope of the intended research, it is important to examine the antithesis of delight to gain perspective and to contextualize the phenomenon of customer delight.

Bitner, Booms and Tetreault (1990) examined favourable and unfavourable service encounters, based on the customer's perspective, discovering that both satisfactory and unsatisfactory incidents could be attributed specifically to employee behaviour. Keaveney (1995) identified critical incidents in service encounters that led to customer-switching behaviours. Schneider and Bowen (1999) argued that both customer delight and customer outrage stem

from perceived ju[...] bove, it is possible to theorize that some customers may wrongly perceive an experience as delightful purely because of the absence of unfavourable or dissatisfying experiences which had become the status-quo for them.

Although customer delight has been researched in a range of industries, only Arnold *et al.* (2005) have successfully explored the concept in a general retail environment. They discovered that the antecedents of delight are clustered around product-related factors (e.g. value surprises), interpersonal factors (e.g. friendly salesperson), and (all other) experiential factors (e.g. store layout, lighting…etc). Arnold *et al.* (2005) do not however distinguish between different retail formats/sectors or fully explore the business outcomes for the retailer.

While the above literature is specifically focussed on customer delight as an independent concept, it is important to understand both the basis of delight and the consequences/outcomes, as both of these concepts comprise the key objectives of the research (viz. antecedent factors and business outcomes).

2.5. Consumer Behaviour: Cognitive and Affective basis of Delight

Oliver (1980) postulated a basis for understanding the cognitive basis of delight in his expectancy–disconfirmation model. Within this model, consumers are thought to compare perceived performance

with prior expec⟨...⟩ exceeds expectations, then a state of positive disconfirmation exists and the customer is satisfied. This idea has also been supported by Burns and Neisner (2006) who advocate that retailers whose customers possess high expectations will need to place explicit attention on avoiding any negative experiences. If a performance is deemed as negative, not only will the negative performance affect level of satisfaction, but also the negative emotions associated with the poor performance will also likely affect level of satisfaction (Burns and Neisner, 2006).

However, research on emotions in social psychology (Plutchik and Kellerman, 1980) has shown that delight is much more than just another form of cognitive appraisal but is a secondary-level, affective emotion, characterized by a combination of lower level emotions such as joy and surprise. Liljander and Strandvik (1997) suggest that the concepts of satisfaction and delight cannot be fully understood without acknowledging the affective dimension. The role and importance of affect is supported by empirical research. Dube-Rioux (1990), for instance, observed that the affective reports of consumers are more predictive of a level of satisfaction than are cognitive evaluations. Furthermore, she observed that affective reports are more highly predictive in consumer situations involving services than those involving physical products. While the experiences provided by fashion retailers are often product-centric, they do also have an

inherently high se⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚ ⬚ logical to expect that affective evaluations also play a key role in the level of satisfaction experienced by consumers in their encounters with these retailers.

According to Todor (2006); "All customers exhibit a split personality when it comes to making purchase decisions, one is indifferent and focused on price and convenience, while the other is engaged and fuelled by desire with little concern for price". Customer experiences that emotionally and psychologically engage customers stimulate desire and commitment, and lead to a high lifetime value (Todor, 2006).

Subscribing to this latter view of delight having an affective basis, Oliver, Rust, and Varki (1997) were able to hypothesise a model of the emotional triggers of delight and satisfaction (Figure 4 below).

Figure 4: Basis of Customer Delight & Satisfaction (Oliver *et al.*, 1997)
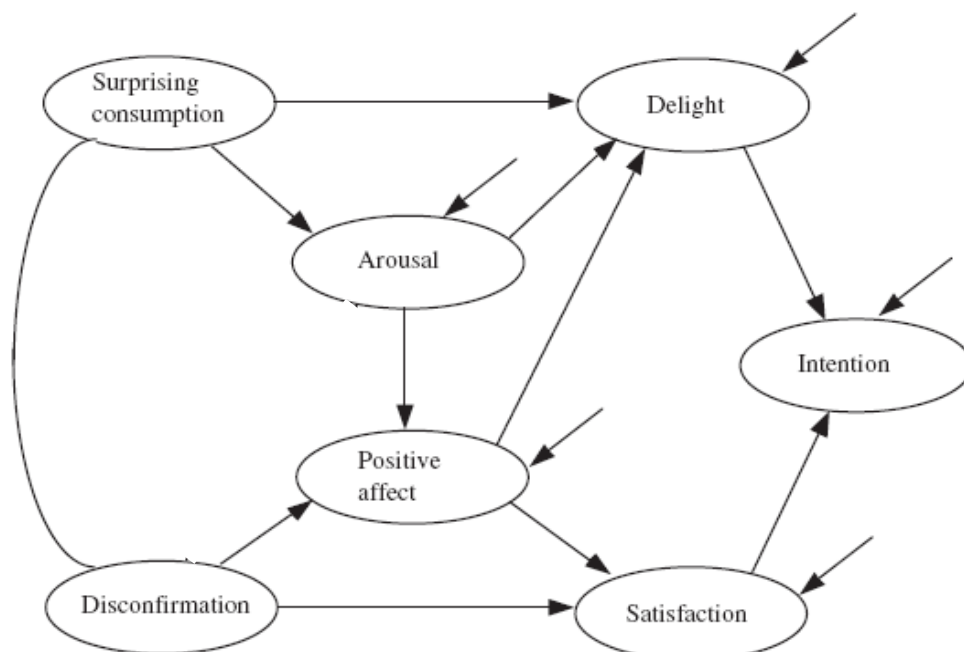
In their integrativ ![logo] sis of customer delight (figure 4 above), Oliver, *et al.* (1997) identified customer delight and satisfaction as distinct concepts that influence intention. For the antecedents of delight, they argue for a causal chain whereby unexpectedly high levels of performance or satisfaction (surprising consumption experience) initiate arousal, which then leads to pleasure (positive affect), which in turn leads to customer delight. Both a surprising experience and arousal are hypothesized by these authors to be direct antecedents of delight.

2.6. Consequences/Outcomes of Delighted Customers

Consumer research on the outcomes or consequences of delight has generally focused on repurchase intentions. Holbrook and Hirschman (1982) found that extremely positive, consumption-related emotions are likely to lead to very strong forms of commitment and repurchase intentions. As delight represents the positive end of a consumer's emotional spectrum (see Table 1), it can be deduced from Holbrook and Hirschman's (1982) findings that customer delight correlates to greater loyalty and repurchase intent.

Scarpi (2006) differentiates shopping behaviour as either being hedonic or utilitarian. Hedonism has been described as the festive, ludic, or even epicurean side of shopping (Sherry, 1990). Hedonism is related to fun and playfulness rather than to task completion, and

reflects the exp comprising pleasure, curiosity, fantasy, escapism and fun (Scarpi, 2006). On the flip-side, utilitarianism has been described as ergic, task-related and rational (Bathra and Ahtola, 1991; Hoffman and Novak, 1996), implying that a product is purchased efficiently and rationally. It is clear that shopping for fashion apparel is much more hedonic than utilitarian. Although a great deal of research has dealt with defining and measuring hedonism, assessing its existence, providing a definition, and developing reliable measurements (Hirschman and Holbrook, 1982; Babin, Darden, and Griffin, 1994; Childers, Carr, Peck, and Carson 2001), there is a general lack of empirical research addressing the consequences of hedonic behaviour.

In terms of the business consequences/outcomes of customer delight; although their findings were not specific to fashion retailers, Arnold *et al.* (2005) discovered that delighted customers often recommend both the retailer and the specific salesperson to friends and family. Furthermore, Jones and Sasser's (1995) detailed study of Xerox Corp showed that 'totally satisfied' customers were six times more likely to repurchase the company's products over the following 18 months than customers who rated themselves as merely 'satisfied'. This finding enabled Jones and Sasser (1995) to conclude that customer delight equated to greater repurchase intent/loyalty.

2.7. Conclusion

The above review of the literature has described how the phenomenon of customer delight can be explored within the discipline of CEM and exists within the broader concepts of service and relationship marketing. Delight has also been shown to have an affective rather than cognitive basis.

Fashion Retailing is a distinctive form of retailing as consumers are more emotional/hedonic than rational/utilitarian and this elicits different behavioural outcomes than other retailing formats, however there has not been any research that specifically detailed the outcomes of the hedonic behaviour apparent in fashion retailing.

Although Arnold *et al.* (2004) have documented the antecedents and outcomes of customer delight in retailing, this was done within a broad context of multi-format retailers and therefore can not be deduced to represent the phenomenon in a fashion-specific format. These findings do however provide a valuable generic framework which can be used as a classification schema to categorise the antecedent factors of customer delight. Arnold *et al.* (2004) discovered that the antecedents of delight are clustered around product-related factors (e.g. value surprises), interpersonal factors (e.g. friendly salesperson), and (all other) experiential factors (e.g. store layout, lighting…etc). This schema of antecedents (left side of

figure 5 below) a
d Gilmore (1999) and

Schmitt's (2003) model of the experience economy.

Similarly, although there is no prior research detailing the business outcomes of customer delight in fashion retailing, evidence provided by Jones and Sasser (1995) of delight equating to greater repurchase intent/loyalty; and by Arnold *et al.* (2005) showing that delighted customers engage in active word-of-mouth advertising; enables the schema below to be expanded to include these broad categories of business outcomes (depicted on the right side of figure 5 below).

Figure 5: Classification Schema – Antecedents and Outcomes of Delight
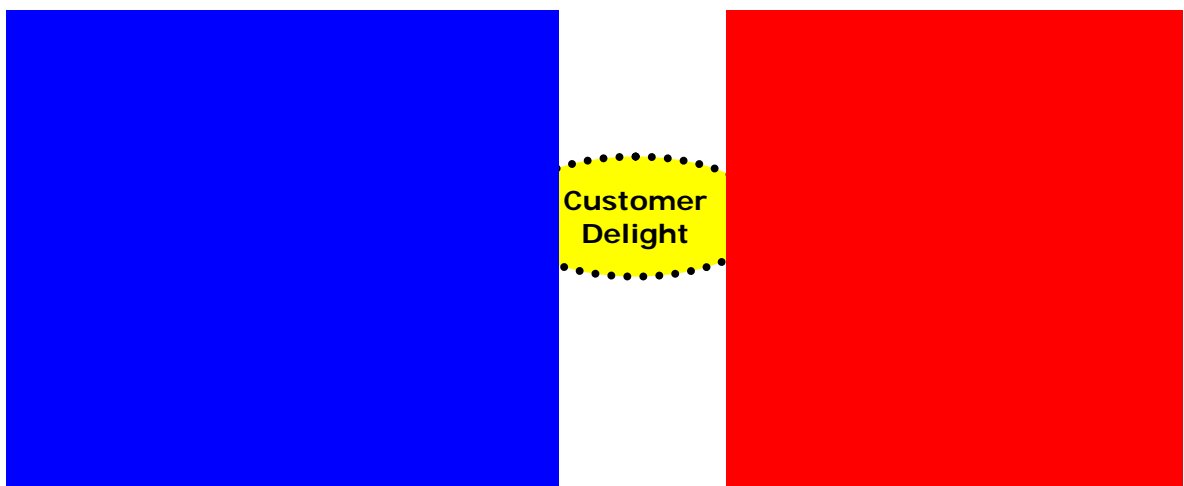
It is apparent that there has not been any research that specifically explored the antecedent factors of customer delight in a fashion retail context. Furthermore, there is also a lack of preceding research into the business outcomes of these delightful experiences within this environment. The intended research is therefore exploratory in nature.

3. CHAPTER 3 S

3.1. Specific Research Questions

Given that the phenomenon of customer delight remains unexplored in a fashion retail-specific context, it is important to gain an understanding of the relationship between the shopping experience and the antecedent factors of delight together with the relationship between these factors and the resulting business outcomes.

Welman and Kruger (2001) recommend that after the research areas have been identified they should be delineated to identify one or more research questions. The following questions were identified as being relevant to the research problem:

Question 1:

What are the product-related factors that create delightful shopping experiences for South African consumers of fashion apparel?

Question 2:

What are the interpersonal (service-related) factors that create delightful shopping experiences for South African consumers of fashion apparel?

Question 3:

What are the other, experiential factors (non-product and non-service oriented; e.g. store atmospherics, layout…etc) that create delightful shopping experiences for South African consumers of fashion apparel?

Question 4:

What are the business outcomes, specifically regarding:

a) The word-of-mouth effects; and

b) The effect on customer loyalty;

of delightful customer experiences for the retailer?

4. CHAPTER 4 - RESEARCH METHODOLOGY

4.1. Basis for Qualitative Research

The objective of this research was to identify the factors that have led to delightful experiences for fashion apparel consumers as well as the resultant business outcomes for these retailers. The review of the literature (as documented in Chapter 2) demonstrated a distinct lack of prior research specific to the antecedents of customer delight in this context. Thus there was no specific preceding research which could either be confirmed or dispelled by any quantitative means. Furthermore, it was believed that only deep insight into real customer experiences could uncover the context and nature of these antecedent factors. Malhotra (1996) recommends that an exploratory, qualitative research design be used when the objectives of the research is to discover new ideas and insights. This basis is further explained by Henning (2004, p3); "Qualitative research is designed to understand, and also explain in argument, by using evidence from the data and from the literature, what the phenomenon or phenomena that we are studying are about".

Since the aims of the research emphasised discovery over confirmation; an exploratory, qualitative approach (based on semi-structured interviews using the Critical Incident Technique) was used to gain greater insight and deeper understanding of the phenomenon.

4.2.   The Critica

"The CIT is a qualitative interview procedure which facilitates the investigation of significant occurrences (events, incidents, processes, or issues) identified by the respondent, the way they are managed, and the outcomes in terms of perceived effects. The objective is to gain understanding of the incident from the perspective of the individual, taking into account cognitive, affective, and behavioural elements" (Chell, 1998, p56). The CIT is essentially an exploratory technique that considers the "stories that people have told and asks questions of the stories in order to classify each one within the scheme" (Bitner *et al.*, 1990, p. 73). It has been used successfully in a number of retailing and services studies in which the goal was to provide research relevant to both managers and consumer researchers (Bitner *et al.*, 1990; Keaveney, 1995).

According to Arnold *et al.* (2005), a delightful shopping experience represents a positive, memorable, and exceptional critical incident in the mind of the customer. Thus the nature and aims of the research strongly lent itself to the CIT as the focus was on exploring memorable, compelling, real-life incidents and the preceding factors that have led to customer delight. It is also clear from the following benefits of the CIT (as described by service researchers) that it was an appropriate technique to achieve the aims of the research:

- As a consequence of the CIT, Gremler (2004) describes it as being especially useful when:

  a) The topic being researched has been sparingly documented, and;

  b) As an exploratory method to increase knowledge about a little-known phenomenon, or;

  c) When a thorough understanding is needed when describing or explaining a phenomenon.

- The data collected is from the respondent's perspective and in his/her own words (Edvardsson, 1992). The CIT method therefore provides a rich source of data by allowing respondents to determine which incidents are the most relevant to them in describing the phenomenon of delight.

- Finally, and especially relevant to the South African context, Stauss and Mang (1999) have found that the CIT method is well suited for use in assessing perceptions of customers from different cultures. In their study, de Ruyter, Perkins, and Wetzels (1995) characterized the CIT method as a "culturally neutral method" that invites consumers to share their perceptions on an issue, rather than indicate their perceptions to researcher-initiated questions. In particular, they contend that the CIT is a less culturally bound technique than traditional surveys as there is no *a priori* determination of what will be important.

4.3. <u>Population</u>

The population of relevance was all South African consumers, between the age of 16 and 60, who have previously shopped for fashion apparel in South African retail stores. The above age range was specified as it is believed that customers outside of this range lie on the periphery of the primary customer segments for fashion retailers.

The size of the population is uncertain but is deemed to be significantly large.

4.4. <u>Sampling and Unit of Analysis</u>

Welman and Kruger (2001) advocate the use of non-probability sampling when the probability that any unit of analysis can not be specified as in some instances certain members of the population may have no chance at all of being included in the sample. The significantly large and nationally dispersed population of consumers made it highly likely that a large number of individuals would be excluded from the population based purely on circumstance. It was also uneconomical from both a cost and time perspective to conduct any from of probability sampling. Furthermore, since the study was exploratory in nature and was thus concerned with discovery and not confirmation, there was no need for a quantifiable indication of sampling error. It is acknowledged that while the selected non-

probability sampl ⬛ ective and while there is a risk that conclusions/findings may not typically represent the relevant population; attempts were made to mitigate against some of this bias by employing the use of purposive sampling techniques (Welman and Kruger, 2001).

Non-probability purposive sampling (also referred to as judgemental sampling) was used as the sampling method. According to Welman and Kruger (2001, p63), non-probability purposive sampling requires researchers to rely on their experience and ingenuity to "deliberately obtain units of analysis in such a manner that the sample they obtain may be regarded as being representative of the relevant population".

33 individuals were interviewed using the CIT. The list of respondents, together with the date and location of the interview is shown in Appendix A.

4.5. Data Collection

As per the service-specific CIT methodology (Gremler, 2004); semi-structured depth interviews were conducted with selected shoppers who were asked to 'tell a story' of a delightful shopping experience for specific incidents that they remembered while shopping for fashion items.

Welman and Kru[...]ng the [...] and cons of using the face-to-face interview method to collect data:

The advantages are:

- The interviewer is in control of the interview process, so any misunderstandings or vague responses can be cleared up. Consequently the responses obtained are of a high quality and

- The response rate is very good, often better than telephonic interviews and postal surveys.

The disadvantages are:

- High preparation, travelling and interview costs because of the time this takes

- Interviewees may give responses that they think the interviewer wants to hear.   (Welman and Kruger, 2001)

4.6.   Interview Process

Three store managers employed by Histerix (PTY) LTD, the author's retail footwear business, were selected to conduct the interviews. Due to their experience and established relationships with fashion shoppers, these store managers were deemed to be best qualified to use judgemental sampling in selecting appropriate respondents for the study. All three interviewers were briefed on the objectives of the research and fully trained in the CIT technique. Using their personal

shopping experie
ovided by conducting simulated/'mock' CIT interviews between the author (as interviewer) and each of the store managers (as respondents).

Interviewers were provided with a discussion guide (see Appendix B) that contained a series of questions to be explored with the respondent. Using the 'funnel' technique of depth interviewing (Baines and Chansarkar, 2002); the discussion was initially conducted at a broad level and slowly narrowed down; this technique is similar to the laddering technique of depth interviewing as it starts with a broad external discussion and proceeds to internal attitudes and feelings.

Respondents were primed by being asked to describe how they felt about shopping in general across different retail formats. The respondent was then asked to describe an experience he/she could remember that was absolutely, positively delightful, where delight was explicitly described as feelings of both joy or happiness, and surprise (Oliver, 1997; Plutchik and Kellerman, 1980). Details as to when, where, and how long the experience lasted were then sought. Expectations were then discussed, and the interviewers probed the feelings and thoughts the shopper had during the delightful experience and after it was over. From this basis, respondents were asked to pin-point the specific factor(s) that contributed to these delightful experiences in terms of product, customer service and (all

other) experienti⬛ ndents were asked to describe the outcomes of these experiences.

Each interview lasted on average 35–45 min, and was tape recorded and transcribed into electronic format. To obtain a wide spread of responses from across different regions and between shopping-centre and CBD shoppers; interviews were conducted at the Gateway Shopping Mall in Durban, the Durban CBD and Liberty Midlands Mall in Pietermaritzburg. The interviewers recorded the respondent's name and telephone number for research verification purposes. No questionable interviews were noted after following up by telephone with a random subset of respondents. A total of 33 interviews were conducted over the course of 1 month. As the CIT interviews were semi-structured, respondents provided thick, data-rich descriptions of critical incidents which resulted in approximately 250 pages of transcribed data.

4.7.   Data Analysis

This transcribed content was then analysed using the content analysis technique for qualitative data. According to Krippendorff (1980), six questions must be addressed in every content analysis:

1. Which data are analysed?

2. How are they defined?

3. What is the population from which they are drawn?

4. What is the data are analyzed?

5. What are the boundaries of the analysis?

6. What is the target of the inferences?

(Krippendorff, 1980)

The basic assumption behind the content analysis (based on Zipf's Law; Zipf, 1949) is that words and phrases mentioned most often are those that reflect important concerns and key ideas. With the aid of a qualitative data analysis software program, QDA-Miner by Provalis Research, the transcribed data was analysed for word and concept frequencies and emergent themes and then either coded or decoded into categories for building up inferences.

In terms of the specific objectives of this research, the antecedent factors of customer delight was inferred by encoding the content (discovering 'why?'); while the business outcomes/consequences was inferred by decoding the content (discovering 'with what effect?'). However, the classification schema used was dictated to by the existence of existing theory and was only to be built up from scratch if no such schema existed or was applicable. According to Neuhaus (1996) in performing a content analysis, "the researcher first needs to consider the content in relation to previously developed classification schemes in the area of research". Considering that Arnold *et al.* (2005) discovered that the antecedent factors of customer delight in a generic retail environment are clustered around

three broad ca[...] actors, interpersonal (service-related) factors, and (all other) experiential factors; and since this model also concurs with Pine and Gilmore's (1999) 'Experience Economy' theory; the data content was subject to the following assessment:

1. If there was congruence between the content and the above theory/model, the main categories of classification were deduced from this theory.

2. If there was no congruence, inductive interpretation was used to develop the classification schema.

The research findings are presented in chapter 5 and are analysed and interpreted in chapter 6.

4.8. <u>Research Limitations</u>

Although the benefits of using the CIT method are considerable, similar research by Arnold *et al.* (2005) describes the following limitations of the technique:

- Respondent stories reported in incidents can be misinterpreted or misunderstood. Interviewer-bias may also contribute towards this.

- The CIT is a naturally retrospective research method. An incident may have taken place some time before the collection of the data;

thus, the sub[...] d the respondent to reinterpret the incident.

- The nature of the CIT data collection process requires respondents to provide a detailed description of what they consider to be critical incidents. However, respondents may not be accustomed to or willing to take the time to tell a complete story when describing a critical incident, a low response rate is therefore likely.

(Arnold *et al.*, 2005)

In terms of the general research design, the proposed non-probability sampling method is inherently subjective and may not represent the relevant population.

5. CHAPTER 5 – RESULTS

5.1. <u>Introduction</u>

The results of the data analysis from the 33 depth interviews were segmented into the following categories:

- Respondent profile:
    - └ Demographic
    - └ Psychographic

- Critical incident background

- Results specific to research questions
    - └ Categories of Antecedent Factors and Business Outcomes
    - └ Keyword/Code Frequencies
    - └ Keyword/Code Clustering

This chapter begins by presenting the demographic profiles of respondents. As a result of the strong affective basis of delight and its emotional dimension, the psychographic profile of respondents is then discussed. An overview of the critical incident, describing its timeframe, frequency of occurrence and category of fashion item is then briefly presented. Lastly, results specific to the research questions (i.e. specific to the antecedent factors and business outcomes) are discussed.

5.2.   Respondent Profile

5.2.1   Demographic Profile

Respondent Age

The age intervals of the respondents are represented in Figure 6 while the age group count and respective percentages (rounded up) are depicted in Table 3 below:

Figure 6: Respondents by Age Group
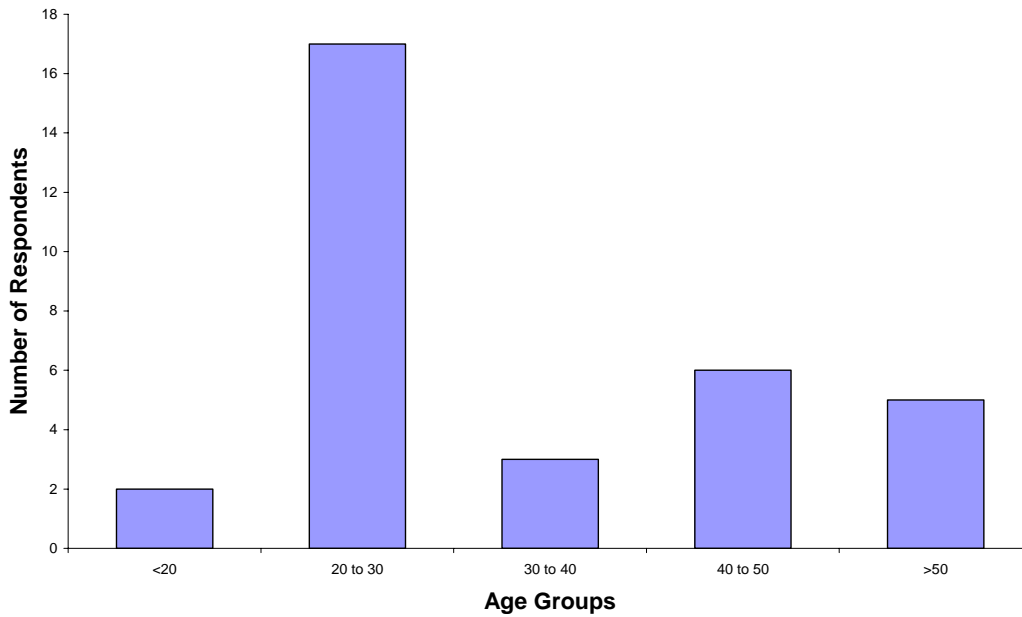
n = 33

Table 3: Respondent Age Group Count and Percentage

Age Group	Count	Percent
< 20	2	6%
20 to 30	17	52%
30 to 40	3	9%
40 to 50	6	18%
> 50	5	15%

The mean age of
rs and the median age

was 29 years. The majority of respondents were between the ages of

20 to 30.

Respondent Gender

The gender profile of the respondents is presented in Figure 7 below.
Number of respondents (count) and respective percentages are
superimposed on the chart:

Figure 7: Respondents by Gender

Male, 4, 12%

n = 33
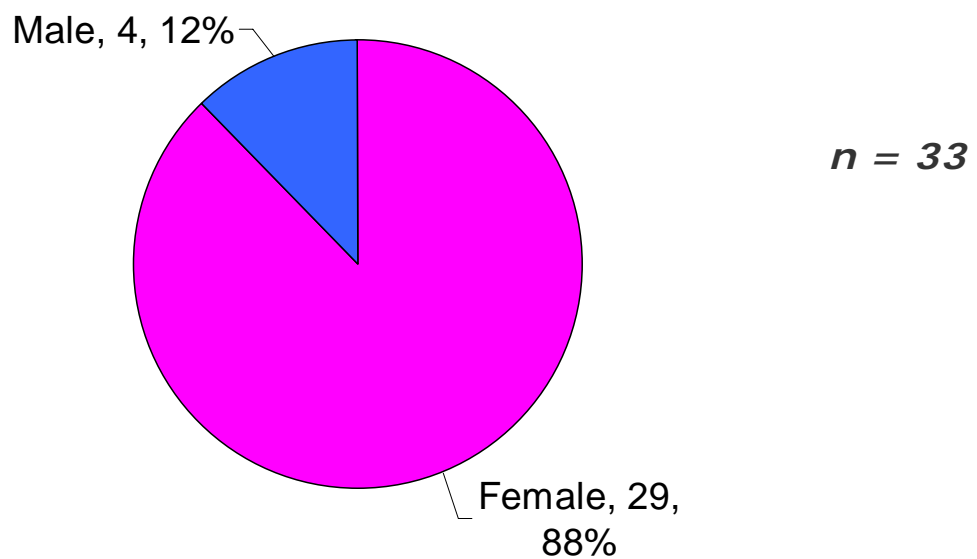
Female, 29,
88%

Figure 7 illustrates that a significant majority of the respondents

(88%) were female.

Figure 8: Respondents by Race
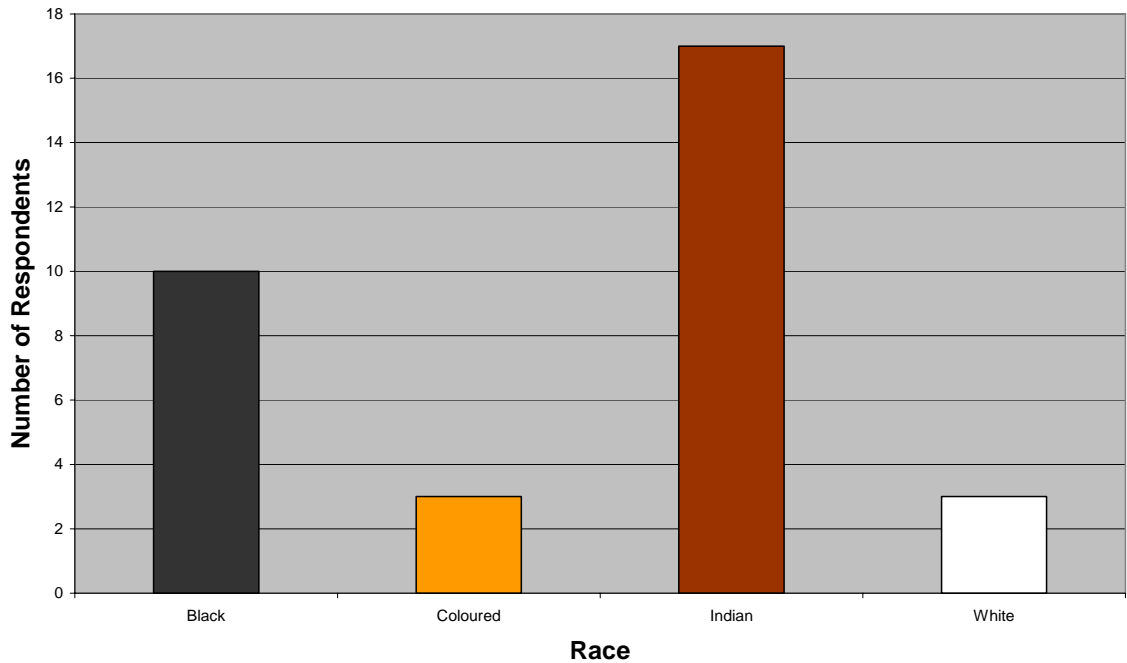
Table 4: Respondent Race Count and Percentage

Age Group	Count	Percent
Black	10	30%
Coloured	3	9%
Indian	17	52%
White	3	9%

n = 33

The data in Table 4 shows that the majority (91%) of respondents were non-white. Indians constituted 52 percent, Blacks 30 percent, followed by 9 percent Whites and 9 percent Coloureds.

5.2.2   Psych[...]

This section relates to the attitudes of respondents to shopping for fashion items. On figure 9 below; keyword/phrase frequencies are shown on the x-axis with attitudes/emotions shown on the y-axis.

Figure 9: Attitudes/Emotions to shopping for Fashion Items - Distribution of Keywords (Frequency)
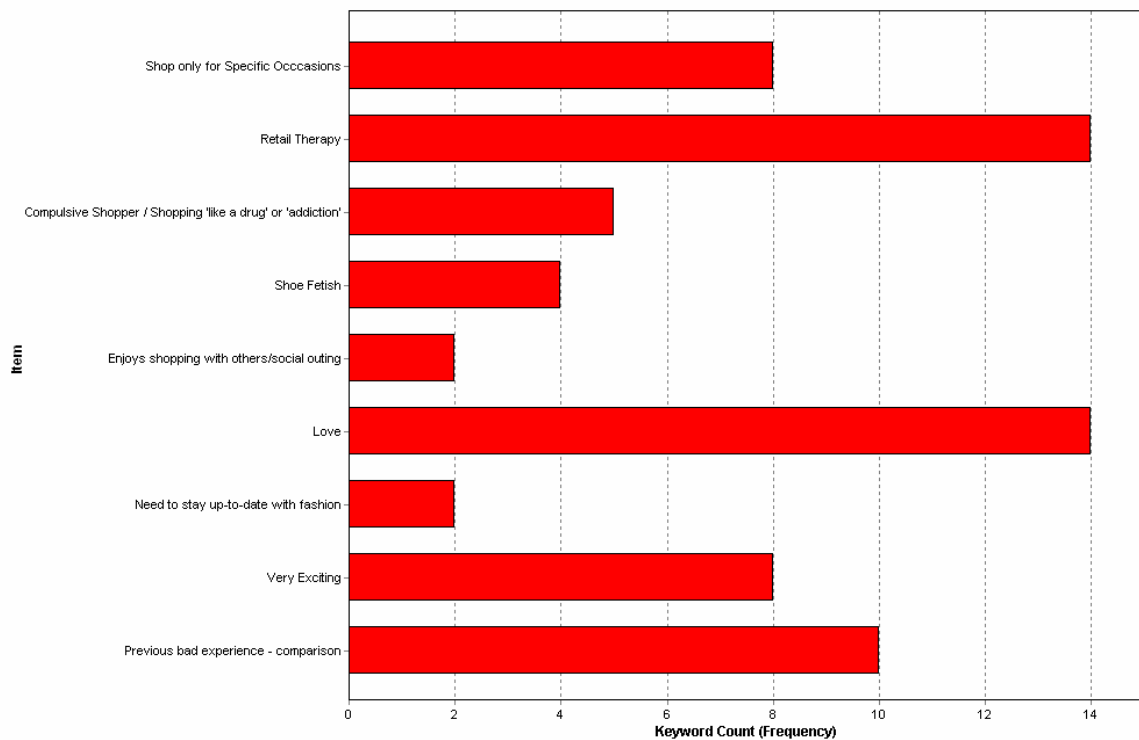
Figure 9 above shows that the most common response to the question relating to shoppers attitude and feelings to shopping for fashion items (Question 1 in Discussion Guide, Appendix A) was the express use of the word 'Love' as well as shopping as a form of therapy/retail therapy (both with frequency = 14). Many respondents (frequency = 10) also described a previous bad shopping experience when asked to describe their general attitudes/feeling to shopping for fashion items. Only 2 instances were recorded whereby shoppers

described a key r~~...~~ fashion trends and a similarly small number of respondents expressly mentioned that they enjoy shopping as a group/social outing.

5.3.   Critical Incident Background

This section relates to the timeframe of the critical incident (when it took place), whether the respondent experienced the feeling of delight intermittently or once-off, and the category of fashion item purchased.

Critical Incident Timeframe

Figure 10: When the Critical Incident Occurred

>3 years
3%

1 to 3 years ago
15%

<6months ago
43%

6m to 12m ago
39%
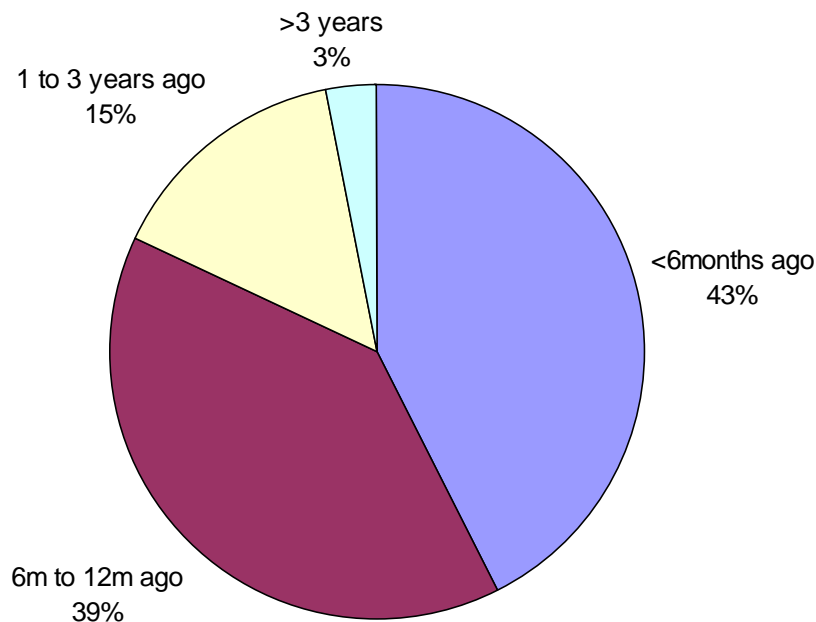
n = 33

The majority of incidents occurred within a year of conducting this research (82%) while occurrences of more than a year ago accounted for 18 percent of total critical incidents.

Figure 11: Was delight experienced intermittently or once-off?

Intermittent 72.4%

Once-Off 27.6%

n = 33
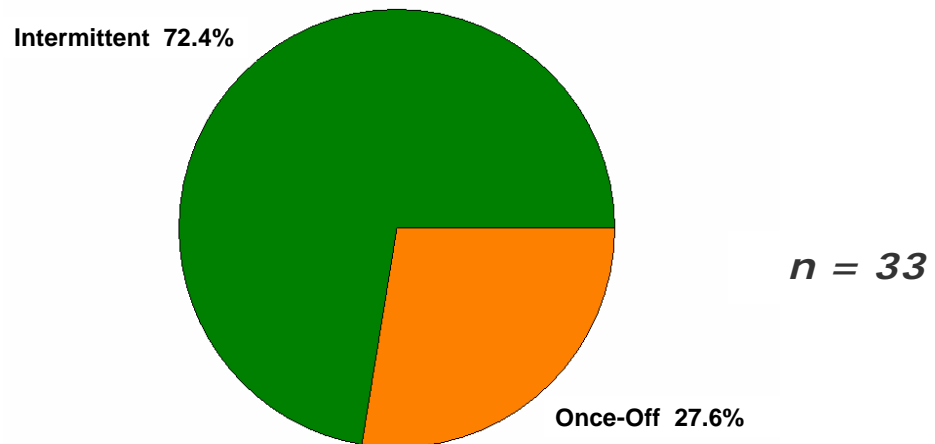
Figure 11 above shows that 72 percent of delightful incidents were experienced on more than one occasion while 28 percent were once-off experiences. 'Intermittent' implies that the experience occurred on more than one occasion either at the same store or at different stores within the same chain.

Fashion Item Category

Figure 12: Fashion Item by Category

Shoes
42%

Clothing
52%

Other
6%

n = 33
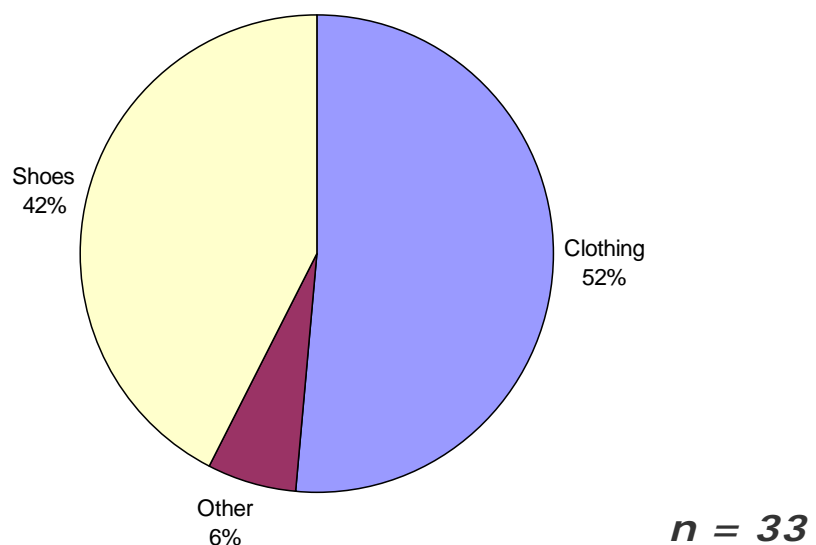
Clothing accounte apparel while Shoes made up 42 percent. The category 'Other' comprised of fashion accessories like handbags and belts. This category accounted for 6 percent of fashion items.

5.4.   Results specific to Research Questions

This section begins by presenting sample excerpts from respondents' critical incidents to assist the reader in understanding the categories and codes that have been used. A more in-depth discussion of these categorised/encoded antecedent factors and business outcomes follows thereafter.

5.4.1   Categories of Antecedent Factors and Business Outcomes

Table 5a below presents examples of the encoded antecedent factors from actual critical incidents as narrated by respondents. These antecedent factors related to research questions 1 to 3 viz. product-related, service-related, and experience-related factors.

Table 5a: Antecedents Factors - Sample Critical Incidents

Antecedent Categories	Code	Sample Incident (excerpts)
Product	Price/ Affordability	"I went shopping at Truworths and chose clothes and when I went to pay for them the clothes were all on sale. This meant the items I had chosen were basically half of the original price. I was ecstatic because I hit a bargain."
Product	Size/Fit	"I discovered they actually had shoes for narrow feet. That was the greatest thrill of my life. I was totally ecstatic and yes I was extremely happy and thought here's the end of hunting for shoes."
Product	Inter-branch Ordering	"Even if they don't have what you need they get the item from another branch and not tell you to go there yourself even though you might not take it in the end."

Product	Style / exactly what I wanted	right outfit I think I was lucky to find exactly what I wanted, I didn't have to compromising on anything."
Product	Prefer one-stop shop / complementary items	"Also what surprises me is that I got everything from one shop. I didn't have to go over and over again through the whole mall looking for shoes and a bag and stuff. So I got every thing together which they styled for me."
Product	Wide Range	"What totally exceeded my expectations was the vast quantity they carry - it's not as if they have 5 or 6 pairs of shoes in the shop. I think they must have about 5000 pairs if not more, unbelievable, unbelievable."
Product	Prefer specialist stores (per product category)	"Preferably I like to do shopping in clothing stores only. They don't keep shoes because those guys who mix-and-match don't tend to keep everything that you want there – they ignore one part of their stock and try to focus on everything, but they can't keep up. If I have to do shopping for shoes, I'll go to a shoe shop where they keep shoes only."
Service	Made to feel important/like their only customer	"When you are shopping you want to feel like a queen, you want to feel like royalty and believe me you get that attention. Not the attention that makes you feel uncomfortable, the attention that you get, that you are the only person that matters at that point in time."
Service	Very Helpful (above and beyond)	"I was so amazed that when you go to other shops you don't get that service and what amazed me was she went out of her way."
Service	Friendly/Smiling Salesperson	"The first thing the saleslady did she smiled and she was pleasant assisting, and the surprising thing I had no intention of purchasing. The manner in which she spoke to me, made me feel I just had to purchase something."
Service	Contacted me personally (phone/sms)	"My details were taken down and within a week I was contacted to let me know my request was in store."
Service	Easy to get assistance	"The thing that caught my attention was how professional she was. Whenever I pick my head she noticed."
Service	Fashion Consultant / Personal Assistant	"I was a bit confused with sizes but she was there again to assist me which was brilliant. Whenever I tried on something she was honest with me. You can see she was concerned about me as a shopper, and even after I purchased the item she reinforced the sale by saying it looked fantastic on me."
Service	Greet by Name	"If they remember you the next time you come into the store it helps a lot. It will bring me back again; I'll always go back to that shop."
Service	Assistant provided space to shop	"Firstly she didn't hassle me, she gave me time to adjust."
Service	'No-hassle' Refund/Return Policy	"Another thing that delights me is that knowing that you can get your money back within 7 days. I've been to most stores and although I just wanted to try on the outfit or a pair of shoe to see whether it goes with the outfit and I've taken it back to other and they say 'no, you have to swap it for something else'. Here, you are offered your money back within 7 days if you don't use the item."
Service	Patient/Tolerant	"The patience of the assistant delighted me because I had put her through so much trying out other stuff and she still came back to me and asked me if she could get them for me. Her patience was truly appreciated."
Service	Knowledgeable Staff	"The staff know what they have in the shop and know what they're talking about."
Service	Offered incentive	"I was really delighted that they gave me a free make-over. Also my jeans were a bit long so I got them altered there for free, which was very great."
Service	Respect	"She will come and greet you in a very respectful manner you understand. Like she said 'hello maam'."

Other (Experiential)	Store L... Display Design	...fully. The way the shoes are displayed you see that's what draws people in. I find that exciting because I could spend hours in this shop just looking. It's a lot to do with the layout. You feel good when you walk in here. You can also see quality. That's important."
Other (Experiential)	Store atmosphere was very inviting/comfortable	"It (the store environment) makes me feel comfortable, it's like would I would go to a house of a friend its like I am actually at home."
Other (Experiential)	'Positive' Contradiction between store design/atmosphere and price	"When I looked at the store the layout and things I didn't expect to pay the price that I did for the shoes I would say that you know gave me a surprise as to the price and exceeded my expectations."
Other (Experiential)	Music	"The music was played so nice and soft although they were playing vibrant music which is normally so loud. It added some spice to my delightful experience."
Other (Experiential)	Posters / POS Promotion	"I noticed they have big and bold price points which also attracted me. You can just easily notice them; they are very bold and noticeable. You automatically drawn in. Oh ya and I forgot the sale posters they were just as attractive."
Other (Experiential)	Displays kept 'fresh'	"I noticed that they don't display the same stock, like all the time they change the stock frequently. So every time I come in I know they have new stock."

Table 5b below presents examples of the encoded business outcomes from actual critical incidents as narrated by respondents. These business outcomes related to research question 4.

Table 5b: Business Outcomes - Sample Critical Incidents

Business Outcomes – Codes	Sample Incident
Word of Mouth Advertising	"I introduced my friends to the store and always say 'this is my favourite store'. I told my mother, my friends, I have brought so many people to this shop. I have brought so many people. This is irresistible."
Spend more than normal	"We ended up spending quite a bit of money in that store."
Shop / Visit Store more often	"After this experience I silently said to myself I'm never walking past DSO without entering. I would never know what I am missing out on; probably the next time I'm coming back they will have more bargains. I promised myself I have to come in every-time I passed."
Personal Attachment to Store/Brand	"I made this store my famous store."

As per the content analysis process described in Chapter 4, the raw data from the depth interviews was analysed for word and phrase frequencies.

Note that there is no 1-to-1 relationship between a critical incident and any single factor/outcome. Where the same factor/outcome was mentioned more than once by a respondent, each instance was individually counted.

These results are presented overleaf.

Figure 13: Product-related antecedents of delight — Distribution of Keywords/Codes

Product-related Antecedents of Delight
Distribution of keywords (Frequency)
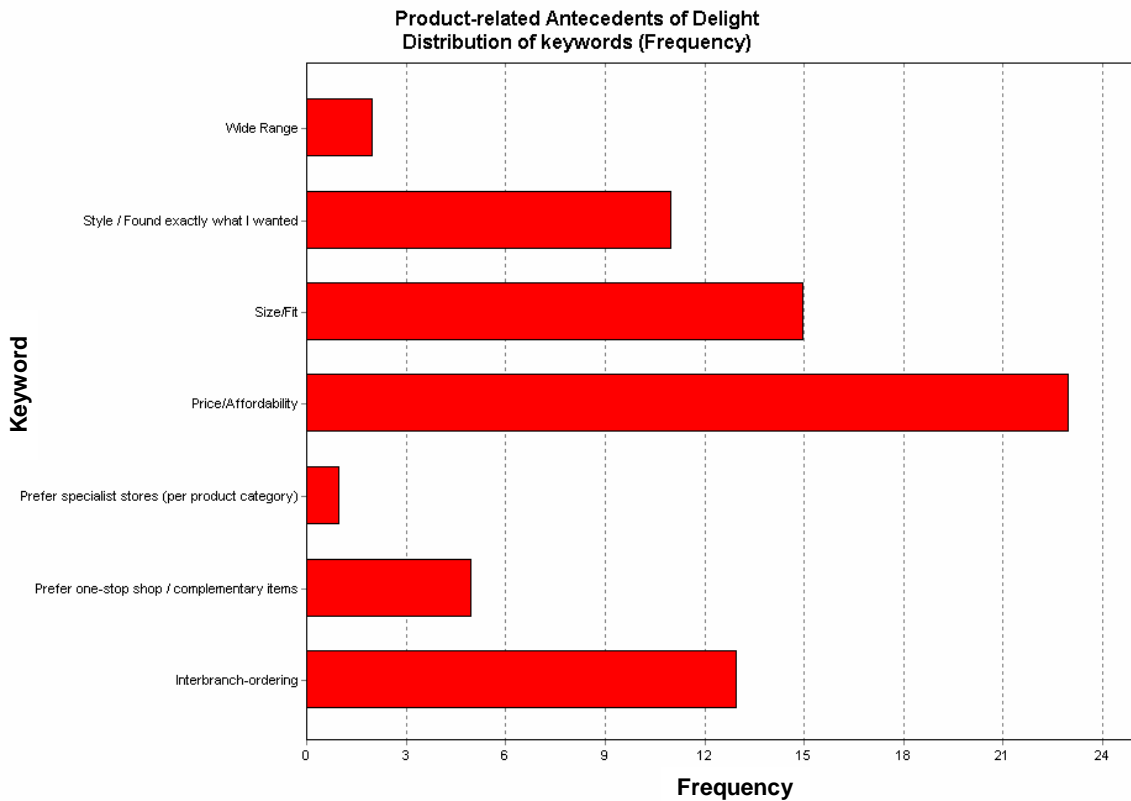
When queried about the specific product-related factors that contributed to their delightful experience (question 8 of discussion guide, Appendix B), most respondents mentioned low price/affordability or that they got a 'bargain' (frequency = 23). Finding the right size or a good/perfect fit accounted for 15 instances. The ability of retail chains to order out-of-stock or unavailable item(s) from another of their branches was also mentioned frequently (13 times), followed by respondents who said that finding exactly what they wanted led to their feeling of delight (11 times). One-stop fashion stores offering complimentary categories of items (frequency = 5) edged out specialist single-category retailers (frequency = 1).

Figure 14: Service-related antecedents of delight — Distribution of Keywords/Codes
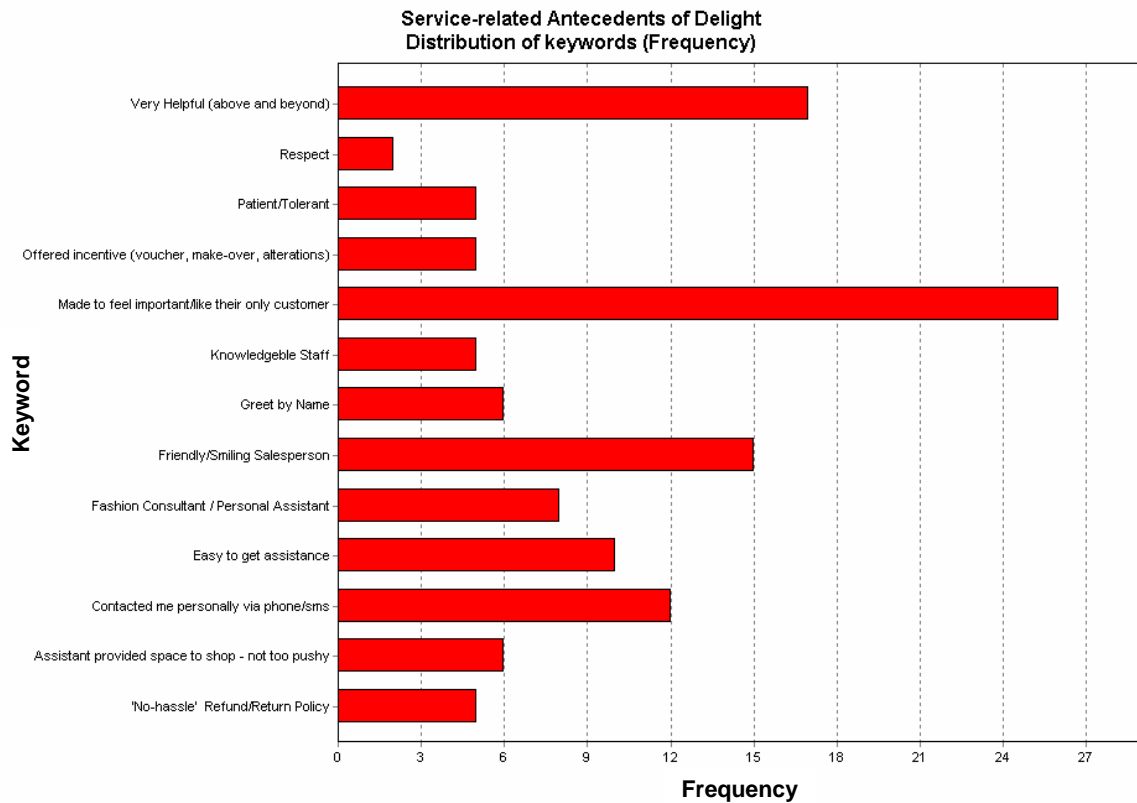
When asked to describe the interpersonal or service-related factors that may have contributed to their delightful experience (question 9 of discussion guide, Appendix B); the most common response (frequency = 26) was that the customer was made to feel important or given focused individual attention by the sales staff. The impression of staff 'going above and beyond' or 'the extra mile' in assisting a customer was mentioned 17 times, while a friendly salesperson also featured prominently (frequency = 15). Personal contact either via an actual telephone call or via SMS also came up as a service-related antecedent with a frequency of 12.

Figure 15: Experience-related antecedents of delight – Distribution of Keywords/Codes
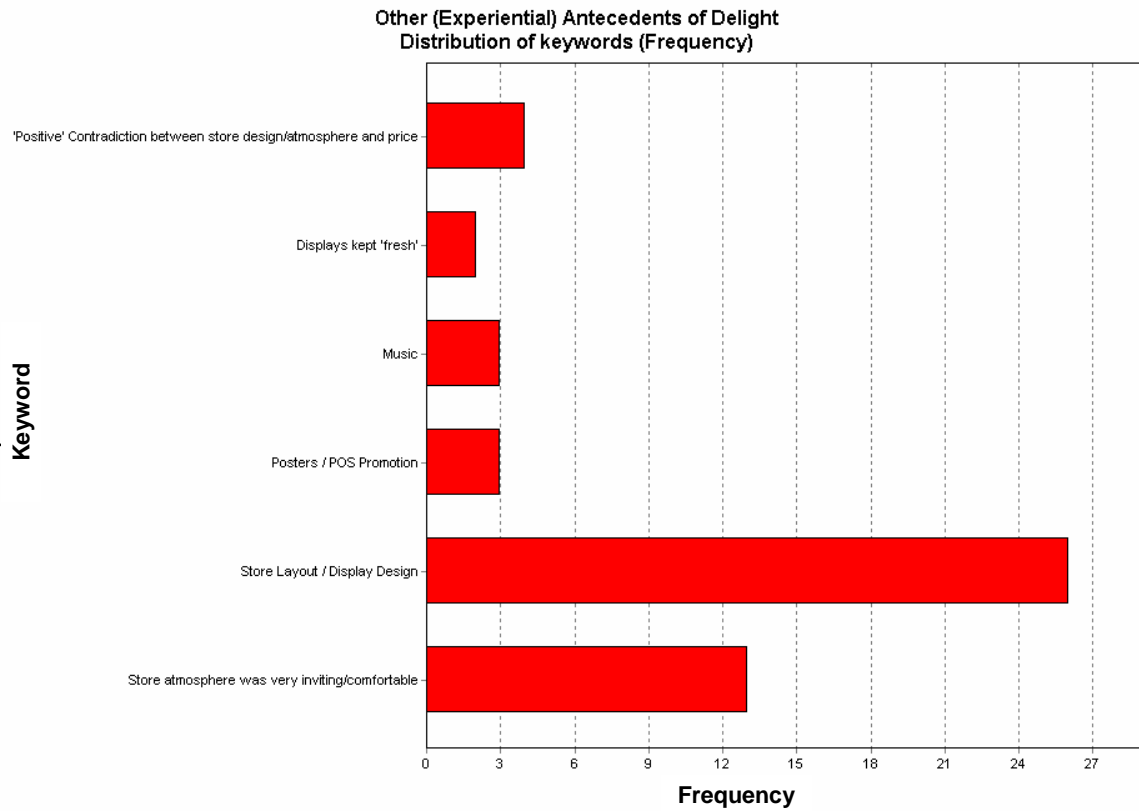
In terms of the experiential dimension, the most frequent antecedent factor related to the layout of the store and merchandise (frequency = 26). An inviting or welcoming store atmosphere was mentioned 13 times. Some respondents (frequency = 4) attributed their delight to a contradiction: these respondents stated that they expected items to be expensive because the 'store' looked expensive – however, upon entering, they were surprised to find that the items were very affordable.

Figure 16: Business Outcomes of delight – Distribution of Keywords/Codes
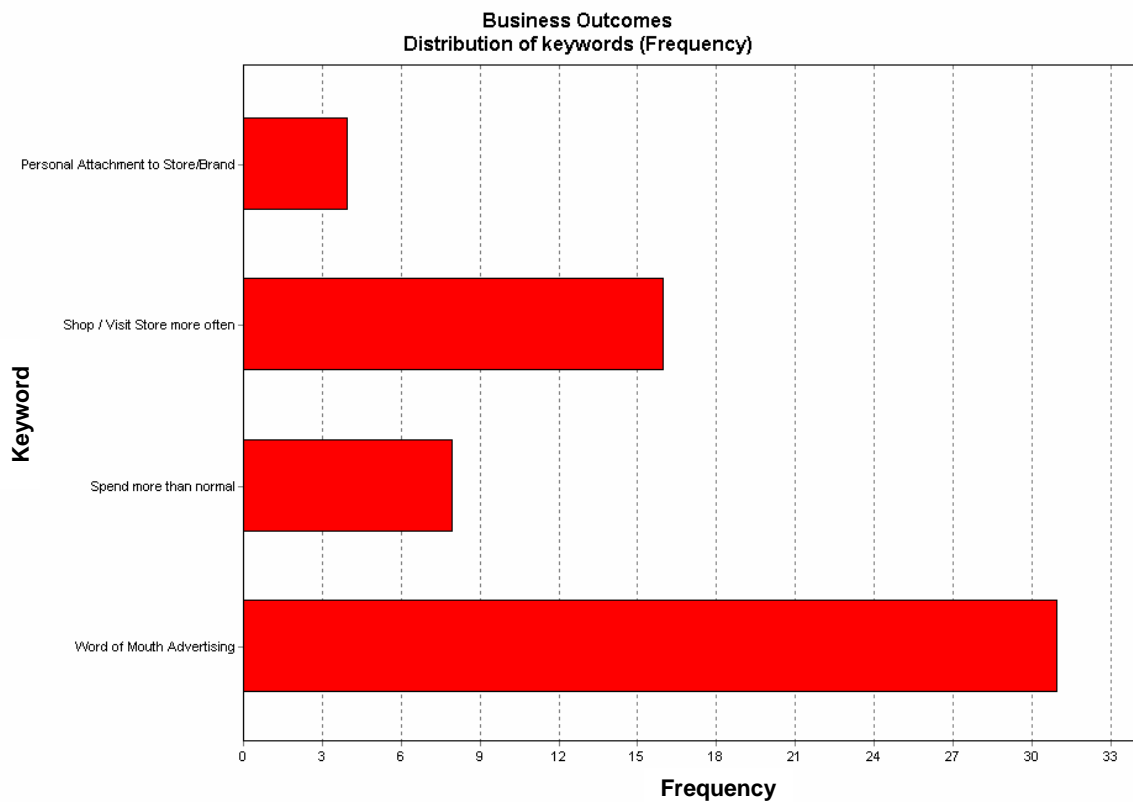
Almost all respondents (frequency = 31) said that they told others about the delightful experience and referred them to either the store (e.g. Truworth's Gateway branch) or to the chain (e.g. Truworths). 16 instances were recorded whereby respondents said that the delightful experience led to them visiting the store more often.

Tables 6a and 6b below present a ranking of the encoded antecedent factors and business outcomes (respectively) by keyword frequencies. Both actual number and percentages of keyword occurrence counts together with the number of critical incidents (cases) and respective number of words are shown.

Table 6a is grouped by antecedent factor and then sorted (in descending order) by keyword count.

Table 6a: Ranking of Keyword/Code Frequencies (Antecedents)

Antecedent Factors	Code	Count	Cases	Nb Words	% Codes	% Cases	% Words
Product	Price/Affordability	23	14	868	5.7%	42.4%	1.4%
Product	Size/Fit	15	14	613	3.7%	42.4%	1.0%
Product	Interbranch-ordering	13	10	621	3.2%	30.3%	1.0%
Product	Style / Found exactly what I wanted	11	9	227	2.7%	27.3%	0.4%
Product	Prefer one-stop shop / complementary items	5	3	282	1.2%	9.1%	0.5%
Product	Wide Range	2	2	94	0.5%	6.1%	0.2%
Product	Prefer specialist stores (per product category)	1	1	104	0.2%	3.0%	0.2%
Service	Made to feel important/like their only customer	26	16	951	6.5%	48.5%	1.5%
Service	Very Helpful (above and beyond)	17	14	702	4.2%	42.4%	1.1%
Service	Friendly/Smiling Salesperson	15	12	449	3.7%	36.4%	0.7%
Service	Contacted me personally via phone/sms	12	10	521	3.0%	30.3%	0.8%
Service	Easy to get assistance	10	7	297	2.5%	21.2%	0.5%
Service	Fashion Consultant / Personal Assistant	8	6	475	2.0%	18.2%	0.8%
Service	Greet by Name	6	5	173	1.5%	15.2%	0.3%
Service	Assistant provided space to shop - not too pushy	6	5	193	1.5%	15.2%	0.3%
Service	'No-hassle'	5	4	213	1.2%	12.1%	0.3%

	Refunc						
Service	Patient/Tolerant	5	5	207	1.2%	15.2%	0.3%
Service	Knowledgeable Staff	5	3	196	1.2%	9.1%	0.3%
Service	Offered incentive (voucher, make-over, alterations)	5	4	278	1.2%	12.1%	0.4%
Service	Respect	2	1	68	0.5%	3.0%	0.1%
Other (Experiential)	Store Layout / Display Design	26	24	1049	6.5%	72.7%	1.7%
Other (Experiential)	Store atmosphere was very inviting/comfortable	13	11	276	3.2%	33.3%	0.4%
Other (Experiential)	'Positive' Contradiction between store design/atmosphere and price	4	4	272	1.0%	12.1%	0.4%
Other (Experiential)	Music	3	3	150	0.7%	9.1%	0.2%
Other (Experiential)	Posters / POS Promotion	3	2	134	0.7%	6.1%	0.2%
Other (Experiential)	Displays kept 'fresh'	2	2	100	0.5%	6.1%	0.2%

The business outcomes presented in table 6b below is sorted (in descending order) by keyword count.

Table 6b: Ranking of Keyword/Code Frequencies (Business Outcomes)

Business Outcomes - Codes	Count	Cases	Nb Words	% Codes	% Cases	% Words
Word of Mouth Advertising	31	23	884	7.7%	69.7%	1.4%
Shop / Visit Store more often	16	13	332	4.0%	39.4%	0.5%
Spend more than normal	8	7	229	2.0%	21.2%	0.4%
Personal Attachment to Store/Brand	4	3	55	1.0%	9.1%	0.1%

5.4.3 Keyword/code clustering

As described in the data analysis section of chapter 4; transcribed data from the CIT interviews was classified into subsets (clusters) based on word and phrase proximities to each other, both within a critical incident, as well as between different critical incidents. A qualitative data analysis software program, QDA-Miner by Provalis Research, was used to build-up (agglomerate) hierarchical tree diagrams (dendrograms) of data clusters. These dendrograms are presented below to illustrate relationships and similarities between the antecedent factors and business outcomes across all 33 critical incidents.

Figure 17a: Coding co-occurrence: Antecedent Factors & Business Outcomes (Agglomeration)
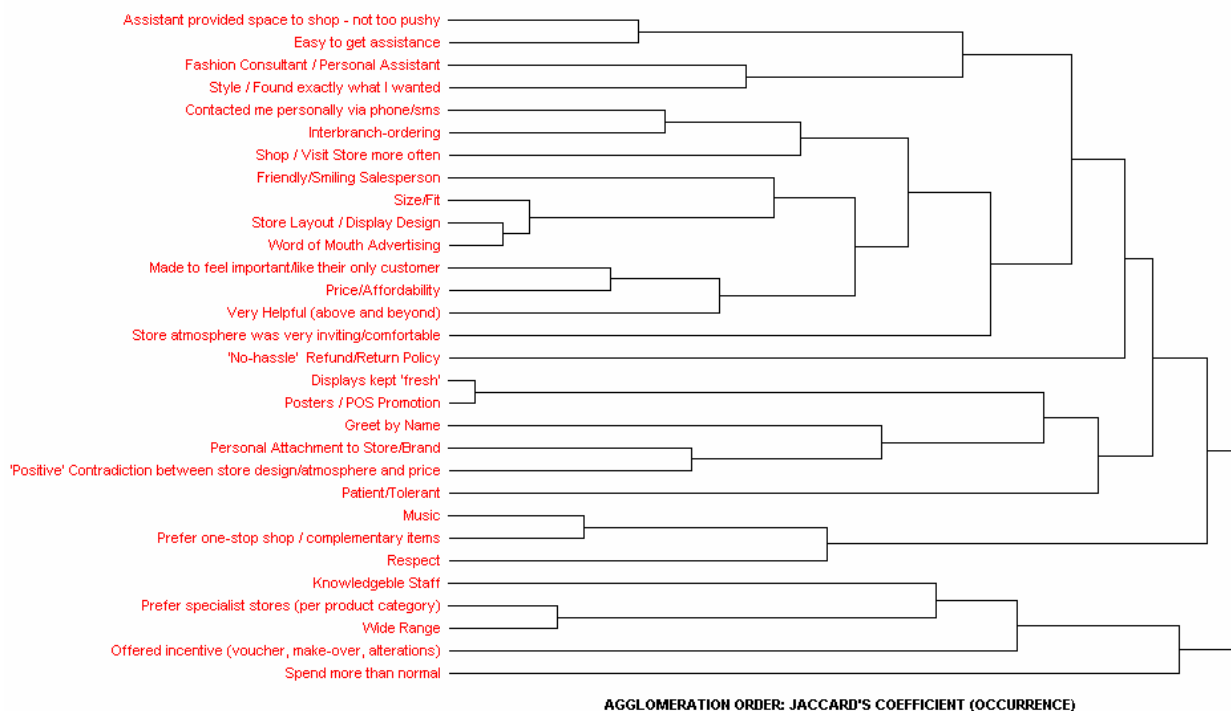
The dendrogram
w individually encoded antecedent factors and business outcomes are clustered together (agglomerated). As a example; the service-related antecedents 'Assistant provided space to shop – not too pushy' can be seen to be related to 'Easy to get assistance' - this cluster is in turn related to a 'Fashion Consultant / Personal Assistant' which itself is closely linked to the product-related antecedent 'Style / found exactly what I wanted'.

Figure 17b: Coding co-occurrence: Antecedent Factors & Business Outcomes (Similarity)
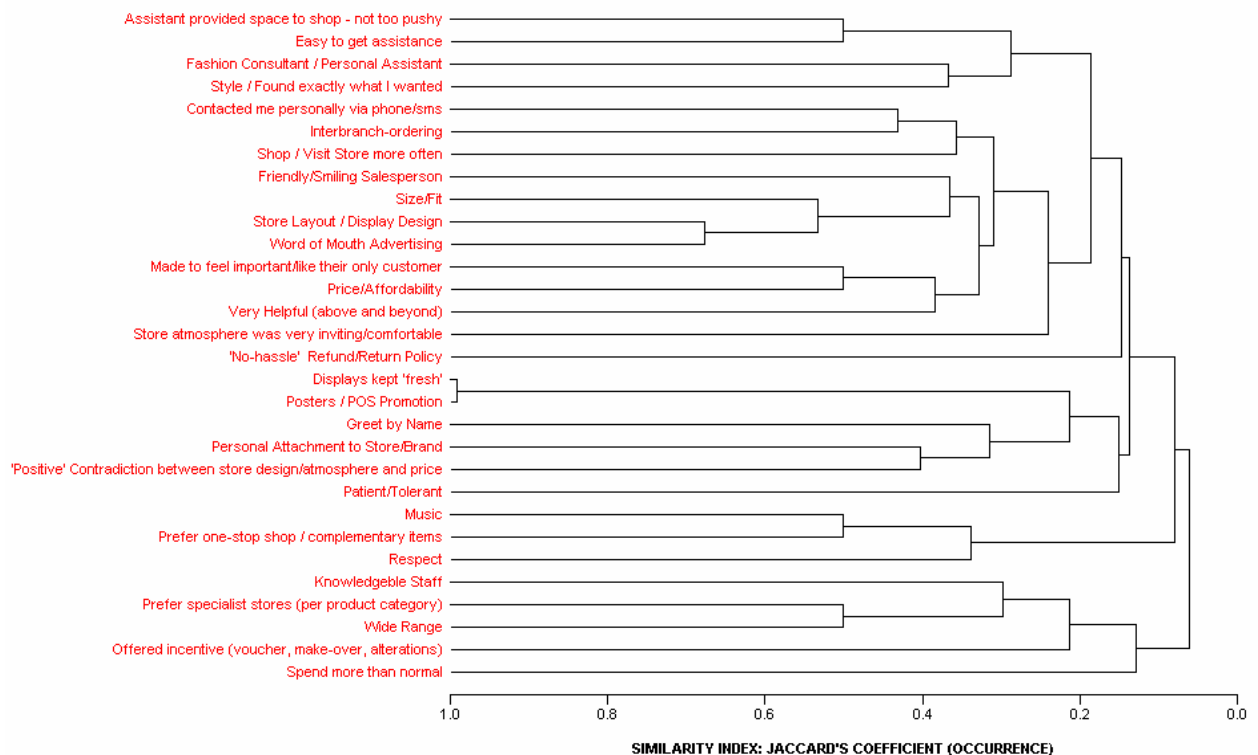
The dendrogram in figure 17b above differs from the one shown in figure 17a as it includes a similarity index on the horizontal axis. An index of 1.0 means that there is a high degree of similarity while an index of 0.0 implies no similarity.

From figure 17b
changes of displayed merchandise (displays kept fresh) is very closely related to there being vivid pointers towards these displayed items (Posters/POS promotion). The experiential antecedent 'Store Layout / Display Design' is also closely related to the business outcome 'Word of Mouth Advertising' – this implies that the antecedent factor that is most likely to result in word of mouth advertising is a delightful store environment / display layout.

The following chapter discusses the research results presented in this section within the context of the theory/literature base that was reviewed in chapter 2.

6.   CHAPTER 6 – DISCUSSION OF RESULTS

6.1.   Introduction

Although this section begins with a discussion of supplementary data results, the primary objective of this chapter is to attempt to answer the research questions postulated in chapter 3 using the results of the CIT presented in the preceding chapter and within the context of the literature reviewed in chapter 2. In keeping with the presentation sequence of the research results, this discussion is categorised into 3 sections; demographic, psychographic and specific research questions.

6.2.   Supplementary Data - Demographic

The objective of this section is to identify whether there was a sufficient level of heterogeneity, as defined by Welman and Kruger (2001), in the data findings. Some of the key demographic findings were:

- Fifty two percent of respondents were between the ages of 20 and 30 years (table 3).

- Eighty eight percent of respondents were female (figure 7).

- Ninety one percent of respondents were non-white (table 4).

Although these f ~~~~~~~~~~~~~ elatively high level of homogeneity, it is important to consider the following:

- Purposive sampling can easily lend itself to homogeneity as it relies mainly on the judgment of the interviewer to select a respondent. The relatively high percentage of non-white (91%), female (88%) respondents could be due to interviewers basing their selection on respondents who were well known / familiar to them (with all three interviewers also being non-white females).

- Although the majority of respondents were aged between 20 and 30 years; the mean age of respondents was 33.8 years and the median age was 29 years. This skewed-to-the-right age distribution indicates that there was sufficient heterogeneity of different ages present. It is also the author's opinion that shoppers of fashion apparel are generally younger than less trend-conscious shoppers.

- Similarly, it could be hypothesised that the majority of suburban mall-based fashion apparel shoppers would be female.

- The high percentage of non-white respondents could also be due to the fact that two of the three interview locations (Durban CBD and Midlands Mall, Pietermaritzburg) have a high majority non-white shopper profile.

While a larger s   hical base may have provided a more accurate reflection of the population of relevance, it is believed that the exploratory nature of this research (seeking discovery over confirmation) combined with the natural homogeneity present in the preferred judgemental sampling method, mitigates against potential sampling error and presents a fair degree of representivity of the relevant population.

6.3.   Supplementary Data - Psychographic

Respondents were asked to describe their attitudes and feelings towards shopping for fashion items.

As per the results presented in figure 9, most respondents stated that they 'loved to shop', or that shopping was their 'greatest love' [frequency = 14]. Although it was stated simply, the express use of the word love, which is a complex and deep-seated emotion, allows for some rich and interesting analysis. Love, like delight (Plutchik and Kellerman, 1980; Liljander and Strandvik, 1997), is a secondary-level affective emotion. While love and delight (in the context of shopping for fashion items) are distinct emotional concepts, there is a high degree of similarity between the two. It can be argued (the author is no expert) that love is synonymous with stimulation, desire and commitment. Todor (2006), in describing the psychological basis of customer delight, stated: "Customer experiences that emotionally

and psychologic timulate desire and commitment and lead to a high lifetime value".

Having ascertained that most respondents conceptualised their delightful shopping experience to be analogous to an affective emotion, the results in figure 9 also reveal an apparent contradiction to the theory postulated by Plutchik and Kellerman, (1980); Dube-Rioux, (1990); and Liljander and Strandvik, (1997); of delight only having an affective and not a cognitive basis.

Many respondents described a previous bad experience in describing a delightful experience [frequency = 10]. This shows that cognitive evaluation was also a factor leading up to delight. In their integrative model of the behavioural basis of customer delight (originally depicted in figure 4 and adapted in figure 18 below), in addition to secondary level affective emotions, Oliver *et al.* (1997) also incorporated primary-level cognitive evaluation (disconfirmation); thus providing (and validating) a theoretical base that accommodates both levels of emotion.

Respondents also alluded to shopping for fashion items being therapeutic [keyword: 'retail therapy', frequency = 14] as well as being akin to an addiction [keywords: 'compulsive shopper/like a drug', frequency = 5; and 'shoe fetish', frequency = 4]. It can be argued that these feelings/attitudes relate closely to the literature

describing shopping more hedonic than utilitarian (Hirschman and Holbrook, 1982; Babin *et al.*, 1994; Childers *et al.*, 2001; Scarpi, 2006). Hedonism has been defined as being reflective of the experiential side of shopping, comprising pleasure, curiosity, fantasy, escapism and fun (Scarpi, 2006). It is clear that retail therapy is a form of escapism. Similarly, the irrational behaviour that is associated with addiction and fetishes can also be likened to shopping hedonism in that price does not seem to matter as much to these customers.

Shopping for fashion items was described as being very exciting [frequency = 8]. When probed by the interviewers to clarify this emotion, many respondents related it to finding bargains or other surprises.

The following diagram (figure 18 below) is an adapted version of Oliver's *et al.* (1997) model of customer delight and satisfaction that was originally depicted in figure 4. The key psychographic findings discussed above have been superimposed onto this model.

Figure 18: Key Ps　　　　　　　**osed on Oliver's** *et al.* **(1997) Model of Customer Delight & Satisfaction**
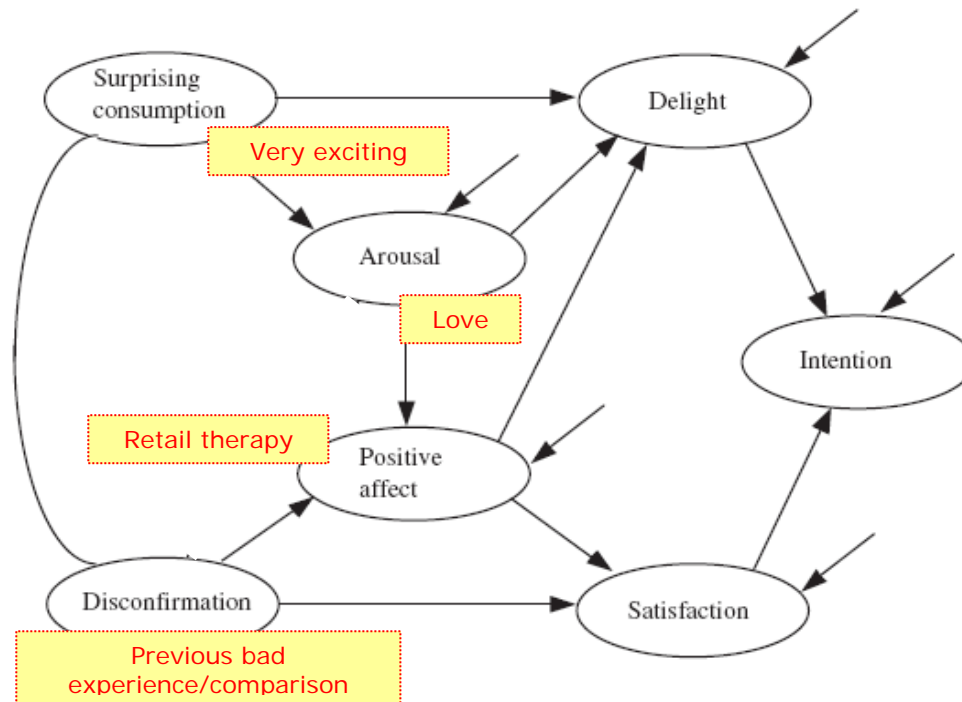
6.4. Findings Specific to Research Questions

The analysis of the transcribed data led to three major groups of antecedent factors associated with delightful customer experiences specific to shopping for fashion apparel: product-related, service-related and (all other) experience-related factors. Similarly, the resultant business outcomes were predominantly related to word-of-mouth effects but there were also some outcomes distinctly associated with loyalty effects.

Since there was congruence between these emergent themes and the schema depicted in figure 5 (based on Pine and Gilmore, 1999;

Schmitt, 2003; ~~a~~
e above classification
categories were deduced from this theory base.

Each question is discussed individually in the sub-sections below. This
section concludes by analysing the linkages/relationships both within
and between the antecedent factors and business outcomes.

6.4.1 Research Question 1: Product-related Antecedent Factors

Product-related factors relate to critical incidents in which the basis of
the delightful experience stems from attributes of the physical
item/product or from value attained directly from the product.

As per the encoded keyword frequencies presented in figure 13; low
price/affordability was the most frequently mentioned product-related
factor that contributed to shopper delight [frequency = 23]. While
this may appear to challenge Todor's (2006) view of customer delight
rendering price irrelevant; deeper analysis of the content revealed
that the basis for all such incidents related to the actual price being
unanticipated and the source of the delight to be the surprise or
discovery of 'finding a bargain' and not just to the actual price as an
independent factor.

> "I did not expect such value for my money. I was genuinely
> delighted". *Nosabatha Ntisekeni (Respondent, Interview # 14)*

This finding conc 5) who discovered an antecedent of delight to be 'unanticipated value', which they defined as "a customer purchasing a product at a lower price than expected" (Arnold *et al.*, 2005, p1139).

Therefore, it was not just the actual price paid, but the difference between the expected and actual price (realised value), that resulted in the delightful experience. Interestingly, the data revealed that experiential factors were the major contributor to raising expectations of price, and therefore, to creating the potential for unanticipated value. Further discussion of this particular relationship between experiential factors and unanticipated value is presented and modelled (figure 19) in the discussion of experience-related antecedents (section 6.4.3).

This 'surprise' element was also prevalent with other product-related antecedents. Many respondents reported that they unexpectedly 'found exactly what they wanted' concerning both size [frequency = 15] and style [frequency = 11]. According to Berman (2005), this element of surprise is at the very core of customer delight and is the distinguishing factor between delight and satisfaction.

The ability for fasler and obtain an out-of-stock item from another branch was also a prominent contributor to many delightful incidents [keyword: 'inter-branch ordering', frequency = 13].

> "You know actually I had no idea you could place an order, it was never made aware to me until I came to (shoe store), and I thought 'oh my god there I go again, no size for me!', and 'out of luck again, bad luck again!' But just as I was walking out the girl came up to me and asked if she could place an order for me. This is no exaggeration but I was truly, truly delighted."
>
> *Deshnee Naidoo (Respondent, Interview # 12)*

This shows that even some fashion retailer's systems and processes were direct antecedents to delightful experiences. The proviso being that these systems and processes were operationally focused on delivering value to the customer.

Interestingly, some respondents attributed their delightful experience to the product categories offered by the retailer. Five responses were recorded whereby customers were delighted that they could buy complimentary fashion items in a single store, while only a single respondent attributed her delight to the focused product range offered by a specialist retailer stocking a single category.

In conclusion, th
s of delight were all closely related to value surprises or other unanticipated factors.

- Customer-centric operational systems were found to be both highly visible and valued by respondents.

- Respondents preferred one-stop-shops selling complimentary categories of fashion items.

- Retailers that successfully managed to raise expectations of both price and quality, and were then able to deliver at lower-than-expected prices (unanticipated value) were found to be the leading exponents in creating delightful shopping experiences.

6.4.2 Research Question 2: Service-related Antecedent Factors

Service-related factors refer to critical incidents where the source of the delightful experience is attributable to the actions of a store salesperson/manager or to company policy.

In reference to the results presented in figure 14, it is evident that interpersonal behaviour (between the salesperson and the customer) accounted for the primary category of service-related antecedents.

Most respondents expressed that they were made to feel very important or 'like the only customer in the store' [frequency = 26].

Similarly, sales st██████████████ve exerted extra effort as well as staff who smiled often and who came across as exceptionally friendly, also proved to be leading antecedents of delight [respective keywords: 'very helpful', frequency = 17 and 'friendly/smiling salesperson', frequency = 15]. However, while friendly salespeople emerged as a major antecedent, respondents drew the line by stating that they valued their personal shopping space and did not appreciate sales staff to be overly aggressive, even in a positive/friendly way [frequency = 6]. Arnold *et al.*, (2005) refers to this as 'interpersonal distance'.

A simple thing like greeting a customer by name, featured as a direct antecedent to delight in six critical incidents.

The above interpersonal factors are analogous to incidents categorized as 'attention paid to the customer', which emerged in the Bitner *et al.* (1990) study. In that study, favourable encounters resulted when employees provided extra information, anticipated the customer's needs, showed interest in a customer or were especially attentive to a customer. According to *Bitner et al.* (1990), behaviours such as these, on the part of the salesperson, can make a customer feel unique and special.

This personal attention/acknowledgement, together with basic human values like respect [frequency = 2] and tolerance [frequency = 5],

shows that custo
ction within the store environment and were not only seeking efficiency as argued by Ander and Stern (2004).

In terms of non-interpersonal factors related to the retailer's customer service policies and processes, the data in figure 14 shows that personal contact, either telephonically or via SMS, played a key role in delighting respondents [frequency = 12]. Similar to inter-branch ordering discussed in the product-related section previously, this is further evidence that operational systems and processes that are centred around customers' needs, can greatly enhance the customer experience and is seen and valued by these customers.

Five respondents mentioned promotional incentives e.g. discount vouchers, free makeovers…etc. as contributing to their delightful experience.

> "My delightful experience had to be the time I got a letter from (department store) stating that I had been chosen to receive a gift hamper of toiletries and that I should collect them at my nearest branch. I was totally overwhelmed and very surprised. It was absolutely unbelievable".
>
> *Avril Naidoo (Respondent, Interview # 1)*

However, it should be noted that in almost all such incidents, detailed interrogation of the interview content revealed that these

respondents seen d that happened to be matched by these promotional incentives. Therefore the suggestion is that these promotional campaigns should be based on detailed life-style and life-phase analysis of customer data and sent to targeted segments/individuals and not standardised and distributed 'en-mass'.

In conclusion, the service-related antecedents of customer delight that emerged from the data were largely related to interpersonal interaction between the store sales staff and the respondent.

- Respondents valued genuine, individual attention and sales personnel that went out of their way to assist them, while allowing the respondent enough space to shop (interpersonal distance).

- Basic factors like remembering a customer's name and treating them with respect emerged as strong antecedents of customer delight.

- Retailers that communicated effectively with customers, providing needed information or courtesy calls e.g. phoning the customer when an order was ready…etc. were perceived as providing exceptional service and making the customer feel very important.

- Highly targeted purchase incentives e.g. discount vouchers or free makeovers, were found to be very effective and also relate closely to making the customer feel very important/like an individual.

6.4.3 Resea [UNIVERSITEIT VAN PRETORIA / UNIVERSITY OF PRETORIA / YUNIBESITHI YA PRETORIA] e-related Antecedent Factors

All antecedent factors that did not fit the above categorisation (product and service-related) were classified as 'other'/experience-related factors. These factors related primarily to store design and atmospherics and were responsible for presenting an environment/ ambiance that created the right 'mood' for customer delight.

As per the keyword frequencies presented in figure 15, the data revealed that the interior design, layout of the store and quality of fixtures and fittings was the dominant experiential element leading to respondents feeling of delight [keyword 'store layout/display design', frequency = 26]. Apart from being delighted by display layouts that made items easy to find, respondents were also delighted by the aesthetics of the store and display design, stating that it created an aura of quality in their minds:

> "The store is laid out exceptionally well, it really is. I find that exciting as well because I could spend hours in this shop just looking. It's a lot to do with the layout. You feel good when you walk in here. You can also see quality. That's important. The atmosphere is fantastic!"
>
> *Stella Koch (Respondent, Interview # 18)*

In close relation
responses were noted whereby shoppers felt that the store atmosphere was very inviting/welcoming, with one respondent even drawing an analogy that going to the store felt like "visiting a friend's house".

While a few respondents mentioned experiential factors like music 'setting the right mood' for shopping [frequency = 3] or that regular updating of merchandise was important [frequency = 2]; a key finding was the sheer thrill of 'scoring a bargain' when all experiential elements led respondents to believe that items should have been much more expensive than what they actually discovered [keyword 'positive contradiction between store design/atmosphere and price', frequency = 4].

> "When I looked at the store layout and things I didn't expect to pay the price that I did for the shoes. I would say that it gave me a surprise as to the price and exceeded my expectations also."   *Rovina Asray (Respondent, Interview # 19)*

According to both Keiningtiam *et al.* (1999) and Berman (2005); this unexpected discovery, or element of surprise, is the key ingredient of delight and nudges customers past the 'zone of satisfaction/tolerance' and into the 'zone of delight'.

In conclusion, all (service) antecedents of delight were related to store atmosphere and display layout which created the correct environment for shopper delight.

A key finding of this research (modelled in figure 19 below) was that retailers who leveraged these experiential factors to raise expectations of quality and price and then 'surprise' shoppers by delivering affordable prices ('bargains') were the clear winners in the minds of customers. Conversely, it can be argued that Sales are not effective in creating customer delight as they lower expectations of price and there is therefore no element of surprise when shoppers realise their (already lowered) price expectation. The data supports this argument as there was no evidence to be found of Sales being an antecedent factor of delight.

Figure 19: Fashion Retail Price-Expectation Model
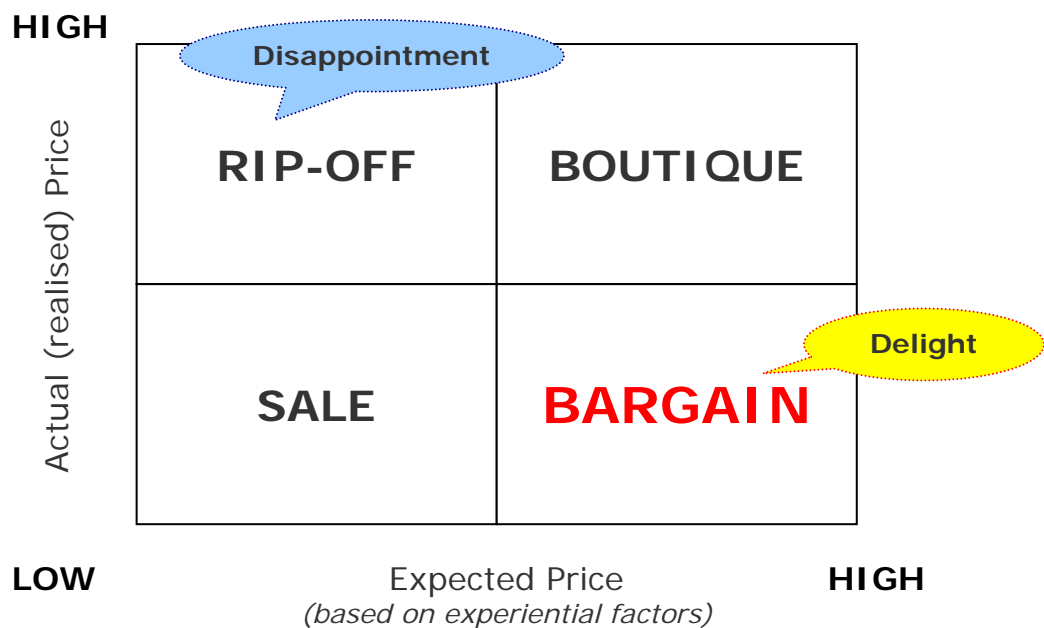
When probed on the business outcomes of the delightful experience, respondents described two major categories of outcomes, word-of-mouth effects and loyalty effects. Loyalty effects were described as either 'spend more than normal', 'visit store more often', or by describing a personal attachment with the store or with the brand (in the case of a store carrying a single brand e.g. Levis).

As per the results in figure 16, almost all respondents said that they told family and/or friends about their delightful experience [frequency = 31]. Thus word-of-mouth advertising was an overwhelmingly prevalent outcome of customer delight. According to Berman (2005, p131); "delighted customers are so satisfied that they become 'apostles' who actively communicate their delightful experience to others." Berman (2005) further explains that by engaging in word-of-mouth advertising, an 'apostle' can generate the same lifetime value of as many as 11 customers who are merely satisfied.

Apart from the word-of-mouth effect that was clearly the dominant business outcome, the results in figure 16 also revealed effects related to loyalty to be direct consequences of customer delight. Of these outcomes, respondents stated that they visited the particular store more often [frequency = 16], found that they spent more than

before [frequenc~~~~] assumed a personal attachment to the store brand [frequency = 4].

> "I had bought a lot of shoes, more than I had intended to."
>
> *Lucky Zulu (Respondent, Interview # 6)*

> "I made this store my famous store."
>
> *Mrs. Ismail (Respondent, Interview # 28)*

In conclusion, and in support of Schlossberg, (1990) and Schneider and Bowen, (1999); it is evident from the results that what is really important to intentions and future behaviour is not satisfaction itself but the emotional response to the delightful shopping experience. Although meeting expectations can satisfy, it is the emotional response to a surprise that has a profound impact on establishing customer loyalty.

6.4.5 Relationships within and between Antecedent Factors and Business Outcomes

Relationships both within and between antecedent factors and business outcomes are discussed with reference to the hierarchical cluster diagrams (dendrograms) presented in figures 17a and 17b.

Figure 17a shows how individually encoded antecedent factors and business outcomes were clustered together (agglomerated) while

figure 17b incorp [UNIVERSITEIT VAN PRETORIA / UNIVERSITY OF PRETORIA / YUNIBESITHI YA PRETORIA] key findings presented by these dendrograms were:

- The service related antecedent, 'assistant provided space to shop – not too pushy' was closely related to 'easy to get assistance'. This shows that respondents valued interpersonal distance provided that the sales assistant was easily available to them should they require assistance.

- The above cluster was in turn related to a 'fashion consultant / personal assistant' which itself is closely linked to the product-related antecedent 'style / found exactly what I wanted'. The implication is that a sales assistant that provides advice and makes suggestions (assumes the role of fashion consultant) can greatly help customers in finding the exact style that they wanted.

- The operational antecedents 'inter-branch ordering' and 'personal contact via telephone/SMS' were also clustered together, thereby suggesting that the type of personal communication that was valued was not of a promotional nature but rather, pertinent information or follow-up of order status with the customer.

- Regular changes of displayed merchandise (displays kept fresh) is very closely related to there being vivid pointers towards these displayed items (posters/POS promotion). Figure 17b distinctly shows how similar these factors were as the similarity index of this

cluster was ju_____ a measure of perfect similarity).

- The experiential antecedent 'store layout / display design' is closely related to the business outcome 'word-of-mouth advertising' [similarity = 0.7] implying that the antecedent factor that is most likely to result in word-of-mouth advertising is a delightful store environment.

- Respondents who preferred specialist stores also valued the wider range carried by these stores [similarity index = 0.5].

The above results show that customer delight, and the resultant business outcomes thereof, is not based on any one independent factor, but on a mélange of related antecedents that act in synergy to create delightful shopping experiences.

The following chapter summarises the research findings into a descriptive model of customer delight before discussing the implications for retailers and for further research.

7. CHAPTER 7 – CONCLUSION

The study revealed a number of interesting antecedent factors and business outcomes associated with delightful shopping experiences.

This chapter opens by presenting a synopsis of these research findings using a descriptive model of customer delight specific to fashion retailing. Based on the results, several business implications for fashion retailers are discussed, followed by directions for future research.

7.1. Synopsis of Research Findings – Descriptive Model of Customer Delight

This section begins by illustrating the key findings of the research in the form of a descriptive model of the antecedents and outcomes of customer delight. The purpose of this model was to consolidate the research findings, put them in the context of fashion apparel retailing and represent them graphically.

Figure 20: Antec **nes of Customer Delight in Fashion Apparel Retailing**
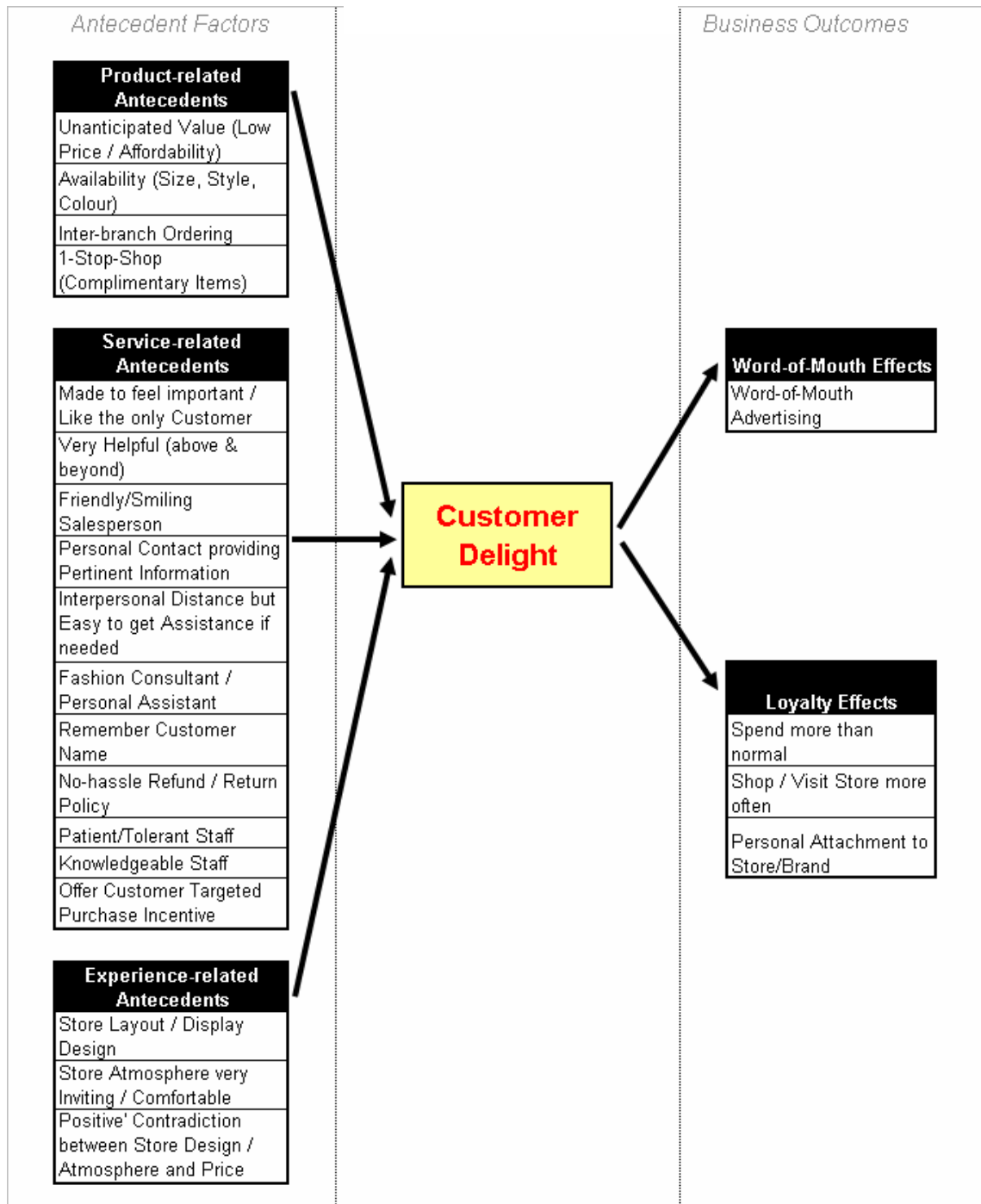
Note that antecedent factors and business outcomes with frequencies of three and below were excluded from the model as they represented a very small minority of respondent opinions.

7.2.   Implicatior

The results of this study should prove useful for fashion retailers who need to gain a better understanding of the factors that lead to delightful shopping experiences and the business outcomes thereof.

The research has shown that satisfying customers is passé. In a retail landscape characterised by seemingly unlimited consumer choice and intense competition; customers expect to be satisfied (Oliver *et al.*, 1997). Hence, while retailers have fine-tuned their understanding of how to create satisfied customers, the business outcomes presented in this report show that they have much to gain by looking beyond satisfaction to creating delightful customer experiences.

The antecedent factors presented in this report are the levers of delight that fashion retailers can proactively use to create these compelling and memorable customer experiences.

Results specific to shopper's psychographic profiles showed that although the basis of delight (in the context of fashion retailing) was predominantly affective, cognitive appraisal/positive disconfirmation also played an important role. Therefore, and in agreement with similar recommendations by Burns and Neisner (2006); retailers whose customers possess high expectations need to first avoid any negative experiences before attempting to delight these customers.

Most product-rela
re found to be closely related to value surprises or the concept of unanticipated value (paraphrasing Arnold *et al.,* 2005). A key finding of this research (modelled in figure 19) was that experiential factors were the major contributor to raising expectations of price, and therefore, to creating the potential for customers to realise this unanticipated value. These experiential factors related to the atmosphere and layout of the store and had as much to do with its aesthetic quality than with the shopping convenience it offered. Conversely, it was discovered that Sales were not effective in creating customer delight as they lowered expectations of price and therefore did not allow for the element of surprise when shoppers realised their (already lowered) price expectation. Therefore, fashion retailers need to limit the number of Sales and instead leverage the experiential factors mentioned in this study to raise expectations of quality and price and then delight customers by delivering affordable prices ('bargains').

Fashion retailers' systems and processes were found to be both highly visible and valued by respondents, provided that these systems and processes were operationally focused on delivering value to the customer. Related to this, customers were delighted when retailers communicated relevant and pertinent information to them e.g. personal follow-up of order status...etc.

The interpersonal [...] dy should also assist fashion retailers in training store employees to effectively interact with customers. An example of one such interpersonal factor was that customers valued their 'space' (interpersonal distance); with the proviso that the sales assistant was easily available to them should they require assistance. Basic factors like greeting a customer by name and treating them with respect also emerged as strong antecedents of delight. Retailers should use simple role-playing techniques to train store personnel to treat customers as they (the staff) would like to be treated.

Apart from effective sales training, an additional recommendation concerning employees relates to the reward systems in place that encourage them to delight their customers. Schneider and Bowen (1999) recommend developing and implementing performance management systems designed to reward employee behaviours that create conditions for customer delight. Macy's does this in a very simple but highly effective manner; sales assistants are required to personally sign a customer's receipt with a short 'thank you' message and contact information should the customer wish to compliment or complain about the service. According to Todd Martin, marketing executive at Macy's Herald Square store in New York, this feedback ties in directly with the employees' appraisal process (personal communication, 26 September 2006).

Since the eleme![logo]very core of delight (Berman, 2005); retailers should not strive to delight all of their customers all of the time. Even though the results have shown that generating a delightful shopping experience resulted in many positive business outcomes, it also had the effect of "raising the bar" in the customer's mind regarding future expectations of the retailer. Thus, retailers who are highly selective in choosing how, when, and who to delight will be the ones that are able to sustain this strategy.

7.3.   Implications for Further Research

With regards to further research in this area, much could be gained if future efforts focused on the opposite/antithesis of delight within the specific context of fashion retailing. Schneider and Bowen (1999) introduce the notion of customer 'outrage'. They argue that outrage is produced when customers' fundamental needs of security, justice, and self-esteem are degraded during the shopping experience. Ascertaining the antecedent factors and business outcomes of customer outrage, and modelling the findings in relation to the respective antecedents and outcomes of delight identified herein, should produce a valuable contrast between these two polar opposite sets of customer emotions.

Of particular relevance to the South African context, future research should focus on investigating differences across demographic groups,

such as age, gend interesting to note the different expectations these groups have of fashion retailers and whether the antecedents of delight and resultant business outcomes are highly similar or vastly different between these groups.

Although this study has qualified the business outcomes of customer delight in fashion retailing, much value can be gained from further research that attempts to quantify the actual financial benefits of these business outcomes for the retailer.

REFERENCES

Ander, W.N. and Stern, N.Z. (2004) *Winning at Retail: Developing a Sustained Model for Retail Success.* New Jersey: John Wiley and Sons.

Arnold, M.J., Reynolds, K.E., Ponder, N. and Lueg, J.E. (2005) Customer Delight in a Retail Context: Investigating delightful and terrible shopping experiences. *Journal of Business Research, 58, 1132–1145.*

Babin, B.J., Darden, W.R. and Griffin, M. (1994) Work and/or fun? Measuring hedonic and utilitarian shopping value, *Journal of Consumer Research, 20-2, 644-56.*

Baines, P. and Chansarkar, B. (2002) *Introducing Marketing Research.* Chichester: John Wiley and Sons.

Batra, R. and Athola, O.T. (1991) Measuring the hedonic and utilitarian sources of consumer attitudes, *Marketing Letters, 2-3, 159-70.*

Beinhocker, E.D. (2006) *The Origins of Wealth.* Boston (MA): Harvard Business School Press.

Berman, B. (20[...]... Customers. *California Management Review, 48, 129-151.*

Black Diamond (2006) The Black Diamond Survey. *Unilever Institute of Strategic Marketing and Research Surveys. University of Cape Town.*

Bitner, M.J., Booms, B.H. and Tetreault, M.S. (1990) The service encounter: diagnosing favorable and unfavorable incidents. *Journal of Marketing, 54, 71–84.*

Buildabear.com (2006) *Build-a-Bear Company Homepage.* Available from http://www.buildabear.com – accessed 03-08-2006.

Bund, B.E. (2006) *The Outside-In Corporation: How to Build a Customer-Centric Organization for Breakthrough Results.* New York: McGraw-Hill.

Burns, D.J. and Neisner, L. (2006) Customer satisfaction in a retail setting: The contribution of emotion. *International Journal of Retail & Distribution Management. 34-1, 49-66.*

Childers, T.L., Carr, C.L., Peck, J. and Carson, S. (2001) Hedonic and utilitarian motivations for online retail shopping behavior, *Journal of Retailing, 77-8, 511-35.*

Chell, E. (1998) ~~...~~ ualitative Methods and Analysis in Organizational Research: A Practical Guide. California: Sage.

Christopher, M. and Peck, H. (1999) Fashion Logistics, in Fernie, J., Sparks, L. (Eds), Logistics and Retail Management, Insights into Current Practice and Trends from Leading Experts, Kogan Page, 5, 88-109.

Coyne, K.P. (1989) Beyond service fads: meaningful strategies for the real world. Sloan Management Review, 30, 69–76.

de Ruyter, K., Kasper, H. and Wetzels, M. (1995) Internal Service Quality in a Manufacturing Firm: A Review of Critical Encounters. New Zealand Journal of Business, 17(2), 67-80.

Donovan, P. and Samler, T. (1994) Delighting Customers: The Ten-step Approach to Building a Customer-driven Organization. Managing Service Quality, 4-6, 38-43.

Dube-Rioux, L. (1990), Power of affective reports in predicting satisfaction judgments, in Goldberg, M., Gorn, G., Pollay, R. (Eds), Advances in Consumer Research, 17. 571-6.

Duncan, L. (20[...] between *Customer Experience Management and Experiential Marketing?* Article published on marketingprofs.com - available from http://www.marketingprofs.com/6/duncan4.asp?f=evrl – accessed 02-08-2006.

Edvardsson, B. (1992) Service Breakdowns: A Study of Critical Incidents in an Airline. *International Journal of Service Industry Management, 3(4), 17-29.*

Goldstuck (2006) *Goldstuck Report on Online Retail in South Africa 2006 - Broadband and experience the keys to online retail.* Available from http://www.theworx.biz/retail06.htm accessed 01-08-2006.

Gremler, D.D. (2004) The Critical Incident Technique in Service Research. *Journal of Service Research, 7(1), 65-89.*

Gummesson, E. (1994) Broadening and Specifying Relationship Marketing. *Asia-Australia Marketing Journal, 2, 31-43.*

Gurney, P. (1999) Influence is the better part of loyalty. *Marketing News, 10, 33-22.*

Henning, E. (2004) *Finding your way in qualitative research.* Pretoria: Van Schaik.

Hepworth, M. and ⬛⬛⬛⬛ ng customer loyalty to the bottom line. *Canadian Business Review, 21, 40–43.*

Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland: World Publishing Co.

Hoffman, D.L. and Novak, T.P. (1996) Marketing in hypermedia computer-mediated environments: conceptual foundations, *Journal of Marketing, 60-3, 50-68.*

Holbrook, M.B. and Hirschman, E.C. (1982) The experiential aspects of consumption: consumer fantasies, feelings, and fun. *Journal of Consumer Research, 9, 132–140.*

Jones, T.O. and Sasser Jr, W.E. (1995) Why satisfied customers defect. *Harvard Bus Review, 73, 88–99.*

Journal of Retail (1997) Editorial. *Journal of Retail, 73, 311.*

Keaveney, S.M. (1995) Customer switching behavior in service industries: an exploratory study. *Journal of Marketing, 59, 71–82.*

Keiningtiam, T.L., Goddard, M.K.M., Vavra, T. and Laci, A.J. (1999) Customer Delight and the Bottom Line. *Marketing Management, 57, 8-3, 57-63.*

Krippendorff, K. [...] n Introduction to Its Methodology. Newbury Park, CA: Sage.

Liljander, V. and Strandvik, T. (1997), Emotions in service satisfaction, *International Journal of Service Industry Management, 8-2, 48-69.*

Malhotra, N.K. (1996) *Marketing Research: An Applied Orientation, 2nd edition*, London: Prentice-Hall.

Neuhaus, P. (1996) Critical Incidents in Internal Customer-Supplier Relationships: Results of an Empirical Study. Advances in Services *Marketing and Management Research and Practice, 5, 283-313.*

Oliver, R.L. (1980) A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research, 17, 460–469.*

Oliver, R.L. (1997) *Satisfaction: a behavioral perspective on the consumer*. Boston (MA): Irwin-McGraw-Hill.

Oliver, R.L., Rust, R.T. and Varki, S. (1997) Customer Delight: Foundations, Findings, and Managerial Insight. *Journal of Retailing, 73, 311-36.*

Pine, B.J. and J.H ═══════════════ nce economy: work is *theatre & every business a stage: goods & services are no longer enough.* Boston (MA): Harvard Business School Press.

Plutchik, R.A. and Kellerman, H. (1980) Emotion: theory, research and experience. *Theories of emotion, 1, 3–33.*

Reichheld, F. and Sasser Jr, W.E. (1990) Zero defections: quality comes to services. *Harvard Bus Review, 68, 105–111.*

Scarpi, D. (2006) Fashion Stores between Fun and Usefulness. *Journal of Fashion Marketing and Management. 10-1. 7-24.*

Sherry, J. (1990) Dealers and dealing in a periodic market: informal retailing in ethnographic perspective, *Journal of Retailing, 66. 5-24.*

Schlossberg, H. (1990) Satisfying customers is a minimum: you really have to delight them. *Marketing News, 24, 10–11.*

Schmitt, B.H. (2003) *Customer Experience Management.* New Jersey: John Wiley & Sons.

Schneider, B. and Bowen, D.E. (1999) Understanding customer delight and outrage. *Sloan Management Review, 41, 35–45.*

Seybold, P.B., Le (2001) *The customer revolution: how to thrive when customers are in control.* New York: Crown Business.

Spector, R. and McCarthy, P.D. (2000) *The Nordstrom Way: The inside story of America's number 1 customer service company.* New Jersey: John Wiley & Sons.

Stauss, B. and Mang, P. (1999) Culture Shocks in Inter-Cultural Service Encounters. *Journal of Services Marketing, 13(4/5), 329-46.*

Todor, J.I. (2006) *Addicted Customers: How to Get Them Hooked on Your Company.* CA: Silverado Press.

Vargo, S.L. and Lusch, R.F. (2004) Evolving to a New Dominant Logic for Marketing. *Journal of Marketing, 68-1, 1-17.*

Welman, J.C. and Kruger, S.J. (2001) *Research Methodology: for the Business and Administrative Sciences 2nd edition.* Cape Town: Oxford University Press.

Zipf, G.K. (1949) *Human Behaviour and the Principle of Least-Effort,* Cambridge MA: Addison-Wesley.

APPENDICES

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

APPENDIX A – RESPONDENT LIST

#	Respondent Name	Interview Location	Interview Date
1	Avril Naidoo	CBD - Durban	30/07/2006
2	Thandeka Gcaba	CBD - Durban	30/07/2006
3	Alicia Makhanya	CBD - Durban	31/07/2006
4	Cleo Khumalo	CBD - Durban	01/08/2006
5	Chinky Singh	CBD - Durban	11/08/2006
6	Lucky Zulu	CBD - Durban	11/08/2006
7	Clarica Shudu	CBD - Durban	10/08/2006
8	Shantal Boucher	CBD - Durban	16/8/2006
9	Mogie Naidoo	CBD - Durban	16/8/2006
10	Charlotte Hope	CBD - Durban	16/8/2006
11	Ahmed Rawat	CBD - Durban	18/8/2006
12	Deshnie Naidoo	Gateway - Durban	01/08/2006
13	Zukiswa Ntisaana	Gateway - Durban	01/08/2006
14	Nosabatha Ntisekeni	Gateway - Durban	03/08/2006
15	Goodman Mkfeka	Gateway - Durban	03/08/2006
16	Lauren Taylor	Gateway - Durban	07/08/2006
17	Mercedes Patley	Gateway - Durban	09/08/2006
18	Stella Koch	Gateway - Durban	10/08/2006
19	Rovina Asaray	Gateway - Durban	11/08/2006
20	Ladyfair Kumalo	Gateway - Durban	11/08/2006
21	Amanda Intisana	Gateway - Durban	13/08/2006
22	Christine Poonin	Gateway - Durban	13/08/2006
23	Mary Govender	Gateway - Durban	14/08/2006
24	Lilian Pandro	Midlands Mall - Pietermaritzburg	06/08/2006
25	Charlene Naick	Midlands Mall - Pietermaritzburg	07/08/2006
26	Clerisha Devipersad	Midlands Mall - Pietermaritzburg	10/08/2006
27	Hanifa Mohamed	Midlands Mall - Pietermaritzburg	13/08/2006
28	Mrs Ismail	Midlands Mall - Pietermaritzburg	11/08/2006
29	Nigel Govender	Midlands Mall - Pietermaritzburg	09/08/2006
30	Felicia Harrod	Midlands Mall - Pietermaritzburg	11/09/2006
31	Sylvester Joseph	Midlands Mall - Pietermaritzburg	11/08/2006
32	Hershela Harrod	Midlands Mall - Pietermaritzburg	11/08/2007
33	Lucy Bridgemohan	Midlands Mall - Pietermaritzburg	19/08/2006

APPENDIX B – DI[S]

Question	Approx answer time	Note to Interviewer
1. How you feel about shopping for fashion items in general?	2 mins	This is a broad question in order to prime the respondent
2. What does the word 'Delight' mean to you?	2 min	Researcher defines Delight as feelings of joy, happiness, or surprise.
Lets now chat about your shopping experiences specifically for fashion items (e.g. clothing/shoes)		
3. Describe a shopping experience for fashion items that was absolutely delightful?	5 mins	Overview of experience/ event.
4. When did this experience take place?	30 sec	Estimated date/period
5. Where did this experience take place?	30 sec	Probe for retailer name
6. Did you experience these similar feelings on more than one occasion at the same store?	1 min	Consistent –or- once-off?
Explain that the study hopes to understand [the customer's] initial expectations and subsequent feelings during a delightful experience and the specific factors that led to the feeling of delight.		
7. How did you feel and what went through your mind during this experience and after it was over?	5 min	Probe for initial expectations and subsequent 'surprise'.
8. Was there anything that may have been related to the item that you purchased, that may have led to this delightful experience?	5 min	e.g. size, style, colour, price …etc.
9. What service-related factors may have contributed to this delightful experience?	5 min	e.g. friendly, caring, helpful salesperson …etc.
10. What other factors may have contributed to this delightful experience?	5 min	e.g. store layout, atmosphere …etc.
11. What were the outcomes of this delightful experience, specifically for the retailer?	5 min	Only business outcomes: Did the respondent tell others about the experience (word-of-mouth effect)? Did he/she visit the store more often (loyalty & purchase frequency)? Buy more (loyalty & share-of-wallet).
If more than 1 critical incident, repeat questions 3 to 11		

Appendix C1 - Keyword/Code Frequencies by Race Group

The table below presents encoded keyword frequencies as percentages by race group. A frequency of 0% implies that there were no responses for the respective factor (row) by anyone belonging to the respective race group (column).

Table 7a: Keyword/Code Frequencies by Race (Antecedent Factors)

Antecedents	Code	Black	White	Indian	Coloured
Product	Size/Fit	2.90%	11.10%	5.10%	6.70%
Product	Style / Found exactly what I wanted	1.00%	14.80%	3.20%	6.70%
Product	Interbranch-ordering	4.90%	3.70%	4.50%	0.00%
Product	Prefer one-stop shop / complementary items	3.90%	0.00%	0.60%	0.00%
Product	Prefer specialist stores (per product category)	1.00%	0.00%	0.00%	0.00%
Product	Wide Range	1.00%	3.70%	0.00%	0.00%
Product	Price/Affordability	7.80%	3.70%	8.30%	6.70%
Service	Greet by Name	1.90%	3.70%	1.90%	0.00%
Service	Easy to get assistance	2.90%	3.70%	3.80%	0.00%
Service	'No-hassle' Refund/Return Policy	1.00%	0.00%	1.90%	6.70%
Service	Contacted me personally via phone/sms	2.90%	0.00%	5.70%	0.00%
Service	Very Helpful (above and beyond)	3.90%	3.70%	6.40%	13.30%
Service	Friendly/Smiling Salesperson	6.80%	0.00%	5.10%	0.00%
Service	Patient/Tolerant	1.90%	3.70%	1.30%	0.00%
Service	Respect	1.90%	0.00%	0.00%	0.00%
Service	Made to feel important/like their only customer	7.80%	11.10%	8.30%	13.30%
Service	Fashion Consultant / Personal Assistant	2.90%	3.70%	2.50%	0.00%
Service	Assistant provided space to shop - not too pushy	1.00%	0.00%	3.20%	0.00%
Service	Knowledgeable Staff	2.90%	3.70%	0.60%	0.00%
Service	Offered incentive (voucher, make-over, alterations)	3.90%	0.00%	0.60%	0.00%
Experience	Music	1.90%	0.00%	0.60%	0.00%

|		Black	White	Indian	Coloured
Experience	Store ... inviting/comfortable	6.80%	3.70%	2.50%	6.70%
Experience	Store Layout / Display Design	6.80%	11.10%	8.90%	13.30%
Experience	Displays kept 'fresh'	1.00%	0.00%	0.60%	0.00%
Experience	Posters / POS Promotion	1.00%	0.00%	1.30%	0.00%
Experience	'Positive' Contradiction between store design/atmosphere and price	1.00%	3.70%	1.30%	0.00%

Table 7b: Keyword/Code Frequencies by Race (Business Outcomes)

Business Outcomes - Codes	Black	White	Indian	Coloured
Personal Attachment to Store/Brand	1.90%	3.70%	0.60%	0.00%
Shop / Visit Store more often	2.90%	0.00%	6.40%	20.00%
Spend more than normal	3.90%	0.00%	2.50%	0.00%
Word of Mouth Advertising	8.70%	7.40%	12.10%	6.70%

Figure 21: Heatmap of Antecedent Factors & Business Outcomes by Race
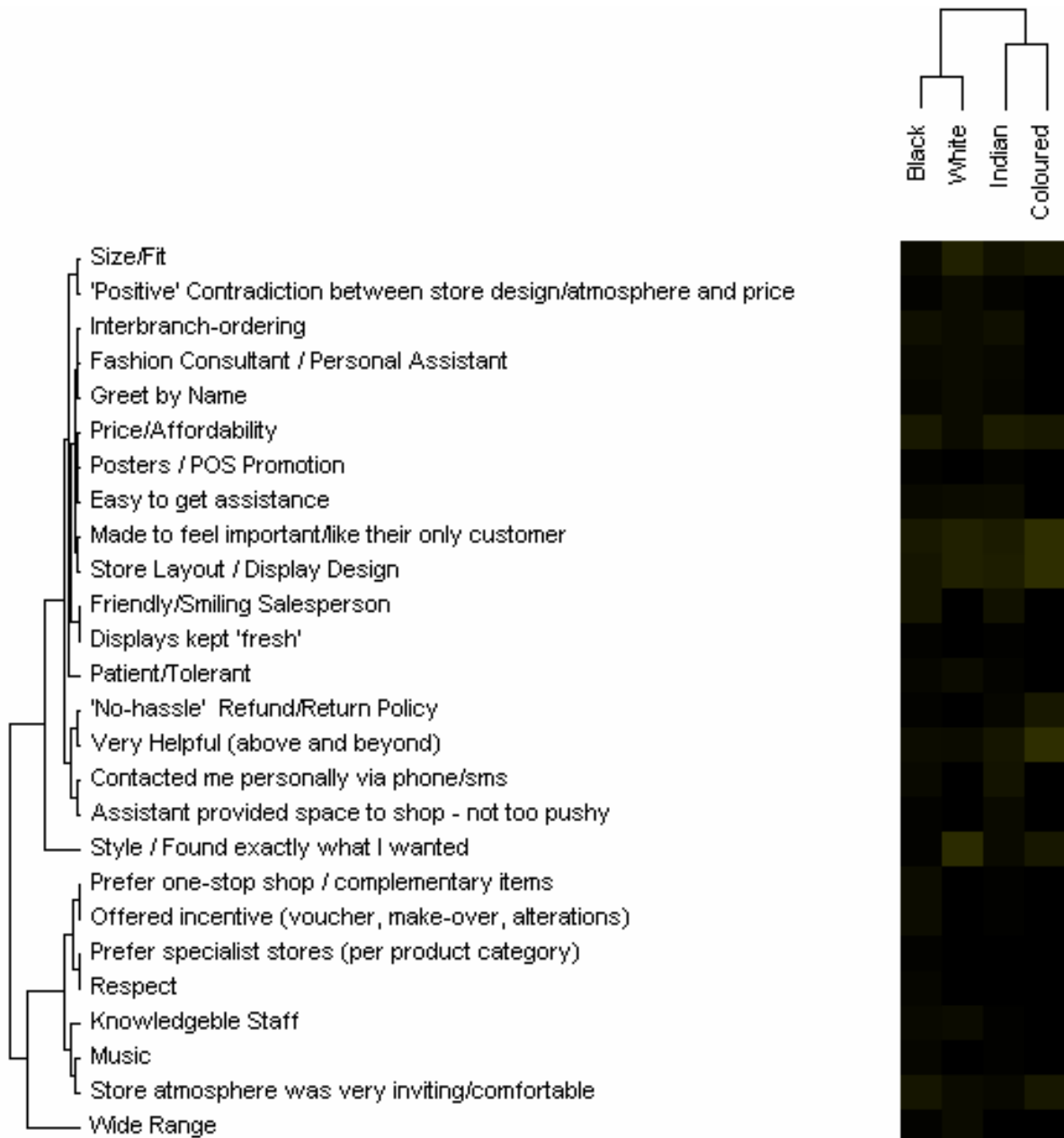
Figure 22: Dendrogram of all Encoded Keywords (Agglomeration)
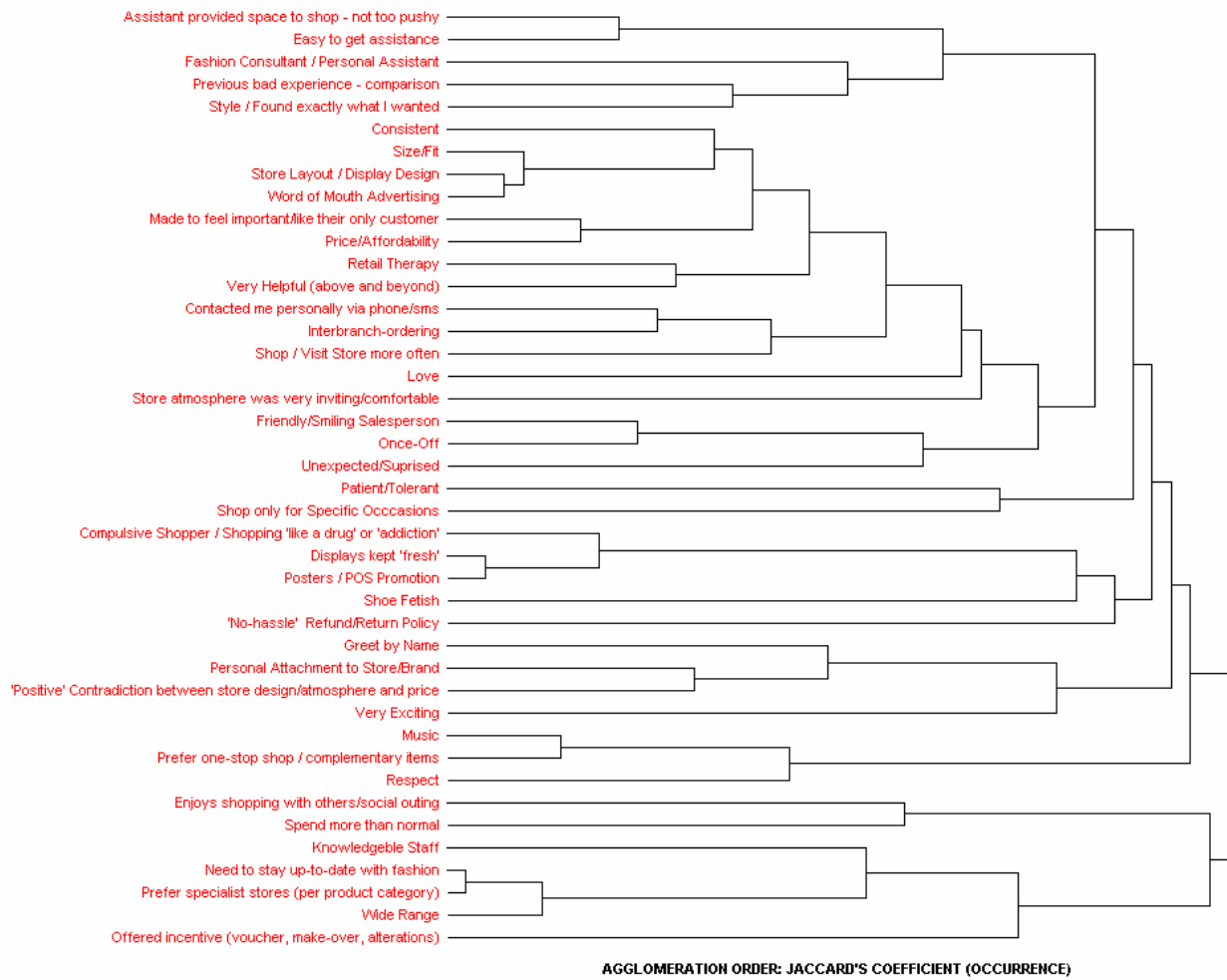

AGGLOMERATION ORDER: JACCARD'S COEFFICIENT (OCCURRENCE)

Figure 23: Dendrogram of all Encoded Keywords (Similarity)

SIMILARITY INDEX: JACCARD'S COEFFICIENT (OCCURRENCE)